

INTEGRATED ACTION PLAN

CITY OF POZNAN, POLAND

Increasing the attractiveness of Poznan
as a city friendly to generation Y

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Preface

The Integrated Action Plan is a result of works undertaken as part of the URBACT III "Gen-Y City – Get into the Swing of the City" project, further called "the project". It is implemented by the City of Poznan (leader of the project) and 11 partners forming a project consortium.

The aim of the Local Action Plan is to provide recommendations for the city's authorities in terms of improvement of the situation of young residents (Gen-Y) and plan for implementing them. It should also develop solutions and tools which, once implemented in the city's policy, would contribute to an increase in Poznan's attractiveness as a place stimulating the development of the creative and the innovative sectors. The document takes into account at the same time the economic and the social dimensions of sustainable development. Its key element is the support provided to talents from the generation Y in the European Union. The Council of EU Ministers for Youth from the 27 Member States of the European Union adopted a resolution that puts into effect a new EU strategy for youth for the years 2010-2018. The resolution outlines the main goals of the long-term strategy for youth: providing young people with greater opportunities in terms of education and job market and promoting active citizenship, social inclusion and common solidarity¹.

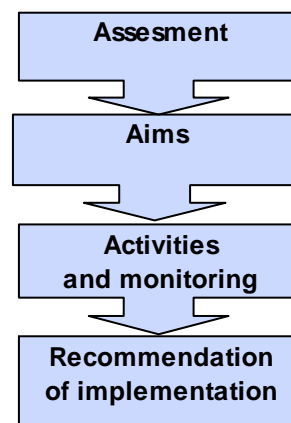


Figure 1. Diagram of document
Source: own scheme

The development of the Integrated Action Plan was possible through the construction of a cross-sectoral network linking public institutions with the private sector and social organisations (URBACT Local Support Group). Another

¹ Youth in Europe A statistical portrait, Eurostat, 2009 edition, <http://pjp-eu.coe.int/documents/1017981/1668203/YouthinEurope.pdf/40f42295-65e4-407b-8673-95e97026da4a>

important factor contributing to the creation of the document was cooperation and exchange of experiences between the partners of the project:

- Poznan – leader of the project
- Economic Development Agency of Sabadell – Spain
- Bologna – Italy
- Coimbra – Portugal
- Daugavpils – Latvia
- Genoa – Italy
- Granada – Spain
- Klaipeda – Lithuania
- Kristiansand – Norway
- Nantes – France
- Torun – Poland
- Wolverhampton – The UK.

The exchange of international experiences and involvement of stakeholders of the URBACT Local Support Group allowed for application of methods of integrated city development and of participatory activity planning. Particular focus in the approach to urban policies was given to ensuring implementation of the strategic vision of the city determined in the "Development Strategy for the City of Poznan 2020+" and to reaching the aims of the EU Strategy.

1. Assessment of situation of Y generation representatives in Poznan

1.1. Definition and general characteristics of generation Y

The generation Y, also called "The Millenials" or Gen-Y, are persons born between 1983 and 2000. Their characteristic features are self-confidence and belief in the value of their personalities and independence. They are the first generation raised in the digital world, which for them is a natural environment of relationships and development. They value the freedom of choice of place and time of work and the identification with the aims of the organisations for which they work². They also appreciate the balance between personal and professional life³. The increasing share of Gen-Y representatives in the group of professionally

² Tapscott D., 2010, "Grown Up Digital: How the Net Generation is Changing Your World".

³ Chester E., 2007, Młodzi w pracy. Jak zadbać o pracowników z pokolenia Y, Onepress, Gliwice.

active people makes employers take their needs and values into account to a greater extent. What matters to the generation Y is knowledge and acceptance of the aim of the performed tasks, good atmosphere and comfortable job conditions, as well as new, ambitious tasks. Their goal is not the stability of employment, but constant development. Therefore, they are often accused of disloyalty to the employer, which is manifested in the phenomenon called job-hopping, or frequent change of work. Although they primarily appreciate opportunities of creative work, risk, cooperation and critical thinking, as well as flexibility of working hours and work in a culturally diversified environment or the work for local communities⁴, they often prefer job that does not require taking risk⁵.

For the representatives of the generation Y, the priority is not to collect material goods but to lead an active life, full of interesting experiences. They like to travel and they enjoy the increasingly wider opportunities to travel all over the world. This has big implications for the organisation of life in the city, which is treated by the representatives of the generation Y as a place for entertainment and spending free time. They expect green and clean urban areas with modern and attractive recreational infrastructure. Generation Y eagerly lives in city centres and does not seek to own a car, but is happy to use modern sharing systems, such as car-pooling, car-, scooter- or bike-sharing.

1.2. Urban context

Poznan is one of the most competitive cities in Poland – located slightly less than 300km east of Berlin and 300km west of Warsaw, on the Warta River, in Western-Central Poland. It is one of the eldest and largest cities in the country, the cradle of Polish statehood (10th century) and one of the first capital cities of Poland. It is the largest Polish fair centre, an important centre for higher education and science, trade, business, industry, technology, sports, tourism and culture. Along with Warsaw it is the only Polish city-node of the Trans-European Transport Network (TEN-T). It is among the most economically thriving cities in Poland, with the highest after Warsaw, GDP per capita index, twice the national average.

⁴ <https://dts.lectica.org/PDF/GenYreport.pdf>, [20.04.2017]

⁵ J. Fazlagić, Know-how w działaniu!, Helion, Gliwice 2009.

Poznan is the capital city of the Greater Poland province, currently one of the most populated and richest regions of the country. The progressing conurbanisation with the county of Poznan and 4 other municipalities⁶ means that the Poznan Metropolitan Area is inhabited by 1 million people in total. The administrative borders of Poznan are home to 540.4 thousand people (2016), including 131.2 thousand from the generation Y, which accounts for 24% of the population in total. The process of suburbanization negatively influences the demographic development of the city, causing changes in the age structure of the residents. Approximately 2 thousand residents, especially the young ones, educated and wealthy, move from the city mainly to neighbouring municipalities of the Poznan county. The city of Poznan attracts young people from other municipalities, mainly from Greater Poland, Lubusz and Western Pomerania.

The economy of Poznan is characterised by a large number of small and medium enterprises and public institutions that do not offer many knowledge-based jobs of high added value, despite the high share in generated GDP. This is due to the shortage of large enterprises from the service and creative sectors. Such a structure of the labour market is beneficial during the economic slowdown but in time of prosperity, as nowadays, the offer of the job market of Poznan for young and talented people does not fully meet their expectations for high-income and ambitious jobs. Also the presence of large modern production plants, with the largest employer of Volkswagen Poznań Sp. z o.o., employing nearly 7,000 people, has not yet caused the dynamic development of research and development centres of international corporations, as is the case in other large Polish urban centres. As a result, Poznan loses the "battle for talents" with other Polish metropolises.

A strong local economy influences the labour market. At the end of December 2016, the unemployment rate in Poznan was 1.9% which was the lowest in the country. During the year, slightly less than 7,000 people⁷, search for jobs, and one third of them are young people, up to 34 years of age. The process of job migration, especially of young people, to Western European countries also influences the growing demand for employees. The situation on the domestic

⁶ Oborniki Wlkp., Skoki, Szamotuły, Śrem.

⁷ County Employment Office, Job market of Poznan and Poznan County in 2016, <http://www.bip.powiat.poznan.pl/plik,24133,rynek-pracy-w-poznaniu-i-powiecie-poznanskim-w-2016-roku.pdf> [06.09.2017].

labour market means that due to difficulties in recruiting employees on the local market, Polish employers are more and more willing to take advantage of the opportunity of employing foreigners, especially from Ukraine. In the last five years, the number of work permits for foreigners in the Greater Poland province increased almost five times, and the number of employer declarations on the intention to entrust job to a foreigner increased 10 times, including 11 times in Poznan and the Poznan county.

The problem is a relatively low level of salaries, inconsistent with good economic situation in the city. After taxation, the average salary offered to a graduate of a university remains within the range of PLN 2-3 thousand (around 600 euros), or 40-60% of the average salary in Poznan.

