



## Local Action Plan

### Aarhus IT city of Katrinebjerg

#### Part 1 Urban and policy context

##### **The City of Aarhus.**

Aarhus is Denmark's second largest city, it has app. 310,000 inhabitants, 1,2 mio. in greater Aarhus (within one hour from Aarhus). The city is a fast growing city - in recent years an increase of approximately 4000 new residents per year.

Aarhus has a large student population of app. 40,000 spread across 10 institutions of higher education and 130 lines of study. The highest concentration of students in Denmark. Aarhus University is in the world top 100 and top 20 in Europe. Although many of the students leave after graduation, the large stream of 'fresh graduates' is a key attraction factor for knowledge based companies.

The city is home to a relatively large group of well-educated people. Furthermore, an increasing large number of national and international companies and students find reasons to relocate to Aarhus

The city has a number of outspoken economic strengths: information technology, energy (mainly wind energy), architecture/construction, and the food industry. In each of these branches, the city offers a strong mix of business, research, and education. Major IT companies are located in the city (among them IBM, Google and VMware), as well as a large number of small ones.

The information technology sector is a key economic priority for the city, and the city has considerable strengths in this respect, both in business and research. To further build on this, the city is developing the 'IT City of Katrinebjerg'. This is a mixed-use urban quarter (close to the city center and adjacent to the university campus) where IT research and business activities are developing rapidly. The area already is home to the ICT departments of the Aarhus University, there is a large IT incubator facility, as well as leading IT research institutes.

In ICT, the university has some world-class research departments that have developed intensive collaborative relations with IT companies and users. For research and development based firms, Aarhus may be a good location because of these research capacities. It is important to note that much of the 'urban knowledge base' of Aarhus is not in the university but in the private sector economy. The educational level of the population is very high (the percentage of workers with higher education is double the Danish average), and the companies located in Aarhus are relatively



knowledge intensive and innovative. In the IT sector, 90% of innovations are done by the private sector and only 10% by universities and public research institutes.

### **The Katrinebjerg area**

The Katrinebjerg area (150k m<sup>2</sup>) is located North West of the historic city center, and almost a part the Aarhus University Campus area and the city center. Thus, it is not an isolated 'science city' campus style, but rather forms an integrated part of the urban fabric. It is a run-down neighbourhood in full transformation towards a 'world class environment' for IT firms. It hosts an important number of research institutes and IT firms, and in the next few years, it is to be further transformed into a leading IT center.

The 'IT component' of the area is strong and getting stronger. The university is expanding in the area (from the adjacent university campus), and has concentrated all its IT research and education (both from the Sciences and the Humanities faculties) in the Katrinebjerg area, so now, the area is home to 1,800 full time IT students. In the near future, the area will be further redeveloped: the university (through a foundation) has bought substantial plots of land, and the IT department of the School of Engineering will soon be located in the area. Importantly, Bang and Olufsen has moved its main R&D department from Struer to Katrinebjerg.

### **Policies already developed for the area**

The area is in a redevelopment process. The first ideas (back in the late 1990s) were developed by a handful of enthusiast influential people from the Aarhus University and the corporate sector. They involved politicians from the municipality and the county to join the efforts. And still, almost a decade later, there is no formal organization that steers the development of the area. It is the individual leadership in the key organizations that drives its development.

There are formal structures that carry the development as well. The first is the Regional IT-council – a strategic forum in the field of ICT (goal setting/developing business development strategies/action plans) established in 1999 with members representing it-companies, research & education and public authorities - chaired for many years by the Aarhus County mayor and the mayor of Aarhus. Second, the Katrinebjerg project was born in a working group under the IT-council – a group that has existed since 1999 and which has been behind the development of the first Master Plans and now plays the role as Local support group Aarhus in the REDIS Project.

So far two Master Plans have been developed since then beginning of the project and a new masterplan is going to be developed with a starting point in the REDIS project.

### **Investment that we made before REDIS started**

The Alexandra Institute (AI), a public-private research collaboration, was founded in 1999. But before that time, Aarhus had already developed a major national Centre for Information Technology, funded by the federal government.

The Alexandra Institute has the legal form of a limited company. The shares are in the hands of the IT Association Alexandra, which is owned by the university, private



companies and public authorities. Members of the association pay an annual fee, in return for a number of services.

The University has over the years, through a foundation, bought substantial plots of land in the area and is a critical player in the area: it has concentrated all of its IT research (in Humanities -media and communication- and Sciences) in Katrinebjerg.

Currently the City of Aarhus, the Central Denmark Region, the Aarhus University are involved in EU projects and funding.

### **The main challenges in (re) developing the area**

At the REDIS Implementation Lab in Aarhus, in August 2009, a number of key challenges have been identified by the leading stakeholders:

- How to create critical mass and international credibility as IT hub. Derived issues are how to get more IT firms, educational activity and research activity there
- Keeping political momentum. How to avoid politicians losing interest and redirect their attention (and funds) to other areas? There is a risk that the development of Katrinebjerg will be stuck halfway.
- Managing the area. Until now, strong interpersonal network between leaders (in research and business) have done the job and kept the area 'going'. It is questionable whether this model will continue to work well.
- Organizing support for smaller and medium sized IT firms that do not naturally connect to world-class research. The AI does a good job in connecting world-class firms to research, but smaller IT firms often have different, more genuine needs of support.
- The nature of the area. Is Katrinebjerg to be a world class IT working area ?
- Steering private property developers/owners in the right direction. How to make sure (by creating incentives, legal action, planning or otherwise) that they will develop their parts of Katrinebjerg in such as way that the 'concept' of the area will be strengthened?

### **Main stakeholders and their role in the development of the area**

Katrinebjerg is a mixed area. The main stakeholders are the Aarhus University, some private developers (that own a variety of plots and real estate in the area), the Alexandra Institute, the INCUBA Science Park (both co-owned by the university), the Central Denmark Region, The Municipality of Aarhus, IT-Forum, and the Engineering College of Aarhus.

