

C4TALENT

Quarterly Network Report 6

April - December 2025





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Introduction

Welcome to the sixth – and final – edition of the Quarterly Network Report (QNR) of the C4TALENT URBACT Action Planning Network.

This issue is slightly different from previous ones. It **covers an extended reporting period, from April to December 2025**, and it also marks the final phase of the C4TALENT journey. More than a regular progress update, this QNR looks back at the last months of intense collaboration, consolidation and delivery.

Another distinctive feature of this edition is its format. Compared to earlier QNRs, this report relies more strongly on external content and links. Rather than repeating materials already developed by the network, it acts as a gateway to key outputs: final publications, practical guides, recorded masterclasses and partner action plans. In this sense, QNR6 is designed not only as a summary of recent activities, but also as a navigation tool for practitioners who wish to explore and reuse C4TALENT knowledge beyond the project lifetime.

The period covered by this report was particularly rich and decisive for the network. Two major transnational meetings framed the final stretch of the project:

- the **Core Network Meeting in Centar Sarajevo**, which focused on peer exchange, testing experiences and the further refinement of Integrated Action Plans; and

- the Final Network Meeting in Nyíregyháza, where partners reflected on their shared journey, consolidated key learnings and formally closed the action planning phase.

At the same time, all partner cities reached an important milestone by finalising their Integrated Action Plans (IAPs). These plans translate the learning of the past years into concrete, locally tailored strategies to address talent attraction, retention and the strengthening of entrepreneurial ecosystems. In parallel, the network completed its final network product, bringing together the core insights, methods and tools developed throughout the project in a coherent and accessible format.

This report is structured as follows:

- **Project Progress** provides an updated roadmap highlighting key milestones reached in the final phase.
- **Highlights from Transnational Activities** looks back at the Sarajevo and Nyíregyháza meetings and their main outcomes.
- Integrated Action Plans presents the partners' final IAPs through visual summaries.
- Knowledge and Inspiration introduces the final C4TALENT network product and links to its main components.

We hope this final QNR offers both a clear overview of the last months of C4TALENT and a useful entry point to the network's lasting results.





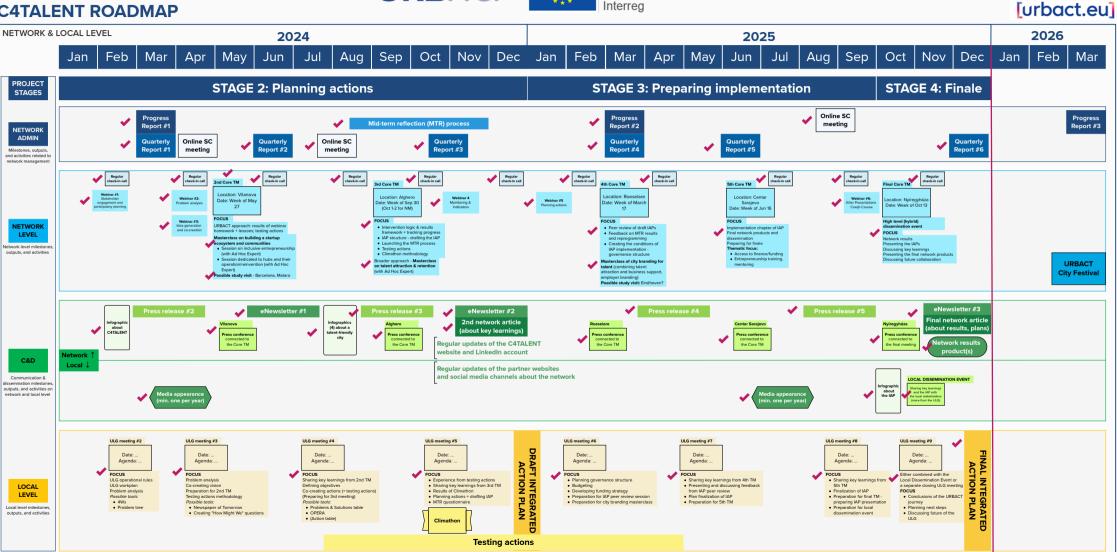
Project Progress





C4TALENT ROADMAP





Highlights from transnational activities

5th Core Network Meeting - Centar Sarajevo

Fine-tuning action plans, strengthening entrepreneurial support, and shaping the network's legacy (Centar Sarajevo. 17–18 June 2025)

From learning to consolidation

he 5th Core Network Meeting of the C4TALENT network, hosted by the Municipality of Centar Sarajevo, marked a decisive step in the project's final phase. The meeting brought partners together at a moment when all cities were working with near-final Integrated Action Plans (IAPs) and shifting their focus from exploration towards consolidation, clarity and delivery.

