



Edge Cities Network

- meeting in Nacka 2010 -

26-29 January 2010



 Nacka
kommun

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1. Preface

From Nacka we want to thank you all for the valuable contributions to a successful meeting in Nacka.

In the following you can find a comprehensive report of all that took place at the different meetings. At the ECN website, www.edgocitiesnetwork.com as well as at www.nacka.se/internationellt, you can find links to all the presentations for you to study.

Ingegärd Ångström
International coordinator

2. Summary

On 27 – 29 January 2010 the Edge Cities network meeting and the kick-off meeting for the new Interreg IVC EU-project InnoHubs were held in Nacka. Not less than 33 politicians and officials from Ballerup, Fingal County, Getafe, Loures, Nacka, North Down and Pernik gathered in a wintry Nacka. Seven meetings took place from Wednesday up to Friday:

- ECN Meeting and Political Forum
- ECN Steering Group Meeting
- Seminar
- Political Forum
- The Interreg IVC project InnoHubs:
 - Coordination Committee
 - Steering Committee
 - Workshop

The meeting's programme in full can be found at the website www.edgocitiesnetwork.com (See also Appendixes for a link to the programme).

There was great rejoicing among the ECN partners in the recently granted Interreg IVC project "InnoHubs". The municipalities Nacka (Sweden), Getafe (Spain), Ballerup (Denmark), North Down (Northern Ireland), Loures (Portugal) and Pernik (Bulgaria) have received approval for the project Innovation Hubs for Edge Cities, InnoHubs. Nacka is the lead partner. The project's budget amount to 1,469,086 €, funding from the European Regional Development Fund, i.e. Interreg IVC, is 1,131,357 €.

The Interreg IVC project Innovation Hubs, InnoHubs, aims to disseminate good practices that were developed under ECN. The general objective of InnoHubs is to identify and exchange good practices in terms of support and promotion of local entrepreneurship and the innovative Small and Medium Enterprises (SME) as a way to maintain the edge cities' integrity as living environments, and contribute to the Lisbon objectives through local competencies. InnoHubs will capitalise on the Municipality of Nacka's experience of the Innovation Hub – an open counselling, advising and mentoring resource staffed by local experts from the business and academia environment. The Edge Cities Network will incorporate InnoHubs' results as a permanent toolkit to be improved and updated by the members beyond the administrative end of the project. The first kick-off meeting within the project was held during the ECN Meeting and a full report can be found in chapter 4.

During the meeting in Nacka, the Bulgarian municipality of Pernik introduced themselves. Pernik is not yet a member of ECN, but a partner in the InnoHubs project. Pernik is situated about 30 km from Sofia, the capital of Bulgaria, and is now going through a process of mod-

ernisation and renovation with new productions, new technologies, new knowledge and new workforce qualifications.

The Political Forum made two study visits, both with innovative approaches. “Young Business Creatives” (YBC) is three upper secondary school schools with altogether around 1000 students in the centre of one of the largest malls in Stockholm: The Sickla Mall in Nacka. The primary objective for YBC is to shape and develop independent, responsible students who think for themselves, students who like thinking univocally and creatively.

In the district of Fisksätra, three different religious organisations work; the Catholic parish, the Swedish Lutherans Church and the Muslim Association. They run a joint social advice and support centre where Muslims and Christians work together. The next step is to renovate the existing church so both Catholics and Protestants can use it as their home church. Together with the church the Muslim Association will build a mosque. All three together will then be under the same roof in “Guds Hus.”

Innovation was covered in two seminars. The idea of innovation in theory and practice was discussed, with examples of how innovation can be a fruitful way for local authorities and regions to address present and future challenges. Modern organisations work more and more in environments of so called value networks. The innovative ability of the organisation is developed by a leadership effectively communicating stabilising ideas while it simultaneously stimulates to variability in activities.

The steering group discussed and decided upon several items concerning the ECN. Among other things Sport Activities between ECN staff and politicians and Internship - study visits and professional networks between ECN staff. Another important issue in progress is assistance for the presidency as well as the form and rotation system for the presidency. The Action plan and the Strategic plan were reviewed and in parts updated. Generally, the ECN economy could be considered as good. The next meeting is to be held in the fall of 2010 in Loures.



On the way back home again.



3 Opening of the ECN Meeting and the Political Forum

On behalf of the municipality of Nacka councillor Magnus Bergman greeted all participants welcome to Nacka and to have a good time together and of course find the work together fruitful and rewarding.

