

# Strategic Development Plan **Attracting and Retaining Youth in Frauenfeld**



**Crazy Innovation**  
Länggassstrasse 12  
3012 Bern  
Switzerland

Delieverd:  
31.05.2021

Author:  
Anna-Lena Stettler  
Linus Fässler  
Carmen Metzler  
Rahel Kobel

## **Content**

<b>1</b>	<b>Overview.....</b>	<b>3</b>
<b>2</b>	<b>Introduction.....</b>	<b>4</b>
2.1	The business hub town.....	4
2.2	Frauenfeld as a business hub town.....	4
2.3	Other business hub towns in Switzerland.....	4
2.4	Our Approach .....	5
<b>3</b>	<b>Best Practice .....</b>	<b>5</b>
3.1	Co-Working in Sursee .....	5
3.2	Multi-generation house in Rapperswil-Jona .....	6
3.3	Direct marketing of Agriculture in Schaffhausen .....	6
3.4	University of Applied Sciences Rapperswil-Jona .....	6
<b>4</b>	<b>Policies .....</b>	<b>7</b>
4.1	Students in Co-Working Space in Frauenfeld .....	7
4.2	Cooperative Intergenerational Housing .....	8
4.3	Direct Marketing of Agriculture .....	8
4.4	Education Program Frauenfeld.....	9
<b>5</b>	<b>Discussion of Policies.....</b>	<b>10</b>
5.1	Co-Working for Students .....	10
5.2	Cooperative Intergenerational Housing .....	11
5.3	Direct Marketing of Agriculture .....	11
5.4	Education Program Frauenfeld.....	12
<b>6</b>	<b>Annex .....</b>	<b>1</b>

## 1 Overview

---

In the Regio Frauenfeld, it has been recognized that many young people migrate out of the region. For this reason, Crazy Innovation has elaborated on how to retain and regain young people aged 18 to 35 in the region. To be able to develop recommendations for the region, successful projects in similarly positioned cities were sought, which could also be introduced in an adapted form for the Frauenfeld region. The city of Frauenfeld is a business hub town. Business hub towns often function as regional centres. They are characterized by a high number of headquarters and many new forming enterprises. Another characteristic of business hub town is the high share of employment in the residential economy. We focused by searching of best practices in business hub towns on the cities Sursee with a co-working space, Schaffhausen with a direct marketing of agriculture and Rapperswil-Jona with a generation-house as well as an educational program. For us, the following three points stand out as important to promote job attractiveness: Create educational opportunities, create attractive and affordable living space, and offer free space and opportunities for participation. The selected best practices were discussed in the interviews with the local stakeholders to identify the potential and make possible adaptations. This resulted in the following four policies:

1. Students in Co-Working
2. Generation-House
3. Direct Marketing of Agriculture
4. Education Program Frauenfeld

These four policies were assessed based on the factors financial cost, social capital, grade of innovation, feasibility and attractiveness for the youth. The assessment provides an overview of the extent to which the policies are suitable for implementation and where they offer advantages or disadvantages.

## 2 Introduction

---

To promote job attractiveness in a small and medium sized town, special attention should be paid to the following three points:

1. Create educational opportunities.  
Educational facilities such as tertiary education or trade schools are a major benefit for a region, and existing development opportunities for young companies also help to make the region attractive.
2. Create attractive and affordable living space.  
If the region wants to attract young people, there should be enough affordable housing available.
3. Offer free space and opportunities for participation.  
The region should offer opportunities for young people to help design their environment, for example, in temporary used spaces or urban labs, etc.

### 2.1 The business hub town

Business hub towns often function as regional centres. They are characterized by a high number of headquarters and many new forming enterprises. Another characteristic of business hub towns is the high share of employment in the residential economy. The local headquarters usually have a long history in the region and can draw on a specialized labour pool. In contrast, multi-national companies which are in small and medium sized towns are often not particularly interested in the specific location, but rather in the entire Swiss market or are strongly oriented towards the large centres such as Zurich.

