



Best Practice Paper on ULSG Development RUnUP Thematic Network



Section	Description	Page No
1.0	Introduction	3
2.0	Gateshead	5
2.1	ULSG Composition	5
2.2	ULSG Activities	5
3.0	Águeda	7
3.1	ULSG Composition	7
3.2	ULSG Activities	7
4.0	Barakaldo	9
4.1	ULSG Composition	9
4.2	ULSG Activities	9
5.0	Dunkerque	11
5.1	ULSG Composition	11
5.2	ULSG Meetings	11
5.3	ULSG Activities	12
6.0	Leszno	14
6.1	ULSG Composition	14
6.2	ULSG Meetings	14
6.3	ULSG Activities	14
7.0	Patras	16
7.1	ULSG Composition	16
7.2	ULSG Activities	16
8.0	Potsdam	18
8.1	ULSG Composition	18
8.2	ULSG Meetings	19
8.3	ULSG Activities	19
9.0	Solna	21
9.1	ULSG Composition	21
9.2	ULSG Meetings	22
9.3	ULSG Activities	23
10.0	CONCLUDING REMARKS	25

1.0 INTRODUCTION

3

As identified in the URBACT II Programme Manual the Involvement of relevant partners at local level is a core component of the URBACT II methodology for enhancing urban sustainable development policies. In order to allow for an effective impact of network activities on local policies, each partner in a thematic network will set up an URBACT Local Support Group or use as an URBACT Local Support Group an equivalent existing body.

The URBACT Local Support Groups will gather the local key stakeholders concerned by the issues addressed within the network and by the city's Local Action Plan to be developed. Their composition will depend on the theme and on the type of project and partner.

Local Support Groups (LSGs) as identified in the URBACT guide on creating local action plans are required to be set up by each URBACT partner (cities and non-city partners such as universities) to improve the impact of transnational exchange activity between countries at local level, ensuring that the exchange reflects the needs of the city 'on the ground'. LSGs have the potential, as part of a European wide URBACT "community", to take key messages about managing sustainable cities to a far broader audience. They are intended to disseminate to and mobilise stakeholders, define needs, and co-produce the Local Action Plan.

Their objectives are defined by URBACT as follows:

- Help clarify the particular needs or concerns of the partner /'city' in relation to the Thematic Network or Working Group topic.
- Help identify (mobilise and validate) what the city can offer to the project in the form of good practice, existing tools, site visits, policies and other experience. Help ensure that this knowledge is reflected in the baseline study and the Local Action Plan.
- Help disseminate the findings of the project to a wider local audience and ensure that end-users have a voice in the decision-making process.
- Act as project champions and help to mobilise the political and institutional support required to ensure that the Local Action Plan leads to real change.

And the identified tasks are as follows:

- Input to and/or validate the baseline study
- Take part in the design and follow up of the Local Action Plan
- Identify and/or validate project inputs or outputs such as case studies
- Take part in exchange activities through meetings and online contact.
- Periodic meetings, especially to contribute to the URBACT II partner's contribution to project seminars
- Comment on final outputs
- Test or pilot recommendations through the Local Action Plan
- Act as local project champions and lobby for changes
- Organise local dissemination events
- Obtain media coverage

This report provides an overview of the ULSG development in the RUnUP (Role of Universities in Urban Poles partner cities) and provides an assessment of established practice in ULSG development focussing on the RUnUP partner cities of Gateshead, Potsdam, Barakaldo and Dunkirk, Águeda, Solna, Patras and Leszno.

2.0 Gateshead

5

Gateshead is the largest in area of 5 Tyneside local authorities that cover Gateshead, Newcastle, North Tyneside, South Tyneside and Sunderland and occupies a central position in the Tyneside conurbation alongside the City of Newcastle on the South bank of the River Tyne. The main role of the local support group was to:

- Develop comprehensive programmes that will bring universities, the business sector and the public sector together to drive forward economic development.
- Provide structured support to start-up companies, providing strategic consultation and helping the expansion of companies through partnership working.
- Ensure university curricula meet the skills needs and requirements of local businesses.

2.1 ULSG Composition

To deliver the RUnUP project in Gateshead, a local support group has been established comprising key regional partners. The core ULSG is made up of members from:

- Gateshead Council
- Newcastle City Council
- Newcastle University
- Northumbria University
- Gateshead College
- ONE North East
- RTC North
- North East Chamber of Commerce
- Engineering Employers Forum
- Business and Enterprise North East
- Influence appropriate local economic regeneration practices and policies

The Gateshead ULSG has broadly agreed with the opportunities identified by the baseline study, highlighting the engineering, design and creative sectors, knowledge based industries and entrepreneurship development as areas of importance to improve the economic prosperity of Gateshead. Gateshead URBACT Local Support Group was approved as a sub group of the Economy, Skills, Housing and Transport partnership in March 2010. Acting as the Business and Innovation focus group, the ULSG will monitor and amend the delivery of the local action plan after the RUnUP project closes in May 2011.