#### *Alexandra institute (a model for public-private research collaboration)*

The Alexandra Institute (AI) is a key player in the area and driver of the area's development. It bridges the gap between private firms and public research. AI is a non-profit organisation working with application-oriented ICT research with focus on pervasive computing, and activates the business potential of private and public companies through research-based user driven innovation. AI is also a 'matchmaking' institution with strong experience in creating and managing public/private research-



and innovation projects. The Institute has proved to be very successful in developing innovative projects, applying ICT within a broad range of areas.

In 2008 AI became recognized as an Approved Technological Service Provider, by the state. This has yielded new possibilities for funding and new opportunities for expansion. The AI has during the last 5 years expanded its business to work nationally and is also expanding its collaboration with international partners.

#### *Aarhus University and its Centre for Pervasive Computing (CPC)*

The university has concentrated all of its IT research (in Humanities -media and communication- and Sciences) in Katrinebjerg. The Centre for Pervasive Computing (CPC) department is the most important institute in the area. Its research focuses on the gradual integration of information technology in every aspect of human life, and studies its possibilities and effects. This rapidly expanding research field is promising and Aarhus has world-class expertise in it. The CPC was spearheading what has been going on in Katrinebjerg: they were the first, back in the 1970s, to work with companies and users.

#### *INCUBA science park*

INCUBA science park is an organization under private law with private and public shareholders that owns three science parks in Aarhus. One of them is located in Katrinebjerg, and it is dedicated to ICT related companies.

#### *Other stakeholders*

There are other stakeholders as well. They can be divided in two groups: those with a direct interest in developing Katrinebjerg as science city (as they are directly involved in ICT), and those with other interests. The many IT firms in the area belong to the first group. The IT forum is an important and active organization. It unites a large number of IT companies in the region (not only Aarhus but Mid-Jutland), and plays an important role in organizing knowledge transfer between the scientific institutes in Aarhus and companies in Aarhus and the region. The IT forum also brings together IT firms and local/regional policymakers.

#### *Innovation Lab*

Innovation Lab (ILAB) is an international knowledge centre for new technology. ILAB acts as a 'switchboard' between high tech IT research and the corporate world. This not-for profit company advises firms how new IT discoveries may affect their business models.

A second group of stakeholders are private property developers. Since the redevelopment of Katrinebjerg took off some years ago, property values have gone up, and property developers have acquired land and real estate (by buying out small local companies). Also, as said, the university (through its research fund) has been active in acquiring property.



### *The Municipality of Aarhus*

The municipality plays several roles in the area. It facilitates discussions among key stakeholders, it works on branding, it sets the legal margins for the area and is responsible for masterplanning and district plans. It's influence is of course restrained, as most of the property is not owned by the municipality but by other actors. However, strategic relations are quite good.

### **Relevant funding**

The development of the IT city of Katrinebjerg has been funded by local, regional and national stakeholders. The REDIS project and the LSG are primarily funded by the Municipality of Aarhus.

## **Part 2 Action plan for the future of the science quarter**

### **1. Overall development perspective, vision and goals in relation to LAP for Katrinebjerg**

The Katrinebjerg project, including City of Aarhus's participation in the REDIS project is part of an initiative in the City of Aarhus's business development plan "Knowledge for Growth 2010-17-30".

The business development plan defines a direction and framework for the business and urban policy efforts in Aarhus – efforts aiming to ensure that companies, research institutions and educational institutions in the area have the best possible framework for growth and development.

The plan comprises a strategic aim and a long-term perspective until the year 2030 – as well as an action plan for 2010 and 2011.

The business development plan is based on the overall vision for the development of Aarhus – a vision shared by all of the City of Aarhus's strategic initiatives.

The vision is:

Aarhus – a city in change/transition  
Aarhus – a good city for everyone

As a supplement to the overall vision for Aarhus, the business development plan comprises an overall vision for the business and urban policy effort:

- Aarhus as a national centre of growth with international impact.
- Aarhus as a leading city of knowledge and education and Greater Aarhus as one of Northern Europe's most attractive labour markets with an adequate supply of highly skilled labour.
- Aarhus as a sustainable city in terms of climate and economy

- Aarhus as the place where growth and development are achieved in close and binding partnerships

The vision also includes a series of growth and development goals for Aarhus – adopted by the Aarhus City Council in 2008.

The goals are for Aarhus, by the year 2030, to grow by:

- 75,000 inhabitants
- 50,000 workplaces
- 50,000 residences
- 10-15,000 students – with associated growth in number of researchers and teachers

The aim of the initiatives in the business development plan is to prepare Aarhus for the growth of the future, and the growth ambitions are key landmarks for the business and urban policy efforts.

The development, expansion and marketing of “the new axis of knowledge” in Aarhus – of which Katrinebjerg is a part – represents a very central group of initiatives in the business development plan. The objective and the ambition are to develop a series of knowledge hubs geared towards Aarhus’s business, research and education-related positions of strength within foods, ICT, cleantech and medtech and life sciences – knowledge hubs that will play a major role in developing these sectors at a national level.