Geographically, business hub towns are often located within a metropolitan region. This can be explained in part by the connection to an airport, a well-developed public transportation network and a good quality of life.

### 2.2 Frauenfeld as a business hub town

Frauenfeld forms the urban centre in the Frauenfeld region and is in the Zurich metropolitan area. Zurich can be reached from Frauenfeld by public transport as well as by motorised private transport in less than one hour. It's a popular location for various headquarters such as Sky Frame, Aerzen Schweiz AG, Glatz AG, Baumer passion for sensors, HRS Real Estate AG, B & R Industrie-Automation, Schweizer Zucker AG.

Some of these companies can look back on a long history in the Frauenfeld region, as for example Glatz which has opened an umbrella business in Frauenfeld in 1895.

Based on the characteristics listed above, Frauenfeld can be classified as a Business Hub Town.

### 2.3 Other business hub towns in Switzerland

In Switzerland there are a total of 31 cities which can be categorised as business hub towns. They are represented throughout Switzerland but are mostly located in metropolitan regions.



Frauenfeld region includes the city Frauenfeld and the surrounding 14 municipalities. To find suitable best practices for the region, we have focused on the central city of Frauenfeld and looked for best practices in similar cities. However, we don't focus exclusively on the central city of Frauenfeld, as we will also consider the surrounding municipalities for our policies. The best practices that we find suitable will then be integrated into the context of the entire Frauenfeld region and thus also consider the rural municipalities.

## 2.4 Our Approach

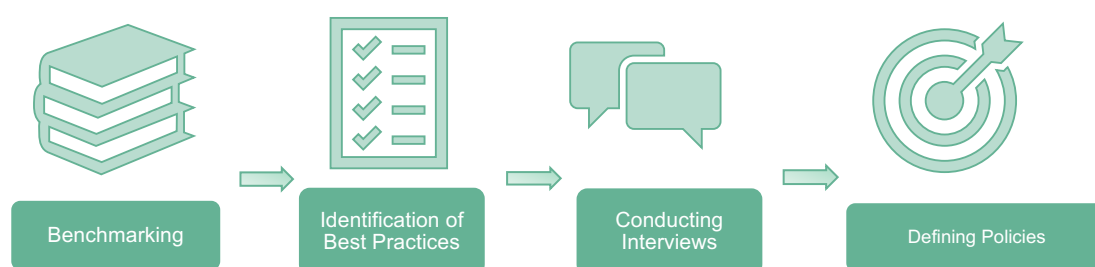


Figure 1: Methodology (source: own figure)

For our benchmarking, we looked at different business hub towns in Switzerland and identified best practices from these cities as inspiration for our policies in Frauenfeld region. In doing so, we focused on the three criteria: educational opportunities, affordable housing, and opportunities to participate in the region. We focused on the cities Sursee with a co-working space, Schaffhausen with a direct marketing of agriculture and Rapperswil-Jona with a generation-house as well as an educational program.

In addition, we conducted interviews with experts and local stakeholders. The aim of the interviews was on one hand to learn more about the opportunities and the nature of small and medium sized towns and on the other hand to discuss our policy proposals with the local actors and thus to gain a better idea of the Frauenfeld region.

## 3 Best Practice

### 3.1 Co-Working in Sursee

Sursee is a business-hub town and full-fills certain centre functions in the canton of Lucerne like Frauenfeld in its region. People commute by train to Lucerne (20 Minutes), to Bern (40 Minutes) or to Zurich (1 Hour) to work or study. To push Start-ups in the region and bring the knowledge of entrepreneurship to one place a Co-Working was created. People from Sursee and the region of Sursee has the possibility to work and develop their business ideas in the Co-Working. Besides working and developing they focused on bringing knowledge to the workers of the Co-Working places. Regularly well-known people from business, sports and society give lectures. In addition, a community was established to exchange information about the work. The aspect of networking is always present. Due to the success, another co-working space was founded, which, in addition to the workplace, includes a canteen and a day-care centre for children.