3.1 Getafe hands over the Presidency to Nacka



Councillor Magnus Bergman expressed the thankfulness for the excellent work that Getafe had carried out during their Presidency and proudly accepted the Presidency till next ECN meeting in the fall of 2010. Nacka will continue the ECN activities, seminars and meetings with exchange of experience. As the lead partner for the Interreg IV C project InnoHubs, Nacka will also work very hard for the project's success.

3.2 What is on in ECN

The Political Forum received a report on what is currently on in ECN

- InnoHubs project, Nacka
- Youth project, Ballerup
- Life Style project, Comenius, Ballerup
- Sport activities between ECN staff and politicians, Ballerup
- Internship and study visits, Ballerup and Nacka
- Minutes from the Getafe meeting were available
- Members and Presidency
- Projects and plans

3.3 Introduction from Pernik



Pernik Municipality, one of the partners in the InnoHubs project, but yet not a member of ECN, introduced themselves. Pernik is a regional centre located in the south-west part of Bulgaria only 30 km south-east of Sofia. The population numbers 100,000 inhabitants. Pernik was one of the largest industrial zones in Bulgaria during

the 1980s, in areas such as metallurgy, machinery construction, electrical industry, coal production and energy. The economy of Pernik started to transform after 1989. The huge industries and factories lost their economic importance, and some of them completely stopped their activities. Most factories are today privatised and thus, being private property, going through a process of modernisation and renovation with new productions, new technologies, new knowledge and new workforce qualification.

Pernik developed a “Plan for development of Pernik Municipality 2007-2013” according to the Law on Regional development. The main priorities are concentrated in a few directions:

- Business stimulation and facilitation;

- Infrastructure and environment improvement;
- Improving the quality of the human capital.

Pernik has also won the awards “Town of the year 2009” and “Mayor of the year 2009”. To support business Pernik has created

- Regional business centres for small and medium enterprises — member of the Bulgarian Association of the business centres and Agencies for regional development / BARDA/. There is also Business incubator providing services for the small and medium-sized companies.
- Pernik Chamber of Commerce and Industry.

3.4 Report on the Getafe Presidency of the Edge Cities Network

The Getafe Presidency was going on during the period of 23 October 2008 – 28 January 2010. A link to the report from this period can be found under chapter 6 Appendixes.

3.5 Seminar - Innovative Organisations

Innovation - the alternative way to meet future challenges

Per Frankelius is a Ph.D., senior lecturer at Örebro University

Göran Hellmalm, Innovation Coordinator at the Swedish Association of Local Authorities and Regions (SALAR)

- The seminars discussed the idea of innovation in theory and practice moreover gave examples of how innovation can be a fruitful way for local authorities and regions to address present and future challenges and the ongoing research on innovations, and innovative processes in both private and public sectors. They summarised their lectures with the needs of problem insight, opportunity recognition and dedication. ‘Some processes don’t start with ”problem recognition”, but visionary thinking’. An innovative leadership is the main key, but what is it all about? An innovative leadership is about crossing (organisational) borders and start working as a team towards a common goal Create cross-cultural meetings and turning words from these meetings into action.

Innovative Organising

Sven Hamrefors, professor in innovation management at Mälardalen University

- Modern organisations work more and more in environments of value networks. In these kinds of networks it is important to position oneself as a first mover and it requires the development of an innovative ability. The organisation’s innovative ability is developed by a leadership effectively communicating stabilizing ideas while it simultaneously stimulates to variability in activities. Professor Hamrefors described how this kind of organisation is developed in its processes, structures, social interactions and organisational wide relationships.



The lectures were very inspiring with presentations that engaged the audience and started reflections, dialogues and discussions. Links to the presentations can be found within section 6, Appendixes.



