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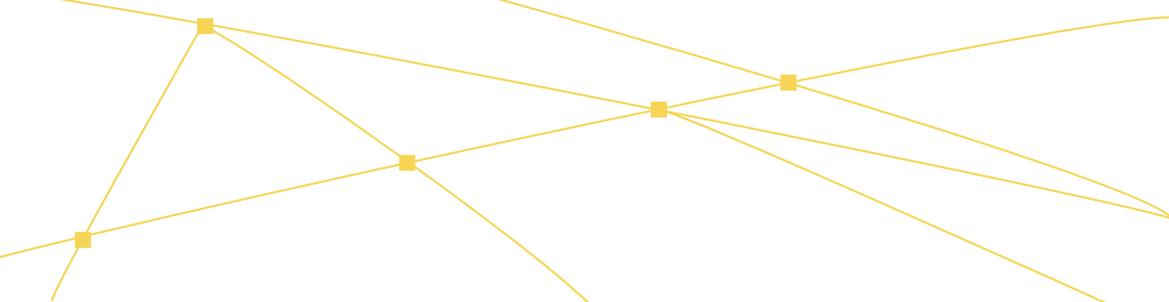
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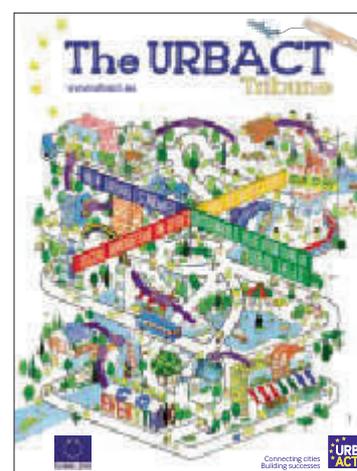
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by Mike Campbell and Alison Partridge with  
Ana Suárez Lena, Béla Kézy  
and Simona Monica Pascariu
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# JOB GENERATION FOR A JOBLESS GENERATION

## WHAT CAN YOUR CITY DO TO GROW JOBS FOR YOUNG PEOPLE?

BY MIKE CAMPBELL  
AND ALISON PARTRIDGE  
WITH ANA SUÁREZ LENA, BÉLA KÉZY  
AND SIMONA MONICA PASCARIU

Europe is facing a huge youth employment challenge. A recovery seems to be in progress, but it is an uneven one. What can your city do – the city practitioners, elected officials and key stakeholders – to grow jobs for young people? This is the central question to be explored in this article, drawing on the initial findings of URBACT’s “Job Generation” workstream. In particular it focuses on what cities can do – starting from today – to better understand the problem and to better engage employers and young people in this critical debate.



### What’s the Problem?

70% of Europe’s young people live in cities. For far too many of these young people their lives are blighted by not having a decent job, or not having a job at all.

#### Some numbers

5.6 million young people, aged 15-24<sup>1</sup>, in the 28 countries of the European Union are unemployed. That is nearly 1 in 4 (23%) of all economically active young people and two and a half times the adult unemployment rate.

7.5 million young people are not in education, training or employment (the so called NEETs), more than 1 in 8 (13%) of all young people.

### “Job generation” makes economic and social sense.

Many of those who are in a job could do with a better job. The *European Youth Forum*<sup>2</sup> has found that 42% of all young people in work are on temporary contracts. **Many are underemployed** (they want to work more hours than they actually do) or their skills are underutilised because they are overqualified for the work they are doing.

**A “lost generation”?** Millions of lives are potentially scarred by lack of opportunity, lack of income and lack of worth, disconnected from the benefits of living in a prosperous part of the world, risking economic and social exclusion throughout life. This is a waste of talent for the economy and a cost for

society in terms of public services and spending. *Eurofound*<sup>3</sup> have estimated that the economic loss alone associated with **this waste of young people amounts to €153bn, a sum equivalent to 1.2% of the EU’s total GDP.**

**So, “job generation” makes economic and social sense** as well as being beneficial for young people themselves. Cities can turn these costs of young people’s joblessness into benefits by helping to power growth throughout the European Union. More jobs and better jobs for young people means more growth and prosperity. This is surely a prize worth winning.



## Job Generation – the missing piece of the jigsaw

The question is, **how can cities grow jobs for young people?** What can you, a city practitioner or an elected official do – starting today?