### 3.2 Multi-generation house in Rapperswil-Jona

It became clear that attractive housing options must also be available for attractive jobs. However, in many urban areas, the prices of housing options for young people are very high. In the past, it was common for several generations to live in one house; from grandparents to babies, everyone lived under one roof and responsibilities were shared among them. Today, this cohabitation is more of an exception. But interest in living together is on the rise again. It offers the advantage of mutual support and exchange. For this reason, the best practices project multi-generation house Grünen in Rapperswil-Jona is presented here. Rapperswil-Jona is also a Business Hub Town and thus very similar to Frauenfeld. The Grünen project runs under the theme "Encounter instead of isolation". For many years, the house on Gürzenstrasse in Rapperswil-Jona had been inhabited by several generations. However, the house no longer met today's requirements of energy efficiency, comfort, etc. For this reason, it was decided to redesign the project. The proven way of living of several generations remains or will be expanded, while the premises will be renewed. In the new superstructure a meeting zone will be created, where young and old can meet. The goal of the current owners is to create something extraordinary and sustainable. It should not be an investment property, but a house that is different from today's standard. One challenge is to create family-friendly apartments at affordable rents. Especially, for young families the advantage is that the children can be cared for within the multi-generation house and thus both parents are more independent. Young single people also benefit from the affordable prices and the exchange with older generations. Thus, this best practice offers an attractive housing option, which is a prerequisite for jobs in the region.

### 3.3 Direct marketing of Agriculture in Schaffhausen

In recent years, the agricultural industry has had difficulties finding young people to take over farms. More and more farming families are taking a new path by marketing their products directly and thus receiving fair prices. For this reason, it is important to present a best practice from the agricultural sector and what opportunities it offers for jobs. In Schaffhausen, the Reiat market was founded, which is a pop-up store that sells the products of various farmers from the region directly. The market is open twice a week and enables regional shopping and thus supports fair prices. The Reiat market has its origin in the Reiat delivery service, whereby this is a regional marketer of fresh products directly from the farm. Different farms offer their products together on their website and these are then distributed directly regionally by delivery service. Through transparency, the awareness of consumers for agriculture and regionality is promoted and thus jobs can be preserved and promoted.

### 3.4 University of Applied Sciences Rapperswil-Jona

In 1972, the Interkantionales Technikum Rapperswil (ITR) was launched with five study programs. Over the years, the university location has developed, and the range of courses has steadily increased. In 1997, the ITR became the Hochschule für Technik Rapperswil (HSR). The number of students also increased steadily during this time, so that two student dormitories were founded

in 2014 and 2018. Additionally, young people were attracted to the region to study there. Therefore, HSR took over a spill over effect in the region, which means that the general technological output of regions is dependent on the research activity of public institutions. As a result, companies settled in the region looking for knowledge and technology transfer with the university. This makes the HSR a good best practice. It is important for the sustainable development of a university location that the university is accepted in the region and integrated into the life of the people. Such a process not only strengthens local economic structures, but also the transfer of knowledge from science to the regional economy, schools, or municipal administrations and vice versa. Science benefits from feedback on its work to jointly solve societal issues. For this reason, attention must be paid to the specialization of a region when creating a research site.

## 4 Policies

---

### 4.1 Students in Co-Working Space in Frauenfeld

Covid-19 brought a lot of changes in the daily life of the population. Also, students were required to adapt their normal mode of studying, due to the switch to online courses. Probably, listening podcasts instead of lectures and zoom-meetings instead of meetings in person could remain on a long term-perspective in the daily life of students. This trend could increase the desire to meet other students. Therefore, in comparison to the best practice “Co-Working in Sursee” in Frauenfeld something similar could be implemented. Additionally, Crazy Innovation would recommend that especially students should receive the opportunity in Frauenfeld to work in a Co-working space for their studies. The Co-working would be open for people from the world of work as well as students. Due to this initiative students receive the opportunity to do their studies part-time from their hometown and can avoid long travels for lectures. Most of the students commute from Frauenfeld to Zürich, St. Gallen, or Winterthur, which all means a duration of trip for one way of around one hour. Due to the offer of a Co-Working space for students and employees, the attractiveness of the region Frauenfeld and the connectivity to the region could increase. The Co-Working also serves as a networking place where students can exchange and develop ideas with each other and with people from the world of work. The Co-working space thus could offer different events where entrepreneurship and possible employer in the region are promoted.

