



# Solna Local Action Plan

## RUnUP Thematic Network

AN URBACT II PROJECT



Connecting cities  
Building successes



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## Foreword

Solna has a long and strong tradition as a business location and a wide variety of companies; from large multinational corporations to small newly established firms, from high-tech companies to businesses in the service sector.

There are many reasons why companies choose to establish in Solna. The city's strategic location in the region with excellent communications to two international airports, proximity to Stockholm City centre, access to a highly skilled work force and modern office premises are some of the explanations. In addition to this we constantly put a lot of effort into promoting a positive business climate and are very proud to have been appointed Sweden's most business friendly municipality 2011 for the sixth time in the 2000s. Strong collaboration links between the city and the local business community have been developed over the last decades.

The collaboration with the academic sector has increased over more recent years. The importance of linking the public and private sectors closer to the academia in triple helix partnerships cannot be enough emphasized. The aim of the URBACT II programme RUnUP Thematic Network is to explore how medium sized cities can develop new ways of working with universities to promote economic development through triple helix.

Solna has the world-class medical university Karolinska Institutet within its boundaries as well as the Karolinska University Hospital, one of Scandinavia's premier health facilities. A number of life-science companies have chosen to establish in the immediate vicinity of the university and the hospital.

As partner of the RUnUP Thematic Network it was therefore natural for Solna to focus on strengthening the triple helix cooperation in the life-science sector. Important steps have been taken within the framework of the project to bring together life-science companies and representatives for the innovation system at Karolinska Institutet.

Over the life time of the project national and regional initiatives have even further reinforced the city's life-science profile, such as the creation of Innovation Offices at certain universities and the adoption of the Regional Development Plan for Stockholm Region – RUFSS 2010. The cities of Solna and Stockholm are now building a joint new city district, Hagastaden, which will have a strong life-science profile and link the two cities together. The district will comprise of housing, modern infrastructure, hotels and shops in perfect harmony with research facilities, business premises for life-science companies, Karolinska Institutet and a brand new university hospital, New Karolinska Solna.

The aim is to develop a world leading life science cluster under the international brand "Stockholm Life Solna Stockholm" with enhanced triple helix collaboration between universities, industry and healthcare. Stockholm Science City Foundation is the organisation that has been assigned the task to ensure that Hagastaden is filled with life science activities. A number of ERDF funded projects are playing a vital role in this development.

I welcome you all to visit Hagastaden in 2025 when this gigantic development project will be finalised.



**Lars-Erik Salminen,**  
Mayor

## Executive Summary

The URBACT II RUnUP thematic network addresses in a uniquely different way the fundamental issues of how universities should engage with their local communities with a particular focus on medium-sized cities; the role of local authorities and the importance of triple helix structures for supporting economic development and encouraging entrepreneurship.

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.

The actions outlined in this Local Action Plan are the fundamental initiatives to be taken to reach this objective.

## Introduction

Cities are widely recognised as playing a fundamental role in the promotion of the knowledge economy but most research and policy has focussed on large cities with World-class educational and research institutes and advanced clusters of economic activity. There are clear and significant gaps in the knowledge of how smaller sized cities, with different levels and types of knowledge institutions and different levels of economic activity can compete within the Knowledge Economy. Yet such cities are recognised within European Union policy as playing a vital role in the implementation of the Lisbon agenda.

The URBACT II RUnUP thematic network addresses in a uniquely different way the fundamental issues of how universities should engage with their local communities with a particular focus on medium-sized cities; the role of local authorities and the importance of triple helix structures for supporting economic development and encouraging entrepreneurship.

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 Karolinska Institutet, the marketing of Solna as “the place to do business” and a place for life-science business development.

The participation of the City of Solna in RUnUP recognises the strong work and commitment of the world-class Karolinska Institutet which is located in their municipality and existing activity already in place to support the establishment of Bio-Tech and life-science companies through Karolinska Institutet Science Park and Karolinska Institutet Innovations. In this context the municipality recognises its role as a facilitator of activity rather than a deliverer of schemes to support economic change.

This document, the Solna Local Action Plan, has been developed as a result of work undertaken since November 2008 by an URBACT local support group consisting of local stakeholders and more latterly in the framework of the Stockholm Science City Foundation steering group in which the City of Solna is a key partner.

Stockholm Science City Foundation works to create meaningful cooperation opportunities between academia, industry and healthcare, so as to further strengthen the attractiveness of Stockholm Life Solna-Stockholm which is a hub for research and development in the new city district Hagastaden joining the two cities of Solna and Stockholm together.

This local action plan is designed to provide the strategic regional and local background to the environment within which Solna is a key location, to give an overview of the stakeholders involved and detail specific actions that will address the importance of higher education institutions to Solna in developing a strong business base and internationally renowned life-science cluster.

This local action plan focuses on the life-science cluster development in Solna with the cross-cutting themes of business location marketing and city development planning. The action plan presented at the end of this document will be under constant review as a part of the regular activities of the Stockholm Science City Foundation and all the stakeholders involved in developing Stockholm Life Solna-Stockholm.