2.2 ULSG Activities

The aim of RUnUP is to maximise the economic, innovation and entrepreneurship potential of medium sized poles. Gateshead has developed a Local Action Plan to drive towards the objectives of the RUnUP project, and in doing so will build on the significant progress to date and aim to overcome the issues highlighted in the baseline study, such as;

- The lack of a university within Gateshead.
- Undeveloped partnership working between Gateshead Council and the universities.

To develop the Local Action Plan, ULSG members have participated in a number of exchange and learning activities including study visits to;

- Tampere, Finland – Learning best practice from Tampere, the third largest city in Finland and a centre for IT-based innovation.
- Enschede, Holland – Focusing on the University of Twente where ‘The cooperation between the private sector, the university and the government is unique.’
- Coventry, UK – Exploring how the city of Coventry works in collaboration with the university

And thematic network events in:

- Agueda, Portugal – Exploring how cities can harness the triple helix as a motor of local development.
- Potsdam, Germany – Exploring the Urban Poles’ potential of being a city of science.
- Barakaldo, Spain – Exploring how cities can adopt talent attraction and retention strategies to foster growth.

A number of successful pilot initiatives have been developed as a result of opportunities identified by the Local Support Group, including:

- The launch of The Hub, a business collaboration network for the creative sector – www.thehubgateshead.co.uk
- Graduates in Gateshead (GIG) the provision of business accommodation and support for graduate enterprises locating themselves in Gateshead
- Delivery of support and incubation services and support to entrepreneurs within the council’s business incubation centres.
- A professional award delivered by Northumbria University to aspiring Gateshead entrepreneurs, and offering credits towards further HE participation
- A collaboration by Gateshead Council and the Engineering Employers Federation (EEF) to launch the Gateshead Manufacturing Forum. The forum will support the wider engineering and advanced manufacturing sector and focus on promoting skills development, technology transfer and access to markets and new market opportunities.
- The launch of Gateshead Digital Summer, 24 May to 30 June 2010 – www.gatesheaddigitalsummer.com
- Development of a *Multi-Disciplinary Design Innovation (MSc/MA)* programme to support knowledge based enterprise creation and growth through the development of strategies for business improvement for selected Gateshead enterprises operating in priority sectors, delivered by Northumbria University.

3.0 Águeda

7

Águeda is located in the central region of Portugal, in the NUT III Level area of Baixo Vouga. Its territory covers 335.2 km² and is therefore the largest municipality of the Aveiro district. The main access routes are the A25 (east-west), which is the main access roads from Spain, and the EN1 (north-south), which crosses the municipality. The territory is also served by the Vouga Valley Train Line, which connects the cities of Aveiro and Espinho.

3.1 ULSG Composition

Under the RUnUP project, and in accordance with the directives of the project, a Local Support Group (LSG) was created, which comprises a set of entities considered strategic to the local socio-economic development, including:

- Municipal Authority of Águeda (CMA);
- University of Aveiro (UA);
- School of Technology and Management of Águeda (ESTGA);
- Business Association of Águeda (AEA);
- Industrial Association of the Aveiro District (AIDA);
- Chamber of Commerce of Águeda (ACOAG);
- National Association of Manufacturers of the Two-Wheel Sector, Hardware, Furniture and Related (ABIMOTA);
- Industrial Laboratory of Quality (LIQ);
- Institute for Support to Small and Medium-sized Enterprises and to Innovation (IAPMEI);
- Commission for the Coordination and Regional Development of the Centre (CCDRC).

3.2 ULSG Activities

In this project, the LSG assumed clearly the role of decision-making about the strategy to adopt, and it actively participated in various activities that were held during the course of the project.

The tasks for the LSG included:

- strategic assessment of the local economy;
- to identify opportunities to develop the local economic structure;
- to develop the LAP, in cooperation with the working group.

In order to ensure the best development of the project, a working group comprising members of the CMA, UA and ESTGA was created by the LSG, aimed at boosting the actions programmed. The main tasks for this group were:

- SWOT analysis of local business structure;
- to identify the areas of strategic potential in the University of Aveiro for the development of sectoral triple helix partnerships;

- to identify clusters;
- to develop various activities under the project (e.g. conferences and workshops);
- to develop a proposal for LAP.

It should be noted that the working group met over 20 times throughout the course of the project, while still meeting five times⁹ with the LSG in order to consult it about the work that was being developed. Indeed, the very creation of the working group represented at the outset, the formalization of a triple helix, having strengthened the institutional relations between the representatives of the three entities, leading even to the development of other parallel joint projects.

The LSG has participated in several actions, having been present at the working visit to Tampere, Finland, where it studied the local innovation system and how it was developed in recent years in triple helix framework and also in themed events and actions held in Águeda. The working group was present in a wider range of visits, including Enschede, the Netherlands, one of the best examples of cooperation between universities, local government and the private sector, and Barakaldo, Spain, where the topic explored was the way how a city can develop a strategy to attract talent.