Poznan is the third academic centre in Poland, after Warsaw and Cracow. A total of 112 thousand people study in universities, including 4 thousand foreigners (mostly from Ukraine). Over 80% of students are people from outside of Poznan. The scientific and academic potential as well as intellectual capital gathered in the leading (having category A and A + of the Ministry of Science and Higher Education) universities of Poznan can be exploited even more often than ever in the development of creative sectors and innovations. According to surveys on the position of provinces in terms of the size of the creative economy, Greater Poland was placed at end of "aspiring" regions that exhibit the greatest potential for developing a creative economy and at the same time create friendly conditions that ensure the revival of the cultural and creative industry⁸. Meanwhile, it is the people creating the creative class characteristic of a modern, post-industrial, innovative economy who increase the development potential of modern cities⁹, and the creative sector is concentrated in regions that have a higher cultural potential¹⁰. An opportunity for a more dynamic development of creative industries in Poznan is the constant increase in the attractiveness of cultural offer which can stimulate the development of many microenterprises or freelancers,

⁸ Hausner J. i in., 2012, Kurs na innowacje. Jak wyprowadzić Polskę z rozwojowego dryfu?, Fundacja Gospodarki i Administracji Publicznej, 2012.

⁹ Florida R., 2010, Narodziny klasy kreatywnej, Narodowe Centrum Nauki, Warszawa.

¹⁰ Kreatywny łańcuch – powiązania sektora kultury i kreatywnego w Polsce, 2014, Szultka S. (red.), file:///C:/Users/KCAFiW2/Downloads/Kreatywny_lancuch_-_powiazania_sektora_kultury_i_kreatywnego_w_Polsce.pdf, [12.11.2017].

promote the city, attract patrons of art and investors, and as a result translate into revenues for other sectors of economy¹¹.

1.3. Current situation in relation to topics that IAP concerns

The preparation of the Integrated Action Plan was preceded by studies of the city strategic documents (Peer Review Report) in view of taking into account the needs of the generation Y, the results of workshops organised in Poznan with representatives of the ULG and surveys among entrepreneurs and students.

The needs of the generation Y were included in the Development Strategy for the City of Poznan 2020+, adopted in January 2017, while the municipal sector strategic documents mostly do not take into account the special needs of this group.

The deeper assessment of the generation Y and their expectations towards the city authorities was the subject of a series of workshops for ULG representatives with the participation of experts and representatives of project partners organised in Poznan using a number of techniques recommended by the Urbact Programme and with the support to the process from Urbact. Each of the workshops was focused on getting to know the opinions and expectations of various groups of the generation Y, primarily young entrepreneurs and students, both domestic and foreign. The results of meetings with representatives of companies and technology parks, non-governmental organizations, universities, business incubators, or business support institutions in the context of adapting their offer to the entrepreneurial needs of the generation Y were also considered. Another element of the assessment were surveys run among the representatives of the generation Y.

During the workshops, the expectations of young people in the context of various aspects of quality of life, conditions for running their own business, local labour market, and the possibility of actively joining the life of the city were identified.

1.3.1. Results from Local Support Group Urbact meetings

Preparatory workshops - 11 December 2015

The subject of a workshop was an indication of the most important barriers to set up a business activity in Poznan. Young persons do not perceive Poznan as an

¹¹ Kultura – polityka – rozwój. O kulturze jako „dźwigni” rozwoju społecznego polskich metropolii i regionów, 2012, Szultka S., Zbieranek P. (red.), Instytut Badań nad Gospodarką Rynkową, Gdańsk.

attractive place with an international meaning and think that if they want to develop their business (globally) they should move to Warsaw. Young persons think that Poznan from the business point of view offers many things to entrepreneurs. There is a lot of different initiatives and activities and now it needs new inspirations and new knowledge, as well as foreign experience (specialists, experts). The generation Y thinks that there is no "central point" in the city, where valuable information can be found - support structure is distracted. Because of poor communication interested persons have no access to the most important offers.

A problem for students other than business fields (ex. Technical or Natural Science) is a missing possibility to gain knowledge about entrepreneurship during the study. The young persons don't know, where and how to gain capital or set up their own business activity. A barrier for young entrepreneurs, who need to rent an official space, are high rental prices, as well as long-term obligations.

Workshop - ULG meeting - 18. October 2016

The major subject of the workshop was an identification of students' needs. The students, who identify themselves with Poznan, expressed their lost expectations concerning development, city life activity, active participation in the city life, quality of job offers for young, ambitious graduates. They mentioned that there is no effective communication canal and tool to transfer information that can be used by young persons ex. blog with information about city services or information about city transport in Google Maps. The City does not use all new technologies to communicate with residents, as well as does not offer any mobile applications to use urban services. They think that Poznan is not active in social media, what is reflected in global city perception. The young persons also think that there are no green areas in the city and bicycle paths.

Workshop - ULG meeting - 13. December 2016.

The subject of the workshop was perception of public space by generation Y. They think that Poznan has no identity, spirit, which are a distinguishing feature and factor to attract young people. They think that important is to create atmosphere, community and friendly public space in the city. Young persons also say that the city is missing a concert hall and world-class museum ex. modern art, and because of that Poznan is not attractive for tourists. For people who

would like to connect their business carrier with Poznan, a barrier is the reduced number of technological parks and co-working spaces, which are helpful for an own business activity.

Workshop - ULG meeting - 21. March 2017

The subject of the meeting were foreign expectations and opinion about development of own business activity. Foreigners said that there is a lot of obstacles for young entrepreneurs not speaking Polish. The language barrier is a factor which eliminates all positive results of measures taken by local government to attract representatives of generation Y from other countries to Poznan.

The generation Y thinks that the city authorities shall improve their PR communication to support new companies from innovation and creativity sectors. Most young persons expect intensification of the municipal activities to promote entrepreneurs from generation Y and are counting on active support by universities (ex. with mentoring).

In accordance with the results of a research conducted among workshop participants about the quality of life in Poznan, the everyday life aspects are more appreciated than work market and innovative entrepreneurship support. Air quality was noted as very bad.

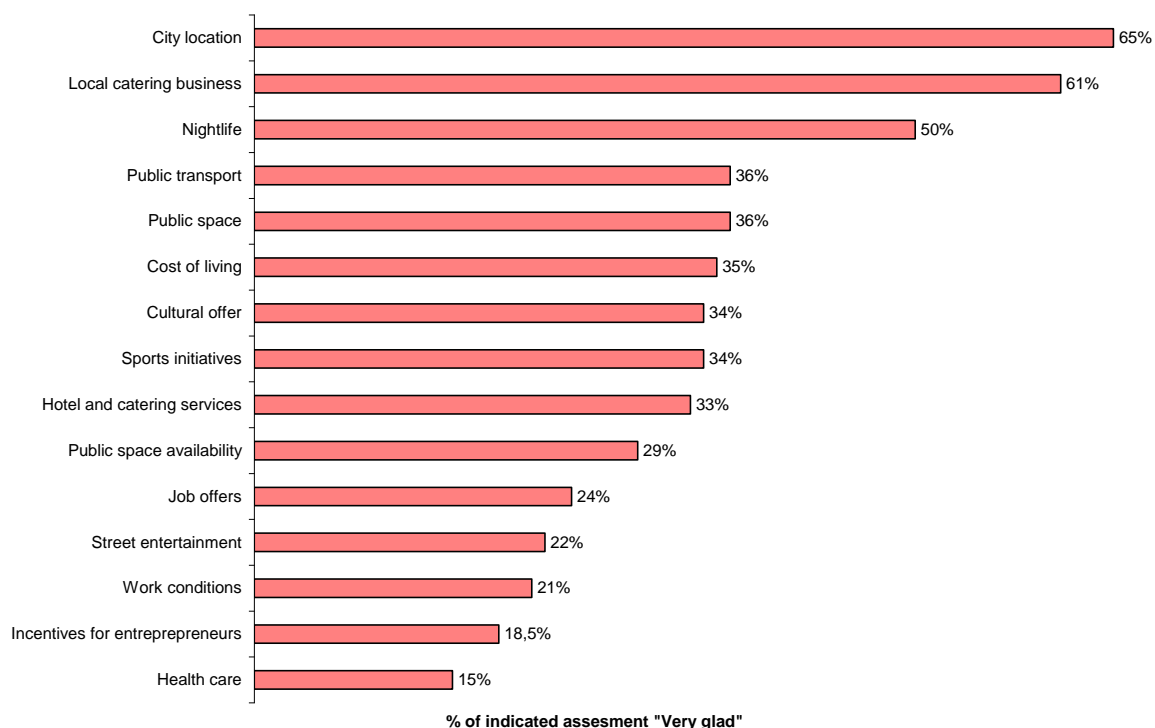
Table 1. Quality evaluation of different life aspects in a city