The City of Solna recognises the contribution of the URBACT II operational programme (2007 - 2013) in funding the work of the RUnUP network. URBACT II is funded by the European Regional Development Fund aimed at fostering the exchange of experiences among European cities and disseminating knowledge on all issues relating to sustainable urban development.

## Economic Development

It is recognised that the development of a Local Action Plan cannot be completed in isolation and that its background and actions need to reflect existing local, regional and national strategies and activities. In this context the Solna Local Action Plan has been developed within a framework of regional and local strategies. These include the regional development plan for the Stockholm region (RUFSS 2010), the regional operational programme for Stockholm (2007 - 2013) and the City of Solna plan for activities 2011. In addition it draws upon the activities and actions of the Stockholm Science City Foundation and all the stakeholders involved in developing Stockholm Life Solna-Stockholm.

### Regional Strategies

Sweden has a long tradition of local self government. The country is divided into 290 municipalities, 18 county councils and two regions. There is no hierarchical relation between the municipalities, counties and regions, since they all have their own authorities with responsibility for different activities. Counties are responsible for health care, regional development, growth and public transport. Swedish municipalities do however have a planning monopoly within their boundaries. Regional development and cooperation in the Stockholm region has to be built on voluntary participation by all actors.

The Regional Development Plan for the Stockholm Region RUFSS 2010 has been drawn up by the Regional Planning Committee on behalf of the Stockholm County Council. The plan has been developed in a wide-ranging process with regional stakeholders. The plan consists of vision, objectives and strategies aiming at 2050.

The overall vision for the plan is "for Stockholm to become Europe's most attractive metropolitan region". Four key objectives set out the values and characteristics that the region needs to develop. Of particular relevance to the Solna Local Action Plan is objective 2 "A leading growth region" which supports the development of human capital, entrepreneurship and innovation. It specifically recognises the promotion of dynamism and innovation in the regional economy, the role of universities and colleges, and the expansion of higher education - giving more people the opportunity to study.

RUFS 2010 identifies six strategies to meet the defined shared objectives and overall vision. It is recognised that “increasing sustainable capacity and quality in strategic areas” is of particular importance in the context of the RUnUP network and the Solna Local Action Plan. There is a defined need to improve the quality of education at all levels if Stockholm is to be a leading knowledge region. The plan aims to; guarantee high-quality education throughout the region, adapt vocational education to the demands of the job market and of individuals, to expand higher education in the region and support universities and colleges to achieve high quality.

RUFS 2010 also recognises the success of the region in research and development and the educational attainment of the Stockholm region population. However it identifies the promotion of innovation and specifically the commercialisation of ideas into products and services as needing to be enhanced. The importance of location and proximity between innovation actors is acknowledged in actions identified to stimulate dense, knowledge-intensive environments.

A key aspect is the planning process of municipalities which should be efficient and provide good service to enable the emergence of dynamic environments. Specific outcomes of these actions include; guaranteeing long-term and systematic interaction between the public sector and the business community, using public procurement to encourage innovation, encouraging innovation in public bodies and making entrepreneurship a basic skill in the education system.

In addition, at a regional level the Stockholm Region ERDF Competitiveness Programme that focuses heavily on entrepreneurship in high tech and knowledge dense sectors which is of particular importance for the development of the Solna Local Action Plan. On 16 August 2007, the European Commission approved a Regional Operational Programme for the region of Stockholm in Sweden for the 2007 - 2013 period.

The operational Programme falls within the Regional Competitiveness and Employment Objective framework and has a total budget of around €94 million. Community assistance through the European Regional Development Fund (ERDF) amounts to some €38 million, which represents approximately 2.0% of the total EU investment for Sweden under the Cohesion Policy for 2007-13.

In particular the challenges and opportunities for Solna articulated in this Local Action Plan can be delivered through actions related to Priority 1; The development of innovative environments in the urban area, in which clusters and innovation systems will be promoted and meeting places created for supporting innovation and development through advice and counselling and provision of risk capital. In addition there are also opportunities under Priority 2; Business development which specifically targets the strengthening of co-operation between academy and industry.

A territorial review of Stockholm conducted by OECD in 2006 stated that while it is a successful region, its position is not unthreatened and the review identified a number of areas that could be developed to strengthen the region’s international competitiveness. One of the areas pinpointed by OECD in need for further attention is cluster development and innovation policy.

The Swedish innovation system needs to improve its support to SMEs in general as well as to businesses in the service and public sectors. Innovation and cluster policy has to be adapted to local contexts. Support to cluster and innovation development is primarily given by government agencies and through EU structural funds. Innovation policy is still largely focused on big technical companies and there is a large development potential in this area. OECD points out that the growing service sector needs to be better included in innovation policy, that there is a need for more actions to stimulate growing businesses and increase the number of SMEs in the region’s strongest business sectors.