Time for a break



3.6 “Innovative Cities”, reports from the partners on current issues

3.6.1 Ballerup

In 2010, the local administration of Ballerup will focus on creating the framework for a healthy life with physical and mental well-being for everybody. Ballerup goes for 'better' rather than 'larger' when it comes to developing the urban areas Ballerup wish to attract people and activities to the town Centre. Ballerup had seen the following challenges which had to be dealt with:

- Several major roads and a railway cut through the town
- Cars and parking spaces
- Boring urban spaces
- Lack of activities and street life
- Too few housing units in the town centre
- Lack of context

With the intention to create

- A town for pedestrians and bicycle riders – good path connections
- A lively town with more cultural activities
- Have more people visiting and living in Ballerup
- Better green connections
- A more safe and secure community

An innovative process started in 2007 to help creating the new municipal master plan of Ballerup. It is important that citizens and stakeholders feel the ownership of the project right from the start and all through the process. The initial phase included interviews, open workshops and a citizen survey. There were also competitions in an open process, inter-disciplinary teams as well as workshops with presentation of the teams' work in progress – an opportunity to ask questions and make suggestions. The output of the competition was a development plan with detailed project descriptions.

The political strategy set up for planning named after the council's vision “We concentrate on people” was this: We want to be the healthy and socially responsible municipality. We focus on a green – and healthy pulse. We focus on culture - connecting people. We focus on knowledge - heading forward.

Themes set up according to the strategy were

- We strengthen the green and healthy profile.
- We work for sustainable traffic.
- We create the frames for an exciting urban life.

- We make room for more citizens.
- We focus on a more vigorous environment for education and business.

The New Municipal Master Plan was adopted by the council in December 2009. The plan covers the years from 2009 up to 2020, but it must be renewed every fourth year for another 12-year period. The plan focuses on urban development and renewal, particularly in the three town centres to create a more exciting and vigorous community.

3.6.2 Getafe

1. In the emancipation process, information is a useful tool for the social, economic and cultural development for Getafe's youth and Getafe has started a project to engage and reach the young people:

"ENRÉDATE" (Catch in a Net)

The Youth Delegation through the S.I.A.J. (Youth Information and Advice Service) works with the information from several premises:

- Real and objective information,
- Updated information for youth,
- Cost free status and equal opportunities,
- Decentralisation to bring the information for youth nearer.

In 1988 the first information points' net began among the secondary centres of Getafe with the aim of improving the information decentralisation in the municipality. In 2009, Getafe presented the Enrédate, a renewal proposal to enlarge and reinforce the points' net, adapt new technologies, forward the feedback from the points to the net and have more participation of associations, secondary schools, local services and other organisations and inform transversally about the entire municipal services for young people

The information points belong to a net promoted by the SIAJ and are a structure that spread all over the municipality, are identified places where youth people can obtain information and are a space where young people can get to know the resources and the places where they can come

Tasks of an information point:

- Coordination with the SIAJ,
- Attend to a basic initial formation and reception and diffusion of the information by several channels,
- Actualization of the notice board,
- Net's feedback with own information,
- Use of new technologies,
- Information on how to be an information point,
- Make an application at SIAJ,
- Identify the PIJ with the image provided by the SIAJ,
- Make the characteristic tasks of an information point.

2. *Innovation in Getafe* has the municipal projects directed at enterprises with a focus on small and medium sized enterprises (SME)

- Technologic Area,
- Carpetania,
- CIEI (La Alhóndiga's Innovation Centre),
- Projects and services for SME,
 - Innovation Seminars,
 - Investigation, Development and innovation Network,
 - Online Viability Plan,
 - Tele-Work Centre,

For the citizens there are

- Public Internet Access Centres. "Redint",
- Modernization Plan,
- Law for the electronic access to the public services for the citizens,

- Law for the contracts in the public sector,
- Digital City,
- Getafe Innovates.

3.6.3 Fingal

Fingal is located in the Dublin region with about 1,5 million people, that is to say high population density and a labour force of 700,000 people. The area has shown a 40% return on investment. To this can also be added the low dependency ratio, strong third level attainment and not the least, high quality of life.

The Dublin region employ 45-50% of all services sector and carries a strong entrepreneurial tradition as well as 70% of Foreign Direct Investment in Ireland and 60% of internationally traded services employment.

The generally expressed regional objectives are

- Develop Strong City Region Leadership
- Create A Vibrant Place
- Nurture Attract & Retain Creative People
- Economic Development Action Plan – Dublin City Region – July 09
- Creative Dublin Alliance
- Innovation Dublin – week of public events showcasing innovation and creativity - Oct 09
- Dublin Brand and Marketing Strategy
- Central Regional Data point for Dublin Local Authorities

3.6.4 North Down

North Down works with “Change Which Adds Value”, a model based on the ‘ecology’ of innovation.