The objectives of the meeting reflected this transition clearly:

fine-tune Integrated Action Plans through in-depth peer feedback, to deepen partners' understanding of entrepreneurial and startup support, and to make IAPs more integrated, accessible and convincing for decision-makers and stakeholders. At the same time, the meeting created space

product, looking beyond individual cities towards shared legacy.

Host city focus: building an entrepreneurial ecosystem in

to co-create the foundations of the final C4TALENT network

Centar Sarajevo
The meeting opened with a strong host city session, where

Centar Sarajevo presented its long-term journey in supporting

entrepreneurship. Rather than showcasing a single project, the city illustrated how successive EU-funded initiatives, local partnerships and policy adjustments gradually shaped a comprehensive local ecosystem.

Participants gained insight into Centar Sarajevo's approach, including:

- •the development of the Centre for Excellence in Entrepreneurship,
- •a 4-helix local partnership model linking public authorities, businesses, education and civil society.







5th Core Network Meeting - Centar Sarajevo

- targeted training programmes, grants, digital support and helpdesk services, and
- a strong emphasis on women entrepreneurship and servicebased businesses.

A panel discussion with local startup founders added a practitioner perspective, offering honest reflections on support needs, success factors and remaining gaps. Partners were invited to actively observe, extract



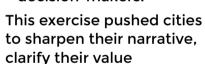
transferable insights and reflect on what could be adapted to their own contexts.

Peer review as a decision-making exercise

At the core of the Sarajevo meeting was the third and final stage of the IAP peer review process. By this stage, each city had already received expert feedback and multiple peer reviews. The Sarajevo session therefore focused less on identifying gaps, and more on testing clarity, coherence and political relevance.

The peer review process combined:

- bilateral feedback sessions using a structured assessment template, and
- an innovative "council meeting simulation", where partners had to sell their peers' IAPs in five minutes, assuming the role of elected decision-makers.





proposition and articulate clear "calls to action". It also highlighted how storytelling, simplicity and strategic focus are critical when moving from planning to implementation.





5th Core Network Meeting - Centar Sarajevo



Strengthening entrepreneurial support through practice-based learning

Beyond planning, the meeting also deepened thematic learning. A dedicated session on entrepreneurship and startup support introduced partners to experiential learning approaches, including Kolb's learning cycle, and explored how training, incentives and competitive relations can be designed more effectively at local level.

Led by experienced practitioners, the session connected theory with hands-on reflection, helping cities reassess how their planned actions support entrepreneurs not only financially, but also in terms of skills, mindset and long-term resilience.

Making IAPs shine - and preparing the network legacy

The second day shifted the focus towards quality, integration and communication. An interactive session on "Making your IAP

shine" challenged partners to assess their plans against the 12 aspects of integration, reflect on cross-cutting themes and identify areas for further strengthening.

Practical tools were complemented by a hands-on session on visual communication, exploring how summaries and infographics can make complex strategies more accessible to wider audiences.



The meeting concluded with a co-creation workshop on the final C4TALENT network product. Working in groups, partners defined target audiences, ideated content formats and rapidly prototyped ideas for how the network's knowledge should be shared beyond the project.

This session laid the

conceptual groundwork for the final publication and accompanying materials presented later in this report.





Voices of talent, final action plans and the C4TALENT legacy

(Nyíregyháza, 14–15 October 2025)

Closing the network - and opening what comes next

The Final Network Meeting of C4TALENT, hosted by the City of Nyíregyháza on 14-15 October 2025, marked the formal closure of the Action Planning Network and the culmination of more than two years of shared learning, experimentation and collaboration.

Unlike earlier transnational meetings, the focus in Nyíregyháza was deliberately outward-looking and reflective. With Integrated Action Plans completed and the network's main



outputs taking shape, the meeting created space to:

- •test local strategies against real-life perspectives,
- showcase partners' IAP journeys in a public-facing format. and
- •jointly reflect on the legacy of C4TALENT - both locally and at European level.

The meeting also reached beyond the network itself, combining internal working sessions with public-facing panels, site visits and a final conference-style event.