#### *Benefits*

- Events could motivate young people to found start-ups
- Design according to their needs
- Enabling exchange between education and innovative work sector

#### *Challenges*

- Motivate students to learn in Co-Working spaces
- Financial founding required

## 4.2 Cooperative Intergenerational Housing

Something similar than the best practices project “multi-generation house Grünen in Rapperswil-Jona” could be realised in the region Frauenfeld. For an increased job attractiveness in the region Frauenfeld regarding people between 18 and 35 years, also the living situation should be considered. An idea to create attractive housing options are cooperative intergenerational housing. This idea is inspired by the multi generation house in Rapperswil Jona. The cooperative intergenerational housing is intended to create an attractive housing option for people between the ages of 18 and 35 and thus serve as an incentive to stay in the region. Through intergenerational living, people between the ages of 18 and 35 not only benefit from attractive rental prices but can also profit by the community that is created in this way. The exchange and contact with other generations can also promote "rooting" in the region and increase the chances that young people will stay due to the growing identity to Frauenfeld region. Those processes can be strengthened through community events. Due to such events entrepreneurship can be supported.

### *Benefits*

- Affordable housing
- Participation possibilities for youth and older people
- Enabling knowledge exchange between young and old generation
- Ecological social accommodation

### *Challenges*

- Time consuming preparation
- Cost intensive implementation
- Suitable building plot is required

## 4.3 Direct Marketing of Agriculture

Along the best practices for “Direct marketing of Agriculture” in Schaffhausen farmers promote their products together. By creating these synergies, the agriculture in Frauenfeld could increase the add value. Therefore, the farmers promote their produced aliments through a common marketing strategy. Possible aliments can be vegetables, fruits, bread, drinks, wine, beer, meet, sausages, milk, eggs, cheese, or cakes. Additionally, the best practices showed that they offer items like firewood as well.

Therefore, in Frauenfeld it could be very interesting to create due to the common marketing strategy an internet platform where the clients can buy those products. Thus, the project in Schaffhausen offers different delivery services for individual people, companies, or specific for eggs. This offer could help to enable the local inhabitant's access to fresh products and thus a sustainable nutrition. In addition to those products, it could be interesting to build container at different location in Frauenfeld and agglomeration, where the farmers sell some of their products. Due to the synergies the cost can be decreased and would make it more feasible.

Due to this initiative the identity to the region especially of young people could increase and the living quality rise.

#### *Benefits*

- Visibility of local agricultural producers
- Increase of add value in the region
- Maintaining and creating new jobs

#### *Challenges*

- Convincing local farmers
- Financial aspect

### **4.4 Education Program Frauenfeld**

An education program can be a possibility to attract young generation to a region. Therefore, it could be a very helpful method to increase the number of young people in Frauenfeld region. Recently, the inhabitants of Frauenfeld rejected a project to implement a University of Applied Sciences. Currently, there are different plans to create an Educational Campus in Frauenfeld. Whereby there are discussion about the best location if it should either be in Frauenfeld or nearby other small and medium sized towns. For an increased attractiveness of the region the implementation of such a project could be of great importance, because there is already located a centre for Technique, the ETH and ZHAW are close and Frauenfeld own good development areas for new spatial uses in central location.

#### *Benefits*

- Attract young people to Frauenfeld
- High probability for students to stay in region after graduating from university
- Revitalising the region

#### *Challenges*

- High costs for construction of required infrastructure
- Acceptance of voters at the ballot box



## 5 Discussion of Policies

The four policies are discussed in this chapter. The visualisation of the radar chart bases the following five criteria and have a range of 1 to 10.