Innovation is not restricted with where or how it develops. Continual growth is never guaranteed; there is a need for constant change and reinvention. This requires ongoing innovation as well as an ability to absorb and adopt new knowledge from elsewhere. Continual change and adaptation in existing pathways requires the creation of new knowledge and its commercialisation in national and world markets. The innovation performance is dependent on the organisations' and individuals' capacity to draw on a variety of sources and exploit knowledge created elsewhere, as well as a capacity to create new knowledge, ideas and innovations:



The innovation performance is dependent on the organisations' and individuals' capacity to draw on a variety of sources and exploit knowledge created elsewhere, as well as a capacity to create new knowledge, ideas and innovations:

- New & different questions lead to new and different innovations
- Leaps of faith into the unknown are required, don't depend on the past for answers
- New systems & ways of working based on changing needs
- Degree of resistance is natural & must be acknowledged
- Not one right way – multiple right choices & actions, improvisation and action in real time
- Creativity & innovation flourishes when there is an open attitude, creativity needs time, space & attention
- Innovation does not necessarily mean invention

3.6.5 Nacka

Nacka described a method for testing the strength in new ideas and see if they can be successful. All managers in the municipality, about 150 people, had gathered to train and discuss how to create openness and an urge to think differently and innovative. Headlines in this process are *The idea:*

- What problem will it solve
- What need will it fulfil
- What are ways to solve the problem
- What ideas are the best

- Is the original idea still the best
- What solution is the best
- What are the potential success factors and what are the pitfalls
- How do we start, from idea to innovation

3.7 Nacka Dinner at Järila Sjökörg



A highly appreciated social event was the Nacka dinner at Järila Sjökörg. This restaurant has an excellent location at the shore of Järila Sjö where the guests could look out over the frozen water of the lake.



Upper left..... Vice Mayor Jan-Eric Jansson, Nacka, and Vice Mayor Angel Bustos, Getafe

Upper right..... Left to right: Anders Börjesson, Trade and Industries Manager, Nacka Monica Brohede, councillor, Nacka and Kaare Harder Olesen, politician, Ballerup

Lower left Happy people at Järila Sjökörg

Lower right Left :Alan Farrell, politician, Fingal and right: Louis Ballester, consultant

3.8 Political Forum

Visit to the Innovative Centre “Young Business Creatives”

The morning started with a visit to Nacka’s newest and most innovative upper secondary school – “Young Business Creatives” (YBC). We started with a presentation of the new concept by a representative from the developer. It was a challenge to locate and integrate three different upper secondary schools with altogether around 1000 students in the centre of one of the largest malls in the Stockholm metropolitan area: The Sickla Mall in Nacka. This is a building with three schools sharing space with a number of business offices and a restaurant – all living in harmony together. The main reason is to let the students from the beginning get a-hands on feeling of real work life. Another reason is to have a close access to businesses for study projects and research opportunities as part of the curriculum. Each one of the three principals of the schools was actively involved in the planning process before the start. And the result ended in three very different solutions.



Then the Political Forum met with Mr. Daniel Lundqvist, the deputy principal of YBC and he gave us a short briefing of how YBC was organized.

The primary objective for YBC is to shape and develop independent, responsible and students who think for themselves, students who like thinking univocally and creatively. When they finish school they will note that neither the university nor the workplace have organised work schedules as in schools and as a consequence, YBC does not have schedules. A main thread at YBC is the seminar pedagogic. This is a pedagogical concept developed by YBC. It aims at developing a creative, open-minded and variable working approach in the education process. Often guided and directed by the students own will. YBC is constantly switching between

- Seminars in small groups
- Lectures
- Case and/or project work (in groups or individually)
- Classes
- Individual Studies
- Prioritised areas of improvement

The visit ended with a few short impressive presentations of a number of students, who explained the concept from their perspective. This gave the visitors very good substance of what the school is all about – creativity and innovation.

Visit to "Guds Hus" – a cooperation between 3 different religions



The rest of the morning involved a visit to a very special place in Fisksätra. Fisksätra is home for around 8000 people from about 65 countries with a majority of the people not born in Sweden or born by parents from other countries. Three different religious organisations work in Fisksätra, the Catholic parish, the Swedish Lutherans Church and the Muslim Association. Over the years there has been an active movement to develop good relations between the various religious groups in Fisksätra. Much is inspired of how the Moors succeeded in

living in peace in Granada in southern Spain several hundred years ago. Since many years back the organisations cooperate in varying projects. In 2008 they started a social advice and support centre where Muslims and Christians work together. The people of Fisksätra, but also from other parts of Stockholm, visit the centre to find help in solving their personal or social problems.