The importance of supporting innovative environments is stated in the Regional Development Plan for the Stockholm Region RUF 2010. Several initiatives have been taken to improve such environments and the OECD considers the development of the new city district and life science cluster on the border between Solna and Stockholm including Karolinska Institutet and the New Karolinska Solna University Hospital the most significant one and an initiative that will increase the region's international competitiveness. The project includes world class research actors and will contribute to closer collaboration between public and private partners and research institutions as well as increased possibilities to foster healthcare innovations.

The three universities Karolinska Institutet, Stockholm University and KTH Royal Academy of Technology are working together, in partnership with Uppsala University, in the Science for Life Laboratory (SciLifeLab) for advanced life science research. This is a unique collaboration that in addition to strengthening the life science sector it will deepen the cooperation between the universities.

OECD considers that increased competition within regional clusters and stronger diversity between them would be a positive development. The creation of Stockholm - Uppsala Life Science is mentioned as a good example. The criticism that funds put into research and development give poor value in relation to new products and businesses is still valid. Collaboration between universities and businesses is particularly rewarded by the government when distributing funding. OECD concludes that in the implementation of RUF 2010 it is important that actors in the region contribute to larger regional actions in collaboration between public and business sectors in order to reach the targets.

A positive business climate is also one of the success factors mentioned where smooth planning processes, fast handling of permits and clear rules and regulations for procurement are fundamental for the region's competitiveness.

### **Vision 2025: The Development of Stockholm Life Solna-Stockholm**

The two cities of Stockholm and Solna, Stockholm County Council, the County Administrative Board, Karolinska Institutet, Stockholm University, KTH

Royal Institute of Technology, the Stockholm School of Economics and representatives of the life science industry have formulated the vision to create a world leading hub for life science. The aim is not build a science park but a science city - a vivid new city district with a mix of academia, businesses, healthcare, housing, culture, service and recreation. The Stockholm Science City Foundation works on an assignment from two cities, one county council, three universities and the business sector. The foundation is led by a steering group with representatives from the owners chaired by the Stockholm County Commissioner. The operations are led by a CEO. The steering group and the CEO are assisted by a Scientific Council with representatives from the three universities and Stockholm County Council and a Business Council with representatives from big pharmaceutical/med-tech companies and SMEs.

The aim of the foundation is to create the best prerequisites for researchers, businesses and public authorities to make the new city district a world leading centre for life science which will be marketed under the international brand "Stockholm Life Solna-Stockholm". There are a number of favorable preconditions for the area:

- Three large universities with complementary disciplines
- More than 300 life science companies are located in the greater Stockholm area
- Karolinska Institutet Science Park with 50 companies
- A new modern University Hospital, New Karolinska Solna (NKS)
- Science for Life Laboratory (SciLifeLab) for advanced research
- Large knowledge capital such as bio banks, registers etc
- Several multidisciplinary research projects
- Scandinavian HQs of global pharmaceutical companies
- Strong life science tradition
- European and National Disease Prevention and Control Authorities; the European Centre for Disease Prevention and Control (ECDC) and the Swedish Institute for Communicable Disease Control (SMI).

The total investment in the new city district will be approximately SEK 50 Billions (approx. €5 Billions). The first steps include:

- New Karolinska Solna University Hospital, construction started in 2010 and will be completed in 2015
- Science for Life Laboratory (SciLifeLab), opened in May 2010
- Tors torn, (Tors towers) where one of the towers is designed for life science, construction will start in 2012 and be completed in 2014
- Four blocks designed for life science activities, construction will start in 2015-2016

The development of the area will continue until 2025. The added value of being located in Stockholm Life Solna-Stockholm includes a creative diverse environment in an easy accessible 24/7 district with broad services, strong research infrastructure and meeting points. Stockholm Life Solna-Stockholm will offer efficient hard infrastructure (i.e. suitable premises and good communications) as well as attractive soft infrastructure (i.e. structures and tools for knowledge transfer and collaboration.)

The plan of activities for the Stockholm Science City Foundation outlines the processes and actions that will support the development of Stockholm Life Solna-Stockholm and lay the foundation to fulfil the vision 2025.

Stockholm Science City Foundation works in four processes to support the development of the concept:

- Process - Real Estate actors
- Process - Healthcare
- Process - Business sector
- Process - Academia

### **Process - Real Estate actors**

The aim of the process is to visualize the development of the area and the advantages for real estate actors/ long term property owners to be established here. Stockholm Science City Foundation clarifies the structure and needs of the life science industry, identifies different possible alternatives for actors interested in establishing in the area, and joint marketing activities both nationally and internationally. Activities include information and training activities, production of marketing materials and a development of a joint marketing plan.

### **Process - Healthcare**

Healthcare providers are the end users of products and services developed in life science - related research and development. They are also an important part of the innovation system. A well-functioning collaboration between business sector and healthcare providers is fundamental for a successful life-science area.

The development of New Karolinska Solna University Hospital offers unique possibilities to take collaboration needs into account already at the planning stage. Activities include focus groups, workshops, regular meetings, support to "Innovation place Karolinska" and international benchmarking to identify best practices.

