

PARTNER LOGO



Miasto Toruń



GEN-Y CITYNETWORK

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

City of Toruń

D.I.Y Toruń



The Gen-Y City Network has been co-financed by ERDF
through the URBACT III Operational Programme

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FOREWARD

Introduction to your IAP

The city of Toruń for the first time participates in the realization of a project from the URBACT program.

Thanks to the knowledge gained during the Summer Urbact University in Rotterdam, we worked on the IAP according to the method proposed by URBACT. Due to the work of the Urbact Local Group, for the first time in Toruń a document was created that from the beginning to the end was created participatively. As indicated by the evaluation of the team's work, this was an interesting and inspiring experience for the members of the ULG, and especially for employees of the city hall of Toruń.

From the beginning of the team's joint work, we were convinced of the need for an interdisciplinary approach, which is why we created a team whose members were recruited from various stakeholder groups. In addition, we have often invited experts from various environments with whom we have revised our ideas and actions so that they were precise and feasible.

The main assumption of the IAP is a small-steps-strategy due to the fact that such a plan will be implemented for the first time and we want to minimize the risk of failure. The activities are described in a very detailed way, and their effect is easily measurable. We hope that small, thoughtful steps will achieve the snowball effect and lead to the involvement of more entities in the development of Gen-Y City projects.

SECTION 1: General Context

About the GEN-Y CITY Network

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

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

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

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

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

About Urbact

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

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

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

What is an Urbact Local Group?

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

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

What is an Integrated Action Plan?

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

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

About 'our city'

Toruń is a city in northern Poland, on the Vistula River. Its population was 202,591 as of June 2016. The cities and neighboring counties form the Bydgoszcz-Toruń twin city metropolitan area. Toruń is one of the oldest cities in Poland, having been established in 1233 by the Teutonic Knights. Over centuries, it was the home for people of diverse backgrounds and religions. At one point, the city was considered the most modern cultural and technological centre in Medieval Europe. From 1264 until 1411 Toruń was part of the Hanseatic League and by the 17th century it was one of the elite trading points, which greatly affected the city's architecture ranging from Brick Gothic to Mannerism and Baroque. Believed to be one of the most beautiful cities in Europe, Toruń is renowned for the Museum of Gingerbread, whose baking tradition dates back nearly a millennium, and its large Cathedral. Toruń is noted for its very high standard of living and quality of life. In 1997 the medieval part of the city was designated a UNESCO World Heritage Site. In 2007 the Old Town in Toruń was added to the list of Seven Wonders of Poland. Toruń is the birthplace of Polish astronomer Nicolaus Copernicus.

Tourism

Toruń is a city whose economy is largely based on tourism, due to that fact the sector of services such as gastronomy, accommodation, tourist services is very developed. In 2016, the city was visited by 2 148 817 tourists, including 17% from abroad (Germany, Spain, Italy, France, England). The main tourist attractions are: Gothic Old Town – architecture, Copernicus House, Gingerbread Museum, Planetarium, Philadelphia Boulevard, Leaning Tower, Ruins of the Teutonic Castle. In 2016, 1 381 932 tickets for tourist attractions were sold. Each year, Toruń hosts 4 500 organized trips. The number of accommodations in Toruń is 4 560. We do not know the estimated number of Airbnb deals in Toruń, but it's certainly over 100 locations.

Economy Every year, Toruń is in the top of the ranking in Forbes magazine "Cities attractive for business". Toruń has a total of over 100 hectares of investment areas. Toruń received the highest grade A in the category of potential investment attractiveness for all sectors of the economy. The most dynamic economic development is manifested in the fields of: pharmaceutical, food, metal, chemical, logistics and information. Another advantage is good road connection with large urban centers: Łódź, Warsaw, Gdańsk and Bydgoszcz, as well as by air – 6 international airports within a radius of 200 km. In the Social Diagnosis 2015, the city was highly regarded as a good place to live. In 2016 a total of 1 100 000 people participated in 1 400 cultural events, shows, concerts and exhibitions organized by municipal institutions. In the city there are 26 000 registered businesses, and the unemployment rate is 5.4% (July 2017). The number of working people is 62 986 people. Toruń is a strong academic center – the 5th largest in Poland University of Nicolaus Copernicus and the number of students is 27 000.