What do talents want? Listening before acting

A defining feature of the Nyíregyháza meeting was its strong emphasis on listening to talent - not as an abstract target group, but as employers, returnees and future professionals with concrete expectations and concerns.

The first day revolved around three complementary panel discussions:

The voice of employers, represented by HR leaders from major local companies,

The voice of talents who returned, sharing personal stories of coming back to Nyíregyháza and building a career locally, and

The voice of future talents, with secondary school and university students reflecting on their aspirations and decision-making criteria.

Partners were invited to actively listen and translate insights into "How Might We" questions, reinforcing the idea that talent attraction and retention policies must start

from real needs, perceptions and trade-offs - not assumptions.





Seeing talent management in practice: the LEGO factory visit

The afternoon visit to the LEGO factory offered a concrete illustration of how global companies address talent attraction, workforce development and retention outside capital cities. Beyond the guided tour, the discussion focused on:

- employer perspectives on skills, work culture and stability,
- the role of large employers in local ecosystems, and
- cooperation between companies, education providers and municipalities.



This experience reinforced a recurring C4TALENT insight: strong local ecosystems are built through alignment

between public strategies and employer realities.

From cooperation to continuity

The second day shifted the focus from reflection to future-oriented thinking. An interactive session on "Seeds for future cooperation" allowed partners to identify shared challenges, good practices and potential areas for collaboration beyond C4TALENT - across themes such as skills, mobility, culture, green transition and the built environment.

This was followed by the presentation of the draft final





network product, introducing its structure, formats and intended audiences. Partners discussed how the network's knowledge could remain accessible, practical and shareable, in line with URBACT's emphasis on reuse and dissemination.

C4TALENT TALK: Integrated Action Plans in the spotlight

A central highlight of the meeting was C4TALENT TALK, a public-facing session where partners presented their Integrated Action Plans through short pitches and on-stage interviews.

Rather than focusing on technical details, cities were invited to tell the story of their journey:

- the initial challenge they faced,
- · how their approach evolved,
- obstacles encountered along the way,
- their vision, objectives and proposed interventions,
- what success would look like in practice.



The format emphasised clarity, honesty and narrative strength key qualities when communicating complex strategies to decision-makers, stakeholders and the wider public.





Integrated Action Plans

Alghero

C4TALENT ALGHERO IAP

Alghero is opening doors for talents: to live, to work, to create, to belong

Intervention area

- 1. Housing
- 2. Spaces and Services
- 3. Entrepreneurship and Skills

Who's Involved

- Municipality of Alghero & Fondazione Alghero
- Schools, universities, and research centers
- Local businesses, cultural and social associations
- Young professionals and creatives



Mini Hubs in the Historic District

Activation of Atelier#4 and Atelier#5 as community hubs for coworking, coaching courses and youth-led initiatives.

Involvement of schools, businesses and local institutions to identify needs, competencies and available opportunities.

Mapping Skills and Services

Entrepreneurship Support Mentoring, sector-based training programs and the creation of a local skills catalogue.









Alytus















CORE PROBLEM

Outflow of young people/ talents from

Alytus city

- There is no universities in the city and region, unattractive specialities of Alytus College
- Few high-tech enterprises, low demand for highly qualified specialists
 Lack of physical infrastructure for startups and business community meetings
- · Lack of finance opportunities to start business

VISIO

Alytus - digital startup and innovation capital of Southern Lithuania, a modern, exciting place where young people and talents want to live, work, and build their future

INTERVENTION AREAS

- Improve access to state-of-the-art infrastructure for startup businesses
- · Improve access to financial resources for startups
- Building and improving local business ecosystem

STAKEHOLDERS

- · Local government and administration
- · Regional government
- · Business support organizations
- · Education institutions
- Private sector
- Employment services and development councils

RESULTS

- At least 1 co-working space and business incubator ostablished
- · At least 5 startups operating within new hubs
- · At least 5 startups receive financial support annually
- Minimum 5 business community meetings and networking events organized per year starting 2026
- Minimum 5mentorship and partnership networking events organized by 2026
- 25+ businesses and institutions engaged in ecosystem development activities engaged by 2028

Centar Sarajevo







C4TALENT

Where Talent Meets Opportunity:

Building Thriving Business Ecosystems



ROBLEM

- · High youth unemployment (35%+)
- Brain drain (50% of graduates plan to emigrate)
- Gender and social inequality
- Lack of entrepreneurial culture and digital skills
- Excessive bureaucracy and limited access to finance
- · Air pollution and underdeveloped digital infrastructure