### AARHUS’S NEW AXIS OF KNOWLEDGE



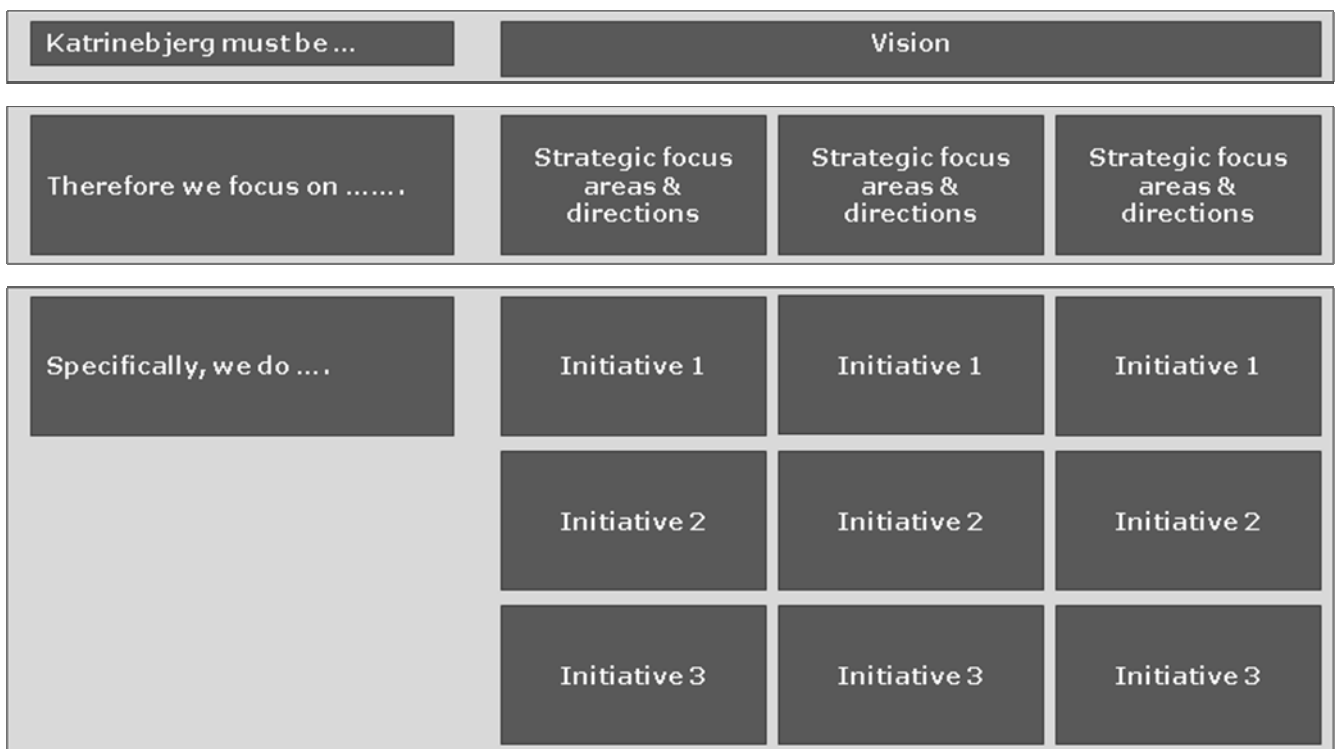
Katrinebjerg and the new local action plan for Katrinebjerg together with the other knowledge hubs will thus contribute to realising the vision and the overall goals set for Aarhus until 2030 – including the special focus on establishing new workplaces and attracting more students and researchers from Denmark and abroad.

## 2. LAP Katrinebjerg

### 2.1 Structure for LAP Katrinebjerg

To ensure coherence with the other plans for Aarhus, LAP Katrinebjerg follows the same structure as the “Knowledge for Growth 2010-17-30” business development plan. This means that the strategy has a three-tiered structure comprising a vision, a number of strategic focus areas and directions aiming to contribute to fulfilling the vision, supplemented by specific initiatives designed to implement the strategic focus areas.

The structure for LAP Katrinebjerg can be summarised as follows:



### 2.2 Vision, goals and strategy for the future development of Katrinebjerg

Vision:

The vision for Katrinebjerg has a 10-year perspective:

Katrinebjerg will be Denmark's largest, strongest and most important ICT knowledge and competency hub

The Katrinebjerg environment will be a driving force and catalyst in relation to:

- 1) Ensuring the development and growth of the Aarhus/Central Denmark Region/Danish ICT cluster
- 2) To realise the business potential worth billions of Danish kroner that exists in the interfaces between IT and several of Denmark's other strong sectors and clusters – including particular focus on the following areas:
  - IT – health (welfare technology)
  - IT – foods
  - IT – cleantech
  - IT – building/architecture/design

#### Overall goals:

##### Overall goals:

##### Goal 1: Strengthened business, research and educational base at Katrinebjerg

With a view to realising the vision, it is crucial that Katrinebjerg's three pillars – business, research and education – are boosted in terms of volume and that the coordination and collaboration across the three pillars is further developed.

A key to success in this endeavour is strong leadership and management of the future development process. It is vital that the area's physical framework and identity are designed and developed to ensure that the environment supports to best effect collaboration and networking, innovation and business development, the internationalisation of companies, entrepreneurship, research and education – and the environment's ability to attract additional investments in the form of companies, venture capital, experts, researchers and students

The objective is for development over the next 10 years to include:

- A doubling in the number of IT companies/private-sector IT jobs at Katrinebjerg – via organic growth in existing companies, spin-outs from research and PPP (public-private partnerships) projects and attracting new companies to the area from Denmark and abroad – including start-ups, entrepreneurial enterprises, development departments etc.
- A 50 per cent increase in the research and R&D base – including via intake of researchers at research and educational institutions in the area and growth in the number of R&D people, innovation specialists etc. in the area
- A 50 per cent increase in number of IT students in the area – via boosted intake into existing IT study programmes and increased number of students

as a result of the creation of new IT study programmes as part of a general increase in new educational institutions in the area

- A doubling in the in Katrinebjerg's ability to obtain development and innovation funding from national and international programmes and pools