Much action in cities throughout Europe is devoted to measures to help unemployed young people access the jobs that do exist, moving them from welfare to work largely through “supply side” measures to increase their employability or increase the incentive to work by reducing welfare benefits or making them conditional (so called “active labour market policy”). Focus on the supply side does of course have a place but programmes like the Youth Guarantee<sup>4</sup> will stall or fail without more employment or self-employment opportunities. **The truth is that there are not enough jobs to go round.** Young people cannot all get jobs, decent jobs, sustainable jobs. What is fundamentally required is more and better jobs for them to do. This “demand” side perspective is **the focus of our URBACT capitalisation workstream: JOB GENERATION for a Jobless Generation.** It is the availability of jobs, how well they match the skills that young people possess, as well

The truth is that there are not enough jobs to go round.

as the behaviour of both employers and young people, when the former are recruiting and the latter are searching for work, which ultimately determines how many and which young people are employed. It is the key to success.

The European Council agreed to establish a Youth Guarantee in April 2013. The guarantee is to ensure that Member States offer ALL young people aged up to 25 either a quality job, continued education, an apprenticeship or a traineeship, within four months of leaving formal education or becoming unemployed. Member States are allocating significant national resources to these schemes and the EU will top-up national spending through the *European Social Fund*<sup>5</sup> and the €6bn *Youth Employment Initiative*<sup>6</sup>.

**There is much that cities can potentially do to generate jobs.** URBACT set out some ideas on what could be done to generate more and better jobs in its 2012 report “*More Jobs, Better Cities: A Framework for City Action on Jobs*”<sup>7</sup>. Applying the framework specifically for young people, and reviewing the European level policy and research agenda, leads us to a wide array of potential action as set out in the Job Generation State of the Art report, published in October 2014. This Framework would suggest that a series of actions could be taken on the demand for a city’s goods and services; its economic structure; and its competitiveness. Action is possible too on the quality of jobs, on young people’s mobility and on their skills, especially in relation to changing labour market demands. Sound evidence and effective governance are also important in connecting these actions together and developing a “whole system” approach to youth employment.

Figure 1: A Framework for City Action on Jobs (URBACT, 2012)



This is an enormous agenda and **we now wish to focus on “what” should be done and “how” to actually do it.** The workstream wants to develop practical ideas, advice and recommendations to support Europe’s cities in their quest to grow jobs for young people. Our core group of experts and practitioners (see below) reviewed our State of the Art findings and **prioritised two key areas** on which the rest of the work will focus, recognising where URBACT can add most value to existing knowledge:

### **a) Intelligence: A better understanding of the youth employment challenge**

Without a sound diagnosis, successful treatment is less likely. Intelligence, analysis and evidence are the foundation stones of success.

### **b) Employer engagement: Collaboration in tackling the youth employment challenge**

It is employers who create jobs. It is employers that hire (or fail to hire) young people, that recruit them to undertake specific jobs that require a skill set determined by those same employers. It is employers who pay the wages, promote the staff or terminate their contracts.

Young people themselves are also at the centre of the challenge. It is their skills, their searching, their requirements that come together with employers to decide whether they get a job (or a better job) or not.

The workstream Core Group firmly believes that much can be achieved in respect of Intelligence and Employers. Whilst flexibility and the ability to tailor action to individual city needs is important, action on intelligence and engaging local employers can often be undertaken and bring value whatever the local constraints. And in both sets of cases, if the focus is to reform existing practice rather than additional spending; if we treat the process as a journey, a series of steps that can be taken over time, or indeed as an opportunity to innovate and do things differently – rather than doing more things – then progress is indeed possible.

## **Scope for city action**

We recognise that not all cities, in all countries in the European Union, either have all the resource (because of austerity measures or low levels of revenue), the local assets, or all the powers and responsibilities (because of the centralisation of employment policy) that would enable them to adopt a comprehensive, wide ranging strategy for youth employment. Margins of manoeuvre may also be limited by capacity and capability constraints. Indeed, even where resources, responsibilities and capability allow, this is not an easy or straightforward task. Yet, there are many cities that aim to do so and many that are achieving a great deal in creating opportunities for young people.