VISIO

- A thriving network of entrepreneurs and changemakers
- · Accessible resources for learning and growth
- Public spaces transformed into innovation hubs
- · Support systems that champion diversity and inclusion
- A community-driven approach to solving local challenges



ACTIONS

- · Development of Help Desk and peer-to-peer mentoring
- · Training programs and grants for startups
- · Public campaigns and training of public administration staff
- Inventory and repurposing of unused public spaces
- Digital lab and performance-tracking platform
- · Branding of success stories and the CEE center



STAKEHOLDERS

- Municipality of Centar (MCS / LED)
- Pivot organization, BSD, University
- Private sector, IT companies
- EU funds and GIZ
- Startup community and young entrepreneurs

RESULTS (by 2026)

- 30+ newly registered startups
- · 700+ participants in trainings and grants
- 15 public employees trained
- Increase in applications for financial support (10%+)
- · Improved digital and coworking infrastructure
- Greater visibility of local entrepreneurial success stories



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Nyíregyháza



Nyíregyháza in 2030

and the road to get there

Nyíregyháza has a **vibrant entrepreneurial environment** and startup culture with attractive conditions for businesses, resulting in a **wide range of career opportunities** for talented, highly qualified people.

WE'RE TACKLING...

- Outdated management of existing SMEs which limits growth
 - New entrepreneurs' uncertainty of who to turn to for help
 - Perception of young people that they have no future in the city

WE'RE AIMING TO INCREASE...

- Growth rate and competitiveness of local SMEs
- Number of new businesses and their productivity
- Rate of young people who stay in or return to the city





WE'RE PLANNING TO...

Connect exemplary businesses with those which need help
 Concentrate support at one place, providing guidance and mediation
 Establish active communication with young talents, advertising opportunities

WE'RE GOING TO NEED...

- Data about the current state of businesses and where they lack urgent help
- Team of experts to coordinate activities and support new (and existing) SMEs
- Cooperation of key stakeholders (i.e., multinational companies, university)







Piraeus





the European Union









C4TALENT

Where talent meets opportunity: Building a thriving entrepreneurial



November

- Young entrepreneurs face difficulties in securing seed funding and financial resources
- Young entrepreneurs cant afford to rent a place to start their own business and have the opportunity to make their idea come true
- Young entrepreneurs haven't the experience and knowledge because their isn't someone to mentoring them and give advice about the process to built the business, they don't have extreme knowledge about the environment and green transition



- · Increase the financial support for startups
- Create business hub
- · Enhance the cooperation of our University to be more motivated to students to find new ideas



ACTIONS

- · Entrepreneurial training and mentoring
- Spaces for businesses
- Cooperation entrepreneurs with University
- · Encourage new entrepreneurs with new ideas take part in Piraeus Blue Growth competition which will take place in our University.
- Organize regular workshops and meetings for students to share their questions to existing entrepreneurs in Piraeus



STAKEHOLDERS

- Municipality of Piraeus and departments of the Municipality
- Blue lab
- · BUsinesses from our existing actions
- Students from high schools
- Startup center
- Business center of Piraeus
- · Blue innovators of Piraeus (blue economy cluster)

RESULTS (by 2026)

- · Enhance the relationship with our University
- Create our business hub
- Develop local funding schemes and seek sponsorships.
- Initiate mentoring programs connecting young entrepreneurs with experienced professionals.

FOLLOW US





Pula





C4TALENT

Where Talent Meets Opportunity: Building Thriving Business Ecosystem

Pula 2030: towards a diversified and resilient economy



UNSUSTAINABLE ECONOMY HEAVILY RELIANT ON TOURISM

- Institutions Give Preference to Tourism Related Businesses
- Infrastructure Development is Overly Focused on Tourism
- · Strategic documents are incomplete and not effectively implemented



PULA 2030: A VISION FOR THE VALLELUNGA DISTRICT

Pula in 2030 is a city tailored to its inhabitants and guided by the principle of sustainable development across social. economic, and spatial dimensions.



