# TechRevolution 2.0. - The Final Transfer Report

Each Transfer Network Partner will produce a Final Transfer Report at the end of the project. The purpose of this document will be to capture the key learning points emerging from the overall network experience. It can draw upon the other products – e.g. meeting materials, notes and thematic articles - to provide a record of the learning journey and an overview of the transformation that has taken place.

This learning and transformation will have taken place on different levels. URBACT identifies three levels with a local dimension: individual, institutional and city level. Beyond this is the transnational learning that takes place at network level, discussed in the previous section.

A proposed format, together with key questions, is set out in the table below.

Please complete a draft of this report ahead of our calls on 10 and 17 October.

|  |  |  |  |
| --- | --- | --- | --- |
| **City name:** | |  | |
| **Section** | **Relevant questions** | **Sources** | **Your inputs / thoughts** |
| Introduction |  |  |  |
| Our starting point | What were the key characteristics in our Transfer Plan?  What assets/barriers did we have?  What were our expectations for the end? | Refer to the Transfer Canvas | City of Rzeszów is well developed and still developing aviation centre with one of the biggest aviation cluster  in central – eastern Europe. More than 180 aviation tycoons associated in Aviation Valley Association, creates best environment and condition to attract further investors and big companies and to develop aviation industry.  City administration for last decades was mostly focused on providing attractive conditions for big industrial business and international well established companies. City business support was limited to provide relevant support in investment process for big companies ready to create factory or division of its company and economy promotion in this area.  City with over 200 thousands citizens with still increasing number, 40 thousands of students and 5 big universities makes good condition for young people to start their careers here first in universities and later  in job market. High level of Smart City investmens and high quality of public services results in almost 90%  of population satisfied with life quality according to the recent pools.  Beside this impressive factors and overall situation of the city, city administration was not very active in fields of start up creation process and in providing relevant support for young innovative and creative entrepreneurs.  Low level of interventions and actions focused on local start ups, resulted in low number of creative and innovative business created with city support. Young businesses and start ups creators have seen city  as institution not relevant as development accelerator.  In last 3 years, the city has created and implemented “Urban Lab”, a test project related to the creation of the open space for citizens, in order to connect city residents and local government administration in the process  of making decisions and jointly looking for solutions to problems faced by the city.  Urban Lab was created to provide tool for citizens who want to have an impact on changes in the city, designing public space, setting directions for the city's development. It is both a space for the exchange of thoughts, views, ideas, inspiration, and a place where innovative solutions for the city are created.  This action allowed to acquire valuable experience in the area of ​​non-standard approach to solving urban problems as well as presenting a more human face of the administration. It was, however, a difficult and long process all the more it fell during the Covid 19 pandemic.  Despite existence Urban Lab, the city lacks specialist knowledge in the field of supporting start ups and creative business. This is an element that hinders, and certainly extends time of implementation proper tools that respond to the needs of the changing business reality, in particular in the area of ​​start ups and creative and innovative projects, in which speed and flexibility are the key to success.  Functioning Urban Lab at the time of joining the TechRevolution project was a resource that will allow approach to the transfer of Good Practice elements from a completely different level. The physical space already operating within the city structure facilitates faster implementation of the elements planned to be transferred, such as:   * co – workingowa space, * networking events, * Key Account Managers, * service sharing system, * prototyping workshops in urban space, * stratup mix as tool for promotion for local start ups * business mentors and patronages   The support system for entrepreneurs in the city, both for large investors and small startups, was based on  a group of people for whom this scope of activity was one of the many responsibilities. No clear structure and division in competences and not existing team dedicated strictly to startups and SME’s hampered the implementation of tool responding for the needs of this sector.  