### **Process - Business sector**

A successful life-science area should include both SMEs and big global companies. SMEs bring momentum, diversity and innovation to the area and the big companies offer stability, a "window to the surrounding world" and "quality labelling". The Stockholm Science City Foundation will develop tools for collaboration and transfer of knowledge to provide added value to the actors.

This will be provided within the frame of the ERDF-funded project Powerhouse Stockholm Life. Other activities include information meetings, breakfast seminars, other meetings and development of the business council to a reference council well suited to work in smaller focus groups on specific issues.

### **Process - Academia**

The three universities are already participating in a number of joint interdisciplinary research projects and other collaboration initiatives. The Stockholm Science City Foundation will foster more synergies between the universities and make best use of the universities' contacts and cooperation agreements with universities in other countries to strengthen Stockholm Life Solna-Stockholm. It is important to show the academic research internationally, identify possible collaboration projects, have an updated overview of ongoing research at the three universities and a clear picture of their needs. Activities include work with the scientific council, information meetings and an inventory of academic activities and identifying strengths.

### **Collaboration**

The Stockholm Science City Foundation will continuously work to coordinate the development of Stockholm Life Solna-Stockholm with other regional initiatives such as Stockholm-Uppsala Life Science (SULS), UppsalaBIO and Flemingsberg Science. A strategic collaboration with Flemingsberg Science will be initiated where activities and marketing will be coordinated to secure synergies.

### **Sustainable Solna**

The City of Solna's vision is to develop "Sustainable Solna" - a city combining strong economic growth with respect for the environment and sound social development. The city council has adopted four prioritised target areas:

- Economic growth
- Living environment
- Security, safety and care
- Knowledge and lifelong learning

Each target area has a number of orientation objectives which are measured by corresponding outcome objectives. Two prioritised areas aim at supporting economic development and enhancing the importance of knowledge and are extremely relevant in a RUnUP context.

### **Economic growth**

Solna will be a city, characterized by high economic growth. Growth creates the resources needed to increase the citizen's standard of living and develop community services. This is a precondition for securing continued prosperity. Solna will be an attractive city for residents, businesses and visitors. Solna will offer good residential and living environments as well as good preconditions for businesses to start, establish and grow.

The major orientation objective is to be Sweden's most business friendly municipality and offer good preconditions for a growing business sector. The corresponding outcome objectives is to keep the top position in the ranking of business friendliness done by the Confederation of Swedish Enterprise and to improve the rate of service satisfaction among businesses measured by Stockholm Business Alliance, SBA. SBA is a partnership between 49 municipalities in an enlarged Stockholm - Mälars valley region focusing on attracting foreign investment. Other outcome objectives relate to the business community's satisfaction with the city's handling of applications and permits.

### **Knowledge and Lifelong Learning**

Solna will be a city that puts focus on knowledge and learning. There shall be a diversified supply of education possibilities to give children, youth and adults the best possibilities for further education and employment as well as meeting the demands of the business community for a skilled workforce.

One major orientation objective is that pre-schools and schools in Solna shall give children, youth and grown-ups the knowledge needed to secure good possibilities for further education and work. Corresponding outcome objectives relate to the percentage of pupils qualified for upper-secondary school and higher education.

The other major orientation objective is that Solna will be an attractive city of learning, offering a varied range of courses and education at different levels and in different fields. The outcome objectives relate to the level of satisfaction with pre-schools, schools and other education facilities.

In addition the City of Solna promotional publication "Solna - City of the Future" identifies key developments and activities taking place. Specifically it highlights:

- the role of Karolinska Institutet and New Karolinska Solna University Hospital within Stockholm Life Solna-Stockholm which is considered as Europe's most dynamic.
- new building development at Karolinska Institutet Science Park and a new lecture hall and research laboratory at Karolinska Institutet.
- the launch of the Science for Life Laboratory (SciLifeLab), a national resource centre and a hub for life science.
- the position of Solna as the leading business environment in Sweden for the 3rd consecutive year as awarded by the Confederation of Swedish Enterprise.
- the low levels of unemployment (2.4%) in Solna achieved through collaboration with the business community.

### **The Role of Universities in Solna**

The university located in Solna is Karolinska Institutet - one of the largest medical universities in Europe. It is the largest centre for medical training and research in Sweden, yearly awarding the Nobel Prize in Physiology or Medicine.

Karolinska Institutet accounts for over 40 per cent of the medical academic research conducted in Sweden and offer the country's broadest range of education in medicine and health sciences. Karolinska Institutet has two campuses; one in Solna adjacent to the Karolinska University Hospital, Solna and one in Flemingsberg adjacent to Karolinska University Hospital, Huddinge and Novum Research Park. Its mission is to improve people's health through research, education and global collaboration.

Another goal is to become Scandinavia's foremost innovation centre in Life Sciences, and leading in Europe in exploiting new scientific data. Karolinska Institutet places great value on close cooperation between the commercial and the academic sectors.