The operation of the LSG has proved fruitful and it was possible to reach an agreement on what areas for action to develop, which will certainly help their implementation.

4.0 BARAKALDO

Barakaldo with a population of 98,000 people is located in northern Spain, in the Autonomous Community of the Basque Country which is divided in three provinces (Álava, Bizkaia and Gipuzkoa). Barakaldo is situated in Bizkaia.

4.1 ULSG Composition

With a structure based on the "triple helix" approach, the URBACT Local Support Group is made up by representatives of the local administration, university and business. Although the group is always open to new agents taking part, it was decided that an initial make-up of no more than 10 people would be enough to ensure that it would operate properly. Agents taking part in the Group during development in Barakaldo are the following:

- Local Administration: Municipality of Barakaldo, Inguralde – Municipal Autonomous Organism for Local Development.
- University: School of Advanced Industrial Engineering; School of Technical Engineering of Mining and Public Works; Multidisciplinary University Group.
- Business: Chamber of Commerce and Industry; Leroy Merlin; Xupera; Ikea, Innovalab.

The objectives of this Group within the framework on the RUnUP project have been to:

- Identify strategic sectors and activities for the economic development of Barakaldo.
- Define proposals for action to face up to the key challenges in economic development: attracting and retaining talent, infrastructures for businesses and professionals, etc.
- Take part in the study visit programme.
- Hold periodic meetings and at least one open conference.
- Define and develop a Local Action Plan.

4.2 ULSG ACTIVITIES

To develop the Local Action Plan, the ULSG members have participated in a number of exchange and learning activities including study visits to :

- Tampere, Finland – Learning best practice from Tampere, the third largest city in Finland and a centre for IT-based innovation.
- Enschede, Holland – Focusing on the University of Twente where ‘The cooperation between the private sector, the university and the government is unique.’
- Coventry, UK – Exploring how the city of Coventry works in collaboration with the university

And thematic network events in:

- Agueda, Portugal – Exploring how cities can harness the triple helix as a motor of local development.
- Potsdam, Germany – Exploring the Urban Poles’ potential of being a city of science.
- Barakaldo, Spain – Exploring how cities can adopt talent attraction and retention strategies to foster growth.

The functioning of this Group has been structured around two sub-workgroups, each focusing on specific subjects to be dealt with in the framework of the RUnUP project, and each represented by a "triple helix".

- Work group 1: Areas for economic activities (strategic economic sectors, location and infrastructures for "triple spiral" collaboration, etc.)
- Work group 2: Innovation in economic activity (attracting and retaining talent, strategies for triple spiral collaboration, etc.).

In addition, the full Group has had several meetings on many occasions, especially for the presentation and sharing of results and approving the Local Action Plan. Communication and working together with all group members has mainly been achieved through two channels:

· Periodic meetings:

Several meetings have been organised and led by an external consultancy company, and these are always adapted to the agenda and availability of Group members and based on an established method. In order to promote mutual knowledge, the meetings are held in the head offices of some of the agents taking part.

5.0 DUNKERQUE

The Greater Dunkirk Council is a French public body for inter-city cooperation, consisting of 18 towns that stretch from Belgian border to Calais region. It was created in 1969. The Greater Dunkirk Council district is an industrial and seaport conurbation, marked by the establishment of an internationally-important iron and steel centre in the 1960s. In the late 1980, it went through a major economic crisis that caused a sharp increase in unemployment, weakened the economic fabric and had profound repercussions for social and urban life.

The role of this local support group was to :

- develop comprehensive programmes that will bring universities, the business sector and the public sector together to drive forward economic development
- provide structured support to start-up companies, providing strategic consultation and help in the expansion of companies through partnerships working together
- ensure university curricula meet the skills needs and requirements of local businesses
- influence appropriate local economic regeneration practices and policies
- promote employability in the area by linking student courses to company needs

5.1 ULSG Composition

A local support group has been established to deliver the RUnUP project in Dunkirk.

The members are from :

- The Greater Dunkirk Council
- The University (ULCO)
- The Nord-Pas de Calais region
- The economic development agency (*Dunkerque Promotion*)
- Chamber of commerce (CCI)

The local meetings were driven by an elected representative. Most of time, it was the vice president in charge of economic development and sometimes the Vice-President in charge of research and higher education.

5.2 ULSG Meetings

- 24th September 2009 : presentation of the main objectives of the Local Plan for Economic Development (including innovation and entrepreneurship) for all the partners
- 19th October 2009 : “Innovation Forum”, conference held in Dunkirk, with the university, students, researchers, firms, and including a stand where the URBACT Run Up was presented.
- 5th November 2009 : presentation of the territory’s local action plan to the elected representatives of the Greater Dunkirk Council
- 20th November 2010 : official launching of the local action plan. The presentation included the forthcoming building in Dunkirk of the Central Lab of the Institute of Research in Industrial Environment (programme financed by the Greater Dunkirk Council, the Region and ERDF). This project is the junction point between the industrial world, the territory and

the university.