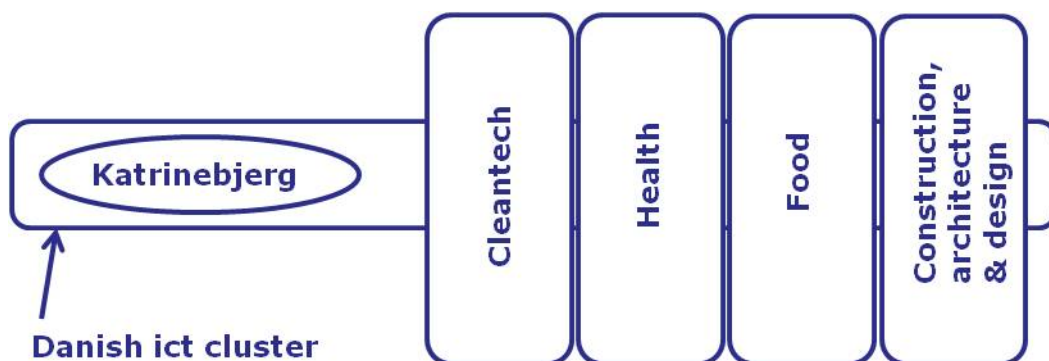
### Goal 2: Katrinebjerg as a dynamo for growth and development in Denmark

Katrinebjerg's ability to act as a dynamo for IT-based innovation, development of new innovative products, processes and services and resulting business growth and development should be strengthened.

This goal is three-tiered:

1. Value-adding collaboration among players at Katrinebjerg when it comes to strengthening the innovation work and business development of existing companies as well as improving the research and study environment
2. Katrinebjerg's ability to ensure additional growth and development in the Aarhus/Danish ICT cluster – including via collaboration between Katrinebjerg and companies and knowledge institutions located outside Katrinebjerg, contributions in the form of research-based knowledge, qualified labour etc.
3. The ability of the Katrinebjerg environment to interact with other Danish industrial sectors and clusters. This is based on the increasing importance and role of IT as a driver for development, innovation and growth in nearly every industry and sector.

The priority over the next few years will be to develop Katrinebjerg into a strong competency hub within the following Danish sectors and clusters:



- Also in close collaboration with the competency hubs in Aarhus that are being expanded within several of these Danish positions of strength and clusters -> Navitas (cleantech), Agro Food Park (foods) and Skejby (health).

### Goal 3: Promoting Katrinebjerg

The recognisability and visibility of the Katrinebjerg environment should be increased significantly. Among selected target groups, it should be well-known that:

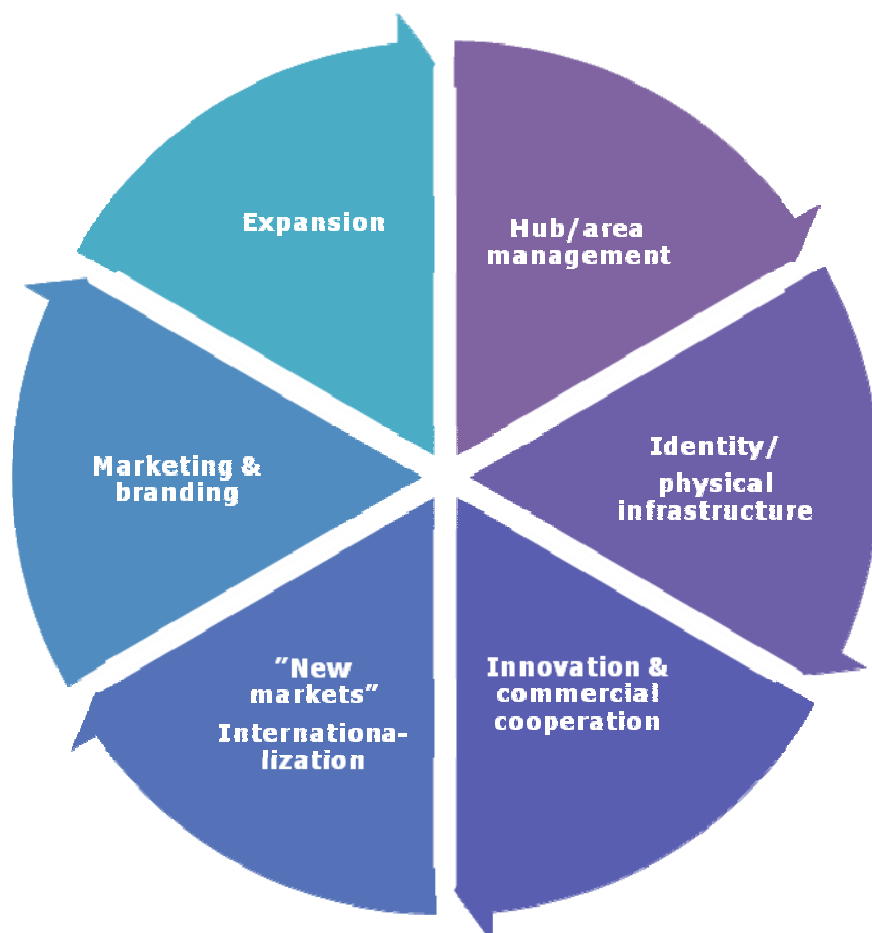
- Katrinebjerg offers the best possible conditions for IT companies – including in particular entrepreneurs, SMEs and development departments
- Katrinebjerg has the best IT study environment in Denmark within a wide range of IT study programmes – computer science, IT engineering, information and media science etc. – and choosing to set up business at Katrinebjerg gives companies a head start when it comes to attracting the best graduates and talents
- Katrinebjerg has Denmark’s largest concentration of IT research and a research environment providing fantastic opportunities for interaction with the business community and public-sector players

The goal is for Katrinebjerg to be known and recognised by the following groups:

- Companies – from Denmark and abroad
- IT researchers and students – from Denmark and abroad
- Politicians and public authorities
- The general public
- The press, opinion-makers etc.

Strategic focus areas:

Based on the vision and overall goals, the following strategic focus areas have been set out for LAP Katrinebjerg over a two-year perspective:





### Area/knowledge hub management

These initiatives are an expression of a recognised need for stronger management and strategic leadership in relation to the further development of Katrinebjerg.