In May 2010 the Karolinska Institutet Science Park was officially inaugurated including the Science for Life Laboratory (SciLifeLab) where Karolinska Institutet, Stockholm University and KTH Royal Institute of Technology work together in advanced research. SciLifeLab Uppsala, organised by Uppsala University, is associated to SciLifeLab.

The Science Park is an important part of Karolinska Institutet's strategic development plan linking the institute closer to the business community fostering commercialisation. The Swedish Government has launched an initiative to strengthen the innovation systems in order to make best use of research results and promote growth.

Eight universities, of which Karolinska Institutet is one, have been given funds to create innovation offices. The role of the offices is to inspire, inform and stimulate researchers to innovations and create preconditions for these innovations to become of use for the society. The office provides support and services to researchers regardless of at what stage of the innovation process they are in.

The role of the city is to create and stimulate good conditions to enable different businesses to prosper within the city boundaries. The city cannot support innovation systems, incubators or start-up companies financially but constantly works to maintain and develop positive attitudes, smooth administrative processes and easily accessible arenas for communication and interaction between the city, academia and local businesses.

The three universities Karolinska Institutet, Stockholm University and KTH Royal Institute of Technology have complementary disciplines and together they cover all areas of higher education. They are located within less than 2 kilometres from one another and have more than 47 000 full time students and more than 4 000 researchers.

Both Karolinska Institutet and Stockholm University are among the 100 top universities in the world in the ranking made by the Jiao Tong University in Shanghai. Becoming a member of the Stockholm Science City foundation has strengthened the City of Solna's contacts with all three universities. All three universities have education and research related to life-sciences and health.

KTH Royal Institute of Technology is the largest, oldest and most international technical university in Sweden. KTH was founded in 1827 and the main campus is located in attractive, and now listed, buildings in central Stockholm since 1917. One-third of Sweden's technical research and engineering education capacity at university level is provided by KTH Royal Institute of Technology.

Education and research spans from natural sciences to all the branches of engineering, industrial economics, labour economics and management, urban and environmental planning. Several of these disciplines are directly or indirectly relevant for the life science field.

KTH Royal Institute of Technology has a strong position in research done in the border area between technology and medicine and a number of research groups are considered world leading in the area. In medical technology focus is on developing healthcare products that can be used to diagnose, monitor or treat a medical condition.

Stockholm University, founded in 1878, is Sweden's largest university and the region's centre for higher education and research in the humanities, law, sciences and social sciences. The university is active in debates and community development. It participates in regional, national and international cooperation.

Several of the university's educations are connected to life sciences and health; particularly the educations leading to graduation as psychologist, psychotherapist, hospital physicist and nutritionist. The two last ones are conducted in cooperation with Karolinska Institutet.

The Karolinska Institutet collaborates with the City of Solna in a number of areas. The collaboration has become more extensive during the last years. In addition to the development of Stockholm Life Solna-Stockholm other initiatives include:

- KI Health Management, the City and a number of leading Solna companies have initiated the project "Healthy Companies in the Healthy City" where research results from KI are used to inspire companies to promote a healthy lifestyle. The employees are of great importance for the companies' competitiveness in a globalised world. Both research and practical experience show that working to improve the health and well-being of employees has a direct impact on work climate, efficiency and profit. A series of seminars are organised to highlight the correlation between health and profit, profitable investments in human resources and how to create a healthy and profitable company.
- KI is member of the board of the City of Solna Care Services Academy. The aim of the academy is to ensure a continuous quality development of care services to elderly and disabled citizens. The Academy is a forum for on-going collaboration with universities and research centres in order for the city and elderly and disabled citizens to benefit from research results in the area. The aim is to provide training and participate in development projects to promote a long term competence increase so that good and professional care can be guaranteed.
- Collaboration with Solna Upper-Secondary School in science education focusing on medicine to attract more students to medical professions. The students do study visits to various education programmes at KI, attend lectures and experiments, meet university students from KI and get individual education guidance.

- Collaboration in an equal opportunities project with AIK Solna Football team to increase young men's interest for care and medical professions. All undergraduate programmes at KI are dominated by women and some programmes only attract a few per cent men. The aim of the project is to change men's attitudes to care and medical professions and show that the professions can be exiting and interesting for both men and women. The project focuses on giving the footballers increased knowledge about how the human body functions, how to prevent sports related injuries and what to eat before a match.

### **Comparison to the Baseline Study**

The initial Solna baseline study completed for RUnUP in 2008 identified that with the world-class Karolinska Institutet in Solna, and existing activity already in place to support the establishment of Bio-Tech and Life Science companies through KI Science Park and KI Innovations the focus of activity is on life science company development and in strengthening the life science brand of Solna.

The municipality 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.

This focus on city development remains unchanged; however the mechanism for urban development has been adapted from being solely focussed on Solna it now has a regional perspective with the enhanced collaboration with Stockholm City and County representatives and 2 additional universities, KTH Royal Institute of Technology and Stockholm University.

## URBACT Local Support Group Development

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.