The next step in this interfaith collaboration is to renovate the existing church so that both Catholics and Protestants can use it as their home church. Together with the church the Muslim Association will build a mosque. All three together will then be under the same roof.

The centrally located existing large church with many common rooms next to the designated church areas is the base for this new development. The common areas should be used jointly by all religious groups. Then there will be an addition to the building where a mosque will be built in direct connection with the common areas. The Protestants and the Catholics will share the existing church for their various sermons. In this way the common areas will be an area where all groups and individuals, irrespective of their religious inclinations, will be shared. This common building will be "**Guds Hus.**" This "House of God" can be a local meeting place, where people from different religions and cultures can get to know each other and find new ways to serve the people of Fisksätra. It will also be a peace project and a help for new Swedes to integrate in the Swedish society.

The group was given a very convincing presentation of this ongoing project by the Imam and the Pastor in charge of the project. The Political Forum was very impressed by the strong feeling of a common goal that came from listening to and discussing with these two gentlemen. This was indeed an innovative development based on a situation that prevailed in Spain during the middle ages.



3.9 Minutes from the ECN Steering Group meeting in Nacka

Attending:

Ingegärd Ångström, chairperson	Nacka, Sweden
Susse Bøtefyhr	Ballerup, Denmark
Ann Marie Farelly	Fingal County, Ireland
Marie Lawlor.....	Fingal County, Ireland
David Shivers.....	North Down, Ulster
Maria Pedraza.....	Getafe, Spain

Opening of the meeting

Ingegärd Ångström greeted everyone welcome to the meeting and introduced her successor Annika Londono. Annika will begin in Nacka on March 1st, 2010.

Item 1 Minutes from the Edge Cities Network meeting 7- 8 May, 2009

The minutes were approved.(See Appendixes for a link to the minutes)

Item 2 InnoHubs project

The three year project InnoHubs had three kick-off meetings during the ECN meeting in Nacka. All partners were satisfied with the kick-off meetings in the InnoHubs project.

Participating in the project are

- Nacka
- Getafe
- Ballerup
- North Down
- Loures
- Pernik

Everyone was very enthusiastic and committed to the project and to achieve its objectives in a most successful way. The process of the project began with an innovation seminar in Nacka in September 2008 during the Nacka presidency. The ECN application was one of 474 applications, out of which 74 were approved and the network can be proud to be one of the latter. A general observation is that the work with the application and the contacts with the Interreg of- fice has been a rewarding and learning process.

A group of observers will be formed for those who are not participating partners in InnoHubs. The dissemination of the projects in the ECN is also an important issue.

Nacka as the lead partner is waiting for the paper version of signed Subsidiary Contract from the Interreg IVC office and will sign it and send it back as soon as possible. Nacka will also prepare an agreement between Nacka and each partner for signing.

The announcement of the post as project manager for “InnoHubs” will be published officially within short.

Next meeting in the InnoHubs project will take place in Loures in September.

Item 4 Youth Network project — invitation

Susse Bøtefyhr presented a draft proposal from Ballerup on a Youth Network project with the aim of creating interest among young people based on exchange of experience and knowledge to improve societal participation with a focus on the intercultural understanding and cooperation and young people’s involvement in the democratic process.



European Union

European Regional Development Fund

The target group is young people 15 to 25 years old from youth councils, organisations, NGOs and young people with no connection to an organisation. The Youth Network will apply for EU-funding. So far have Ballerup, Nacka and Getafe expressed their interest to participate in the Youth Network. Fingal and North Down were also interested and will respond to Ballerup within a month. (See Appendixes for a link to the invitation)

- Ballerup invites to an initial meeting in Ballerup 23--25 April 2010 with one of the agenda's items a "Summer Camp" in 2011. To this initial meeting, each participant must pay their travel expenses, but accommodation in Ballerup will be arranged by Ballerup.

Item 5 Life Style project

The Comenius project is finished as a project and there is no current financing for a continuation. The schools that participated, schools from Ballerup, Nacka, Fingal and Getafe, have kept their direct contacts between students and teachers. This is very encouraging and it is important to keep it going.

- Contacts and cooperation between schools should continue and new projects start again. Ballerup is watching this.