Aspect	% answers (highest value)
Labour market	45% note „bad“
Starting own business	55% note „good“
Co-working spaces	55% note „good“
Incubators, research and technology parks	45% note „bad“
Sport features	40% note „good“
Access to parks and outdoor features	45% note „good“
Concerts, night life	60% note „good“
Shopping	45% note „very good“
Food in restaurants (variety and quality)	55% note „good“
Food in restaurants (prices)	50% note „bad“
Meeting of interesting people	50% note „good“
Arts and culture	55% note „good“
Cycling	50% note „very good“
Air quality	60% note „bad“
Schools, kindergartens, nurseries	70% note „good“

Source: own publication based on questionnaire conducted during the local group meeting on 21. March 2017

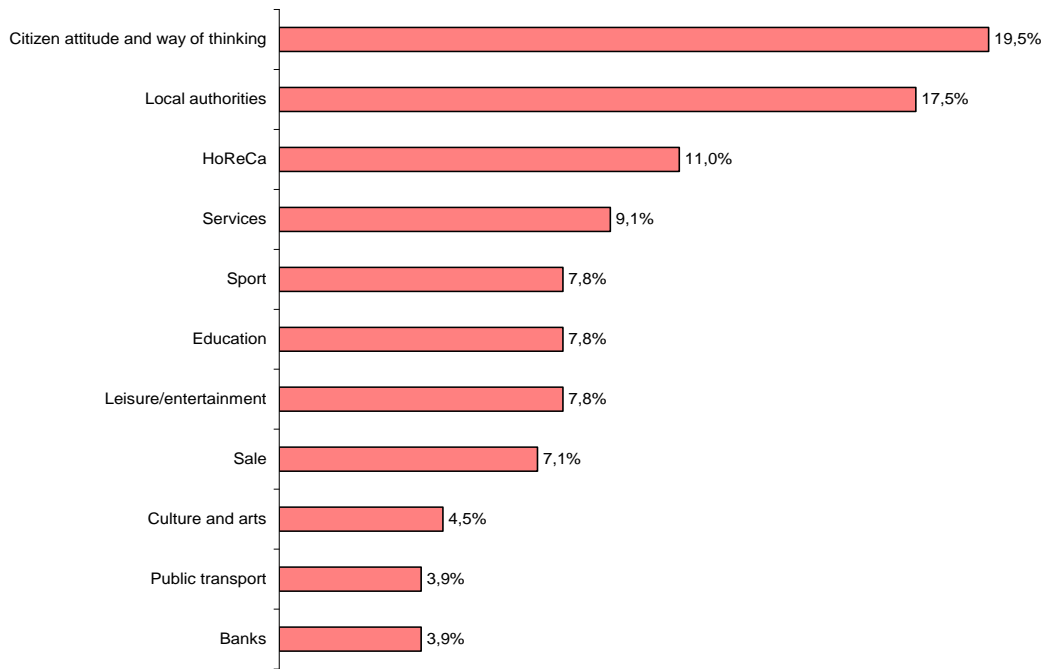
1.3.2. Results of questionnaire conducted among the representatives of university students

The results of a questionnaire conducted amount more than one hundred Polish and foreign students from all universities in Poznan has shown that more than a half would like to stay in Poznan after studies. The students gave a high note to quality of daily life and bad note to health care, support for entrepreneurs, cost of living, cultural and sport offer, transport and public space. In accordance with the research most students don't know any initiatives, which are conducted by the local authorities to support young entrepreneurs or graduates and expect more activities to promote entrepreneurship among young persons and higher engagement to improve work conditions and environment. The students also mentioned that the professional education system shall be improved to meet the needs of the labour market and support creativity and innovation of companies conducted by generation Y.



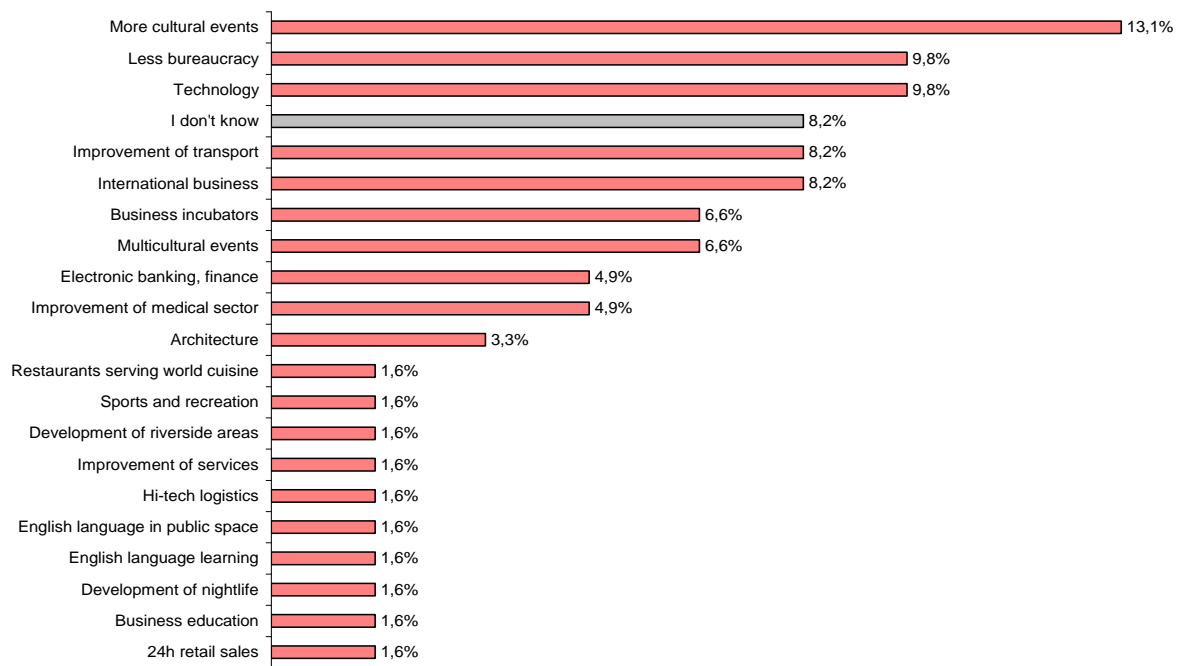
Graph 1. Evaluation of the quality of life in Poznan by generation Y

The second survey¹² covered a group of 60 foreign students from the University of Economics and Business in Poznan and Adam Mickiewicz University in Poznan. The foreigners perceive Poznan as a friendly, traditional, old-fashioned and open city, however in their opinion the innovation in the city is decreased by a low level of modern technologies and limited multiculturalism in the city, insufficient number of cultural events, including international, multicultural projects. Almost half of the students does not know about innovations and events in the city. The foreigners give the highest notes to a public transport innovation, cultural institutions and bank services, the worst note have residents and local authorities' innovations and gastronomy services. Concerning the entrepreneurship development, they think that problematic areas are legal regulations, low purchasing power of a customer from Poznan, limited access to capital to set up a business.



Graph 2. The least innovative life aspects in Poznan

¹² Questionnaire research concerned innovation evaluation in Poznan. If asked, how should look an innovative city, the respondents answered: (1) City that invest in infrastructure and public services, (2) City with many e-services – Smart City, (3) City with trends ex. ecology, recycling, bio energy etc., (4) City supporting social innovations.



Graph 3. Suggestions to make Poznan a more innovative city

1.3.3. Results of survey concerning life and public services quality in accordance with ISO 37210 standard¹³

The results of the questionnaire, which was conducted among a group of 65 persons, has shown that the generation Y gives the highest note to higher education, tourism offer, public safety level, gives the medium note to transport system and business services quality and the lowest to standard of living.