City is based on aviation industry with big international tycoons … niewykorzystany potencjał jaki leżu  w zaangażowaniu ich w sparcie innowacyjnych pomysłów płynących od młodych przedsiębiorców czy współudział w tworzeniu ekosystemu dla startupów poprzez finansowanie niektórych rozwiązań czy dzielenie się wiedzą.  Key benefits which are expected to be taken from the project were related to setting a benchmark and general roadmap, the selection of which can lead to the creation of a solid support system for innovative and creative enterprises on the way to build the area of the local economy based on creative and innovative workplaces.  One of the most important expectation deriving from the project was frame and indication how to create strategic plan to create start up ecosystem support with clear competences division and key performance indicator. Long term plan will allow to measure effectiveness of city activities in this field. Good Practice developed by Project Leader has been developed through more than 12 years with all difficulties and failures. This process can constitute benchmark and hint for city decision makers that building local economy based  on innovative and creative workplaces is long standing process which require precise planning, full engagement  of dedicated team and granted level of financing.  W związku ze skalą w jaki rozwiną się DMC i program Enetrprising Barnsley i jak w okresie ich funkcjownowania wytorzone zostały dodatrkowe projekty i spin offy, elementem na które oczekiwaliśmy odpowiedzi będzie jak zbudować efektywny zespół który jest w stanie prowadzić działania w takich sposónb żeby powtórzyć sukces Barnsley i zbudować tak spekatkularny osrodek wsparcia lokalnej gospodarki cyfrowej  Wymiana doświadczeń z uczestnikami projektu jakie elementy działają a na jakie, zwrócić uwagę przy budowaniu przestrzeni kreatywnej i co – workingowej oraz to jaki model bizneowy obrać żeby przestrzeń taka nie była kolejną jednostą miejską zależną od publicznych pienidzyą. |
| Key learning points for individuals | Who have been the key individual beneficiaries in terms of learning? (Civil servants ? Elected officials? NGOs? Others?)  What have been the key learning points?  (Think about working methods, digital tools, professional development, communication skills etc.) | Draw upon the Transnational Events and the thematic articles | Key beneficiaries in terms of learning were:   * city employees involved directly and indirectly into the project as well as into operational activities in the area of supporting entrepreneurs * elected official as city mayor and heads of city departments relevant to transfer process responsible for making decisions and activities related to setting policies and strategies aimed at building local economic potential * other group of beneficiaries were also representatives of institutions involved into ULG works and international visits. * Umbrella institutions and local universities, focused on start up environment and providing them various types of support, through representatives involved in the work of the Urbact Local Action Group. |
| Key Learning Points for Organisations | Which organisations have been most closely involved?    What have they learned?  Have they made any changes – structural, cultural, professional – as a result of this experience? | Regularly check these points in ULG sessions Perhaps organise a focus group at the end to inform this section | Most closely involved into project implementation was city Unit dedicated as project stuff. Additionally, Municipal Center for Innovation Urban Lab which will be the foundation for elements transferred from Good Practise.   * Necessity of cooperation and discussion as many things are happening and overlapping within the city structure what is time and energy consuming and could be efficiently combined and co – created. Monthly meeting will be organised between Investor Relation Office Team and Urban Lab Team to discuss current matters and future plans in order to cooperate and create effect of synergy between both units. * ULG meeting were difficult part to organise and carry on but at the same time it was one of the most effective way to involve city residents into city management process. ULG will be organise every  so often after the duration of the project as the great tool to receive feedback from group involved  in certain matter organised by the city. * New project application and importance of creation dedicated team to develop it as key factor  for efficient results creation * Umieszczenie punktu dotyczącego startupów w Rzeszowie w czasie prezentacji dla Rady Gospdoarczej Miasta Rzeszowa, jako ważny element rozwoju miasta. |