**There are also those who believe that little can be achieved by cities** in any case, because the youth employment challenge is so great, so extensive and so large in scale, a “structural issue”, if you like. This is a counsel of despair and an excuse for inaction or failure. It is also **not true for two sets of reasons.**

- ▶ First, there are **opportunities**. We are moving from recession to recovery to growth, all be it unevenly and slowly. Jobs are, and will be, created. There are likely to be a net additional **7 million jobs** created in the EU in the period to 2020 according to *CEDEFOP’s*<sup>8</sup> forecasts. Indeed, there are likely to be around **80 million job openings** as people retire and otherwise leave the labour market.
- ▶ Second, in any case the scale and intractability of the **youth “un” employment challenge is often over/mis-stated**. The actual proportion of young people unemployed in the EU is not the 23% often referred to, nor is it 53% in Spain – these are the unemployment rates amongst economically active young people (many are in full time education and not economically active). The true proportion of young people in the EU who are unemployed (the so called “youth unemployment ratio”) is 9% and the figure for

Spain is 20%. A severe problem but not as intractably large as sometimes articulated. Furthermore, in some countries and in some cities in the EU, the youth unemployment ratio is much lower e.g. 6% in Belgium, the Czech Republic and the Netherlands and just 5% in Austria and 4% in Germany. So, high youth unemployment is not inevitable. It can be defeated. “Job Generation” is possible.

Can cities make a difference? URBACT believes they can!

## **So, what can cities do and how can your city do it?**

We have promoted two key areas on which the remainder of our work will focus: building better intelligence to achieve greater understanding of the youth employment challenge, and creating stronger employer engagement, including with young people themselves.

### **Intelligence: A better understanding of the youth challenge**

Cities really need to first of all get to grips with understanding more precisely and specifically the youth employment challenge itself in their particular city. So, start with a stocktake. Then this can be checked against what cities need to know if they are to devise effective actions and attempt to fill the gap between the two. **They need to know about both jobs, the demand side, and the characteristics of the young unemployed.** For example:

- ▶ What jobs do young people currently work in?
- ▶ What jobs are being created, which sectors and occupations are they in? Where are they?
- ▶ What skills and qualifications are employers looking for?

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**Cities need, above all, to “engage” with employers, those who do or could recruit more young people into jobs. As a minimum we should find out about their needs, their . In many localities employers will have vacancies they find hard to fill whilst at the same time young people are unemployed. These skills mismatches can be identified and tackled.**

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- ▶ Who are the unemployed young people? Are they low skilled, are they graduates?
- ▶ How do their skills “match” with the skills that employers, the economy and wider society needs (now and in the future)?

Much can be done with limited resources here. Existing information from multiple sources can be pooled and analysed and employers can be surveyed to identify their needs and priorities. The URBACT *ESIMeC Skills Forecasting tool and manual*<sup>9</sup> gives some hints and tips on how to do this at city level. *My Generation at Work*<sup>10</sup> has also done interesting work on the changing nature (the “hybridisation”) of jobs and skills and the effect this could have on youth employment.

But it is not just a question of skills forecasting. More developed action could include:

- ▶ a regular representative survey of young people;
- ▶ a focus on the key sub groups of young people;
- ▶ the establishment of a “permanent” facility with a representative group of employers, the

### Box 1 – Extract from the ESIMeC Skills Forecasting Manual (Oxford Economics, 2012)

*Skills forecasting can be an effective way to gain an in-depth picture of the current and future skills needs of employers to assess skills shortages at city level. By providing intelligence and data, it can also be an effective tool to influence policy making and training provision, as well as influencing inward investment and economic growth within cities.*

*Skills forecasting not only involves collecting and analysing data but also requires a dialogue with employers to collect qualitative information that a tool in itself cannot produce. As such, skills forecasting can help establish and develop positive relationships between the municipality and local employers. It shows the municipality is committed to supporting the private sector to fill the skills gap locally which benefits both the local economy and population.*

local chamber of commerce, inward investors or developers and;

- ▶ detailed projections and forecasts of employment; horizon scanning and scenario development to examine the changing shape of the labour market.

### Employer Engagement

Cities need, above all, to “engage” with employers, those who do or could recruit

more young people into jobs. As a minimum we should find out about their needs, their plans and priorities. In many localities employers will have vacancies they find hard to fill whilst at the same time young people are unemployed. **These skills mismatches can be identified (as above) and tackled.** Swedbank’s Young Jobs initiative is an interesting example of how one employer is taking the initiative by engaging with young people, cities and public employment services to create the workforce of the future.

### Box 2 – Young Jobs – Swedbank in Stockholm, Gävle and other cities (Sweden)

Swedbank started its *Young Jobs* programme in 2009 in cooperation with the national public employment office. The initiative is a structured internship programme which offers 90-day positions to young people to help them gain work experience, references and that much needed line on their CV. It is a national programme which is adapted to the local context. The bank’s clients are also encouraged to use the model.