However, the city continues to search for new solutions and methods of utilizing this potential to boost its competitiveness and innovativeness also based on smart specialization. Innovative and creative companies need space and proper location. The experience of numerous European cities shows that creative companies which have high potential for innovation based on the knowledge and expertise choose city centers as it is in those places that economic, social and cultural life is concentrated, which gives them an opportunity to access various services as well as do business networking.

The atmosphere of the city additionally facilitates the development of both companies and the city itself. This is the case in Toruń, where the Old Town is referred to as the heart of the city. However, currently, the pace of its development has considerably slowed down. The Old Town has lost some of its appeal due to the depopulation of this part of the city, relocation of shops and businesses and the increasing number of unoccupied houses or empty rental space. The chance for the Old Town would be to include it in a program that would establish a wide offer of rental space for innovative and creative companies which would provide employment for young people.

Local policy is aimed at taking action that will prevent and reverse the negative social processes connected with the identified problems. In the years 2007 – 2014 the Old Town was selected as the area to be revitalized. In this period, numerous infrastructural and social projects were implemented with the EU co-funding. In the new EU programming period, this area will probably once again become the subject of a revival process. In the documents drawn up by the municipality so far, a particular emphasis is placed, among other things, on identifying the social, economic and infrastructural problems which negatively affect this area.

The city of Toruń seeks system solutions aiming at stemming the negative phenomena connected with the trend of urban centre decline. The integrated action plan developed as a project will help to identify the needs and situation of young people in the job market, thus stimulating and increasing entrepreneurship among this part of the population. It should also point out the conditions for the creation of new companies based on new business models, which will facilitate the development of the city centre. The experience of the project partners, their findings and the possibility of consultation with experts will allow Torun to assess the situation and enable to implement the solutions indicated in the integrated action plan by the municipality.

The partner envisages the following changes:

- Creating conditions favorable for the development of businesses predominantly in the city centre area and based on own office space and business space, extending the housing offer;
- Working out mechanisms that will allow to perceive the city center as a good place for work, living and relaxation;
- Development of auxiliary services;
- Implementation of mechanisms of communication between entrepreneurs, universities and local authorities in order to facilitate career development of young entrepreneurs and graduates;
- Creation of friendly space for creative and innovative entrepreneurs;
- Devising mechanisms that will stop the outflow of young people;
- Increased participation of the local residents in creating urban policies

SECTION 2: Goals of our Integrated Action Plan

Main Strategic Goal of our IAP

Our strategic goal that we set ourselves at the IAP is to stop young, well-educated people who can build a creative class from emigrating to larger cities and abroad. In the near future, we want to take six actions that will start the changes in Toruń and show us the best directions for further development. Then, on the basis of the development of these activities, we want to create good conditions for creating jobs in the creative and innovative sectors.

An important element that complements these activities is the creation of a friendly environment in areas of: culture, public space and livable city.

While working on the plan, we were modifying our ideas, e.g. before meeting the partners in Coimbra, we planned a point in the plan for the Creative Industry Incubator, but the lecture of Sally Kneeshaw made us realize that we shouldn't start from the place but from the people. At the end of the project, when the tasks provided in the IAP were developed, we organized a meeting with the heads of departments of the city hall that will be involved in their implementation. Due to the fact that the planning process in local government administration is carried out in specific procedures, we wanted to familiarize the contractors with the tasks. This way, the tasks were included in the work plan and have a chance to be financed. Strategic industries are not a priority task in strategies of departments of: promotion, culture, environment and greenery, real estate management, education and Business Support Center. During the project realization (2016-2017), we carried out 7 pilot actions to see which activities have the highest response and effectiveness.

In addition, we carried out the "Millennials in the City Center" expertise to "take an inventory of" the human resources of Generation Y as well as their habits and expectations about the city.

Based on the knowledge gained during international meetings, we diagnosed the areas from which we should start our activities:

- **Placemaking:**
 - ✓ Understanding Youth Culture
 - ✓ Stimulating the Creative Industries
 - ✓ Creating Vibrant Third Spaces
 - ✓ Harnessing Social Innovation & Social Action
 - ✓ Street Life & the Creative Milieu
 - ✓ Urban Design
- **Retaining GEN-Y:**
 - ✓ Creative & Tech Start –up
 - ✓ Opportunities to Link business and students
 - ✓ Encourage Graduate Entrepreneurship
 - ✓ Volunteering, Internships etc.