Item 6 Sport Activities between ECN staff and politicians

Susse Bøtefyhr presented a preliminary invitation "*Sport event for friendship towns.*"

The Ballerup Municipality Sports Club planned to invite officials and politicians from the Edge Cities Network partners to a sports event at a weekend in late summer or early fall to 2010. It is possible to send in an application to the EU program "Europe for Citizen." (See Appendixes for a link to sport activities)

- Interested partners should appoint a contact person at each partner to continue the planning and decide upon the event's activities together with Ballerup. Nacka was interested, the others should respond to Ballerup before 1 March 2010.

Item 7 Internships, study visits and professional networks

Nacka and Ballerup presented a proposal for cross-border skill development under the auspices of the Edge Cities Network, including objectives, methods and organisation. International skill development is a natural progression of the existing skill development within the municipalities. The overall objective is to boost the development in inter-cultural skills, for which the demand is steadily increasing due to globalisation.

Cross-border skill development will contribute to create inspiration and learning and to introduce new perspectives and thus develop and improve the services of the municipalities. Moreover, it will create job satisfaction and pride as well as it will brand the municipalities and create attractive workplaces that will appeal to competent people to apply for a job in the municipalities. The methods to achieve this could be

- workplace study visits
- professional networks
- management network
- placement and job swap
- conferences

(See Appendixes for a link to internships).

- Nacka and Ballerup will continue the work with the internships and look for suitable structure to facilitate realisation.

Item 8 New project concerning drug addiction and excellence in drug addiction

Getafe proposed a project concerning drug addiction and excellence in drug addiction programmes within public management according to the European model on quality, "EFQM."

In 2000, the Integral Care Centre for Drug Addiction of Getafe City Council (CAID) had the challenge of the continuous improvement of the services given to the citizens of the municipality (integral assistance for population with drug problems, and prevention for teenagers). To fulfil this objective of continuous improvement and quality, Getafe has followed since that year as theoretic and practice reference, the European Excellence Model of Quality, EFQM (European Foundation for Quality Management). The CAID of the Getafe City Council, is the first care centre for drug addiction in Spain that obtain the accreditation of the quality of their work with the EFQM Excellence Seal of + 400. In the II Strategic Plan 2008-2011, Getafe can mention two important improvement objectives:

- In Assistance, increase in adherence to treatment, through an Incentive Programme for cocaine and cannabis addicts.
- In prevention, increase the protection for young people from Getafe through the programme "MORE YOUNG WEEKEND."
- Contact person:

Contact in this issue can be addressed to Mteotiste.perez@ayto-getafe.org
(See Appendixes for a link to the proposal).

Item 9 ECN Website, information

Ingegård Ångström reported that the website has been worked upon to obtain a good layout and a better function. An improved User's Guide together with instructions on how to update the web has been sent to the partners.

Nacka has also asked the partners to send in the basic information of each city for updating the website, at the latest 15 March 2010.

The InnoHubs project will create its own website with a layout matching ECN's. Getafe is responsible for that.

Item 10 Budget and finances

Fingal presented the current financial report and a budget 2010. At the moment, ECN had a balance of approx. €31,000. Grodzisk had paid for the membership fee for 2009. For 2010 an inflow of membership fees of €24,500 is expected. Generally, the ECN economy could be considered as good. (See Appendixes for a link to Budget and finances).

Item 11 Proposal of technical assistance to the Presidency

The Triumvirate presented a proposal of external technical assistance for the presidency. The main activities and coordination of the network for the period of the presidency have to be assumed by the local staff of the acting presidency and it entails a considerable amount of work. That demands extra local resources.

The current triumvirate, Getafe Nacka and Ballerup, proposed to define a model of collaboration that gives a permanent and solid assistance when the Presidency changes. The triumvirate subsequently proposed establishment of an external technical assistance with the following aims:

- Assuming current affairs
- Publicizing the network
- Promoting the participation of new members
- Improving internal organisation

Moreover, the following activities could be performed:

- Design of the presidency agenda

- Cooperation in the organisation of meetings.
 - Minutes from the meetings
 - Monitoring of the agreements made at the meetings
 - Updating of the content of the website
 - Information about European calls for proposals
 - Creation and updating of database partners and contact people
 - New partners proposals
- .(See also chapter 6 Appendixes)

- The issue was tabled at today's meeting, but the discussion will continue with the aim of making a decision at the next steering group meeting.