One of the main success factors is said to be the “speed meetings” which the bank organises between young people and its clients. This is seen to be the vital first step in breaking down some of the attitudinal barriers and enables the companies and young people to get to know each other. The scheme also contributes to diversity in the workforce and brings a new and fresh perspective to Swedbank’s activity.

#### Some numbers

- ▶ Over 6,000 internships have taken place.
- ▶ More than 5,000 of these are with the bank’s clients rather than the bank itself.
- ▶ 40% of the internships have led to employment.

*“Those people who do get a job would never have been employed without Young Jobs. They simply would not have made it to interview. We would never have met them and they are great”.* Linda Förare, Swedbank



#### MORE INFORMATION

[www.swedbank.com/corporate-sustainability/community-involvement/sweden/index.htm](http://www.swedbank.com/corporate-sustainability/community-involvement/sweden/index.htm)

Gävle is a partner in the URBACT ESIMeC<sup>11</sup> network and Stockholm in the URBACT EVUE<sup>12</sup> network

### What can your city do today?

As well as bringing a fresh perspective to business activities, work placements, internships and apprenticeships give employers an opportunity to test potential job candidates in a real work environment and over a significant duration.

Employers, young people and cities benefit. Do you have large employers in your city who are interested in the youth employment challenge? What would make them interested? Do they have clients or suppliers who might also be interested? Could the city itself lead by example? Identify your large employers today. Consider what might motivate them to replicate the Young Jobs model. Arrange a meeting between them, the city and the public employment service.

### Box 3 – Five things businesses can do; Three reasons to do them; One positive outcome, Leeds (UK)

Leeds is located in the middle of the UK and has a diverse population of over 750,000. Like so many European cities Leeds has a rich industrial history and suffered with the decline of manufacturing. Now it has a thriving financial and professional services sector and is one of the fastest growing cities in the UK. The city region is a functional economic area, defined by how the city's businesses operate and how residents live their lives. The "five-three-one" campaign, led by the Local Enterprise Partnership, was born out of desire to stimulate economic growth. It quite simply sets out:

#### Five things businesses can do

- ▶ Develop a skilled workforce.
- ▶ Mentor a budding entrepreneur.
- ▶ Build links with education.
- ▶ Offer work placements.
- ▶ Offer an apprenticeship.

#### Three reasons to do them

- ▶ Better business performance.
- ▶ More productivity and profits.
- ▶ Businesses are more likely to succeed.

#### One positive outcome

- ▶ Our economy grows.

Through the Local Enterprise Partnership, businesses are offered hassle free support to take on an apprentice, offer a work placement, mentor a new business, develop the skills of individuals or the workforce and build links with education. The campaign helps to boost local growth.

#### Some numbers

- ▶ 333 companies have signed up to support the campaign.
- ▶ Over 35 new apprenticeships have been generated.
- ▶ At least 10 new businesses have launched.
- ▶ Over 4,000 volunteering hours have been pledged linking with education.
- ▶ Economic value of up to €8.75m to the regional economy, delivered on an annual budget of €6,250.

Businesses engage for a variety of reasons: investing in skills and training is one of the best ways to improve productivity, reduce recruitment costs and help prepare for the future; Mentoring helps to strengthen company reputation, generate new ideas and build new business relationships.

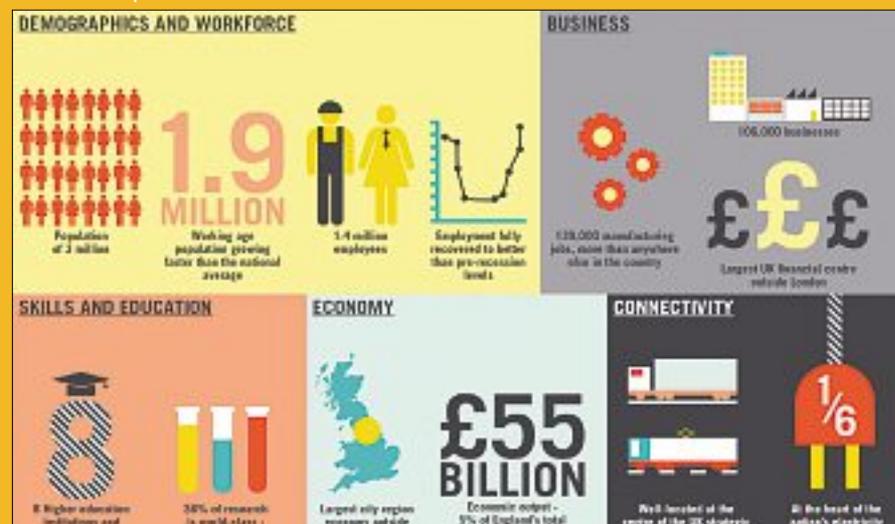
*"There is always something you can get out of it – and I don't think that businesses need to be shy about thinking 'what's in this for us?' If you lead with that then you end up with a much more sustainable action."* Charlie Denham, Sustainability Manager, Premier Farnell (distributor of electronics components and industrial products based in Leeds)