5.3 ULSG Activities

To develop the Local Action Plan, the ULSG members have participated in a number of exchange and learning activities including study visits to :

- Tampere, Finland – Learning best practice from Tampere, the third largest city in Finland and a centre for IT-based innovation.
- Enschede, Holland – Focusing on the University of Twente where ‘The cooperation between the private sector, the university and the government is unique.’
- Coventry, UK – Exploring how the city of Coventry works in collaboration with the university

And thematic network events in:

- Agueda, Portugal – Exploring how cities can harness the triple helix as a motor of local development.
- Potsdam, Germany – Exploring the Urban Poles’ potential of being a city of science.
- Barakaldo, Spain – Exploring how cities can adopt talent attraction and retention strategies to foster growth.

A number of successful pilot initiatives have also been developed as a result of opportunities identified by the Local Support Group, including :

- The launch of the enterprise hub (located in the “*Entrepôt des Tabacs*” in Dunkirk) :
- Delivery of support and incubation services and support to entrepreneurs
- Linking companies to University with tutored projects
- Creation of a post of “Business Development Manager” for company prospection
- IRENI (Institute for research in industrial environment, associated with four other universities at the regional scale)
- Provision of student accommodation

Finally, representatives from the Dunkirk ULSG attended thematic seminars and thematic master classes including:

“Forum de l’innovation”

The objective of the Innovation Forum is to gather the stakeholders of innovation from the territory (innovating companies, research centres, universities, banks, local authorities). As a result, they can meet and share information about innovation. Moreover, the actors such as companies or research centres can present their projects and find funding opportunities from banks or other companies. The Greater Dunkirk Council participated in the Forum of Innovation in October 2009. This event is linked with the European Union’s strategy which presents innovation as a key element of competitiveness and attractiveness. The discussions during this forum were about stimulating and funding of innovative projects thanks to European funds and public/private partnerships.

Forum FACIL (Annual Forum for Creation and Innovation in the littoral) :

For 10 years the forum FACIL have been organized by ULCO in partnership with the Greater Dunkirk Council. FACIL is a forum which gathers the different stakeholders in economic development on the coast in order to discuss and share ideas about the topics chosen in advance, concerning creation and innovation. For example, the 10th forum FACIL (21 and 22 January 2010) was entitled “What is an entrepreneurial city?”. Many representatives of the Greater Dunkirk Council attended this event. The 11th forum FACIL will take place from on 17 March 2011 and is entitled “Who are the territorial leaders to develop the company and SME creations?”

Semaine de l'innovation :

The “*semaine de l'innovation*” is an entire week dedicated to meetings and exchanges in order to promote and favour future innovations. The objective is to raise awareness of the “innovation reflexes” giving the incentives to innovate. This event is staged over five days and brings together Heads of industry, SME's, researchers, large companies, innovating creators and investors. Many topics are discussed and many show cases, workgroups, conferences and open days are set up in order to network, create partnerships or initiate projects.

6.0 Leszno

Situated in Central West Poland, the Wielkopolska Region covers the area of 29, 826 sq. km, which makes it the second largest region in the country. With a population of 3.4 million, it is also the third most densely populated region in Poland. Almost 58% of its inhabitants live in cities and towns. The administrative structure of the region consists of 35 poviats (Districts) that includes Leszno as one of four major cities and 226 communes.

6.1 ULSG Composition

In order to carry out the RUnUP project the President of Leszno appointed the Local Support Group consisting of representatives of the business community, universities, business support organizations and local authorities. Joint efforts were undertaken by representatives of:

- Leszno's City Council,
- Leszno Town Office,
- Marshal's Office of the Wielkopolska Voivodship,
- Higher Vocational State School in Leszno,
- Higher School of Humanities in Leszno,
- Poznan Science and Technology Park,
- Regional Chamber of Industry and Commerce,
- Centre for Innovation and Technology Transfer Ltd.,
- Skanska S.A.,
- ViaCon Polska Ltd.

6.2 ULSG Meetings

Leszno's Support Group agreed on the following project objectives:

- Developing a comprehensive programme, which will link actions of universities, the business community and public sector for the economic development of the city.
- Ensuring organized support to start-ups and strategic consultations as well as assistance in business development through partnership cooperation.
- Adapting content and teaching methods in universities to the needs of local business.
- Implementation of project results in the policy and concrete undertakings in the area of local sustainable growth.

During the first meeting of the Local Support Group on 30.01.2009 the chairman was elected - Leszek Kaszuba, representative of SKANSKA, General Construction Branch in Leszno and deputy chairpersons: Tomasz Łasowski, president of the Regional Chamber of Industry and Commerce and Dorota Zgaińska, president of the Centre for Innovation and Technology Transfer Ltd. On 15 May 2009 members of LLSG signed the declaration of the triple helix structure cooperation.