Financial cost	1 = high cost, 10=cheap
Social capital	1 = lot of people involved, 10 = less people involved
Grade of innovation	1 = no innovation, 10 = crazy innovation
Feasibility	1 = impossible, 10 = possible
Attractiveness for the youth	1 = no attraction, 10 = high attraction

### 5.1 Co-Working for Students

Opportunities:

The implementation can be very individually designed, and the financial outlay is low. Thus, we estimate the feasibility as high. Another opportunity is the attractiveness for young people, because a place is designed according to their needs.



Figure 2: Radar Chart, Co-Working for Students (source: own figure)

Obstacles:

In this project, our team has not encountered any major issues that could hinder the implementation.

Recommendation:

The project Co-Working Space for students is an offer that is directly aimed at the target group, and the implementation is not endangered by too much innovation or a high financial burden. The Co-Working Space can be individually designed and implemented according to local needs and possibilities. An example of this

would be the integration of such a workspace in the already existing co-working space in Frauenfeld.

## 5.2 Cooperative Intergenerational Housing

### Opportunities:

The advantages of generational housing lie in the provision of cheap and attractive housing for young people. We also classify the implementation as realistic and with rather low expenditure

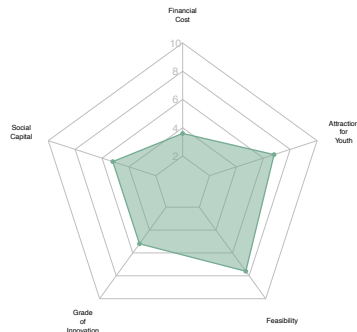


Figure 3: Radar Chart, Cooperative Intergenerational Housing (source: own figure)

### Obstacles:

Suitable housing must be found and be financed.

### Recommendation:

Through medium innovation and the attractiveness for young people, we estimate the implementation as feasible. Suitable living space and an emotional connection to the region is of great value to bind young people to the region.

## 5.3 Direct Marketing of Agriculture

### Opportunities:

We assess the implementation as simple and with rather smaller financial expenditure. A local and at any time accessible shopping possibility increases the quality of living in the rural areas as well.



Figure 4: Radar Chart, Direct Marketing of Agriculture (source: own figure)

### Obstacles:

In our opinion, one challenge is the organization and coordination of the agricultural product boxes.

### Recommendation:

We find the implementation of the agricultural product boxes simple and relatively resource efficient. There are also various implementation and design options for the agricultural product boxes, which we consider a big plus. The locally available resources (agricultural products) are used, and in addition, the local economy is promoted. A shopping possibility directly at the place of residence increases the quality of life.

## 5.4 Education Program Frauenfeld

### Opportunities:

The opportunities that arise from the realization of such a project are enormous. Young people come to the region and the region can benefit from the know-how of the educational program.

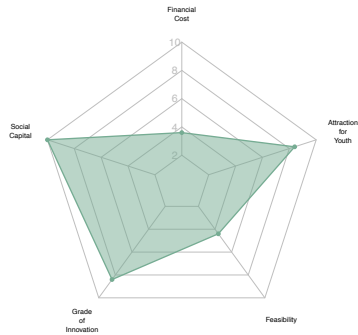


Figure 5: Radar Chart, Education Program (source: own figure)

### Obstacles:

The initial situation is considered suboptimal, as it has been shown that the consent of the local population is lacking.

### Recommendation:

A training program in the region attracts young people, they get to know the region and networking with the town or with local companies is possible. Even if the last project was rejected, we recommend continuing looking for projects in this direction and to try to emphasize the advantages of an educational program in Frauenfeld.

## 6 Annex

---

### **Interview 1**

Interviewee: Prof. Dr. Heike Mayer

### **Purpose of Interview**

The goal of the interview is to identify policy strategies to promote jobs for young people ages between 18 and 35.

### **Introduction**

1. What are their thematic tasks in the student council?
2. What does your work with SMST look like?
3. How would you define SMST??