The Context/Setting and Challenges

a.) Using the problem tree method, the URBACT Local Group indicated the difficulties that block the development of creative businesses in the city and at the same time affect the outflow of young people from the city. Above all, the question of the premises in the old town. In recent years rental of real estate for banks has damaged the market, which currently offers premises at prohibitive prices. However, the municipality of Toruń has available service and residential premises, which could be made available to young people for business or pop-up store. Another problem is the lack of involvement of the Nicolaus Copernicus University in the life of the city. The expertise that had been carried out showed that students do not take part in cultural events organized in the city, know the city's activities or even major monuments. Another problem showed that people managing the city are not aware of what the creative industries are and how they affect the city. Analyzing the difficulties, it turned out that another problem is urban space addressed to the Y generation, such typical places do not exist. Young people have nowhere to create a sign of their identity. The University does not cooperate with the city as part of determining the directions of the common policy, which means that some areas of education are inadequate to the needs of the market. Our problem was also the lack of records about creative industries in the city's strategy. In preparing the Peer review in 2016, the project coordinator met with all institutions supporting business in Toruń. It turned out that they operate independently of each other, have no idea what others are doing, unknowingly duplicate their activities, or carry them out on a small scale. During the project implementation, we invited representatives of these institutions to a meeting summarizing the activities, thus we started the flow of information in the environment.

The study carried out for the purposes of the Gen-Y city project for 1,000 people born between 1985 and 1995 showed the problems faced by the residents and whether they connect their future with Toruń. Over 20% of respondents are so-called NEETS - for them finding their place in the professional sphere is the most difficult. Almost every fifth respondent recognized that there is little to achieve in Toruń. People with secondary and vocational education perceive Toruń as an attractive place, unlike people who want to work in highly specialized sectors such as IT.

The total number of unemployed people aged 21-34 in Toruń is 1 446 (data from the fourth quarter of 2017). A large group of 35.4% of respondents say they do not care about their place of living, and every third of them thinks that they could achieve more living elsewhere.

b.) The most difficult challenge we set ourselves is to establish real cooperation with the Nicolaus Copernicus University. At the beginning of the project, we signed an agreement between the president and the rector opening the possibility of action. Previously, various settlements and obligations were made, but these declarations were mainly on paper. The University representatives were members of ULG and thanks to that it was easier for us to establish contacts with appropriate people. So far, we have been cooperating with three faculties: the Department of Urban Studies, the Institute of Polish Philology and Cognitive Science. We plan to expand these activities. We conducted three pilot actions that showed us good cooperation methods. We plan future cooperation with the art and IT departments. The task that we set ourselves for

implementation in the near future is the creation of an urban volunteering, thanks to which students will be able to learn social participation.

Another challenge is the place in the old town that will be for young people, but it is not about entertainment but about the acceleration of their development in the creative industries.

This is followed by another pilot action – the establishment of a foundation by two members of the Local Urbact Group, to obtain legal subjectivity and the establishment of a private-NGO partnership in order to revitalize a tenement house in a the infrastructural and social way and create space for action. The task of the Studio M6 Foundation is to support the development of entrepreneurship in innovative industries, culture and social innovations. The Foundation runs a social economy enterprise that employs 5 excluded people. These employees work in the social cafe PERS, which is a space intended for animation and mobilization of young people to take action.

As the city began to work on updating the strategy, we reported the Urbact Local Group as experts, thanks to them the entries on the creative industries and innovations will be included in the new strategy. We set ourselves the goal of implementing the plan with the use of minimal resources. We want to awaken the true will of initiative and social participation.

- c.) Drawing our conclusions on the basis of pilot actions, we have found that Toruń is not ready for a great revolution. It is not until next year that a new strategy will be adopted by the city council and a discussion on changes will begin. We decided to base the IAP on the so-called Kansai philosophy – the method of introducing change in small steps. In this way there is a greater chance of realizing all goals. We hope that year by year we will be adding new challenges based on those we have completed. The departments responsible for introducing the Gen-Y City assumptions can finance most of the tasks from their own funds and do not have to take into account the opinion of the city council. In parallel with the new activities, resources will be inventoried so that the city will be aware of the creative capital. Our priority is to carry out further projects that continue the Urbact idea, like Project Hop! – conference and workshops about urban volunteering from Europe for Citizenship program or project for NEETS – from PO WER programm.

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

IAP – CHALLENGES AND SOLUTION TABLE For analysing issues and brainstorming practical solutions	
<i>Challenges</i>	<i>Solutions</i>
1. Local jobs at traditional companies are not attractive for young people. There is low salary in services sector which offers lots of jobs.	Develop potential of self employing market with creative industry.