DEVELOP SKILLS & SUPPORT

Create supportive services for alternative sectors **REBUILD ZONE**

Build the infrastructure for an innovation HUB in Vallelunga **SMART HOUSING & TOURISM**

Create and implement comprehensive actionable strategies



STAKEHOLDERS

Public administration, Municipal services, Science & research. Entrepreneurship & innovation, Education, Urban planning & architecture, Culture & social services, Local authorities, Youth, Green Ngo's, Neighborhood Commities



RESULTS

- · 100 Legal & Finance Services
- 50 Education & Training Programs
- Scholarships for Alternative Industries
- Space for 20 Startups
- 5 R&D Projects Annually
- 12 Business Events per Year
- · 30% Renewable Energy in New Infrastructure
- · 200 Affordable Housing Units & Sustainable Financing
- · More Off-Season Arrivals & Stays
- · Higher SME Revenues Beyond Tourism





Roeselare

Talent deficit: more young people Limited supply of potential Main causes of the problem Not all the potential talent from the age category 25-34 years workforce / jobseekers due to old is leaving Roeselare than in Roeselare is being used low unemployment grade arriving It is on average for organisations in Roeselare harder to find the right employees **CORE** problem compared to other cities in Flanders. Increasing the number of available employees Main objective Foster a pathway for high school graduates from Roeselare to Make steps towards a more inclusive labour build successful careers in the city by either securing local market by integrating non-European residents and employment or pursuing higher education elsewhere, with strong residents with a disability on the one hand and incentives to return and contribute to Roeselare's economic and Specific objectives obtaining a mental shift by employers social development. Intervention areas The opening of an innovative learning hub: a Defining the Roeselare brand career campus Further roll-out of the International House Collecting data of final-year students **Actions** Developing a connection between the last year students and Job and language coaching on the workplace Roeselare Developing a residential marketing strategy Supporting the social economy Representing Roeselare at graduate events in university Organising job fairs in Roeselare cities









Rzeszów

Varberg







C4TALENT Where Talent Meets Opportunity:

Building Thriving Business Ecosystems



Challenges



Decrease of number of university students

Business support services are scaterred and run by various entities

Vision

In 2030. Rzeszów is a city that attracts new residents. including creative people both young and experienced - who are eager to develop their business ideas here, and business support institutions operating in the city cooperate with each other to create a thriving local ecosystem.







Supporting and strengthening the local business and start-up ecosystem by strengthening cooperation between business support institutions through joint and more comprehensive initiatives.



Increasing the number of initiatives dedicated to startups, entrepreneurs, and students (e.g. a city mentoring program supporting young businesses and networking events).



Initiating and scaling activities in the field of microinnovation and quality of life.

URBACT







EUR 847.388.47



Where Talent Meets Opportunity:



TALENT ATTRACTION

Talent Attraction refers to the strategies and initiatives used by regions, cities, or organizations to attract skilled individuals to live, work, and grow within their area. In today's interconnected world, young people, especially in Sweden, have access to global opportunities. They can study in Berlin, work in London, or start a company in New York. So why would they choose to stay or move to a small coastal town like Varherg?

VARBERG

Varberg is entering a phase of rapid transformation with major developments in the new area of Västerport, which is set to shape the city's future. To make the most of this momentum, the city must act strategically to attract and retain professionals and investments. While Varberg offers a vibrant lifestyle and a growing business community, it faces tough competition from larger cities and must overcome a number of structural and perception-based challenges to position itself as a city for professionals.

OUR VISION



Varberg - the creative hub of the West Coast. We will simplify people's everyday lives and inspire them to achieve their dreams. By 2030, Varberg will be home to a thriving and wellrecognized innovation district; a vibrant, inclusive hub where diverse stakeholders collaborate to drive sustainable growth and development.

OUR MISSION



To establish an innovation district in Varberg with a strong brand that enhances the city's identity and visibility by fostering collaboration among academia, business and the public sector. Through an integrated ecosystem that connects research and entrepreneurship, the district will attract talent and investment, drive sustainable growth, and position Varberg as a vibrant hub for innovation and lifelong

FOLLOW C4TALENT









Vilanova i la Geltrú

C4TALENT Vilanova i la Geltrú IAP

Building Thriving Business Ecosystems



Vilanova i la Geltrú is becoming a thriving hub of digital talent, innovation, and entrepreneurship, with Neapolis at the heart of a dynamic, sustainable, and connected ecosystem.