#### MORE INFORMATION

<http://business.leedscityregion.gov.uk/campaigns/fivethreene/act/>

Leeds is a partner in the URBACT 4D<sup>13</sup> Cities network



But it is about more. Cities **should listen to employers**. We can build bridges between the worlds of education and work. We can open a "dialogue" between schools, colleges and universities on the one hand and employers on the other, so we can get a better alignment between labour market requirements and young people's needs. This is a potential win/win for all concerned. In turn, this could significantly improve information, advice and counselling services for young people and encourage employers to recruit more local young people. The 5-3-1 campaign in Leeds (UK) is a great example of how one city has developed a constructive dialogue with businesses to support economic growth. This example will be the subject of a detailed case study which will be published in 2015 as part of URBACT's capitalisation work.

This dialogue could also be a **challenge to employers**, to find out what needs to be done to encourage them to recruit more young people, offer apprenticeships, provide work experience and to provide input to the curriculum, especially in vocational training. How can they be encouraged to offer better quality jobs with career progression opportunities, better contracts and higher pay? What might motivate them to use young entrepreneurs as suppliers? More broadly it offers an opportunity to **develop their relationship with other key stakeholders** in the city – education providers, public authorities and young people themselves. This can help build trust, better mutual understanding and a consensus on action to grow youth employment. It can also help to build relations between employers themselves, encouraging collaborative action and network development (e.g. along sector lines).

### What can your city do today?

5:3:1 makes business sense and is not expensive to deliver. Does your city have a business forum where you could share it? Does it fit within your city strategy? Are there opportunities to replicate this model in your city? Make a call today to arrange an initial discussion. Get employers around a table.

We should also remember that city administrations themselves are employers and can help directly to exploit the job creation opportunities for young people, as the example of Cadiz in Spain illustrates (see box below).

The employer dialogue should be further widened and deepened by **involving young people themselves**, so creating a

“triangle” between them, employers and city stakeholders. This could not only improve mutual understanding but can help to change attitudes, and behaviour, of the three sets of partners in such a way as to get a closer alignment of their respective requirements. It may also **“spark” greater innovation** in, and commitment to, any actions taken. The

establishment, development and sustainability of such partnerships could be a major feature of city action. In Alba Lulia (Romania), the city has extensive plans to maximise the impact of the Youth Guarantee initiative through the establishment of the Active Youth House which will promote such partnership and dialogue in the field of jobs and employment (see box next page).

#### Box 4 – Growing jobs from public projects, Cadiz (Spain)

Located in the south of Spain, with a (shrinking) population of around 120,000 Cadiz has one of the highest levels of youth unemployment in the EU with more than half of its young people out of work.

One of the projects which has helped both the city economy and its young people in recent years is called Workshop Schools, funded by the Region of Andalusia. Municipalities, not for profit organisations and public bodies are asked to propose public projects which can be used to provide paid on-the-job training and work experience programmes. Most of the projects are in sectors where there is evidence of high demand for skills by employers and the focus is on the sustainable economy. What results is a win-win situation where public projects are developed, jobs are created and young people gain invaluable skills and experience.

##### Some Numbers

- ▶ Since 2010 at regional level 1,900 jobs have been created (project managers, trainers, support staff etc).
- ▶ Over 8,000 young people have benefitted of which at least 30% have gone on to sustainable jobs in their host employers.
- ▶ 58 “workshop schools” were established and projects completed.

*“Workshop Schools are an alternative for the education in specific specialisations and to connect their participants with the labour market, opening new possibilities to access a job”* Manuel Prado, Councillor of Training and Employment, Town Council of San Fernando, Cádiz



##### MORE INFORMATION

[http://www.juntadeandalucia.es/servicioandaluzdeempleo/web/websae/portal/es/informacion/programasSAE/programaFomentoEmpleo/ET\\_CO\\_TE/?ticket=nocas](http://www.juntadeandalucia.es/servicioandaluzdeempleo/web/websae/portal/es/informacion/programasSAE/programaFomentoEmpleo/ET_CO_TE/?ticket=nocas)

#### What can your city do today?

Workshop Schools offer a good value option for delivery of public projects and benefit both the employer and the young person. In the same way, public procurement can be used to promote youth employment. Do you know what your city is procuring in the coming 1-3-5 years? Are there opportunities to introduce clauses to encourage suppliers to employ young people or offer work experience placements? Contact your procurement team today to find out.