| Key Learning Points at City Level | Have there been benefits at city level?  Have stakeholders worked in new ways?  Has the experience led to changes (structural, strategic, operational) at city level? | Regularly check these points in ULG sessions  Perhaps organise a focus group at the end to inform this section | Urbact methods were a new approach for work, implemented for the first time in city office. This experience showed how different tools used in group work can release new potential, ideas, motivation what combined together can facilitate and accelerate process of implementation of new tools and activities within city structure.  Methods and mind opening tools  Learning levels   * Tools facilitating international cooperation Miro, Basecamp, Google Forms * Learning from exemplary cities in the field of transfer goal (Barnsley, Helsinki, Espoo, Tampere, Bilbao) * New approach into international projects – important conclusion were importance of cross sectoral cooperation in order to achieve true long standing results and wide project goal understanding * Remarks of importance of international cooperation within the frame of EU projects relevant to   Key benefits which are expected to be taken from the project were related to setting a benchmark and general roadmap, the selection of which can lead to the creation of a solid support system for innovative and creative enterprises on the way from building the area of the local economy based on creative and innovative workplaces.  One of the most important expectation deriving from the project was frame and indication how to create strategic plan to create start up ecosystem support with clear competences division and key performance indicator. Long term plan will allow to measure effectiveness of city activities in this field. Good Practice developed by Project Leader has been developed through more than 12 years with all difficulties and failures. This process can constitute benchmark and hint for city decision makers that building local economy based on innovative and creative workplaces is long standing process which require precise planning, full engagement  of dedicated team and granted level of financing. |
| In terms of the Transfer, what are you most proud of? | Think about the work we have done together over the past 15 months. What stands out in terms of key highlights? | Your own reflections. | Zupełnie inny system pracy w projekcie z użyciem nowych metod opartych na burzy mnózgów, wyumianie doświadczeń otwratości na inne punkty widzenia pozwala stworzyć warunki sprzyjające kreatywności I wzajemnej inspiracji. Metody używane przez miasto są archaiczne i nie pozwalają wykorzystać potencjału pracowników  Doświadczenie innych miast i partnerów jest więkwsze niż może nam się wydawać. Często potencjał leżący na wymianie doświadczeń i wzajemnej nauce nie jest przez to wykorzystany w pełni.  Miasta często nie prezentują swojego całego potencjału i osiągnięć  Brak współpracy wewnętrznej może być kluczową barierą w realizacji działań, które nie są ani kapitało ani czasovchłonne a mogą być niezwykle skuteczne w rozwiązywaniu problemów miejskich  Włączenie w wewnętrzny process decyzyjny loklanych udziałowców z róznych grup, instytucji czy organizacji moze wyzwolić nieznany wczęsniej potencjał i na zasadzie synergii wytworzyć wartość dodaną nimożliwość do osięgnięcia przy pracy indywidualnej  Mieszkańcy i loklani udziałowcy w przeciwieństwie do utrwalonego przekonania są znacznie bardziej otwarci na współrpace z miastem w rozwiązywaniu miejskich problemów jeżeli da im się taką możliwość i da się im odczuć moc sprawczą we wspólnie podejmowanych decyzjach. |
| Overall Conclusions on Progress | What progress has been made in adapting and transferring the Good Practice? How does this compare to your initial expectations? What supported/obstructed the process? What did we learn from this? | To be covered in the final ULG Reflections/Focus Group session. | Participatin in TechRevolution project facilitated to connect with people  Z ludźmi z wieloletnim doświadczeniem w budowaniu lokalnych gospodarek opartych na innowacyjncyh i kreatywnych miejcach pracy. Możliwość wymiany poglądów i doświadczeń, uczestnictwa w warsztatach tematycznych i wizytach studyjnych pozwoliło na uzyskanie wiedzy niezbędnej do stworzenia narzedzi w obszarze wsparcia eksosyet,u startupów i nowoczesnych, młodych przedsiębiorstw.   * Zdobycie wiedzy od osób, miast i instytucji dysponujące praktyczną wiedzą w zakresie budowania lokalnej goposdarki cyfrowej oraz ekosystemu startupów wraz z narzedziami jego wsparcia * Stworzenie koncepcji nowej struktury w urzedzie miasta wraz z poszerzeniem zespołu dedykowanego ekosystemowi startupów i budowaniu system wsparcia przedsiębiorców w obszarze kreatywnym i innowacyjnym * Przemyślenie i stworzenie zarysów strategii / roadmap odnośnie rozowju system wsparcia startupów oraz stworzenia przestrzeni służącej jako platforma integracji środowiska związanego ze startupami oraz kreatywnym i innowacyjnym biznesem * Zwiększenie intensywności dzuałań związanych z budowaniem sieci powiązań między lokalnymi uczestnikami życia miejskiego w szczególności z otoczenia biznesu (biznes, uczelnie, instytucje parasolwe), a także zarysowanie działań z obszaru budowania śilniejszych relazcji gospodarczych z miastami partnerskimi i współpracującymi z miastem * uporządkowanie i usystematyzowanie działań związanych z networkingiem oraz stworzenie kalendarza eventów celem których będzie sieciowanie wielu grup miejskich związanych z różnymi obszarami funkcjonowania miasta. * Zaangażowanie Rady Gospodarczej przy prezydencie miasta Rzeszowa w obszarze startupów * Rozpoczęcie prac nad koncepcją przestrzeni co – workingowej w mieście opartej o infrastructure Urban Lab Rzeszów * Wdrożenie Key Account Managers w structure jednostki odpowiedzialnej za wsparcie inwestorów |