Our Goals



Strengthen Stakeholder **Cooperation and Coordination** of Talent Initiatives

- Actor mapping
- Formal governance model
- Clear feedback channels
- Multi-level collaboration
- Joint pilot projects



Develop, attract, and empower digital talent to build a competitive workforce & a strong startup ecosystem

- Entrepreneurship pathway
- Bootcamps and incubation programs
- Mentoring and personalised support
- Education-business alignment



Consolidate Neàpolis into a **High-Impact Innovation Hub**

- Upgrade infrastructure
- Strong branding & visibility
- Enhanced services and staffing
- Clear institutional mandate
- Living Lab













Knowledge and Inspirations - the C4TALENT Final Network Product

The Final Network Product - in a nutshell

The C4TALENT Final Network Product is designed as a coherent learning package, offering cities multiple entry points depending on their needs, capacity, and stage of development. At its centre is the Core Network Publication, which provides the framework and helps readers navigate the wider set of thematic resources.

The Core Network Publication (this document) is the strategic entry point to the C4TALENT learning offer. It explains:

- the challenge of brain drain and why it matters,
- the integrated logic behind C4TALENT's approach,
- and the key insights emerging from the network's journey.

It also directs readers toward the most relevant thematic resources:

The Entrepreneurial Ecosystem Micro-Learning Bundle

This bundle is focused on how cities can support entrepreneurship through building ecosystems, not isolated projects. This bundle explores:

• the concept of entrepreneurial ecosystems,

- the six pillars of successful entrepreneurial ecosystems,
- the role of cities as ecosystem curators,
- and why ecosystems grow over time rather than being "built".

It includes a practical written guide and 7 short, practiceoriented video lessons.

Talent Attraction Micro-Learning Bundle

The next bundle is dedicated to helping cities attract, welcome, and retain talent in a structured and intentional way. This bundle covers:

- talent attraction as a long-term strategy,
- Talent Attraction Management (TAM) as a framework for cities.
- recent trends in talent attraction,
- specific tools and good practices.

It includes a practical written guide and 11 short video lessons following the talent journey logic.





The Final Network Product - in a nutshell

Place Branding Micro-Learning Bundle

This bundle explores how cities can develop and manage an authentic place brand that supports (among others) talent attraction. This bundle focuses on:

- branding as identity, not marketing,
- internal audiences and lived experience,
- narrative, consistency, and credibility,
- the link between place branding and real urban change.

Similarly to the 2 other bundles, it includes a practical written guide and 10 short video lessons on place branding principles and practice.







Links to the Micro-learning Bundles

Entrepreneurial Ecosystems

How to support entrepreneurship by nurturing ecosystems, not just facilities.

Practical Guide

7 short videos:

- Episode 1: What is an Ecosystem and Why it Matters
- Episode 2: Pillar Deep Dive Policy
- Episode 3: Pillar Deep Dive Finance
- Episode 4: Pillar Deep Dive Culture
- Episode 5: Pillar Deep Dive Supports
- Episode 6: Pillar Deep Dive Human Capital
- Episode 7: Pillar Deep Dive Markets

Talent Attraction and Retention

How to manage the full talent journey – from first contact to long-term integration.

Practical Guide

11 short videos:

- Episode 1: Why Talent Attraction?
- Episode 2: How Can it be Done? A Tactical Approach
- Episode 3: The Cornerstones of Talent Attraction Management
- Episode 4: Management of the Ecosystem
- Episode 5: Trends in Talent Attraction
- Episode 6: Branding Tools 1: The Copenhagen Model
- Episode 7: Branding Tools 2: Ambassador Network
- Episode 8: Attraction Tools 1: Digital Campaigns and Talent Pools
- Episode 9: Attraction Tools 2: Creative and Humorous Campaigns
- Episode 10: Reception and Integration Tools
- Episode 11: Summary: Key Factors of Successful Talent Attraction





Link to the Micro-learning Bundles

Place Branding

How to define and communicate what your city stands for.

Practical Guide

10 short videos:

- Episode 1: Place Branding: What's behind the Words?
- Episode 2: Terminology Place Branding vs. Place Promotion
- Episode 3: Terminology Place (S)logos vs. Place Branding
- Episode 4: The 4 Key Concepts
- Episode 5: The Questionmark in the Middle: Place Strategy
- Episode 6: Attracting Talent and Residents
- Episode 7: The Importance of Managing Reputation
- Episode 8: The Example of Dubai and Oslo
- Episode 9: Getting Organised 1: Four Aspects of Image
- Episode 10: Getting Organised 2: Managing the Place Brand









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