Table 2. Evaluation of criterion to describe quality of life in Poznan

Criterion	% answers (highest value)
People-oriented governance	76% note „good“
Urban transport system	62% note „good“
Business/entrepreneurship support services	66% note „medium“
Technology adoption in business operations	86% note „good“
Standard of living	89% note „bad“
Digital infrastructure (ICT) presence	82% note „good“
Public security and safety	87% note „good“
Tourism	93% note „good“
Quality of education	96% note „good“ (universities)

Source: report „Innovative cities“ prepared under supervision of Prof. Jan Fazlagić (University of Economics in Poznan); authors: Adewale Adebisi and Anis Boutaleb

1.4. Situation identification in Poznan regarding expectations of generation Y

The workshops and surveys, as well as discussions with experts helped to identify the most important problems in the city concerning the generation Y expectations:

- expectations of generation Y were included in the Development Strategy for the City of Poznan 2020+, which was adopted by the City Council in January 2017, whereas the municipal operational strategy documents do not consider special needs of this groups
- generation Y representatives have no knowledge about actions and initiatives of city authorities
- not enough job offers in the area with the high added value and in consequence despite the highest GDP in Poland (after Warsaw) per capita, the quality of work places does not fulfil expectations of generation Y
- not enough amount of private funds for innovation development which causes the research and development be financed from the public funds

¹³ The standard ISO 37210 defines and describes methodology for factors to control and measure activity effects in the area of public services and life quality.

- insufficient activity of universities in Poznan to develop entrepreneur competences among students
- subject “Entrepreneurship” in upper secondary school is based on the basic program, which favours a declarative knowledge, without experiences in own business activities among teachers
- low level of modern technologies usage to develop life quality and mutual communication between city authorities and residents
- concentration of municipal housing investments to fulfil housing needs of families with low income which influences financial availability of dwellings for generation Y representatives
- cultural offer does not meet expectations of generation Y
- lack of an alternative city centre (like Old Market Square), which would concentrate gastronomy and entertainment services on a limited area with an offer adjusted to the generation Y needs, not only to business customers
- perception of Poznan by generation Y as an urban centre without global actions and distinguishing features (identity and spirit), which are attractive for young people
- language barrier in settling the matters in offices and running a business in Poznan (foreigners).

1.5. Contribution of URBACT Local Support Group

The project focused mostly on creating structures, tools, activities and arrangements for sustainable urban development in Poznan. The successful and coherent creation of the URBACT Local Support Group required the energy and commitment of all stakeholders during the course of the project. During international meetings, mutual exchange of knowledge and experience was also observed within the URBACT Local Support Group. These meetings allowed for the identification of good practices that were applied in the Poznan Local Action Plan. The Local Action Plan is a bottom-up development, developed as a result of a direct discussion and cooperation with partners.

An example of a good practice of the City of Bologna is the project of making culture a local attraction for creative talents, carried out by the Golinelli

Foundation from Bologna. Fondazione Golinelli deals with education, training and culture in an integrated way to support the intellectual and ethical development of young people and society. The foundation is run by Opificio Golinelli – one of the largest experimental laboratories dealing with teaching science and technology. The experience of the Golinelli Foundation can be used in Poznan to raise the professional competences of teachers from Poznan's secondary and higher schools in the context of entrepreneurial education.

In the field of improving the quality and aesthetics of urban space, among others by revitalising and providing green spaces created at the expense of existing parking spaces, the idea of social gardens of Bologna and Genoa can be continued and expanded in Poznan. Social gardens are run by residents' associations and are located within a short distance from the city centre, near the park.

Another good practice, the idea of which is already successfully applied in Poznan in relation to the preferential rental of municipal premises for the purposes of local social initiatives, is the example of Coimbra. In this city, local authorities make available restored apartments in historic tenement houses to artists living and creating in Coimbra.

2. Challenges for IAP

Diagnostic analysis and research results showed that continuous self-development and possibility to overcome new challenges is the fundamental value for the generation Y, therefore it is crucial to create an offer of job and professional and personal development, particularly focused on young talented and creative persons interested in creating and implementing innovation. The generation Y expects an offer of housing and leisure time possibilities tailored to their needs, since balance between work and personal life is crucial for this generation. During the workshops and research, it was established that young people have very little knowledge concerning local authorities activities aimed at youth development support. The identified problems occurring in Poznan in the aspect of generation Y expectations have become the basis for the formulation of challenges that the City should address in order to retain and attract young people from the generation Y:

- creating attractive living conditions for young people (Smart Living) through an available housing offer; attractive public space; attractive cultural and leisure offer available for the young generation. The need to take action in this area is mainly due to competition from other Polish big cities, as well as the opening of the EU labour market for young people from Poland. In Poznan, there are no affordable housing projects, well communicated with the city centre and with a high level of aesthetics that satisfy the needs of generation Y.
- creating conditions for the development of entrepreneurship of young people (Smart Economy) through attractive forms of support for young businessmen, including involvement of experts mentoring practitioners; support for development of the local culture as the factor attracting talents from the creative industry; system of effective entrepreneurship teaching in the Poznan schools. The need to take action in this area is due to the unmet demand for the co-working space, insufficient support in the field of education for entrepreneurship, a limited number of private high risk funds interested in supporting the business development of the Y generation.
- effective communication between city authorities and generation Y (Smart People) through an intensive use of smart communication channels, also in foreign languages; inviting young people to be more involved in development of the city and co-decision procedure concerning its development; effective promotion of Poznan addressed to Y generation. The need to take action in this area is due to not used all available communication capabilities and custom channels, for example of Poznan universities.

3. Aims of IAP

3.1. Determination of IAP aim

The assessment of the situation of the generation Y in Poznan and the results of workshops and surveys allowed for a formulation of a general aim of the Integrated Action Plan, which is keeping and attracting new young and talented people through the creation of a housing offer, job and personal and professional development expected by the generation Y. The diagnostic analysis and the survey results showed that for the generation Y the balance between professional

and personal life is crucial, and constant self-development and opportunities to materialise new challenges are basic values. The use of creative and innovative potential of young and talented people is an opportunity for a dynamic development of knowledge based economy implemented in quadruple helix covering science, business, society and local authorities.

The cooperation within the framework of helix provides universities and research and development centres an opportunity to generate knowledge and new ideas and concentration on the key role of the scientific sector, which is the development of innovations. Companies become recipients of these innovations, although they at the same time share their knowledge or participate in scientific projects. Local authorities should primarily decide on opportunities of investment and on city development strategy referring to the use of new solutions and technologies and interventions at the structural level. All these activities are undertaken for the residents, which are both inspiration and recipients of the innovation.