6.3 ULSG Activities

In order to carry out particular actions of the project, members of the Local Support Group met every two months. Until the middle of April 2011 there had been 24 such meetings. For a more efficient project delivery, the Local Support Group appointed four working teams, which were to achieve project results for the four selected actions. The teams consisted of representatives of

institutions represented in the Local Support Group and outside persons e.g. the Leszno Pump Factory Ltd., Frili Properties Polska Ltd. whose knowledge and experience could enrich the teams' work.

Conclusions obtained by the working team were presented to the Local Support Group. After LSG had accepted the results a particular action could be concluded. In order to develop the Local Action Plan, members of the Local Support Group or their delegated representatives participated in many training undertakings and activities aimed at exchanging experience within the framework of the project:

- Two training sessions especially prepared for LSG concerning incubation of newly established companies and pro-innovation services essential for Leszno's economy,
- Study visits:
 - Tampere, Finland – development of the third largest city in Finland based on innovation in the area of computer science technology.
 - Enschede, the Netherlands – best practices at the Twente University – cooperation among the private sector, university and administration,
 - Coventry, UK – Cooperation of the Municipality of Coventry with the university.
- Thematic conferences:
 - Agueda, Portugal – The triple helix as the driving force of local economy.
 - Potsdam, Germany – Marketing of knowledge based cities.
 - Barakaldo, Spain – Strategies of attracting and retaining talent to strengthen local development.

In the course of work on the Local Action Plan for Leszno, many pilot initiatives were undertaken. Their implementation was possible thanks to European funds. The most important are the following:

- Building the Entrepreneurship Incubator in Leszno,
- Training and consultancy as well as investment support for start-ups,
- Creating the cooperation network for the food sector,
- Creating the cooperation network for the construction sector,
- Building technical infrastructure in the I.D.E.A. investment zone.

7.0 PATRAS

The City of Patras with a population of 171,616 people is the capital of the Peloponnese region of Western Greece and Prefecture of Achaia. As identified in the URBACT II Programme Manual the Involvement of relevant partners at local level is a core component of the URBACT II methodology for enhancing urban sustainable development policies. In order to allow for an effective impact of RUnUP network activities on local policies, the City of Patras set up an URBACT Local Support Group. This URBACT Local Support Groups gathered together the local key stakeholders concerned by the issues addressed within the network and by the city's Local Action Plan.

7.1 ULSG Composition

To deliver the RUnUP project in Patras, a local support group has been established comprising key regional partners. The core ULSG is made up of members from:

- Patras Municipal Development Enterprise for Planning & Development S.A.
- University of Patras
- Achaia Chamber of Commerce
- Business Innovation Center of Western Greece
- Science Park
- Hellenic Open University
- Technical Educational Institute of Patras

7.2 ULSG Activities

From the beginning of the RunUP project, the most important stakeholders have been identified in order to fulfil the scope and objectives of the project. During the Development Phase but also during the First Phase, when the Baseline Study elaborated, the Local Support Group of the city of Patras consisted of the most important local stakeholders that presented in the previous paragraph. The Urbact Local Support of the city of Patras is also officially supported from the Region of Western Greece that is the responsible organisation for the management of Structural Funds in Western Greece.

Currently, the ULSG is coordinated by Patras Municipal Development Enterprise for Planning & Development which is the official project partner in the RUnUP project and each member has assigned a senior consultant, officer or Professor to represent each organisation and work together for the project.

A political Group that is consisted from the Legal Representatives of the participating organisations (Mayor of Patras, President of Chamber of Commerce, Rector of University of Patras, President of HOU, President of Science Park, and President of BIC) will be activated after the Local Action Plan delivery, when joined activities and visions will take place.

The members of the Urbact Local Support group of Patras are informed during the project lifetime about the development status and the goals that have been set and also about the role of the ULSG in Local Action Plan development. However, the relationship of the members wasn't too tight from the very beginning of the project, but it strengthened after the visit of the Lead Expert of RunUp project, when an open dialogue with all members realised and several meetings

organised until the end of 2009. As a prerequisite of the programme, a Memorandum of Understanding has been developed and delivered to all ULSG members that will be signed and officially recognise the common work and development of the Local Action Plan.

The reference work that has been studied from the ULSG of Patras is the Business Plan 2009-2010 of the Municipality of Patras, the Regional Operational Programme of Western Greece-Peloponnese-Ionian Islands 2007-2013, the Business Plan of the University of Patras, the Innovation Pole of Western Greece strategy etc.. The organizational structure of the academic institutions, the data of the Business Sector and Employment are complementing the sources that have been selected in order to deliver the activities of the RunUp project until the end of 2009.

The ULSG of the city of Patras participated finally in both Urbact II annual meetings in Montpellier and Stockholm. Especially during the second meeting, there was the opportunity to exchange ideas and share common problems and visions with other Greek delegates and also the representatives from Region of Western Greece at the National Table meetings.