### Initial URBACT Local Support Group

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 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:

27 January 2009  
 23 April 2009  
 26 November 2009  
 27 April 2010

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.

### **Solna becoming a member of the 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 ULSSG 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

### Network Event Participation

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.

## Solna Action Plan

The Action Plan consists of five actions. They all have a strong impact on meeting the challenges identified in the original Baseline Study.

The first three focus on the development of hard and soft infrastructure in the new city district Hagastaden and its hub for life science activities under the international brand Stockholm Life Solna-Stockholm.

The fourth action concerns the possibilities to broaden the innovation system, strengthen the commercialisation process and develop collaboration between universities and SME:s.

The fifth action describes a collaboration project that has been developed as a result of the enhanced collaboration between Solna and Karolinska Institutet where new areas of common interest have been identified.

Solna Local Action Plan Summary Table

Action No	Action	Partner(s)	Timescale	Finance and resources
1.	Planning process Hagastaden	City of Stockholm City of Solna Karolinska Institutet Stockholm County Council Real Estate Owners concerned	On-going until 2025	Financed by partner organisations
2.	Stockholm Science City Soft infrastructure	Stockholm Science City Foundation Karolinska Institutet KTH Royal Institute of Technology Stockholm University Stockholm County Council City of Stockholm City of Solna	On-going	9 MSEK/year (from partner organisations)
3.	Powerhouse Stockholm Life	KTH Royal Institute of Technology Karolinska Institutet Science Park Stockholm Science City Foundation	1st April 2010 to 31st March 2013	European Regional Development Fund (ERDF), regional operational Programme for the region of Stockholm (2007 to 2013). Budget 26 MSEK (38% ERDF, 62% Co-financing)
4	Innovation Office	Karolinska Institutet	1 November 2010 and on-going	Financed jointly by the Ministry of Education and Karolinska Institute
5.	Health Management	City of Solna Karolinska Institutet, Health Management Network of Solna Businesses	Established in 2010 and on-going.	Financed by lead and partner organisations

<b>Action Number</b>	<b>Action</b>
SL1	Planning process – Hagastaden
<b>Lead Organisation</b>	<b>Partner Organisation(s)</b>
	<ul style="list-style-type: none"> <li>• City of Stockholm</li> <li>• City of Solna</li> <li>• Stockholm County Council</li> <li>• Karolinska Institutet</li> <li>• Real Estate owners concerned</li> </ul>
<b>Timescale</b>	<b>Finance and Resources</b>
2009 until 2025	Financed by partner organisations
<b>Description</b>	
<p>Collaboration structures have been formed with representatives from the partners to secure a smooth planning and development process of the new city district Hagastaden including:</p> <p><b>Life Science premises</b>  36 000 workplaces and an increase of space for life science activities from 220 000 m<sup>2</sup> to 550 000 m<sup>2</sup> including:</p> <ul style="list-style-type: none"> <li>• New Karolinska Solna University Hospital</li> <li>• New lecture hall at Karolinska Institutet</li> <li>• New Laboratory at Karolinska Institutet</li> </ul> <p><b>Living and Housing</b></p> <ul style="list-style-type: none"> <li>• 5 000 flats</li> </ul> <p><b>Communications</b></p> <ul style="list-style-type: none"> <li>• Plan for increased public transport to the area</li> <li>• Plan for and build efficient transport systems to and within the area, particularly systems that will facilitate communications between Karolinska Institutet, Sockholm University and KTH Royal Institute of Technology</li> </ul> <p><b>Outcome(s)</b></p> <p>Create an attractive and vivid new city district on the border of the cities of Solna and Stockholm with a mix of healthcare, academic research and businesses in the life-science sector, housing, community services, cultural offerings and recreation areas.</p>	

<b>Action Number</b>	<b>Action</b>
SL2	To create so-called soft infrastructure (i.e. structures and functions for collaboration and knowledge transfer) so as to: <ul style="list-style-type: none"> <li>• Increase collaboration between universities;</li> <li>• Increase collaboration between academia, industry and healthcare;</li> <li>• Ensure that Hagastaden is filled with life science activities.</li> </ul>
<b>Lead Organisation</b>	<b>Partner Organisation(s)</b>
Stockholm Science City Foundation	<ul style="list-style-type: none"> <li>• Karolinska Institutet</li> <li>• KTH Royal Institute of Technology</li> <li>• Stockholm University</li> <li>• Stockholm County Council</li> <li>• City of Stockholm</li> <li>• City of Solna</li> </ul>
<b>Timescale</b>	<b>Finance and Resources</b>
On-going - not a project	9 MSEK/year (from partner organisations, as above)
<b>Description</b>	
<p>Stockholm Science City works to create meaningful cooperation opportunities between academia, industry and healthcare, so as to further strengthen the attractiveness of Stockholm Life Solna-Stockholm.</p> <p><b>Tools and projects:</b></p> <ul style="list-style-type: none"> <li>• Powerhouse Stockholm Life (please refer to next action);</li> <li>• Tools of Science (<a href="http://www.toolsofscience.se">www.toolsofscience.se</a>) – an information platform with updated coverage of the drug development and life science-related services available in Sweden; a network with activities where participants can meet and profile their companies);</li> <li>• ABC Europe – a project which promotes validated tools that supports SME’s within the life science industry. Through exchange of experiences, companies and clusters from different regions can inspire and learn lessons from each other. ABC Europe involves 13 regions across Europe and Israel. The project ends in 2012.</li> <li>• SwedenScienceNet (<a href="http://www.sciencenet.se">www.sciencenet.se</a>) – a national cooperation project where nine universities and one school for higher education have set up a platform on on-going research projects in Sweden, giving a picture on how financing is distributed through different institutions, subjects and which existing cooperation ties exist. This project was forwarded to Uppsala University in December 2010 since it became a national project and thus did not suit the SSCI organisation.</li> <li>• Stockholm Uppsala life science cluster project – a one-year-long cluster programme, where different life science actors in the region have clarified common goals, resources, roles and responsibilities so as to improve their strategy strengthening the region’s life science profile.</li> </ul>	