### Expansion

These initiatives relate to the objective of Katrinebjerg's growth with regard to knowledge, competencies and resources – including the presence of more IT companies and increasing the number of researchers and students in the area.

Initiatives within this focus area aim to ensure development and expansion with regard to the Katrinebjerg environment's three basic activities/business areas – business, research, knowledge dissemination (transferring knowledge and technology from the research community to the business community and collaboration) and education. Expansion will be achieved via organic growth and by attracting new players within the three areas – including special focus on increasing the volume within the following areas:

- IT – health (welfare technology)
- IT – foods
- IT – cleantech
- IT – building/architecture/design

### Identity/physical infrastructure

This focus area is a recognition of the fact that Katrinebjerg is currently facing challenges in terms of the physical identity of the area. The public urban space at Katrinebjerg should underpin the vision of Katrinebjerg as a national ICT competency hub. Katrinebjerg should always be distinctive, both visually and functionally.

### Innovation & commercial cooperation

This focus area is associated with the goal of Katrinebjerg as a dynamo for growth and development within several Danish industrial sectors and clusters. The focus will be on, among other things, developing new platforms and models for IT-based innovation seeking, among other things, to develop much more efficient and value-adding interaction between the business community and the research community.

### “New markets” – Internationalisation

This focus area is prioritised from a desire to increase growth and job creation as well as boost competencies by focusing on internationalisation – including:

- Supporting the IT industry's access to new export markets, focusing on potential benefits of sourcing and outsourcing activities etc.
- Establishing partnerships and collaborative projects between research and educational institutions at Katrinebjerg and companies and knowledge institutions abroad

### Marketing & branding

This focus area has been selected in recognition of the need for a much more targeted and systematic marketing and branding of Katrinebjerg.

## 1.1 Action plan

### Focus area: Hub/Area management

#### Initiative 1:

<b>Activities Table</b>	
<b>For specifying activities and outputs to achieve a given objective</b>	
<b>Activity title</b>	Establishing knowledge hub/area management team
<b>Lead partner</b>	The new knowledge hub/area management team will be established based on collaboration agreements between Aarhus University, Engineering College of Aarhus, Aarhus School of Architecture, FEAS, INCUBA Science Park, Alexandra Institute and the City of Aarhus
<b>Description of activities (brief)</b>	<p>Establishment of a management team with responsibility for:</p> <p>Internal mission:</p> <ul style="list-style-type: none"> <li>• To realise common interests regarding research, education and business development</li> <li>• To focus on synergies among players</li> <li>• To call attention to Katrinebjerg's development and promote identification with it</li> </ul> <p>External mission:</p> <ul style="list-style-type: none"> <li>• To involve public authorities (local/regional/national) and private stakeholders in Katrinebjerg's development</li> <li>• To create the greatest possible visibility for Katrinebjerg's competencies and facilities – ensuring development and implementation of the plan for overall marketing and branding of Katrinebjerg</li> <li>• To develop collaboration with other knowledge hubs and knowledge environments in Aarhus</li> </ul>
<b>Intended outputs</b>	The initiative will result in a much better and more systematic management and leadership vis-à-vis the development of Katrinebjerg – subsequently increasing the chances of the successful realisation of the overall goals.

<b>Time frame</b>	The business plan for the new management team will be drawn up in Q3-Q4 2011
<b>Resources per annum</b>	The initiative's finances – including budget and financial planning – will be set out in connection with the preparation of the business plan

**Focus area: Expansion**

Initiative 1:

<b>Activities Table</b>	
<b>For specifying activities and outputs to achieve a given objective</b>	
<b>Activity title</b>	Business-related expansion
<b>Lead partner</b>	Track 1: Central Denmark IT Council (It-råd Midt) – in collaboration with the network association it-forum midtjylland, the Danish Trade Council, the regional business development centre Vaeksthus Central Denmark, Invest in Denmark and INCUBA Science Park Track 2: The Katrinebjerg Management Team will initiate the collaboration Track 3: Central Denmark IT Council – in collaboration with it-forum midtjylland, the Danish Trade Council and Invest in Denmark
<b>Description of activities (brief)</b>	Initiative with several tracks: 1. Surveying/mapping IT competencies and IT companies at Katrinebjerg and throughout the region with a view to optimising/qualifying the efforts aimed at attracting foreign investments, companies, experts etc. 2. Increased interaction between developers/property owners at Katrinebjerg with a view to ensuring the availability of premises for IT companies 3. Proactive marketing efforts for existing support schemes aimed at companies operating in the area
<b>Intended outputs</b>	Organic growth in existing companies and attracting new companies to the area from other areas of Denmark and abroad – including start-ups, entrepreneurial companies, development departments etc.
<b>Time frame</b>	Project to be executed in 2011

<b>Resources per annum</b>	The project's finances – including budget and financial planning – will be set out in connection with the design of the three tracks
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Initiative 2:

<b>Activities Table</b> For specifying activities and outputs to achieve a given objective	
<b>Activity title</b>	Research, talent development and knowledge exchange
<b>Lead partner</b>	The Katrinebjerg Management Team - in collaboration with Aarhus University, the Engineering College of Aarhus and Aarhus School of Architecture
<b>Description of activities (brief)</b>	Preparation of development plan aimed at: <ul style="list-style-type: none"> <li>• Strengthening research and talent production by attracting more Danish and foreign researchers and PhD students, expanding international strategic alliances, establishing new research and development centres etc.</li> <li>• Increased investments in technology transfer and research-based innovation and development between research/education and the business community</li> </ul>
<b>Intended outputs</b>	Attracting new competencies, strengthening research and education base and expanding and improving interaction between the research environment at Katrinebjerg and the business community
<b>Time frame</b>	Development plan to be prepared as part of the ordinary development plans for the research and educational institutions
<b>Resources per annum</b>	The initiative's finances – including budget and financial planning – will be set out in connection with the preparation of the development plan

Initiative 3:

<b>Activities Table</b> For specifying activities and outputs to achieve a given objective	
<b>Activity title</b>	Plan for strengthening the education and study environment

<b>Lead partner</b>	The Katrinebjerg Management Team - in collaboration with Aarhus University, the Engineering College of Aarhus and Aarhus School of Architecture
<b>Description of activities (brief)</b>	Development of plan to strengthen the education and study environment and transfer research-based knowledge by: <ul style="list-style-type: none"> <li>• Developing and offering new study programmes aimed at IT – health, foods, cleantech, building/architecture/design</li> <li>• Closer collaboration with the companies with regard to the students → student jobs, internships, thesis projects etc.</li> </ul>
<b>Intended outputs</b>	Increasing the attractiveness of the Katrinebjerg environment in relation to IT students from Denmark and abroad – subsequently contributing to increasing the number of students in the area
<b>Time frame</b>	Plan to be drawn up in 2011
<b>Resources per annum</b>	The initiative’s finances – including budget and financial planning – will be set out in connection with the preparation of the development plan

**Focus area: Identity/physical infrastructure**

Initiative 1:

<b>Activities Table</b>	
<b>For specifying activities and outputs to achieve a given objective</b>	
<b>Activity title</b>	Development plan for Katrinebjerg’s physical identity
<b>Lead partner</b>	Katrinebjerg Management Team in collaboration with the City of Aarhus
<b>Description of activities (brief)</b>	In collaboration between the City of Aarhus and the Katrinebjerg Management Team, a plan will be drawn up for the development and upgrading of the area’s physical identity and infrastructure, incl. a funding model and schedule for the implementation of the plan.
<b>Intended outputs</b>	The area will have a physical identity that matches and is fully in line with the vision for Katrinebjerg – making the area appear much more attractive and subsequently making it easier to attract more companies, researchers and students to the area.

<b>Time frame</b>	Development plan to be drawn up in 2011. Implementation and execution of the plan expected to take place in the next 5-10 years.
<b>Resources per annum</b>	The initiative's finances – including budget and financial planning – will be set out in connection with the preparation of the development plan.

**Focus area: Innovation & commercial cooperation**

Initiative 1:

<b>Activities Table</b> For specifying activities and outputs to achieve a given objective	
<b>Activity title</b>	Development of new models for interaction and cooperation between the business community and research and educational institutions
<b>Lead partner</b>	Aarhus University – in collaboration with INCUBA Science Park, Alexandra Institute, Engineering College of Aarhus, Aarhus School of Architecture and members of the business community
<b>Description of activities (brief)</b>	A project is to be established with a view to developing new collaborative models between business, research and education. These models will be characterised by long-term and highly business-oriented partnerships. They will ensure that the participating companies remain in contact and continue to collaborate with the research and educational institutions over many years.
<b>Intended outputs</b>	Strengthening the business community's work with innovation and commercialisation based on collaboration with the research and education sector. Furthermore, it is expected that this will strengthen Katrinebjerg's application-oriented public-sector research. Strengthening the study environment by involving students in public-private innovation and development projects
<b>Time frame</b>	Project to be executed in 2011
<b>Resources per annum</b>	The project's finances – including budget and financial planning – will be set out in connection with the design of the project

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Initiative 2:

<b>Activities Table</b>	
<b>For specifying activities and outputs to achieve a given objective</b>	
<b>Activity title</b>	Smart City Think Tank
<b>Lead partner</b>	Alexandra Institute and City of Aarhus
<b>Description of activities (brief)</b>	<p>Creating an interdisciplinary Think Tank on Smart City with a view to:</p> <ul style="list-style-type: none"> <li>• Becoming an OPEN living lab/test-bed for research and industry</li> <li>• Being open to rethinking the impact of the digital layer on the City of Aarhus</li> </ul>
<b>Intended outputs</b>	<p>The think tank is expected to lead to the implementation of a large number of Smart City projects – with the following benefits:</p> <ul style="list-style-type: none"> <li>• Business: Smart City is a business not just locally but globally</li> <li>• Attraction: A 21st century city for 21<sup>st</sup> century citizens, tourists, businesses and researchers</li> <li>• Efficiency: A sustainable city – economically, environmentally and socially.</li> </ul>
<b>Time frame</b>	Proposal for mandate and composition of the think tank to be prepared in Q2 2011
<b>Resources per annum</b>	The project's finances – including budget and financial planning – will be set out in connection with the design of the project

Initiative 3:

<b>Activities Table</b>	
<b>For specifying activities and outputs to achieve a given objective</b>	
<b>Activity title</b>	Digital Innovation
<b>Lead partner</b>	Central Denmark Region – Growth Forum
<b>Description of activities (brief)</b>	In 2011, a pre-project will be established to explore other initiatives for developing the Central Denmark Region into a future digital pioneering region. The objective is to improve the framework for creating new, global digitally based business

	<p>opportunities for the region's companies by, among other things, strengthening IT competencies in region and promoting demand for advanced IT solutions.</p> <p>The content-oriented focus of the project has not yet been decided.</p>
<b>Intended outputs</b>	<p>Establishing a programme/a major initiative focusing on innovation and public-private partnerships.</p> <p>The Central Denmark IT sector plays a key role as a supplier of digital solutions. The initiative will therefore also aim to further develop the IT sector's strengths, including promoting internationalisation in the sector.</p>
<b>Time frame</b>	<p>The project will be designed in the course of 2011 – with expected start-up in early 2012</p>
<b>Resources per annum</b>	<p>The project's finances – including budget and financial planning – will be set out in connection with the design of the project</p>

Initiative 4:

<b>Activities Table</b>	
<b>For specifying activities and outputs to achieve a given objective</b>	
<b>Activity title</b>	Innovation Festival
<b>Lead partner</b>	A group of small consulting firms and creative people – in collaboration with the City of Aarhus
<b>Description of activities (brief)</b>	<p>Planning and holding an annual innovation festival that finds unique, interdisciplinary answers to urgent challenges in society and the business community. The answers are generated within the framework of open innovation, and the festival thereby contributes to our understanding of the potential of the method and builds competencies within application of the method.</p> <p>Taking as its point of departure the region's focus areas and the most important clusters – foods, energy, IT and health – the festival focuses each year on a new interdisciplinary theme, formulating within that theme a number of challenges we and our society are facing.</p>

	In the long term, the concept can be expanded to include more cities, which collaborate simultaneously on a specific theme in a European/global network.
<b>Intended outputs</b>	The aim of the festival is to help produce better products, better services, improve networks, develop new competencies, improve job and resident satisfaction, international branding etc.
<b>Time frame</b>	The festival concept is currently under development – and the first festival is being planned as a pilot project to take place in autumn 2011.
<b>Resources per annum</b>	The project’s finances will be set out in the concept development. However, the object is for the festivals to be financed by, among other things, participation fees, corporate sponsorships and income from a trade fair.

Initiative 5:

<b>Activities Table</b>	
<b>For specifying activities and outputs to achieve a given objective</b>	
<b>Activity title</b>	The EVINN project – Event-based Innovation
<b>Lead partner</b>	Aarhus University – in collaboration with Active Institute, Alexandra Institute, City of Aarhus, Central Denmark Region and collaborative partners from Gothenburg and Oslo, as well as several Danish, Swedish and Norwegian companies
<b>Description of activities (brief)</b>	<p>The overall project is to establish a collaboration between Aarhus, Gothenburg and Oslo on Event-based Innovation.</p> <p>The concept of Event-based Innovation (EVINN) is basically that major (sporting) events can, in a new way, produce economic growth through the initiation of innovation projects in connection with the event.</p> <p>More specifically, the project will:</p> <ol style="list-style-type: none"> <li>1. Contribute to improving the quality of sporting events in terms of content, experience and organisation</li> <li>2. Use deadlines for major sporting events as drivers for innovation processes involving companies, knowledge institutions, educational programmes and/or society in general</li> <li>3. Use sporting events as a living platform for launching or</li> </ol>



	<p>testing the new technologies, products and or services resulting from the innovation processes</p> <p>4. Use the media coverage of the sporting event to also call attention to the new technologies, products and/or services being tested or launched in connection with the event</p> <p>Event-based Innovation should be viewed as a targeted process with a model and tradition for using innovation as a means for achieving increased returns on the investments made by the state, regions and municipalities in connection with specific sporting events.</p>
<b>Intended outputs</b>	<p>The EVINN project will enable the Kattegat-Skagerrak region to develop sustainable growth in the region as a whole for the sporting events that take place throughout the region. Experience from Aarhus's tender for ISAF 2014 Sailing World Championships also shows that incorporating Event-based Innovation into tenders for major events can be a decisive factor in the selection of a host city.</p> <p>Thus, EVINN will boost the area's future opportunities for attracting spectacular events for the benefit of the local economy.</p>
<b>Time frame</b>	<p>An EU application for Interreg funding is currently being prepared. If the application is successful, the project will be launched in June 2011 and will run over three years.</p>
<b>Resources per annum</b>	<p>The project budget is DKK 30 million – 50 per cent of which is co-financing from the EU</p>

**“New markets” – Internationalisation**

Initiative 1:

<b>Activities Table</b>	
<b>For specifying activities and outputs to achieve a given objective</b>	
<b>Activity title</b>	Internationalisation
<b>Lead partner</b>	Central Denmark IT Council – in collaboration with it-forum midtjylland, Danish Trade Council and Væksthus Central Denmark
<b>Description of</b>	Based on the IT Council's efforts to boost internationalisation

<b>activities (brief)</b>	<p>of the IT industry, a targeted effort will be made with regard to the companies in the area – including:</p> <ul style="list-style-type: none"> <li>• Proactive marketing efforts for existing support schemes aimed at companies that are ready for internationalisation</li> <li>• Initiatives aimed at better utilisation of the international workforce in IT companies in Central Denmark through, among other things, closer collaboration between the companies and the educational institutions when it comes to international students → student jobs, internships, thesis projects etc.</li> <li>• Establishing an export/internationalisation leg of the iKraft business support platform</li> </ul>
<b>Intended outputs</b>	Strengthening companies' business strategies and growth opportunities through increased export, sourcing and outsourcing activities etc.
<b>Time frame</b>	The initiative is on the drawing board with start-up planned for Q3-Q4 2011
<b>Resources per annum</b>	The project's finances – including budget and financial planning – will be set out in connection with the design of the project

## Marketing & branding

### Initiative 1:

<b>Activities Table</b>	
<b>For specifying activities and outputs to achieve a given objective</b>	
<b>Activity title</b>	New marketing plan
<b>Lead partner</b>	Katrinebjerg Management Team
<b>Description of activities (brief)</b>	Preparation of marketing plan for overall and more general marketing of Katrinebjerg -> ensuring an efficient Katrinebjerg website, news communication etc.
<b>Intended outputs</b>	Significantly improved recognisability and visibility of the Katrinebjerg environment – especially at the regional, national and international level
<b>Time frame</b>	The plan is to be developed in Q3 2011.

