# 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.

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| **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 | The 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 enterprises associated in Aviation Valley National Key Cluster, creates best environment and conditions to attract further investors and to develop aerospace industry.  The city has over 200 thousands inhabitants, and its population is still increasing, more than 40 thousands of students at 5 big universities makes good condition for young people to start their careers here, first in the universities and later in the labor market. The high level of Smart City investments, and the high quality of public services results mean that, according to the recent polls, almost 90% of the population is satisfied with the quality of life.  Beside this impressive factors, and overall situation of the city, local Authorities were not very active in fields of start-up creation process, and in providing relevant support for young, innovative, and creative entrepreneurs.  The 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 focused 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.  The low level of interventions and actions focused on local start-ups, resulted in low number of creative and innovative businesses, 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 of 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, physical space already operating within the city structure, at the time of joining the TechRevolution project was a resource that will facilitate the transfer of Good Practice elements on a completely different level. Elements planned to be transferred, are as follows:   * co–working~~owa~~ space, * networking events as tool for promotion for local start-ups, * Key Account Managers, * service sharing system, * prototyping workshops in urban space, * business mentors and patronages   The support system for entrepreneurs in the city, both for large investors and small start-ups, 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 start-ups and SME’s hampered the implementation of tool responding for the needs of this sector.  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 exemplary 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.  The scale to which the DMC project developed during the implementation and development of Enterprising Barnsley program and multiplicity of spin off project additionally created showed how important is long standing strategy and dedicated and qualified team what is one of the most important takeout from the project on the way to create digital economy.  Exchange of experiences with leader and project partners, as well as important insight from study visit hosts, present wide range of information which elements work and what to pay attention to when building a creative and innovative digital hubs and municipal start up ecosystem. Possibility to discuss wide range of various business model possible to implement in such facilities and project, allow to choose the right one to not to create another urban unit dependent solely on public money, but which may be commercialize and maintain its capacity to work and operate in different conditions. |
| 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. * ~~U~~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 Centre for Innovation Urban Lab which will be the foundation for elements transferred from Good Practise.   * Creation and implementation of long standing strategy as a key factor to develop digital hub and strong foundation of local digital economy is a key lesson learnt during the project. Well-crafted strategy or road map is a document which will effectively lead from point zero to expected effect with possibility to measure midterm key performance indicators and follow milestones with possibility to adjust and react in case of deviations from the plan or adaptation of the plan to changing conditions. * 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 implemented as city tool to face and address different kind of city challenges even after the project as the great tool  to receive feedback from wide range of city stakeholders. * New approach to internal cooperation and learning process using modern and flexible methods can lead to the release of new potential and wider range of unconventional ideas to solve old problems. |
| 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 | During the project we can noticed a few key learning points which lead to conclusions consisting starting point  to implement new activities in the city or to develop existing tools using knowledge and know how acquired during international and study visit as well as workshops and experience exchanges with leader and other partners.  The most important conclusion which appeared during the project concerns start up ecosystem and role played by the our city in this field. City as described at the beginning of the report has been mostly focused on big tech and industry companies with very little activities focused on start up and creative industry. On the basis of DMC example along with Enterprising Barnsley support program we could see how important is to create municipal creative and innovative business strategy and how beneficial it can be for the city and region.  **Integration**  The first step to follow successful path of much more advanced leader is to create physical, city space (co-working, offices) which will constitute a platform to integrate local start up environment and place where will be possible to implement wide range support activities, events and projects. This will be also a testing bed for all kind of tools to get the feedback from local entrepreneurs how to adjust all implemented solutions to local context and evaluate further steps.  **Dedication**  Very important insight from experts and practitioners in this field is that it is not much about building a building, but building a community. Commonly spread message during entire project was to create atmosphere and spirit which will attract people to come and to stay rather then putting main focus point on infrastructure and square meters. Therefore one of the most important lesson was to create good, fully involved, dedicated, motivated and positive team of right people who will be responsible for this place since working in creative and innovative environment is more like vocation than regular job. Good team is a key factor of success.  **Approach**  Urbact methods were a new approach for work, implemented for the first time in the 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.  **Involvement**  During time involvement of ULG members in conceptual work was increasing. Important lesson taken out from this part of the project is that enabling different stakeholder getting into the decision making process in the city, can be very beneficial in scope of getting quick feedback from final users of solutions which are suppose to be created and practical insight, knowledge and experience which can be sometimes missing inside the city structure. This synergy of ideas can lead to creation of better solutions which can answer city challenges much more accurately saving time, money and effort. It can be also a good tool of integration since we are always much more responsible for solutions, we can feel was also created by as.  **Hard changes**  Project implementation coincided with city structure changes. It facilitated implementation a few changes according good practise from Barnsley which was the concept of Key Account Managers. Since the city for longer period of time has been deeply involved in attracting investors and big companies, this tool will be at the first phase tested with this type of cooperation.  **Partnerships and opened doors**  Learning from exemplary cities in the field of transfer goal (Barnsley, Helsinki, Espoo, Tampere, Bilbao)  **EU Project knowledge and experience**  Remarks of importance of international cooperation within the frame of EU projects relevant to  **Simple but effective**  Tools facilitating international cooperation Miro, Basecamp, Google Forms  **Internal resources**  New approach into international projects – important conclusions were importance of cross sectoral cooperation in order to achieve true long standing results and wide project goal understanding |
| 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. | A completely different system of work in the project with new methods and approach based on a brain storming and mixed group work, understanding the experience of being open to other points of view allows you to create conditions conducive to creativity and mutual inspiration. The methods used by the city are archaic and do not make it possible to use the potential of its employees  Experiences and activities implemented by other cities can be often bigger and more inspiring than we can initially think. Effect of work in other cities is sometimes hidden and not well promoted. This shows importance of exchanging experiences and international learning as a great possibility to release of a new energy  and motivation to develop existing solutions and ideas, as well as implement new project based on new knowledge and experiences.  The potential of cities and its (potencjał miasta czy miast, bo nie rozumiem??) achievements can be often underestimated by city residents and city administration employees as something usual and of not great importance.  The lack of internal cooperation in the city structure can be a key barrier in the implementation of activities that are neither capital-intensive nor time-consuming, but can be extremely effective in solving urban problems.  The potential and resources that already exist in the city structure can be fully used with the appropriate exchange of information and effective cooperation, which may lead to much more effective work and development of much better tools and solving urban problems in various areas  Including local shareholders from various groups, institutions or organizations in the internal decision-making process may release a previously unknown potential and, on the basis of synergy, generate added value impossible to achieve individually.  Residents and local shareholders, contrary to the established belief, are much more open to cooperation with the city administration in solving urban problems only if they are given such an opportunity, basic tool and can feel the driving force in jointly made decisions.  During the project with exchange of experience and gained new knowledge, new finish line can be drawn as a response for more precise picture emerging from the learning process. Problems and solutions drafted at the beginning of the project can change, and the effect and conclusions can be totally different at the end, therefore flexibility and openness for changes during the project is more important than complexity of planned solution. |
| 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. | Participation in TechRevolution project facilitated networking with and learning from people with many years of experience in building local economies based on innovative and creative workplaces. The possibility of exchanging views and experiences, participating in thematic workshops and study visits allowed for the acquisition of knowledge necessary to create tools in the field of start-up support and new enterprises ecosystem.   * Initial step taken for creation an outline of a strategy / roadmap regarding the development of a start-up support system * Initial step taken into creation of a space (co–working, offices for rent, hot desks, workshops and conferences) within the structure of Municipal Urban Lab, serving as a platform for integrating of creative and innovative business and start up environment, as a foundation for further development and transformation into regional digital hub. * Creating a concept of a new structure in the city hall along with expanding the team dedicated to the entrepreneurial support along with implementation of new tools. * Plans for new projects from URBACT programme as result of TechRevolution * Increasing the intensity of actions related to building a network of connections between local stake holders of urban life, in particular from the business environment (business, universities, umbrella institutions), as well as outlining activities in the area of building stronger economic relations with international partners and cities * creating calendar of events in at networking many city groups related to (nie rozumiem tego) various areas of the city's life as a platform for ideas and experiences exchanges and getting feedback from outside of city structures. * Involvement of already established bodies and institutions (eg. the Economic Council under the Mayor of Rzeszow) in the area of start-ups as a tool for cross sectoral cooperation and searching for support and financing for young entrepreneurs * Implementation of Key Account Managers in the structure of the unit responsible for investor support as a tool for pre investment and post investment support to increase level and quality of support for investors and businesses |