## Tools and projects: (CONT)

### Marketing and communication:

- Main goals: to strengthen the region's life science profile and profile Stockholm Life Solna-Stockholm as an important player within knowledge-intensive regions (with triple-helix cooperation enhances the competitiveness of all life science actors).
- Main message: Stockholm Life Solna-Stockholm is currently expanding strongly so as to become a world-leading area with a focus on health, where industry, research and accommodation meet culture and recreation. Main channels: physical and virtual meeting places/networks, multipliers (industry meetings and conferences), website, PR and promotional items (brochures, branded giveaways).

### Outcome(s)

- Powerhouse Stockholm Life – an assessment of needs was made, consulting life science companies from the area; the development of new and existing tools which help life science SMEs achieve their goals in a faster and easier fashion is in the making;
- Tools of Science – 292 industrial Tools; Uppsala University and Akademiska Sjukhuset are in; a European version of Tools of Science in the making as is the integration of a Stockholm Life Grants Office function in this online platform;
- SwedenScienceNet entered a permanent operation (under coordination of Uppsala University) in February 2011.
- Stockholm Uppsala Life Science Cluster project ended in March 2011. The work developed helped involved partners to clarify roles and responsibilities which, in turn, made the pursuit of individual and common goals more effective.

<b>Action Number</b>	<b>Action</b>
SL3	Powerhouse Stockholm Life
<b>Lead Organisation</b>	<b>Partner Organisation(s)</b>
Stockholm Science City	<ul style="list-style-type: none"> <li>• KTH Royal Institute of Technology</li> <li>• Karolinska Institutet Science Park</li> <li>• Stockholm Science City Foundation</li> </ul>
<b>Timescale</b>	<b>Finance and Resources</b>
1st April 2010 to 31st March 2013	European Regional Development Fund (ERDF), regional operational Programme for the region of Stockholm (2007 to 2013). Budget 26m SEK (38% ERDF, 62% Co-financing)
<b>Description</b>	
<p>The project Powerhouse Stockholm Life aims at developing tailor-made tools and processes to improve the cooperation and knowledge transfer among small and medium life science companies, academic and healthcare spheres. Such tools and processes aim at making it possible for companies to reach collaboration opportunities, clients, capital, closing of contracts, reach their markets faster and increase the efficiency of their operations. The project will last three years and is funded from EU's structural funds by approximately 10 MSEK.</p> <p>The tools developed under Powerhouse Stockholm Life aim to support life science companies so that:</p> <ul style="list-style-type: none"> <li>• existing life science companies located in the Stockholm-Uppsala region (regardless of their provenience) can grow;</li> <li>• new life science companies within Stockholm Life Solna-Stockholm can start business;</li> <li>• established life science companies move the whole (or a part) of their operation to Stockholm Life Solna-Stockholm</li> </ul> <p>Some of the tools were already identified - and others are already active and being further developed:</p> <ul style="list-style-type: none"> <li>• A mentorship program, which is directed to a more restricted group of companies;</li> <li>• Tools of Science, an information platform which offers a complete and updated coverage of the drug development and life science-related services available in Sweden;</li> <li>• Stockholm Life Grants Office, a tool which helps life science-related SMEs find (apply for and manage) financial contributions to boost their development;</li> <li>• A forum where life science companies can better manage their relations with investors;</li> <li>• A marketing and communication function, whose main goal is to increase awareness (and positive attitudes) on the project Powerhouse Stockholm Life among academia, industry, healthcare, real estate actors, decision-makers on a political level as well as citizens. The overarching goal behind it is to enhance the perceived attractiveness of the area and facilitate the communication among existing actors.</li> </ul>	
<b>Outcome(s)</b>	
<p>n.a. Since the project is still under development</p> <p>Mapping of Life Science companies in the region and development of a company database. Report on the structure of life-science companies in the region.</p>	