### **Main Part**

<b>Guiding Question</b>	<b>Specific Questions</b>
How to increase the job attractiveness for young people between 18 and 35?	What does attractiveness mean for people aged between 18 and 35 in terms of where they work in SMST?  What policies do you know to increase job attractiveness?  Where do you see the strengths in the policies which work?  What policies don't work or create disincentives?  Why did it not work?
How can entrepreneurship be promoted in SMST?	What potential do SMST have in terms of entrepreneurship?  How can entrepreneurship be promoted in SMST?  Which innovation potentials for entrepreneurship do SMST possess?

### **Conclusion**

1. What would you recommend to a region that wants to increase the attractiveness of jobs in SMST in Switzerland?
2. We have now reached the end of the interview. Did we forget anything else? Is there anything else you would like to say?

## **Interview 2**

Interviewee: Judith Janker, Managing Director Regio Frauenfeld

### **Purpose of Interview**

The goal of the interview is to identify policy strategies to promote jobs for young people ages between 18 and 35.

### **Introduction**

1. What are your task at the Regio Frauenfeld?
2. Which role do you have in the development of strategies in the Regio Frauenfeld?

### **Main part**

<b>Guiding Question</b>	<b>Specific Questions</b>
Which Policies do exist in the region for an increased job attractiveness for young people?	<p>What "projects" do you know of in the region of Frauenfeld to increase the attractiveness of jobs for people aged 18-35?</p> <p>What does attractiveness for young people in relation to the place of work in SMST?</p> <p>Where do you see the strengths in the projects that worked?</p> <p>What strategies did not work or create disincentives?</p> <p>Why didn't it work?</p> <p>How do you see the strategies of the Regio Frauenfeld in relation to educational institutions?</p> <p>How do you see the strategies of the Regio Frauenfeld in relation to transport?</p>
<p>Thematise our ideas: Students in Co-working space</p> <p>Cooperative intergenerational Housing</p> <p>Education Program Frauenfeld</p>	<p>How realistic do you think this type of project is in the Frauenfeld region?</p> <p>Where do you see the advantages and disadvantages?</p> <p>Do you have experience with such projects?</p> <p>What effect could these projects have in the region?</p> <p>Are there any other aspects that are important for the region and are not included here?</p>

### **Conclusion**

1. What is your vision how the region Frauenfeld looks like in 2040?



2. As an additional interviewee we thought about Peter Koch, can we mention you and do you have any other ideas?
3. We are now at the idea of the interview: Do you want add anything?

### **Interview 3**

Interviewee: Anders Stockholm, City President Frauenfeld

Place: per Email

#### **Purpose of the interview**

Goal of the interview is to become some information about a planned education campus in Frauenfeld region.

Questions:

1. Within the context of the research workshop at the University of Bern, we thought of increasing the attractiveness of Frauenfeld for younger people by attracting a university location. Now we have learned from Judith Janker that such a project was only recently rejected by the electorate. What exactly would have been planned?
2. What reasons do you suppose prevented the project from being accepted before the electorate?
3. Has the project now been completely shut down or are similar projects already developing?

### **Interview 2**

Interviewee: Peter Koch, Office for Communication and Economic Development in Frauenfeld

#### **Purpose of Interview**

The goal of the interview is to identify policy strategies to promote jobs for young people ages between 18 and 35.

#### **Introduction**

- 1) What are your task in the Regio Frauenfeld?

#### **Main part**

<b>Guiding Question</b>	<b>Specific Questions</b>
Which Policies do exist in the region for an increased job attractiveness for young people?	What "projects" do you know of in the region of Frauenfeld to increase the attractiveness of jobs for people aged 18-35?
Thematise our ideas: Students in Co-working space	How realistic do you think this type of project is in the Frauenfeld region?  Where do you see the advantages and disadvantages?

Cooperative intergen- erationals Housing	
Direct Marketing of Agriculture	
Education Program Frauenfeld	

Conclusion

- 1) We are now at the end of the interview: Do you want add anything?