The main role of the ULSG is:

- To develop several programmes or strategic directions and highlight financial opportunities for joined activities between the Universities of the city of Patras, the Chamber of Commerce and Development Enterprise for Planning and Development S.A.
- To help start-up or existing companies to be linked with the scientists or experts from University of Patras in order to improve the quality of their products or services.
- To understand better the structure of the local economy and the potential of the academic institutions and follow common development paths.

8.0 POTSDAM

Potsdam with a population of more than 150,000 people is the capital of the state of Brandenburg within the convergence region of Brandenburg South-West. Potsdam considers itself as an integral part of a region whose economic development is closely connected to that of Berlin.

It is not only the goal of RUnUP to come up with ideas of how the collaboration between scientific institutions, the local economy and the public administration can be improved, but to bring the Triple-Helix partners to one table in the process in order to create these ideas in a joint effort. These thoughts were behind the composition of the Potsdam Local Support Group (ULSG).

8.1 ULSG Composition

The following institutions built the core group:

University of Potsdam, Institute of Geography (Project Partner)

The University of Potsdam is the largest scientific institutions. It is also the most important triple-helix partner within the city. Through UP Transfer, CEIP and other in-house institutions it is actively engaged in knowledge and technology transfer with both the local economy and the public administration. Within the University of Potsdam, the Institute of Geography is the respective ULSG partner.

City of Potsdam

The Potsdam Chamber of Commerce is the central contact point for most of the local economy. The chamber is involved in a number of business related topics in general but is also an active player within the system of regional technology transfer. According to this field of activity, the City of Potsdam is represented by its divisions of business development and marketing.

proWissen

proWissen is an association founded and financed by the City of Potsdam. Its purpose is to establish a frequent communication between the scientific institution in and around Potsdam and pursue joint marketing efforts. Through activities such as "Heads of Potsdam" proWissen also strives to make science more accessible for the people living in the state capital.

Chamber of Commerce Potsdam

The Potsdam Chamber of Commerce is the central contact point for most of the local economy. The chamber is involved in a number of business related topic in general but is also an active player within the system of regional technology transfer.

complan

complan is a private consulting company. In the past it has assisted the City of Potsdam in creating a number of fundamental policy strategies. Within the Potsdam RUnUP network, complan is performing process and specialist counselling.

Brandenburg State Departments

Two state departments are supporting the ULSG. The Ministry of Economy and European Affairs acts as the Managing Authority. The Ministry of Infrastructure and Agriculture is involved through its division of City and Neighbourhood Development.

GO:INcubator

GO:INcubator is the central agency and incubator for technology oriented start-ups and companies in the Potsdam region. The private limited company is located at the Golm Science Park. Founded in 2007, GO:INcubator is now already one of the University's most important spin-off partners.

In the process the ULSG Potsdam was also supported by supported additional partners.

8.2 ULSG Meetings

Since August 2008, the ULSG held meetings on the following dates;

- August 29th 2008 (kick off meeting)
- September 28th 2008
- January 28th 2009
- May 20th 2009
- July 23rd 2009
- September 13th 2009
- January 14th 2010
- February 18th 2010
- May 7th 2010
- June 25th 2010
- October 7th 2010
- December 2nd 2010

8.3 ULSG activities

Surveying local enterprises and scientific institution

In summer 2009 complan with the assistance of proWissen and the Chamber of Commerce conducted a survey to find out about why and how cooperation between triple-helix partners does (or does not) occur as well how these organisations assess Potsdam . For this purpose 50 scientific institutions and 150 innovation orientated companies were queried. Subsequently the results were analysed qualitatively.

The findings show that in general both local enterprises and scientific institution rate Potsdam highly as an overall good location for living, work and innovation development. The proximity to Berlin plays a major role for the respondents. Also the soft locational factors are considered as very positive. The picture gets more differentiated on the question of triple helix cooperations. Scientific institutions regard other institutions within their cluster (e.g. at the Golm Science Park) as important for their work. For project based collaborations however they look for partners beyond the region.

Private companies based in Potsdam see a greater need in cooperating with scientific institutions than vice versa. Yet, especially the smaller ones are missing the information necessary on how to approach the scientific institutions in the regions. The services available seem confusing to them.

In addition to that a number of companies, which participated in the survey perceived a general communication deficit between the sectors. They regard this as the most significant caveat in developing a sustainable working relationship.

Study Seminar at the University of Potsdam

Between May and September 2009 the University of Potsdam's department of Geography held a seminar headed "Institutions of Higher Education and Research Institutions as Regional Growth Engines". 20 graduate students from the areas of Regional Sciences, Education and Human Geography took part in the project. In groups of two the students worked on ten different research topics ranging from "The Scientific Landscape of Potsdam as a Challenge for Urban Development" to "The Role of Potsdam's Universities in the Triple Helix" to "Study in Potsdam – Live in Berlin".

The findings contributed significantly to the success of RUnUP and served as a major input in developing the Local Action Plan.