<p>Very low jobs in the knowledge economy.</p> <p>2.Limited possibility for progress/ development. Low level of entrepreneurial activity. Young entrepreneurs can't find appropriate spaces for their activities. In the old town area there's a lot of places belonging to the city but there is no policy to regulate possibility to make pop up shops. Rent is high. Existing spaces belonging to private owners don't meet the young entrepreneurs expectations.</p> <p>3. Small number of start ups in creative industry even if it's department of art, informatics and, cognitive science at university in Toruń.</p>	<p>Find creative business space in old town for young people who could co-operate. Cooperation with the private real estate sector, inventory of available communal premises. Prepare offers for cheap and semi-permanent renting.</p> <p>Encourage young people to creativity by organizing grants contests.</p>
<p>Young entrepreneurs work in isolation, low level of cooperation. Not enough workshops about business for students and graduates. No meeting places gathering potential of Gen Y. Local events not aspiring to be in wide country context. City's policy is not supportive of innovative business. There is less awareness about impact of innovation for work market development.</p> <p>Need of scholarships for young entrepreneurs starting in creative industry.</p>	<p>Collect potential of NGO and the city to invent or attract huge cultural or design event.</p> <p>Modification of profile of city's grants for NGO and artists. (focused on creative industries and innovations).</p> <p>Offer of workshops about business for students.</p>
<p>City as a place to live is not attractive for Gen Y people, it's not vibrant. Public spaces are not dedicated for young people, e.g. there is problem with hot spots, charging phone in public space. Conservation policies limit modifications of space in a modern way: food trucks, containers, garden talent.</p>	<p>Attract young people to take part in designing the city, involve them in public consultations; cooperation with university as a point of contact to engage young people.</p> <p>Animation of creative milieu in Toruń to collect their potential and start building incubator or work space for them. Make available events for young entrepreneurs, like night market or fairs.</p>
<p>University and the city is not harmonized with the main strategy of development of Toruń. University doesn't follow needs of companies. Entrepreneurship isn't trained at lower level of</p>	<p>Exchange of knowledge between creative representatives and officials, IAP promotion among officials.</p>

education.

Common activities that connect different communities like: NGO, municipality, young entrepreneurs, university.

IAP general structure: goals, objectives, results, outputs and actions

IAP Actions List Tables

PARTNER: TORUŃ					
TITLE OF THE IAP: D.I.Y Toruń					
OBJECTIVE 1: Animation of creative milieu in Torun					
ACTION 1.1: Gather creative potential in Toruń					
Title and brief description of the specific IAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Outputs and corresponding Result Indicators	Resources
Business meetings with presentations of portfolio, connection network between business support institutions, officials and future entrepreneurs, to network entities and generate new opportunities. Organization of events attracting specific environments: Start up weekend, Innova Foster, Fuck up Night, TedEx, Talk & Roll.	Office of the Toruń City Center Business Support Centre Exea Smart Space	50.000 zł 20.000 zł	2019-2021 2018	New entities List of creative industry entities in the city Events attracting creative people Possibilities to organize new events like design fairs, hakatons Expense cooperation and flow on knowledge between companies. Cross networking business community Activization of the business environment to local activities	Budget of municipal Budget of companies, EU Funds Program of the Minister of Culture and National Heritage NGO Studio M6supporting creative industry business support institutions Exea Smart Space. Academic Business Incubators Successful pilotage action PERS – night market
Phase	A) Already carried out / B) In progress or C) To be carried out				
Timetable					

OBJECTIVE 2: Engaging students to city life and young adults

ACTION 2.1: A cooperation with university to attract students to extent city life

Title and brief description of the specific IAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Output and corresponding Result Indicator	Resources
Continuing a cooperation with graphic designers and artist in a project "Kulturalna żabka", Innovations in public space: street galleries for presenting portfolio of young artists. Conducting research on the city by scientific circles, presentation of results to officials, entrepreneurs and other scientists. New offer of events related to the design.	Office of the Toruń City Center Nicolaus Copernicus University Academic Business Incubators	20.000zł 200.000 zł 100.000 zł 100.000 zł	2018-2021	Places in the city arranged by young people. Stimulating the artistic community to operate in the city. Exhibiting the results of young scientists and cooperation in carrying out research. Shared publications about the city.	1- budget of municipality 2-Funding and programs that partners can apply for e.g. civic budget 3 - Creative Europe 4 - Ministry of Culture and National Heritage 5. PO WER
Phase	A) Already carried out / B) In progress or C) To be carried out				
Timetable					
ACTION 2.2: Supporting NGO which arrange cross disciplinary cooperation& voluntary services					
Title and brief description of the specific IAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Output and corresponding Result Indicator	Resources