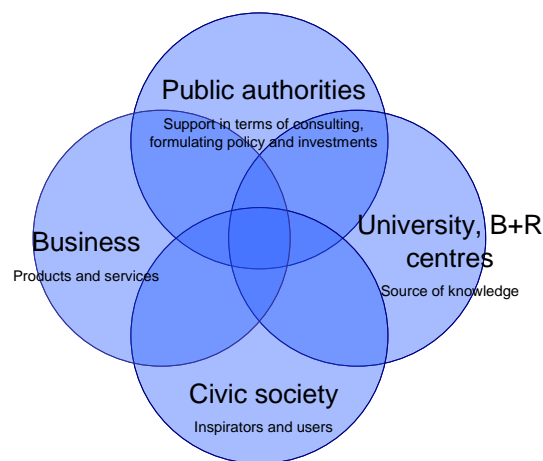
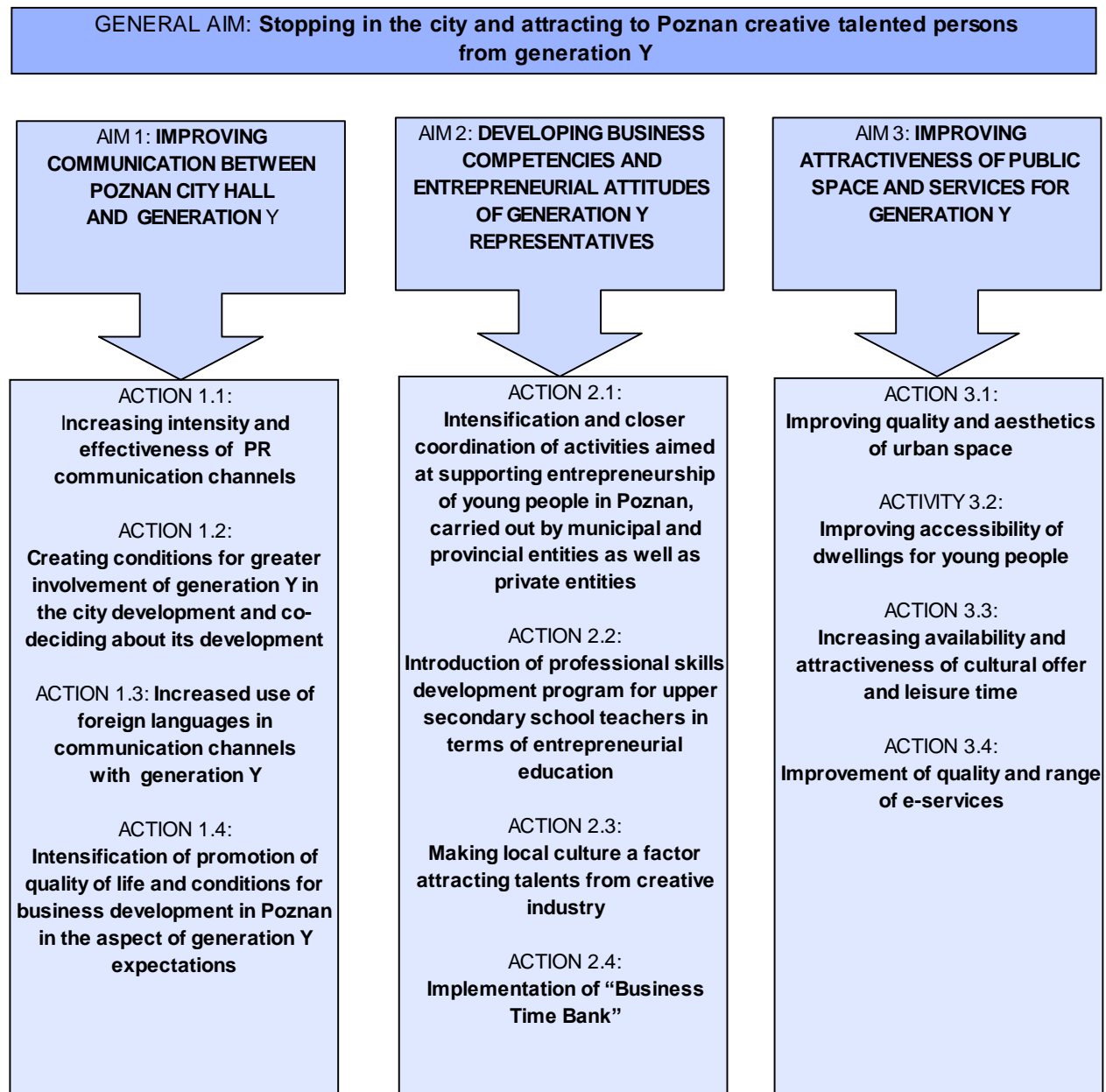


Figure 2. Quadruple helix model
Source: own study

The assessment of the situation of representatives of the generation Y in Poznan, presented in chapter 1, pointed at the main existing problems and expectations

of this generation, which became a basis for formulating three detailed aims as part of the general aim.



3.2. Connection with strategic documents

The Integrated Action Plan remains in line with the key European, national, regional and local plans, strategies and activities referring in particular to the below strategic documents:

- Development Strategy for the City of Poznan 2020+:

- Priority Strong Metropolis
- Priority Modern Entrepreneurship
- Strategy for Development of the Greater Poland province until 2020.
Greater Poland 2020:
 - General aim. Effective usage of development potentials for the benefit of increase in the competitiveness of the province, serving an improvement of quality of life of the residents in conditions of sustainable development
 - Strategic aim 4. Raising the competitiveness of the Poznan Metropolis and other centres of development in the province
 - Strategic aim 6. Strengthening the economic potential of the province
 - Strategic aim 7. Increase in competitiveness of the residents and of employment.
- National Strategy for Responsible Development until 2020 (with a perspective until 2030)
 - Main aim. Creation of conditions for an increase in income of the citizens of Poland with a simultaneous increase in the coherence in the social, economic, environmental and territorial contexts
 - Detailed aim I. Permanent economic growth based more strongly on knowledge, data and organisational perfection
- Strategy Europe 2020
 - Priority Achievement of Intelligent Development through the development of economy based on knowledge and innovation
 - Priority Achievement of Development Favouring Social Inclusion, through supporting economy with high employment rate and ensuring social and territorial coherence.

4. Activities and implementation of IAP

4.1. Expected results of IAP implementation

The following indicators measuring the IAP results will be used for monitoring of the Local Action Plan aims achievement:

Table 3. Results indicators of IAP aims

Results indicators for IAP aims	Indicators interpretation
General aim: Stopping in the city and attracting to Poznan creative talented persons from generation Y	
Growth of number of people from generation Y registered in Poznan	Increasing positive growth of number of people from generation Y registered in Poznan will show that Poznan becomes increasingly attractive for the young people, whose personal and professional life is related to the city
Specific aim 1: Improving communication between Poznan City Hall and generation Y	
Growth of number of users of generation Y-related websites and social channels of the Poznan City Hall	Increasing positive growth of number of users of generation Y-related communication channels of the Poznan City Hall with residents and the feedback received from them through the social channels will show that the information concerning the activities of the City is effectively delivered to generation Y
Specific aim 2: Developing business competencies and entrepreneurial attitudes of generation Y representatives	
Growth of number of new companies in creative industry in Poznan	Increasing positive growth of number of new companies from creative industry established in Poznan will show the development of entrepreneurship in young talented people, and that the conditions for conducting business created in Poznan and activities supporting the entrepreneurship development will meet the needs of generation Y and increase attractiveness of Poznan as a place for conducting smart business
Specific aim 3: Improving attractiveness of public space and services for generation Y	
Assessment of space and public services quality by generation Y representatives	Positive assessment of space and public services quality in Poznan by generation Y representatives in the survey questionnaires dedicated to this generation will show that the activities undertaken by the Poznan City Hall are correct and improve the quality of life in the city and Poznan attractiveness as a place to live for generation Y

Source: own study

4.2. Actions of IAP

Table 3. Detailed aims, actions and measures of IAP

PARTNER: CITY of POZNAN, POLAND GENERAL AIM OF IAP: RETAINING AND ATTRACTING YOUNG TALENTED AND CREATIVE PEOPLE FROM GENERATION Y						
SPECIFIC AIM 1: IMPROVING COMMUNICATION BETWEEN THE POZNAN CITY HALL AND GENERATION Y						
ACTION 1.1: Increasing intensity and effectiveness of PR communication channels						
Name and description of action under IAP	Potential entities	Possible starting date	Adopted assumption and possible risks	Description of actions	Action results indicator	Estimated costs and possible funding sources
Use of modern communication channels with generation Y	Organisational Department of the Poznan City Hall Department of Economic Activity and Agriculture of the Poznan City Hall City Development and Foreign Relations Department of the Poznan City Hall Investor Service Office of the Poznan City Hall Department of Health and Social Affairs Mayor's Office of the Poznan City Hall Department of Education of the Poznan City Hall	Use of website of the Poznan City Hall is already implemented Use of school social media - from 2018	<u>Assumptions:</u> Use of websites and social channels of the Poznan City Hall for communication with young people The use of social media of Poznan secondary schools and universities which are the basic communication channels used by young people. Use of influencing in social media <u>Threats:</u> Lack of interest from schools and universities in starting cooperation with the Poznan City Hall	Regular publication of information concerning activities of the City addressed to generation Y representatives as a part of the official city website entitled: Multimedia City Guide and on the dedicated profiles on FB and Twitter. Signing formal agreement with directors and rectors of high schools and universities in Poznan to publicise the information prepared by the City concerning the activities of City directed at	<u>Results:</u> Reaching a larger target group with the information <u>Results indicators:</u> Number of users of social media of the Poznan City Hall Number of social media schools in Poznan that joined the action implementation	Estimated costs: PLN 500,000 annually Funding programmes for which partners can apply: City of Poznan budget