RUnUP Exhibition

On October 11th/12th 2009 the "Science Express" exhibition train (as part of the federal project "Science Year 2009 – Research Expedition Germany") stopped in Potsdam. The USLG Potsdam decided to use that event to inform the public on RUnUP in the form of an exhibition. The findings of both the student project and the survey were presented for two days at the "Bahnhofspassagen". The exhibition arrested public attention and received a broad coverage in the media.

Thematic Network Event "Branding Knowledge Cities"

Early in the RUnUP process it became obvious, that Potsdam's pronounced qualities as a science location were not in compliance with the city's external perception. On February 18th 2009 the USLG Potsdam held a Thematic Network Event at the GO:IN in Golm which put the questions: "How can science location be communicated?", "Are there any best practice examples?" "Who are the important partners to involve in achieving such a goal?".

The event was aimed at both the international RUnUP partners and the Potsdam science community. Following inputs from the Lead Partner, proWissen and the Science Marketing expert Prof. T. Baaken from the Münster University of Applied Sciences the plenary session discussed how Potsdam and other comparable cities could make better use of its science potentials.

9.0 SOLNA

For Solna located in east central Sweden with a population of 68,000 people and part of the Stockholm metropolitan area the focus of their engagement in the RUnUP network is specifically around exploring options for supporting the establishment of stronger relationships between the City of Solna and the world class medical university Karolinska Institutet, the marketing of Solna as “the place to do business” and a place for life-science business development. Solna has identified the importance of life sciences to the development of its economy and its role as a facilitator of activity rather than a deliverer of schemes to support economic change.

During the life time of the project national and regional initiatives have further enhanced the city’s life-science profile but also changed the preconditions for how the challenges identified by the RUnUP thematic network should be met. The work to foster life science company development and strengthening the life science brand of Solna is now done in collaboration with other actors in the region and from a broader perspective. The cities of Solna and Stockholm are working together with Karolinska Institutet, KTH Royal Institute of Technology, Stockholm University, Stockholm County Council and the business community aim to develop a world-leading life science area “Stockholm Life Solna Stockholm” in the new city district of Hagastaden joining Solna and Stockholm together.

9.1 ULSG Composition

As identified in the URBACT II Programme Manual the Involvement of relevant partners at local level is a core component of the URBACT II methodology for enhancing urban sustainable development policies. In order to allow for an effective impact of RUnUP network activities on local policies, the City of Solna set up an URBACT Local Support Group (ULSG). This URBACT Local Support Group gathered together the local key stakeholders concerned by the issues addressed within the network and by the city’s Local Action Plan.

In line with the URBACT methodology the City of Solna established a Local Support Group which included representation from the following organisations:

- Solna City Council
- Karolinska Institutet
 - Unit for Bio-Entrepreneurship
 - Corporate Alliances
- Karolinska Institutet Innovations
- Karolinska Institutet Science Park
- Karolinska University Hospital
- Stockholm-Uppsala Life Science
- Stockholm Chamber of Commerce
- Stockholm Science City Foundation
-

The “URBACT guide on creating local action plans” outlines the context and activities of Local Support Groups and their development. It is recognised that existing equivalent bodies can be mobilised as an URBACT Local Support Group.

During the delivery of the RUnUP project in Solna, the city became a member of the Stockholm Science City Foundation. For the city of Solna this supports two of its key challenges;

- Increased communication with KI and its innovation system
- Marketing of Solna as a part of Stockholm Life: Solna Stockholm as the place to locate life science businesses

The steering group of the Stockholm Science City Foundation includes representation from the following organisations:

- City of Solna
- Karolinska Institutet
- City of Stockholm
- Stockholm County Administrative Board
- Royal Institute of Technology
- Stockholm University
- Stockholm County Council
- Axel and Margareta Ax:son Johnsons Foundation
- Goran Gustafssons Foundation
- Science City Foundation
- Stockholm School of Economics

The steering group holds regular meetings. The Stockholm Science City Foundation, in which the City of Solna plays an active part, is the natural long term basis for the work to continue the development of Stockholm Life Solna-Stockholm. The work that, for Solna's part, was initiated by the original ULSG has now found its sustainable form.

Supporting the development of Stockholm Life Solna-Stockholm the foundation has held around 30 breakfast and thematic seminars during the life time of the RUnUP project including such as:

- Innovation power and competitiveness
- From compound to clinic
- The virtual pharmaceutical company
- Conducting medical projects that contribute to the healthcare value chain
- Drug safety development launch and beyond
- IP workshop
- From gene to blockbuster in 60 minutes
- From Phantom innovation to product and market

9.2 ULSG Meetings

The initial Local Support Group met formally on 4 occasions during the life time of the RUnUP network and this was supported by informal meetings between individual members of the group in support of the actions of the network. These meetings took place on:

1. 27 January 2009
2. 23 April 2009

3. 26 November 2009

4. 27 April 2010

9.3 ULSG Activities

The ULSG was initiated during the development phase and started their work in the project phase by inviting Life Science companies active in the Stockholm region to a breakfast meeting. At the breakfast meeting the KI Innovation system was presented particularly focusing on the services and support they could offer existing companies in the sector. The innovation system can assist a product from an early idea to a commercially viable product on the market. The various actors presented how they can contribute to the process of developing ideas, companies and commercialisation of research results.