<p>Create urban voluntary services to attract young people to civil participation</p> <p>Use existing NGO as a base to produce with them more events and opportunities for young entrepreneurs.</p> <p>Continuation activities of Studio M6 Foundation and PERS – social café</p>	<p>Office of the Toruń City Center</p> <p>Department of Culture</p> <p>District Employment Office</p>	150.000 zł	2018 -2020	<p>A group of committed people who are involved in the organization of cultural events and gain experience.</p> <p>International projects. Expanding the cultural offer and friendly public space.</p>	<p>Grants form municipality region</p> <p>From big NGO</p> <p>Conference about urban volunteering from Europe for Citiznes</p> <p>Project POWER</p> <p>Own business</p>
Phase	A) Already carried out / B) In progress or C) To be carried out				
Timetable					
OBJECTIVE 3: Collaborate with the private sector to prepare space for young entrepreneurs.					
ACTION 3.1.:Identification of space that want to join the project.					
Title and brief description of the specific IAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Output and corresponding Result Indicator	Resources
<p>Identification of venues that want to join the project, along with the list of approved owners, with agreed conditions through agreements.</p> <p>Renovation of the space that is to be shared.</p>	<p>Real Estate Department</p> <p>Housing Management Board</p>	50.000 zł	2020	<p>A list and a plan for the development of free premises belonging to the city.</p> <p>Knowledge about running of pop up shops.</p> <p>A favorable space for beginner entrepreneurs.</p> <p>Increasing the number of rented premises in the city center.</p>	<p>1-Financing secured</p> <p>Municipal budget</p>
Phase	A) Already carried out / B) In progress or C) To be carried out				
Timetable					

ACTION 3.2: Appointment of a representative of the creative industry and creation of a “Creative in the City Center” rental program framework.

Title and brief description of the specific IAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Output and corresponding Result Indicator	Resources
Appointment of a representative of the creative industry interested in renting a place for 2 years on preferential terms and creation of a "Creative in the City Center" rental program framework, part of which will be model agreements for the city and landlord and the rules of selection.	Real Estate Department Housing Management Board	No costs	2019 - 2021	Establishment of new entities in Toruń. Offer of places for pop up shops. Regulations for the receipt and use of premises for the purpose of pop up store.	1- Budget of municipality 2. Budget of private entities

Phase A) Already carried out / B) In progress or C) To be carried out

Timetable

OBJECTIVE 4: Profiling urban competitions for creative industries and innovations.

ACTION 4.1: Changing the rules for granting cultural scholarships and modification of the co-operation program of the municipality of Toruń with the NGOs.

Title and brief description of the specific IAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Output and corresponding Result Indicator	Resources
Changing the rules for granting cultural scholarships by concentrating on 2 spheres per year (selected from 13 creative industries, such as preservation of fashion and costume, publication and film) and modification of the co-operation program of the municipality of Toruń with the	Department of Culture Department of Social Information and Communication Board for Public Benefit	No costs	2020	New leaders in creative industries. Implementation of new types of projects.	Grants and cultural scholarships that can be re-profiled budget approximately 1.500.000 zł already allocated

NGOs by distinguishing separate funds in subsidy competitions for innovative solutions.					
Phase	A) Already carried out / B) In progress or C) To be carried out				
Timetable					
ACTION 4.2: Finding a company to finance the prototype.					
Title and brief description of the specific IAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Output and corresponding Result Indicator	Resources
CSR – finding 1 company from Toruń or surrounding areas financing the prototype in exchange for advertising in promotional materials of the city.	Office of the Toruń City Center Business Support Centre	20.000 zł per year	2019 - 2020	One prototype for one year	Companies from Toruń: Neuca, Pacific, Kopernik, TZMO, Invest tech. Apator
Phase	A) Already carried out / B) In progress or C) To be carried out				
Timetable					

Integration of the GEN-Y CITY IAP with other local strategies and plans

Each partner is invited to “position” its IAP within the local strategy/plan framework, through a brief overview on how the IAP will be integrated into the existing plans of the partner.