	<p>Marshal Office of the Wielkopolska Region</p> <p>Universities in Poznan (24)</p> <p>Poznan Supercomputing and Networking Centre</p>			<p>generation Y</p> <p>Development of a mobile application about the city being a practical city life guide in cooperation with the academic groups</p>		
ACTION 1.2: Creating conditions for a greater involvement of generation Y in the development of the city and co-deciding about its development						
<p>Creation of a think tank for generation Y or other forms of social dialogue</p>	<p>City Development and Foreign Relations Department of the Poznan City Hall</p> <p>Department of Economic Activity and Agriculture of the Poznan City Hall</p> <p>Mayor's Office of the Poznan City Hall</p>	<p>Since 2018</p>	<p><u>Assumptions:</u> Creation of a think tank from representatives of the City of Poznan, experts, NGOs and young people for direct communication and joint development of the best solutions to the problems and expectations of the Y generation</p> <p><u>Threats:</u> Lack of interest of generation Y representatives to contribute to the work of the think tank</p>	<p>Inviting selected generation Y representatives (young businessmen, students and social activists), experts dealing with the youth and the NGOs representatives implementing the Y generation-related projects for cooperation under the urban think tank</p>	<p><u>Results:</u> Effective information loops for city authorities on the situation and needs of the generation Y and for young people with real possibilities of solving existing problems and introducing new solutions</p> <p><u>Results indicators:</u> Number of generation Y representatives in the think tank</p> <p>Number of think tank meeting devoted to finding solutions</p>	<p>Estimated costs: PLN 20,000 annually</p> <p>Funding programmes for which partners can apply: City of Poznan budget</p>
<p>Implementation and development of the Poznan main projects: "Open POZNAN"; "Entrepreneurial and creative POZNAN"; "Sustainable POZNAN"; "Distinctive POZNAN"</p>	<p>Mayor's Office of the Poznan City Hall</p>	<p>Since 2018</p>	<p><u>Assumptions:</u> Campaigns promoting open and entrepreneurial behaviours among young people</p> <p><u>Threats:</u> Lack of interest of generation Y representatives in being involved in the campaign</p>	<p>Implementation of promotion and educational activities directed at young people</p> <p>Promotion of Poznan as a place open to new ideas, concepts and innovations</p>	<p><u>Results:</u> Building the informed and socially involved civil society</p> <p><u>Results indicators:</u> Number of Y generation representatives in social consultations</p> <p>Number of submitted initiatives in those projects</p>	<p>Estimated costs: PLN 400,000 annually</p> <p>Funding programmes for which partners can apply: City of Poznan budget</p>
<p>Local Initiative Centre Network</p>	<p>Mayor's Office of the Poznan City Hall</p>	<p>Activity already</p>	<p><u>Assumptions:</u> Support for civil</p>	<p>Allocation of public funds under open</p>	<p><u>Results:</u> Building integration under</p>	<p>Estimated costs: PLN 720,000 annually</p>

		being implemented by Poznan City Hall	<p>activities and local initiatives built as a part of 6 Local Initiative Centres with operation area covering the whole city area, through stimulating social activity</p> <p>Creating conditions for development of local communities; developing a complex offer addressed to the territorially specific target group</p> <p>Creating a space facilitating self-organisation and integration of the residents</p> <p><u>Threats:</u> Lack of interest of the generation Y representatives in being involved in the task</p>	competitions for interesting local initiatives implemented by NGOs, including young NGOs	<p>various social groups on a given area</p> <p><u>Results indicators:</u> Number of projects implemented by Y generation representatives</p> <p>Amount of subsidy granted for projects of Y generation representatives</p>	Funding programmes for which partners can apply: City of Poznan budget
ACTION 1.3: Increased use of foreign languages in communication channels with generation Y						
Foreign language versions of modern communication channels of the Poznan City Hall and city guides	<p>Organisational Department of the Poznan City Hall</p> <p>City Development and Foreign Relations Department of the Poznan City Hall</p> <p>Department of Economic Activity and Agriculture of the Poznan City Hall</p>	<p>Foreign language versions of websites are already systematically launched</p> <p>Publication of city guides in some foreign language</p>	<p><u>Assumptions:</u> Facilitations for foreigners in accessing information - elimination of the language barrier that discourages them from remaining in Poznan after completing their studies</p> <p><u>Threats:</u> No information in the languages the</p>	Ongoing publication of information, also regarding urban services and official documents, in foreign languages on the official municipal website entitled: Multimedia Municipal Guide and issuing of cyclic (i.e. Afisz Kulturalny, IKS) or occasional city guides (i.e. when	<p><u>Results:</u> Reaching a larger target group of generation Y representatives from abroad</p> <p><u>Results indicators:</u> Number of users of the foreign language versions of the Poznan City Hall websites</p> <p>Number of foreign language versions of city guides published by the</p>	<p>Estimated costs: PLN 120,000</p> <p>Funding programmes for which partners can apply: City of Poznan budget</p>

	<p>Mayor's Office of the Poznan City Hall</p> <p>Department of Health and Social Affairs of the Poznan City Hall</p>	versions is already being implemented	foreigners speak	<p>organising fairs) in foreign language versions.</p> <p>Increasing the number of language versions resulting from monitoring of foreigners structure in Poznan by country of origin</p>	Poznan City Hall and municipal organizational units	
ACTION 1.4: Intensification of the quality of life promotion and conditions for business development in Poznan in the aspect of the generation Y expectations						
<p>Current information on the City websites and through social media</p> <p>Promotion of Poznan in major cities</p>	<p>Organisational Department of the Poznan City Hall</p> <p>Mayor's Office of the Poznan City Hall</p> <p>City Development Department of the Poznan City Hall</p> <p>Investor Service Office of the Poznan City Hall</p> <p>Department of Economic Activity and Agriculture of the Poznan City Hall</p> <p>Department of Health and Social Affairs of the Poznan City Hall</p> <p>Department of Culture of the Poznan City Hall</p> <p>Department of Sports of the Poznan City Hall</p> <p>Wydawnictwo Miejskie Posnania (city publishing house)</p>	Since 2018	<p><u>Assumptions:</u> Positive image of Poznan as a good place to live and conduct business among the Y generation Debunking stereotypes in the perception of Poznan</p> <p><u>Threats:</u> A message not reaching the Y generation</p>	<p>Publication of information about the city, quality of life and conditions for development of business addressed to the young people on the municipal website entitled: "Multimedia Municipal Guide" and on the Poznan City Hall social media</p> <p>Organising campaigns promoting the quality of life, education and conducting business in Poznan in other large cities</p>	<p><u>Results:</u> Reaching a larger target group with information</p> <p><u>Results indicators:</u> Number of users of website and social media of the Poznan City Hall</p>	<p>Estimated costs: PLN 150,000 annually</p> <p>Funding programmes for which partners can apply: City of Poznan budget</p>
SPECIFIC AIM 2: DEVELOPING BUSINESS SKILLS AND ENTREPRENEURIAL ATTITUDE OF THE REPRESENTATIVES OF THE GENERATION Y						