## Box 5 – Alba Iulia, Romania

### Investing in young people, investing in our future

Alba Iulia is a medium-sized Romanian city with a population of 67,000. While some traditional industry remains, there are limited economic opportunities and the tourism sector is seen to offer most potential. Seeking to ensure quality jobs for young people, Alba Iulia has focused its efforts on four main pillars:

- ▶ promoting sound economic development through urban regeneration and touristic revival of the historic city centre;
- ▶ increasing the qualifications of young people (needed in the labour market) and supporting immediate youth employment by enterprises;
- ▶ initiating and facilitating a dialogue between enterprises, university and skilled young people to jointly develop the city;
- ▶ bringing together the demand and the supply side of the labour market through annual Job fairs for young graduates, coordinated by the University in partnership with the Labour Office Alba and the Commerce of Chamber.

One of the two pilot projects of the Youth Guarantee scheme in Romania will be implemented in Alba Iulia (2014-2020). Its main objective is to increase the employability of 2,500 persons aged 16 to 24. One of the flagship initiatives is the Active Youth Regional House Alba which started in July 2014. This will host training courses, and provide professional advice and guidance for young people seeking to start a business. It will broker 200 apprenticeships with the support of employers and offer a monthly grant to supplement the minimum wage offered by businesses where appropriate. More than 20 programmes and internships for 500 young entrepreneurs are planned offering support with the development of business plans as well as financial assistance. An online employment platform will be developed to hold information on the labour market, vacancies and training opportunities and match these with the needs of young people.

The city believes this is a great opportunity to better engage employers and guarantee young people high quality and sustainable employment or self employment. The integrated programme is expected to result in 300 young people finding a stable job, as well as the creation of at least 100 new businesses.



#### MORE INFORMATION

[www.garantiipentrutineri.ro](http://www.garantiipentrutineri.ro)

and [www.facebook.com/garantiipentrutineri](https://www.facebook.com/garantiipentrutineri)

Alba Iulia is a partner in the URBACT City Logo<sup>14</sup> network

### What can your city do today?

A sizeable amount of money from national sources, the European Social Fund (2014-2020) and the European Youth Employment Initiative is ringfenced for the Youth Guarantee. Do you know how it will be used in your country, region or city? Have you considered what cities could do to try and turn it into a jobs guarantee? Are employers effectively engaged? Why not contact your *youth guarantee coordinator*<sup>15</sup> to find out more.

**Cities can therefore learn from each other. Interesting, innovative and effective actions can be relevant to other cities. They can be identified and often transferred, albeit in adapted form to suit local circumstances. Ideas are nearly always valuable, if only to challenge existing ways of thinking.**

### Next Steps

**The bottom line is this.** Youth employment is a serious issue in your city. It cannot be ignored. Tackling it effectively is a priority and it brings economic and societal gains. You can do something about it, indeed you can do quite a lot about it, whatever your resource base and room for manoeuvre.

Despite differences between cities across the EU, there are many similarities too, in both the youth employment challenge and how it can be addressed. **Cities can therefore learn from each other.** Interesting, innovative and effective actions can be relevant to other

cities. They can be identified and often transferred, albeit in adapted form to suit local circumstances. Ideas are nearly always valuable, if only to challenge existing ways of thinking. Take Cadiz in Spain, for example, where the city is working closely with the region of Andalusia to exploit the job creation opportunities of public projects for young people.

This URBACT workstream focuses especially on better understanding the nature of the problem, so as to devise better and more effective actions, and employer engagement, perhaps the key part of city action that is least developed but most needed. It can therefore help in your task.

We have already completed our State of the Art document available on [www.urbact.eu](http://www.urbact.eu). We have recently held our first “evidence hearing” in Paris at the OECD. At city level we have piloted a “City Jobs Forum” in Nyíregyháza, Hungary, bringing together employers, young people and city stakeholders to explore the challenges outlined here and come up with potential solutions. We will hold a second hearing in October in Brussels, bringing together our “triangle” of employers, cities and young people at EU level to reflect on key issues and engage in a structured dialogue to identify potential key actions that cities can take to grow jobs for young people.