STRATEGY/PLAN/ACTION/PROJECT	TARGETS	PERIOD(S)	SUBJECTS/ AUTHORITIES IN CHARGE OF and Partnerships	FUNDS/ RESOURCES ALLOCATED	STATE OF DEVELOPMENT
Strategic Program of City Development	University, Entrepreneurs, Young people	2016-2020	Need of communication and connection between the university, municipality and businesses. Town centre management, Centre of Business Support, Academic Incubator of Economy.		<i>Concordat Exea Smart Space – place for startups</i>
Strategy of Culture Development	Young creative people	2012-2020	Need of new profile of funding for creative industry. Innovativeness in funding profile. Department of culture.		Grants for cultural events and scholarships.
Program for supporting enterprises	Enterprises, start ups	2014-2020	Centre of Business Support. Coordination of implementation		They know about IAP

SECTION 3: Framework for delivery

Governance of the Implementation Process

During the project, different type of meetings were organized: first with institutions connected to business environment and representatives of creative industries; second with department directors. Our activities are described in detail and the leaders are assigned – the departments of the city hall indicated for implementation. We plan to prepare an IAP in a form of a brochure, which will show in a simple way what to do next. We are planning promotion of IAP among officials, university employees, students, graduates. Next, a coordinator of the implementation of the project, who will be responsible for delegating tasks to appropriate departments, will be appointed. In order to sanction IAP position at the city hall, it is necessary to prepare an ordinance to the Mayor, who will commit the departments to perform the tasks. In 2017, Local Urbact Group founded the Studio M6 Foundation, whose aim is to support the assumptions of the project during its implementation and after its completion. The project coordinator will monitor the progress in the implementation of tasks and report to the Mayor and the Local Urbact Group what effects were achieved. Once a year, around December, there will be a meeting summarizing the whole year of project implementation, together with planning activities for the next year.

Funding Schemes

Summary of resources which will be required to develop the IAP

- *Summary of potential sources of funding (including but not limited to ERDF and ESF)*
- *Presentation of how these activities relate to the (emerging) priorities of ERDF and ESF Operational Programmes for 2014 to 2020 (and maybe Horizon 2020)*

Municipal budget – 189.000 zł

Ministry of Culture and National Heritage – 100.000 zł

ERDF Interreg – 200.000 zł

Visegrad Funds – 25.000 zł

European Commission Creative Europe Funds -200.000 zł, Europe for Citizens – 20.000 zł

Local private companies – 120.000 zł

ESF Knowledge Education Development POWER – 100.000 zł

Budget of an institution supporting business – 50.000 zł

SECTION 4: Process for developing this IAP

About 'our team/ULG'

Bartosik Łukasz – NGO representative, educator about volunteering; expert in innovative educational program,
Binkowski Jędrzej – representative of real estate managers, president of the Local Development Strategy association, which distributes funds to the excluded people;
Gzela Mateusz – representative of Gen-Y City, young entrepreneur, student;
Iżycka Aleksandra – director of the Toruń City Center Office; member of Urbact Local Group, manager of old town area;
Janas-Ławniczuk Małgorzata – representative of real estate managers, the creative sector and the president of the M6 Foundation and head of PERS social café;
Jurkowska Agnieszka – representative of the city hall; revitalization specialist;
Olbrys Magdalena – representative of the Y generation and creative industries;
Olsztyn-Bloch Magdalena – councilor, revitalization specialist;
Pacholik-Żuromska Anita – scientist, head of the faculty of cognitive science;
Ptaszek Małgorzata – representative of the city hall;
Rejs Ewelina – local coordinator of Gen-Y City project, coordinator of ULG, representative of the city hall;
Rogatka Krzysztof – scientist in urbanization area, urbanist;
Środa - Murawska Stefania – scientist specializing in creative industries research;
Wachowiak Krzysztof – NGO and creative industries representative; the manager of the M6 Foundation and head of PERS social café;
Żywiecki Paweł – representative of business support institution.

The Local Urbact Group was established for the needs of the project in June 2016. People representing different environments, but also being known for their current social activities, have been invited to cooperate. A mix of group members' experiences guarantees a creative atmosphere and a multi-faceted approach to problems.