Action Number	Action
SL4	Innovation Office
Lead Organisation	Partner Organisation(s)
Karolinska Institutet	
Timescale	Finance and Resources
1 November 2010 and on-going	Financed jointly by the Ministry of Education and Karolinska Institutet
Description	
<p>In 2009 the Ministry of Education assigned the task to form Innovation Offices to eight Swedish universities including Karolinska Institutet and KTH Royal Institute of Technology. The role of the Innovations Office is to inspire, inform and stimulate researchers to innovations and create preconditions for these innovations to become of use to the society. The aim is to broaden the innovation system and include all innovations, improvements and discoveries that can be commercialised. The Innovation Office provides support and services to researcher regardless of at what stage of the innovation process they are. The services include:</p> <p><b>Knowledge and Inspiration</b></p> <ul style="list-style-type: none"> <li>• Activities to increase knowledge and give inspiration such as seminars to learn more about innovation and networks of innovators.</li> <li>• Information to support development of innovations via website and other published materials.</li> </ul> <p><b>Advice</b></p> <ul style="list-style-type: none"> <li>• Advice at an early stage of the innovation process and can act as a sounding board for ideas that has potential to develop.</li> <li>• Support in the following areas:</li> <li>• General guidance concerning development of innovations</li> <li>• Support in certain legal matters</li> <li>• Support with funding applications</li> </ul> <p><b>Guidance</b></p> <p>Assistance in identifying and contacting the appropriate actors to allow the innovator to move forward along the innovation process. These actors can include additional guidance, business development, financing, patent issues, legal advice or business contacts.</p> <p>Kunskapslotsen was an ERDF funded project 2007–2010 where Stockholms Akademiska Forum – a coordinating organisation for 19 universities and colleges in Stockholm, Karolinska Institutet, KTH Royal Institute of Technology, Stockholm University, Södertörn University and University College of Arts, Crafts and Design participated. The aim was to increase collaboration between SMEs and participating universities by exposing what the universities had to offer to businesses and present the needs of the businesses to universities. The focus area was “Healthcare and Care Services”. Specific pilots were assigned to assist in the transfer of knowledge and function as brokers between the two. Many activities focused on matching – creating meeting places for academia and businesses.</p> <p>Kunskapslotsen II is a new ERDF funded project 2011 – 2013 where the innovation offices at Karolinska Institutet and KTH Royal Academy of Technology will work together with Stockholm’s Akademiska Forum to develop efficient forms of collaboration with businesses and build joint learning. The focus area is “Health and Environment”.</p>	
Outcome(s)	
<p>The Innovation Office has published a report in December 2010 about innovation and business development activities and outputs at Karolinska institutet. The report can be used as a baseline for future evaluation. In Kunskapslotsen I knowledge and experience was gathered to start defining a process model for academia – business collaboration. This model will be developed, tested and established in Kunskapslotsen II.</p>	

<b>Action Number</b>	<b>Action</b>
SL5	Healthy Companies in the Healthy City
<b>Lead Organisation</b>	<b>Partner Organisation(s)</b>
City of Solna	Karolinska Institutet, Health Management Network of Solna Businesses
<b>Timescale</b>	<b>Finance and Resources</b>
Established in 2010 and on-going.	Financed by lead and partner organisations
<b>Description</b>	
<p>KI Health Management, the city and a number of leading Solna businesses have initiated the project “Healthy Companies in the Healthy City” where research results from Karolinska institutet Health Management are used to inspire companies to promote a healthy lifestyle and a healthy management structure. The employees are of great importance for the companies’ competitiveness in a globalised world. Both research and practical experience show that working to improve the health and well-being of employees has a direct impact on work climate, efficiency and profit. A series of seminars are organised to highlight the correlation between health and profit, profitable investments in human resources and how to create a healthy and profitable company. Health can be a competitive advantage for companies. Three breakfast seminars and a conference have been organised and the aim is now to expand the network and invite more businesses.</p>	
<b>Outcome(s)</b>	
<ul style="list-style-type: none"> <li>• Make research results in Health management available to businesses</li> <li>• Inspire businesses to promote a healthy lifestyle</li> <li>• Create a network and build relations between businesses and KI</li> <li>• Identify cooperation areas</li> </ul>	

## Concluding Remarks

The initial Solna baseline study completed for RUnUP in 2008 identified that with the world-class Karolinska Institutet in Solna, and existing activity already in place to support the establishment of Bio-Tech and Life Science companies through Karolinska Institutet Science Park and Karolinska Institutet Innovations the focus of activity is on life science company development and in strengthening the life science brand of Solna. The city 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 the work to be done. Life Science company development and strengthening the life science brand of Solna - Stockholm is now done in collaboration with other actors in the region.

The process that was initiated by the RUnUP Thematic Network has now found its long term sustainable form. The Stockholm Science City Foundation, in which Solna plays an active part, is the natural long term basis for the continued work to develop Stockholm Life Solna Stockholm to a world leading life science area. The local action plan will be under constant review as part of the regular activities of the Stockholm Science City Foundation and all the stakeholders involved in developing Stockholm Life Solna- Stockholm and the new city district Hagastaden.

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

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