We will also be holding a series of interviews with a range of people and our core group of experts and practitioners will be meeting to discuss the hearings, interviews and contributing further their own experiences and know how. Such pooling of knowledge and experience will, we hope, lead to the development of practical recommendations on what cities can do, what your city can do, to grow jobs for young people. We also hope that our work will inform the 2014-2020 European Cohesion Policy within the framework of the Europe 2020 Jobs and Growth agenda. **Our findings will be launched with a final report at the URBACT II final event in Riga on 6-8 May 2015.**

In the meantime, do get in touch. Follow us on Twitter, with the hashtag #YouthInJobs and for blogs and other updates go to the *URBACT website*. ●

(1) Statistics generally use a definition of 18-24 years old to define "young people". However, it is important to note that the working definition varies enormously across Europe and often extends to 30 years of age.

(2) <http://www.youthforum.org/>

(3) <http://www.eurofound.europa.eu/>

(4) <http://ec.europa.eu/social/main.jsp?catId=1094&langId=en>

(5) <http://ec.europa.eu/esf/>

(6) <http://ec.europa.eu/social/>

(7) Cities of Tomorrow-Action Today, URBACT II Capitalisation, More Jobs: Better Cities – A Framework for City Action on Jobs (Mike Campbell and Alison Partridge) <http://urbact.eu/en/urbact-capitalisation>

(8) [www.cedefop.europa.eu/](http://www.cedefop.europa.eu/)

(9) [http://urbact.eu/uploads/tx\\_projectsresults/documents/Skills\\_forecasting\\_manual\\_01.pdf](http://urbact.eu/uploads/tx_projectsresults/documents/Skills_forecasting_manual_01.pdf)

(10) [http://urbact.eu/fileadmin/Projects/My\\_Generation\\_at\\_Work/documents\\_media/Enterprising\\_relations\\_to\\_Work\\_-\\_My\\_Generation\\_at\\_Work\\_-\\_11\\_2\\_2014.pdf](http://urbact.eu/fileadmin/Projects/My_Generation_at_Work/documents_media/Enterprising_relations_to_Work_-_My_Generation_at_Work_-_11_2_2014.pdf)

(11) <http://urbact.eu/en/projects/innovation-creativity/esimec/homepage/>

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- *Mike Campbell*, Independent Labour Market Expert
- *Béla Kézy*, Thematic expert of the URBACT ROMANET network
- *Jenna Norman*, Intern, Aurora European Services
- *Ana Suárez Lena*, CEEI (European Business and Innovation Centre) in Cadiz (Spain)