Participants can be divided into the core of the group and the satellites. The core of the group are: Ewelina Rejs, Małgorzata Ptaszek, Aleksandra Iżycka, Małgorzata Janas-Ławniczuk, Agnieszka Jurkowska, Krzysztof Rogatka, Stefania Środa-Murawska, Magdalena Olszta-Bloch, Krzysztof Wachowiak. These people participated in almost all meetings, as well as in meetings of partner cities abroad. Throughout the implementation of the project, these people were very involved in said implementation.

In September 2017, three people started the Studio M6 Foundation, accepting ideas collected during the Gen-Y City project as statutory tasks.

The Local Urbact Group carried out several pilot actions:

1. Kulturalna żabka – publication of poems on the grocery storefront, cooperation with the faculty of Polish philology and the Center for Contemporary Art. Activation of the artistic environment of the Y generation: poets and graphic artists (practice for the portfolio). Cooperation with the Nicolaus Copernicus University.
2. Meetings for students with representatives of the music industry, a series of 3 meetings with experts. Participation of over 1000 students.
3. PERS – night market activating local entrepreneurs, promoting young artists. Participation of over 1000 people.

4. Hand made Toruń – street art in the city, sewing bike racks and gutters with wool – activation of the artistic sector.
5. Album "My Old Town" – cooperation with students of the Faculty of Polish Philology.
6. Lexicon of the Contemporary City – an educational publication prepared by scientists from the city study department and published by the city hall. Dissemination of knowledge about the sustainable development of the city.
7. Participation in the scientific conference and cooperation with students in the designing of one of the city's squares.

Carrying out these actions allowed us to examine what is the potential of the generation Y in the city and whether young people are willing to be involved in social actions.

Other key Stakeholders

Mateusz Trawiński, Sylwester Kotlarek – Business Support Center

Ewa Gross – Torun's Regional Development Agency

Andrzej Rakowicz – Deputy Mayor of the City of Toruń

students – the Department of Urban Studies' science club

Kogni Lab – laboratory of cognitive science

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

The group met 14 times between June 2016 and December 2017. After Urbact Summer University we worked as suggested by the guide with the URBACT method, we used a project tree, OPERA and others. This way, each meeting was devoted to the implementation of the topic, but with the help of various tools. After each international meeting, the participants presented the whole group with a photo report and a report on the study visits. Since 2017 a company from IDEA SPIN has been hired to moderate the group's meetings. They specialize in the design thinking methodology. The coordinator of the project in Toruń is also the ULG coordinator, Ewelina Rejs – an employee of the Toruń City Centre Office. We wanted to involve members of the group as much as possible thanks to external moderators.

Ideas for IAP were developed in small groups combining specialists from a given field and officials, that is a guarantee of receiving a realistically developed plan of action. Example: a point on a public-private partnership regarding the access to real estate was developed by a group whose participants are real estate managers.

Several times we have invited specialists from the Business Support Centre, company Lookin good, Toruń's Regional Development Agency and student's science club to better understand the topics that are bothering us. From the beginning, we have created a group on Facebook to share information and collect articles and inspiration about creative industries and the Y generation. We have collected a lot of popular-science material, and we have been studying during the project. We got acquainted with the strategies of other cities and analyzed study cases.

All points in the IAP were created by all the members together, after each meeting the document was made available on Google Drive to modify and comment on. In the process of its creation IAP has been consulted with department heads in terms of feasibility. The final version of the plan has been made available on Google Drive in Polish and English for inspection by all members of the Local Urbact Group.

Meetings were held at the city hall, in representative places for members of ULG – club, Centre for Contemporary Art, a open space room for design thinking. PERS social café started in early 2018 in coordination with Exea Smart Space - an innovation incubator. We plan to organize "Start up weekend about smart city subject and hakaton" in the old town area. After the end of the project, we intend to continue and strengthen our activities. With specialists in innovative businesses, it will be easier to animate the creative environment. The PERS cafe is a good practice and many study visits are carried out here for Innova Foster projects.

SECTION 5: IAP Risk Assessment

To focus on the risk tied to the IAP process, a specific description of type of risk (e.g. operational, financial, legal, staffing, technical, behavioral)

Categorization into low, medium or high risk

Outline of steps which could be taken to mitigate probability and impact

The following table can be used to identify the level of risk and help to priorities any control measures.

Consider the **consequences** and **likelihood** for each of the identified hazards and use the table to obtain the risk level.