<b>Resources per annum</b>	The project's finances are set out as part of the preparation of the marketing plan
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Initiative 2:

<b>Activities Table</b>	
<b>For specifying activities and outputs to achieve a given objective</b>	
<b>Activity title</b>	NEXT
<b>Lead partner</b>	The City of Aarhus in collaboration with Visit Aarhus, Innovation Lab and Aarhus Festival
<b>Description of activities (brief)</b>	<p>NEXT is an annual event focusing on the future within technology. NEXT is both a conference and an exhibition and, not least, a cultural and social event.</p> <p>A collaboration agreement has been made with the City of Aarhus, Aarhus Festival and Innovation Lab on the development and implementation of NEXT in the period 2011-2013.</p> <p>The objective is for NEXT to manifest itself to a much greater degree as a promotional conference and exhibition platform for Aarhus as a city of knowledge – including exposure of Katrinebjerg and other knowledge environments/clusters in Aarhus – Navitas, Skejby – Health, Agro Food Park and the building/architecture/design cluster.</p> <p>NEXT is held in connection with Aarhus Festival in the first week in September.</p>
<b>Intended outputs</b>	The initiative should be viewed as an extension of Aarhus Festival so that the festival not only highlights Aarhus as a city of culture, but also clearly promotes and markets Aarhus as a knowledge city to a large Danish and international public
<b>Time frame</b>	NEXT will take place again in September 2011
<b>Resources per annum</b>	The collaboration agreement between the City of Aarhus, Aarhus Festival and Innovation Lab ensures basic funding of DKK 800,000 – there is additional co-financing from collaborative partners from the business community and research/education, sponsors and participant fees



### **Part 3 Added value of the REDIS-project.**

#### **The role of the Local Support Group in the REDIS-project:**

The Local Support Group has played an essential part in the REDIS-project. The Local Support Group consists of the central stakeholders in the Katrinebjerg area.

The stakeholders have existed as a central group of core partners in Katrinebjerg since the very beginning of the project and the composition of members is currently adjusted with new relevant stakeholders. The Local Support Group is also called the Katrinebjerg Group.

Representatives of the Local Support Group participated in the implementation lab in Aarhus and in the summer school.

The Local Support Group is active in the decision making process about the future development of Katrinebjerg (Local Action Plan and a new masterplan of the area) and about the future developments of the science areas in general in the City of Aarhus.

#### **The role of the managing authority**

The managing authority has participated in the implementation lab in the City of Aarhus.

The managing authority has also been consulted in relation to different concrete questions regarding Urbact and EU- projects.

#### **During the implementation lab in the City of Aarhus, the following observations and suggestions were made:**

Regarding the physicality of the area:

- The area currently lacks identity as IT city. On the outside, it is not visible that you are in a world-class IT cluster.
- The buildings are fine and up-to-date, but there is little cohesion between them.
- The area lacks liveliness; there are hardly any bars or restaurants.
- Some participants note that the shopping centre currently has little functional or physical integration with the area. This could be changed by allowing the owner of the centre to build something on top of the centre that is related to IT or research.
- After some discussion consensus grew that the top of the shopping mall is the appropriate place for the landmark building.

Reflections and suggestions on Branding and Communication:

The group suggested to create and improve 'mental connections' related to Katrinebjerg. The following measures can be considered:

- Create a distinct design for public space, and apply it consistently. The consistency in the design of the campus can be an inspiration for Katrinebjerg.
- Improve the website to make virtual connections between locations



- Apply co-branding techniques. Stimulate companies in the area to associate themselves with Katrinebjerg. For example they could label their R&D as 'from Katrinebjerg'.
- Given the high quality and image of the Aarhus University it makes sense to link the Katrinebjerg brand to the brand of Aarhus University. Students, employees and researchers from the area can be used as brand ambassadors.

#### Suggestions on SME and start-up support:

One suggestion was to create a one-stop-shop for SMEs and start-ups. This would be the point of entrance for any SME from outside, that considers to locate to the area, or intends to do business with a firm in Katrinebjerg.

Moreover, to increase the transparency of Katrinebjerg, it is needed to make visible what the area has to offer in terms of firms, institutes, technologies and products.

Some kind of web-based catalogue could do this job. That would improve the networking opportunities of both firms inside and outside the area.

#### Suggestions on area management:

Considering the challenges and the fact that there are no hard targets, little 'implementation power' behind the leaders and no professional experience in the fields of management and branding in the informal group, suggestions were made to improve the area management.

The first suggestion is to create a 'Katrinebjerg Club', run by the core partners in the area. Members pay a membership fee, and this money is used for collective action in the area.

Make explicit what the group should achieve collectively. Make sure there is implementing power to do what is needed. This can be done by creating a small implementing company with professional competence.

Secondly a more heavy option is the creation of a joint area-based development company, with substantial land and real estate assets, including for example the Katrinebjerg-based assets of the University and plots of land owned by the city. The company should be given clear goals. Arrangements can be made to re-invest profits in the area (for example by developing new real estate, or by improving public space, or stepping up branding efforts). Profits may come from increases in land prices, real estate values and office rent yields, or participations in firms. The organization should be professionally staffed.

Another idea was to set up a multidisciplinary city secretariat that serves all the knowledge quarters. A dedicated 'science quarter' secretariat would help to professionalize the planning and development of the knowledge clusters in Aarhus, and make policies more integrative. The secretariat would function as a connection point and integrator of the many city departments that deal with the development of areas like Katrinebjerg.



Representatives from the local support group, core stakeholders for instance the Regional Authority and the City of Aarhus took part in the implementation lab in Aarhus. The implementation lab was a good opportunity for the different stakeholders to meet and discuss the next step for Katrinebjerg with a starting point of the international input in the implementation lab.

The implementation lab in the City of Aarhus and in the partner cities, the summer school and the site visits supported and promoted the process toward a new master plan for the area and mayby also the future development and connection to the other science areas in the City of Aarhus.

**Were there any concrete ideas/lessons learned from the international exchange?**

The reasons and goals Aarhus had for joining the REDIS project has been reach in full. Aarhus has gained access to knowledge on establishing and developing innovative knowledge environments for use in the further development of the Katrinebjerg project and in other knowledge hubs in Aarhus. Participation in the REDIS project has also helped market Katrinebjerg internationally.

Finally the REDIS participation in the REDIS project has helped strengthen the collaboration and partnerships involved in the Katrinebjerg project, both within the municipal administration and in its collaboration with stakeholders from the business community, educational and knowledge institutions and other public authorities.