#### FOR MORE INFORMATION

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## → URBACT II PROJECTS

PROJECTS	ISSUES ADDRESSED	LEAD PARTNERS
<b>1<sup>ST</sup> CALL PROJECTS (2008-2011)</b>		
Active A.G.E.	Strategies for cities with an ageing population	Rome - IT
Building Healthy Communities*	Developing indicators and criteria for a healthy sustainable urban development	Torino - IT
CityRegion.Net	Urban sprawl and development of hinterlands	Graz - AT
CoNet	Approaches to strengthening social cohesion in neighbourhoods	Berlin - DE
Creative Clusters	Creative clusters in low density urban areas	Obidos - PT
CTUR	Cruise Traffic and Urban Regeneration of port areas	Naples - IT
EGTC	Sustainable development of cross-border agglomerations	Mission Opérationnelle Transfrontalière - FR
FIN-URB-ACT	Small and medium enterprises and local economic development	Aachen- DE
HerO*	Cultural heritage and urban development	Regensburg - DE
HOPUS	Design coding for sustainable housing	University La Sapienza, Roma - IT
JESSICA 4 Cities	JESSICA and Urban Development Funds	Regional government of Tuscany - IT
Joining Forces	Strategy and governance at city-region scale	Lille Metropole - FR
LC-FACIL	Implementing integrated sustainable urban development according to the Leipzig Charter	Leipzig - DE
LUMASEC	Sustainable land use management	University of Karlsruhe - DE
MILE*	Managing migration and integration at local level	Venice - IT
My Generation	Promoting the positive potential of young people in cities	Rotterdam - NL
NeT-TOPIC	City model for intermediate/peripheral metropolitan cities	L'Hospitalet de Llobregat - ES
Nodus	Spatial planning and urban regeneration	The generalitat of Catalonia - ES
OPENCities*	Opening cities to build-up, attract and retain international human capital	Belfast - UK
REDIS	Science districts and urban development	Magdeburg - DE
RegGov*	Integrated policies and financial planning for sustainable regeneration of deprived areas	Duisburg - DE
REPAIR	Regeneration of abandoned military sites	Medway - UK
RUnUP	Strengthening potential of urban poles with triple helix partnerships	Gateshead - UK
SUITE	Sustainable housing provision	Santiago de Compostela - ES
UNIC*	Promoting innovation in the ceramics sector	Limoges - FR
URBAMECO*	Integrated sustainable regeneration of deprived urban areas	Grand Lyon - FR
Urban N.O.S.E.	Urban incubators for social enterprises	Gela - IT
WEED	Promoting entrepreneurship for women	Celje - SI
<b>2<sup>ND</sup> CALL PROJECTS (2009-2012)</b>		
Active Travel Network	Promoting walking and cycling in small and medium-sized cities	Weiz - AT
CASH*	Sustainable and affordable energy efficient housing	Echirolles- FR
ESIMeC	Economic strategies and innovation in medium-sized cities	Basingstoke and Deane - UK
EVUE	Electric Vehicles in Urban Europe	Westminster - UK
LINKS	Improving the attractiveness and quality of life in old historical centres	Bayonne - FR
OP-ACT	Strategic positioning of small and medium-sized cities facing demographic changes	Leoben - AT
Roma-Net*	Integration of the Roma population in European cities	Budapest - HU
SURE	Socio-economic methods for urban rehabilitation in deprived urban areas	Eger - HU
TOGETHER	Developing co-responsibility for social inclusion and well-being of residents in European cities	Mulhouse - FR
<b>3<sup>RD</sup> CALL PROJECTS (2012-2015)</b>		
4D Cities	Promoting innovation in the health sector	Igualada - ES
CityLogo	Innovative city brand management	Utrecht - NL
Creative SpIN	Cultural and Creative Industries	Birmingham - UK
CSI Europe	Role of financial instruments (Jessica Urban Development Fund) in efficient planning	Manchester - UK
ENTER.HUB	Railway hubs/multimodal interfaces of regional relevance in medium sized cities	Reggio Emilia - IT
EUniverCities	Partnerships between cities and universities for urban development	Delft - NL
Jobtown	Local partnerships for youth employment opportunities	Cesena - IT
My Generation at Work	Youth employment with focus on enterprising skills and attitudes	Rotterdam - NL
PREVENT	Involving parents in the prevention of early school leaving	Nantes - FR
RE-Block	Renewing high-rise blocks for cohesive and green neighbourhoods	Budapest XVIII District - HU
Sustainable Food in Urban Communities	Developing low-carbon and resource-efficient urban food systems	Brussels Capital - BE
URBACT Markets	Local markets as drivers for local economic development	Barcelona - ES
USEACT	Re-utilizing existing locations to avoid land consumption	Naples - IT
USER	Involving users and inhabitants in urban sustainable planning	Agglomeration Grenoble Alpes Metropole - FR
WOOD FOOTPRINT	Local economic development through the (re)use of brownfield and buildings of the wood furniture sector	Paços de Ferreira - PT
<b>PILOT PROJECTS (2013-2015)</b>		
Diet for a Green Planet	Cooperation to align eating habits for an ecologically sustainable development	Södertälje - SE
ESIMeC II	Economic strategies and innovation in medium sized cities	Basingstoke and Deane - UK
EVUE II	Electric Vehicles in Urban Europe	Westminster - UK
Gastronomic Cities	Promoting gastronomy as a key urban development	Burgos - ES
Genius: Open	Creating innovative solutions to city challenges via an on-line collaborative platform	York - UK
Healthy Ageing	Cities' action for an active and healthy ageing	Udine - IT
PlaceMaking 4 Cities	Useful public spaces instead of nice public spaces	Dún Laoghaire Rathdown County Council - IE
Roma-Net II	Integration of Roma populations	Budapest - HU
TUTUR	Temporary use as a tool for urban regeneration	Rome - IT

\*Fast Track Label

**URBACT is a European exchange and learning programme promoting integrated sustainable urban development.**

**It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal changes. URBACT helps cities to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT II is 500 different sized cities and their Local Support Groups, 56 projects, 29 countries, and 7,000 active stakeholders coming equally from Convergence and Competitiveness areas. URBACT is jointly financed by ERDF and the Member States.**

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