		Consequences				
		1 – Insignificant Dealt with by in-house first aid, etc	2 – Minor Medical help needed. Treatment by medical professional/hospital outpatient, etc	3 – Moderate Significant non-permanent injury. Overnight hospitalization (inpatient)	4 – Major Extensive permanent injury (e.g. loss of finger/s) Extended hospitalization	5 – Catastrophic Death. Permanent disabling injury (e.g. blindness, loss of hand/s, quadriplegia)
Likelihood	A - Almost certain to occur in most circumstances	High (H)	High (H)	Extreme (X)	Extreme (X)	Extreme (X)
	B - Likely to occur frequently	Moderate (M)	High (H)	High (H)	Extreme (X)	Extreme (X)
	C - Possible and likely to occur at some time	Low (L)	Moderate(M)	High (H)	Extreme (X)	Extreme (X)
	D - Unlikely to occur but could happen	Low (L)	Low (L)	Moderate(M)	High (H)	Extreme (X)
	E - May occur but only in rare and exceptional circumstances	Low (L)	Low (L)	Moderate (M)	High (H)	High (H)

How to Priorities the Risk Rating

Once the level of risk has been determined the following table may be of use in determining when to act to institute the control measures.

Extreme	Act immediately to mitigate the risk. Either eliminate, substitute or implement engineering control measures.	Remove the hazard at the source. An identified extreme risk does not allow scope for the use of administrative controls or PPE, even in the
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		short term.
High	Act immediately to mitigate the risk. Either eliminate, substitute or implement engineering control measures. If these controls are not immediately accessible, set a timeframe for their implementation and establish interim risk reduction strategies for the period of the set timeframe.	An achievable timeframe must be established to ensure that elimination, substitution or engineering controls are implemented. NOTE: Risk (and not cost) must be the primary consideration in determining the timeframe. A timeframe of greater than 6 months would generally not be acceptable for any hazard identified as high risk.
Medium	Take reasonable steps to mitigate the risk. Until elimination, substitution or engineering controls can be implemented, institute administrative or personal protective equipment controls. These “lower level” controls must not be considered permanent solutions. The time for which they are established must be based on risk.	Interim measures until permanent solutions can be implemented: Develop administrative controls to limit the use or access. Provide supervision and specific training related to the issue of concern. (See Administrative Controls below)
Low	Take reasonable steps to mitigate and monitor the risk. Institute permanent controls in the long term. Permanent controls may be administrative in nature if the hazard has low frequency, rare likelihood and insignificant consequence.	

To explain in a short way risks and how you will manage them, you can also use as a tool this second table

Topic:				Date:		Issue No.	Review date:
Identify Hazards and subsequent Risks	Analyse Risks Evaluate Risks		Identify and evaluate existing risk controls			Further Risk Treatments	
Hazards/Issues/Risks	Consequence	Likelihood	Risk level	What we are doing now to manage this risk.	Effectiveness of our strategies	New risk level	Further action needed Opportunities for improvement
Low involvement of representatives of entities in participation / meetings	Limiting the team's operation, lack of possibility to achieve goals related to team cooperation	Possible and likely to occur at some time	High (H)	Control of participation in meetings (on-going – quarterly). Interviews in which team members will evaluate team-work (once a year). Ordering specific activities that are to be the subject of the team's work (transfer of responsibility).	on-evaluated – planned action	Not applicable	Planned are benefits of participation in meetings (the priority role of the institution being a member of the team in communication of the effects of activities).

Low involvement of tenants/lack of possibility to find a suitable premise	No possibility of completing the action	May occur but only in rare and exceptional circumstances	High (H)	The involvement of tenants (ULG members) is being monitored on regular basis, pilot actions have been introduced – successfully completed.	Currently, the strategy is successful. However, it requires continuous monitoring.	Not applicable	?
Too much interest from tenants in pilot activities, which may translate into a negative reception of the entire program and a negative PR message.	Minor	Possible and likely to occur at some time	Moderate (M)	Planning a transparent procedure for selecting tenants. A participative model of tenants' choice, including a wide range of stakeholders. Open communication of undertaken activities.	non-evaluated – planned action	Not applicable	Particularly appropriate communication and positive perception of the program may contribute to the development of the program.

Information Sources & Appendices

Project team and stakeholders contacts, links for more information

<https://www.facebook.com/perskawiarnia/>

<https://www.facebook.com/fundacjastudiom6/>

<http://lnk.icnt.umk.pl/>

<http://smartspace.io/en/>