The companies present got a comprehensive picture of the services offered including legal and financial assistance, office and laboratory facilities in the vicinity of high class research, education and care. Approximately 25 companies participated in the meeting. The next step was to arrange workshops for the companies most interested in developing the cooperation further. In order to identify the right companies and contact persons as well as gather the information needed a mapping of Life Science companies in the Stockholm – Uppsala region was initiated. Preparations were also made for bringing in a process leader to coach the continued work of the ULSG. The government initiative to form innovation offices within KI and a number of other universities in order to foster innovation and stimulate commercialisation of research results put the project process and the work of the ULSG on hold in spring 2009.

The ULSG met again in November 2009 in connection with a RunUp partnership meeting and the annual Urbact conference that this year was held in Sweden. The Potsdam delegation arrived a day in advance to make a more in dept study visit to KI and to meet Solna officials and discuss the possibilities to find additional cooperation areas between the two cities. The ULSG representatives found the Coventry University model for commercialisation of research results very interesting and suggested that it should be presented for KI Senior Management. This presentation was made at the ULSG meeting in April 2010.

The city organises regular breakfast meeting with the local business community. Two of these have focused on the development of the new city district Hagastaden. One was held in April 2010 where 70 participants listened to a presentation of the New Karolinska Solna University Hospital and the development of Karolinska Institutet Science Park including the Science for Life Laboratory (SciLifeLab). The second breakfast meeting about the on-going development of Stockholm Life Solna Stockholm was held in November 2010. Approx 120 representatives from the local business community listened to the presentation that was made by the Stockholm County Governor who is also Chair of Stockholm Science City Foundation.

As part of the RUnUP network the City of Solna was involved in transnational project activity including:

- The opening conference for the RUnUP thematic network, held at the St Mary's Heritage Centre in Gateshead, United Kingdom in February 2009

- The first RUnUP thematic network event held in the project partner City of Águeda, Portugal on 24 June 2009, at the School of Technology and Management of Águeda (University of Aveiro). The event's theme was "Triple Helix: A Local Development Engine", and was aimed at analysing good practice in Portugal and also in other European countries.
- The second RUnUP thematic network event held in the partner City of Potsdam in Germany in February 2010. The event's theme was 'Knowledge City Marketing in economic development aimed at analysing good practice in Potsdam and Germany specifically relating to science and knowledge marketing.
- The third and final RUnUP thematic network event held in the partner City of Barakaldo in Spain in June 2010. The event was focussed on local strategies for talent attraction and retention drawing on the experience from Barakaldo and the Basque Country, with a presentation from Solna on their economic development approach.

10.0 CONCLUDING REMARKS

As outlined in the introduction to this paper the URBACT Local Support Group guide on creating local action plans identifies the specific objectives for support groups and their detailed tasks.

All of our partner cities will have had input to the baseline study from their local support group in the development phase of the network. The work of Gateshead and Barakaldo specifically is good practice in relation to mobilisation and validation where the ULSG has now been formalised as sub group of the Economy, Skills, Housing and Transport partnership of the local authority. The approach of Barakaldo in engaging the ULSG and in particular its sub-groups to work on economic priorities and innovation represents a particularly strong approach to supporting this ULSG objective.

Promotion and dissemination of activities to a wider audience is also a core objective for the ULSGs. The cities of Potsdam and Dunkerque have provided particularly strong leadership in this field. In Potsdam a survey of local enterprises and scientific institutions provided for a strong initial engagement and this was further supported and enhanced through a study seminar and exhibition that took place in addition to the RUnUP thematic event that took place in February 2009. Similarly in Dunkerque the promotion of activities at thematic seminars and masterclasses has been strong including the *Forum de l'innovation*, *Forum Facil* and *Semaine de l'innovation*.

Alongside the development of Local Support Groups a key feature of the URBACT II programme is the development of Local Action Plans. The role of the ULSG in acting as project champions and testing and piloting recommendations is important. In this context both the cities of Gateshead and Dunkerque have initiated pilot actions that will be an integral part of the respective local action plans.

The work of the URBACT local support groups is the prime component of the URBACT programme. The case studies on ULSG development from four of the RUnUP partner cities provides insights into how ULSGs are established, operate and can deliver impact in our European cities.

URBACT II

URBACT is a European exchange and learning programme promoting sustainable urban development. It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal challenges. It helps them to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT is 181 cities, 29 countries, and 5,000 active participants

www.urbact.eu/runup



EUROPEAN
PROGRAMME
FOR
SUSTAINABLE
URBAN
DEVELOPMENT