ACTION 2.1: Intensification and closer coordination of activities aimed at supporting entrepreneurship of young people in Poznan, carried out by municipal and voivodeship entities as well as private entities						
Development of patrons network	<p>City Development and Foreign Relations Department of the Poznan City Hall</p> <p>Department of Economic Activity and Agriculture of the Poznan City Hall</p> <p>Technology parks</p> <p>Incubators of entrepreneurship</p> <p>Co-working spaces</p> <p>NGOs</p> <p>Business Angels</p> <p>Investors of venture capital</p>	Poznan City Hall Has already implemented activities concerning mentoring	<p><u>Assumption:</u> Providing generation Y representatives with support in setting up and conducting a business</p> <p><u>Threats:</u> Lack of interest of experts in joining the mentoring network</p>	<p>Invitation to cooperate for mentors recruited at universities, owners of companies, Business Angels, venture capital investors, leaders of NGOs</p> <p>Promotion of mentor network through municipal communication channels with generation Y</p>	<p><u>Results:</u> Development of entrepreneurship in young people</p> <p><u>Results indicators:</u> Number of new business entities from creative industry</p> <p>Number of users of municipal co-working space "+jeden"</p> <p>Number of startups</p>	<p>Estimated costs: PLN 100,000</p> <p>Funding programmes for which partners can apply: StartInPoland Programme</p> <p>– Polish Agency for Enterprise Development along with the Polish Development Fund</p> <p>Operational Programme Smart Development</p> <p>Cooperation Programme INTERREG Central Europe 2020</p>
Co-working zones for Start-ups	<p>Department of Economic Activity and Agriculture of the Poznan City Hall</p> <p>Wielkopolskie Centrum Wspieranie Inwestycji Sp. z o.o.</p>	The Poznan City Hall is already implementing activities in the scope of co-working zone management	<p><u>Assumptions:</u> Providing young entrepreneurs with space and infrastructure for conducting business</p> <p><u>Threats:</u> Lack of interest among young people in conducting business activities</p> <p>Excessive legal and tax burden</p> <p>Lack of a suitable local offer and infrastructure adequate to the needs</p>	Managing an entrepreneurship development centre for young people through organising suitable, user-friendly space providing access to smart communication channels and technical and legal service	<p><u>Results:</u> Development of entrepreneurship in young people</p> <p><u>Results indicators:</u> Number of new business entities from creative industry</p> <p>Number of startups</p>	<p>Estimated costs: PLN 150,000 annually</p> <p>Funding programmes for which partners can apply: City of Poznan budget</p>
"Craftsmanship Alley" Programme	Department of Economic Activity and	Since 2018	<u>Assumptions:</u> Support for economic,	Organisation of meetings, training	<u>Results:</u> Development of	Estimated costs: PLN 30,000 annually

	Agriculture of the Poznan City Hall		<p>social and cultural revitalisation of selected areas of the City of Poznan</p> <p>Promotion and support in conducting activities as well as protection of valuable, sought and unique craftsmanship specialities (such as, shoemakers, dressmakers, upholsterers, stove craftsmen)</p> <p>Professional activation of unemployed qualified in craftsmanship professions</p> <p><u>Threats:</u> Lack of interest in craftsmanship and qualifications of persons willing to undertake such activity</p>	<p>courses and consultations for the programme participants.</p> <p>Promotion of programme in local media and on FB</p> <p>Making municipal premisses available for craftsmanship activities</p>	<p>craftsmanship among young people</p> <p><u>Results indicators:</u> Number of programme participants</p>	<p>Funding programmes for which partners can apply: City of Poznan budget</p>
ACTION 2.2: Introduction of a professional skills development programme for upper secondary school teachers in terms of entrepreneurial education						
Organization of workshops for upper secondary school teachers ¹⁴	<p>Department of Education of the Poznan City Hall</p> <p>Department of Economic Activity and Agriculture of the Poznan City Hall</p> <p>County Employment</p>	Since 2018	<p><u>Assumptions:</u> Improving the competences of upper secondary school teachers teaching the subject of "Entrepreneurship" will result in an increase in the level of</p>	<p>Invitation for cooperation for experts-practitioners in terms of entrepreneurship and recruitment of teachers willing to participate in workshops, who would then commit</p>	<p><u>Results:</u> Increasing the level of entrepreneurship of young people - the growth of companies established and successfully run by young people</p> <p><u>Results indicators:</u> Number of users of</p>	<p>Estimated costs: PLN 50,000 annually</p> <p>Funding programmes for which partners can apply: European Social Fund – Regional Operational Programme of Wielkopolska</p>

¹⁴ The idea is inspired by Canadian experiences. The Canadian government has introduced the "Innovation Agenda". Universities in partnership with primary and secondary schools train teachers in order to increase pupils entrepreneurial skills. See: Working Party on Innovation and Technology Policy. The Role of Education, Entrepreneurship and Innovation Policies, OECD, Paris 13-14 Dec 2017.

	Office in Poznan Poznan Centre for Supporting Development Marshal's Office of the Wielkopolskie Voivodeship Career Counselling Centre for the Association of Wielkopolska for Children and Youth Careers Advisers VIEW		entrepreneurship of young people <u>Threats:</u> Lack of teachers interest in participation in organised workshops	themselves to spread the obtained knowledge among their students	municipal co-working space "+jeden" Number of startups	Operational Programme Knowledge Education Development
ACTION 2.3: Making the local culture a factor attracting talents from the creative industry						
Development of municipal lease system and making available empty premises to young artists and cultural organizations "Premises for culture"	Department of Project Coordination and Urban Revitalization of the Poznan City Hall Department of Culture of the Poznan City Hall Housing Affairs Bureau of the Poznan City Hall	Program of lease empty commercial premises for local cultural social initiatives is already implemented by the Poznan City Hall	<u>Assumptions:</u> Improving the conditions for the implementation of social cultural local initiatives Supporting young talented artists who contribute to the city development <u>Threats:</u> Lack of valuable social cultural local initiatives Lack of interest of residents in these initiatives The reluctance of young, talented artists to stay in Poznan	Selection of empty service premises, which could be made available at preferential terms for local cultural initiatives Preparation of assumptions for making the empty service premises available to young artists	<u>Results:</u> Development of creative industry Positive image of Poznan as a place of cultural development and friendly towards artists <u>Results indicators:</u> Number of social initiatives benefiting from the program Number of new business entities from creative industry	Estimated costs: PLN 90,000 annually Funding programmes for which partners can apply: funds of the Municipal Housing Management Ltd.
Organising a series of events co-organised by Poznan cultural institutions and the Poznan	Department of Culture of the Poznan City Hall Department of Economic Activity and	Since 2018	<u>Assumptions:</u> Organising a series of events aimed at integrating the environment of	Development of event scenarios Involving artists in creation of	<u>Results:</u> Development of creative industry in Poznan Increasing the	Estimated costs: PLN 100,000 annually Funding programmes for which partners can apply:

business community	Agriculture of the Poznan City Hall Mayor's Office of the Poznan City Hall		startups and creative sectors as well as artists <u>Threats:</u> Lack of interest of society and business representatives in these initiatives	environment Promotion of events through municipal communication channels with Y generation Inviting young entrepreneurs	attractiveness of Poznan as a centre of culture <u>Results indicators:</u> Number of new business entities from creative industry Assessment by the Y generation representatives of cultural offer in Poznan attractiveness	City of Poznan budget
ACTION 2.4.: Implementation of the concept of "Business Time Bank"						
Establishment of internet platform connecting entrepreneurs and politicians	Department of Economic Activity and Agriculture of the Poznan City Hall City Development and Foreign Relations Department of the Poznan City Hall Department of Education of the Poznan City Hall Organisational Department of the Poznan City Hall	Since 2018	<u>Assumptions:</u> Extending the available forms of supporting young people in the field of entrepreneurship development <u>Threats:</u> Lack of interest of entrepreneurs and politicians in this form of supporting young people	Invitation for cooperation for entrepreneurs and politicians, who would like to voluntarily share their experience with the youth. Starting an internet platform as a part of municipal website, entitled Multimedia Municipal Guide	<u>Results:</u> Development of entrepreneurship among young people <u>Results indicators:</u> Number of new business entities from creative industry Number of startups Number of users of the municipal co-working space "+jeden"	Estimated costs: PLN 50,000 Programme Funding programmes for which partners can apply: StartInPoland and GoGlobal Programmes - Polish Agency for Enterprise Development along with the Polish Development Fund Operational Programme Smart Development Cooperation Programme INTERREG Eastern Europe 2020
SPECIFIC AIM 3: IMPROVING ATTRACTIVENES OF PUBLIC SPACE AND SERVICES FOR Y GENERATION						
ACTION 3.1: Improving quality and aesthetics of urban space						
Introduction of urban furniture and planting of greenery in public spaces	Department of Transport and Greenery of the Poznan City Hall	Activity already implemented by the City of Poznan	<u>Assumptions:</u> Providing public space through the development of new and previously unused urban areas for recreation and leisure use	Ongoing installation in public space of small architecture and street furniture, featured in the Street Furniture Catalogue prepared by the Poznan City	<u>Results:</u> Improvement of the quality of life in the city and improving the public space attractiveness <u>Results indicators:</u> Assessment by generation	Estimated costs: PLN 2,000,000,000 annually Funding programmes for which partners can apply: City of Poznan budget

			<p><u>Threats:</u> Antisocial attitude of some residents, making it impossible to use the shared space in a calm way</p>	<p>Hall. Continuous planting of greenery in public spaces, including the new areas so far undeveloped or functioning as non-organised parking lots</p>	<p>Y representatives of public space quality in Poznan</p>	
<p>Organization of theatrical performances in various places in the city</p>	<p>Department of Culture of the Poznan City Hall Mayor's Office of the Poznan City Hall University of Fine Arts in Poznan Ignacy Paderewski Academy of Music in Poznan School of Form SWPS University</p>	<p>Since 1991, outdoor theatrical performances have been held in Poznan as part of lasted 10 days annually Malta Festival of Poznan, since 2016 open-air summer performances in the Free Courtyard – a publicly accessible space</p>	<p><u>Assumptions:</u> Performances with the participation of invited known artists to increase the attractiveness of the urban cultural offer</p> <p><u>Threats:</u> Difficulties in acquiring famous artists and theatrical and musical groups</p>	<p>Selection of spots in public space Development of scenario Involving artists in creation of environment Promotion of events through municipal communication channels with Y generation</p>	<p><u>Results:</u> Improvement of cultural attractiveness of the city</p> <p><u>Results indicators:</u> Assessment by Y generation representatives of cultural offer attractiveness in Poznan</p>	<p>Estimated costs: PLN 1,000,000,000 annually</p> <p>Funding programmes for which partners can apply: City of Poznan budget</p>
<p>Development of community gardens</p>	<p>Department of Transport and Greenery of the Poznan City Hall Mayor's Office of the Poznan City Hall Department for Support of Municipal Auxiliary Units of the Poznan City Hall</p>	<p>Program of establishing community gardens has been implemented by the City of Poznan since 2014</p>	<p><u>Assumptions:</u> Social integration of residents through joint management and responsibility for small pocket garden settings in public space</p> <p><u>Threats:</u> Lack of interest of residents in the use</p>	<p>Provision of plots in municipal space Involvement of residents through local housing estate councils Promotion of activities through municipal communication</p>	<p><u>Results:</u> Improvement of the quality of life in the city Improvement of the city attractiveness</p> <p><u>Results indicators:</u> Assessment by generation Y representatives of urban space quality in Poznan</p>	<p>Estimated costs: PLN 250,000 annually</p> <p>Funding programmes for which partners can apply: INTERREG Europe 2014-2020 URBACT</p>

	Poznan University of Life Sciences		and care of community gardens	channels with generation Y		
ACTION 3.2: Improving accessibility of dwellings for young people						
Implementation of housing programmes for generation Y, including continuation of the programme called "An apartment for the graduate"	Poznańskie Towarzystwo Budownictwa Społecznego Sp. z o.o. Housing Affairs Bureau of the Poznan City Hall Department of Real Estate Management	Since 2018	<u>Assumptions:</u> Increasing the offer of available dwellings for young people <u>Threats:</u> Too small offer of available flats compared to the needs of young people	Continuation of municipal housing programme "Apartments for graduates", under which young graduates of Poznan universities working in Poznan can obtain, at preferential lease terms for the period of 10 years, an apartment built as a part of social-rent housing by the company with participation of the City of Poznan	<u>Results:</u> Increase of young people share in population of Poznan <u>Results indicators:</u> Share of generation Y in the population of Poznan	Estimated costs: PLN 28,000,000,000 Funding programmes for which partners can apply: Poznańskie Towarzystwo Budownictwa Społecznego Sp. z o.o. (<i>municipal social housing association</i>) Own resources Commercial credits
ACTION 3.3: Increasing availability and attractiveness of the cultural offer and leisure time						
Starting of "Poznan Fyrstel of Culture" project	Department of Culture of the City of Poznan City Development and Foreign Relations Department of the Poznan City Hall University of Fine Arts in Poznan Ignacy Paderewski Academy of Music in Poznan School of Form SWPS University	Since 2018	<u>Assumptions:</u> Providing access to the cultural offer to all representatives of generation Y <u>Threats:</u> Lack of interest of generation Y in the project	Development of scenario Involving artists in creation of environment Promotion of events through municipal communication channels with Y generation	<u>Results:</u> Improvement of the quality of life in the city Improvement of the city attractiveness <u>Results indicators:</u> Assessment by generation Y representatives of cultural offer attractiveness in Poznan	Estimated costs: PLN 1,000,000,000 Funding programmes for which partners can apply: City of Poznan budget
ACTION 3.3: Improvement of quality and range of e-services						

<p>Development and improvement of the functioning of urban e-services and mobile applications operating in the city</p>	<p>Organisational Department of the Poznan City Hall Department of Economic Activity and Agriculture of the Poznan City Hall Department of Transport and Greenery of the Poznan City Hall Mayor's Office of the Poznan City Hall</p>	<p>Development of urban e-services and launching of mobile applications is already implemented by the City of Poznan</p>	<p><u>Assumptions:</u> Launching new urban e-services and mobile applications responding to the expectations of the generation Y <u>Threats:</u> Lack of interest in generation Y with new e-services and applications</p>	<p>Preparation of assumptions and starting of new e-services and mobile applications by the Poznan City Hall Promotion of new services and applications through municipal communication channels with generation Y</p>	<p><u>Results:</u> Providing Y generation representatives with modern forms of information and service in the city <u>Results indicators:</u> Number of urban e-services and mobile applications launched by the City of Poznan</p>	<p>Estimated costs: PLN 250,000 Funding programmes for which partners can apply: City of Poznan budget</p>
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4.3. Financing of IAP actions

The financial resources required to carry out the activities set out in the Integrated Action Plan can come from a variety of sources, including the following:

- State funds;
- European structural and investment funds like European Social Fund - Wielkopolska Regional Operational Programme, Operational Programme Knowledge Education Development, Operational Programme Intelligent Development, Cooperation Program INTERREG Central Europe 2020, INTERREG Europe 2014-2020, URBACT;
- European Investment Bank loans;
- Funds of the European Communities;
- private financing and/or European Union funding.

The possibilities of project financing by the Polish Agency of Entrepreneurship under the StartInPoland and GoGlobal programmes together with the Polish Development Fund were also taken into account.

4.4. Recommendations of IAP implementation

The implementation of IAP requires involvement and cooperation, not only from the Poznan City Hall but also from many other institutions, organizations and entities, representatives of the generation Y, as well as foreigners. Its implementation should therefore be based on cooperation and multidisciplinary multi-functional cooperation, with the active inclusion of the generation Y representatives, who should not only understand and accept the implemented activities and actively use new solutions but also get involved in their design and implementation. Only such system will enable effective implementation of the IAP.

Summary

The Integrated Action Plan has been prepared in a way that optimally presents a number of proposals for actions, the implementation of which will contribute to increasing the attractiveness of Poznan for young people from the generation Y.

The plan has been divided into three basic parts resulting from the diagnosed problems:

- improving communication between the Poznan City Hall and representatives of the generation Y;
- developing business competences and entrepreneurial attitudes of representatives of the generation Y;
- improving attractiveness of public space and services for generation Y.

The proposals for activities are aimed at meeting the expectations of young people and improving the image and offer of the City for the generation Y. The IAP is a response to the problems diagnosed during the implementation of the previous stages of the project. The added value of the implementation of the Urbact III project "Gen-Y City - Get into the Swing of the City" is the creation of a cooperation network of partner city universities, thanks to which comparative analysis tools in the form of on-line questionnaires for students from the following universities were developed:

- Poznan University of Economics and Business
- University of Coimbra
- University of Genoa
- University of Bologna
- University of Wolverhampton
- University of Daugavpils
- Klaipeda State University of Applied Sciences
- Nicolaus Copernicus University in Torun
- University of Granada.

Owing to the creation of this cooperation network exchanging experiences and conclusions from research on the generation Y became possible. A publication of comparative studies, also in the form of selected case studies from various cities, is planned. Joint research is also to be used with the support of policies and actions to create a set of recommendations for municipal authorities.

The implementation of the Integrated Action Plan requires cooperation and multidisciplinary multi-functional cooperation, with the active inclusion of representatives of the generation Y.