***Item 12* New members**

As mentioned at the latest meeting, Pernik and Harku were still on the list of potential members of ECN and are in continuous contacts concerning membership. Harku had announced that there had been a change in the political majority after the elections in November 2009 and Harku was for the time being not able to join the ECN.

Ballerup was looking for partners near Berlin in Germany and Paris, France.

North Down was looking at the edge of Nicosia in Cyprus to find a suitable cooperation partner there.

Nacka will write to the mayor of Pernik, Bulgaria and express how pleased we are to have Pernik as one of the partners in the InnoHubs project. Nacka will also ask Pernik to become a member of the ECN. Nacka also plans to visit Pernik and introduce ECN to them and offering Pernik the opportunity to be an ECN partner.

The basic commitment that each member should contact at least 1 new potential member is still in force.

***Item 13* Action Plan**

The current "*Action Plan 2007 – 2010*" is updated. (See Appendixes for a link to the plan).

***Item 14* Strategic Plan**

The current "*Strategic Plan 2007 – 2010*" is still valid. (See Appendixes for a link to the plan).

***Item 15* Next presidency**

As a temporary solution, Nacka has taken over the Presidency up to and including the next ECN meeting in Loures in September 2010. Ballerup might be able to take over for a twelve- month period starting in the fall of 2010. North Down told the steering group that they could not give an answer today concerning the presidency period. The matter was not settled because of a reorganisation including merging of municipalities.

Next in line to take over the presidency are Fingal and North Down. They were asked to write a letter to ECN via Nacka as president to describe the background and reason for not being able to take over the Presidency as planned.

***Item 16* Date for the next meeting**

The next meeting is to be held in the fall of 2010 in Loures. The exact date is to be decided later.

Item 17 The steering group's tribute to Ingegärd Ångström



Left to right: *David Shivers*, North Down, *Susse Bøtefyhr*, Ballerup, *Marie Lawlor*, Fingal, *Ingegärd Ångström*, Nacka, *Ann Marie Farrelly*, Fingal, *Maria Pedraza*, Getafe

Ingegärd Ångström is retiring this spring. On behalf of the steering group Susse Bøtefyhr addressed Ingegärd and thanked her for all the time and work that she had put into the ECN network. It has been of vital importance to ECN, its progress and to bring the ECN to where the organisation stands today. As a token of their appreciation the steering group also presented Ingegärd a gift.

ECN Steering Group

Ingegärd Ångström
Chairperson

Hans-Ivar Swärd
Meeting's secretary

4. Interreg IVC project InnoHubs

4.1. Introduction

The collective management and coordination of InnoHubs is provided by two different and complementary bodies (see *Application Form, Section 2.3 Management and Coordination*): The Steering Committee is the collective body for strategic guidance and high-level supervision of the project. The Coordination Committee is the collective body in charge of operational decision-making, planning and monitoring of the project.

For the kick-off meeting, the two Committees were held one after the other. This document presents the minutes of both meetings.

4.2 Minutes of the Coordination Committee

The first InnoHubs Coordination Committee was held at 9h00 on Wednesday, January 27, 2010 at Nacka City Hall, Granitvägen 15, Nacka (Sweden).

Participants

Partner	Name	Position
Nacka	Ingegärd Ångström	International Coordinator
	Anders Börjesson	Trade Manager
	Hans Nyström (partial)	Financial Manager
	Maritha Gustafsson (partial)	Controller
	Luis Ballester	Advisor
Getafe	Maria Pedraza	Director Industrial Promotion & Trade
	Susana Rodríguez	Technician Industrial Promotion & Trade
Ballerup	Christina Teik Christensen	Project Coordinator
	Anne Moller- Andersen	Trade Manager
North Down	David Shivers	Trade Manager
Loures	Carla Pinto da Cruz	Economic Activities Development
	Maria José Azevedo	Economic and Financial Consultant
Pernik	Ivan Iskrenow	Project Manager
	Mila Ktasteva	Dissemination Manager

Agenda

When	What
09h00	Welcome
09h15	Round-table presentations
09h30	Presentation of each partner city (5' each)
10h00	Overview of project
10h30	Break
10h45	Discussion and questions
11h30	Financial issues
12h15	Fast lunch (sandwiches and so on)
13h00	Reporting and control issues
13h30	Dissemination issues (logo, image...)
14h00	Objectives and plan for next 6 months
14h15	Next meeting
14h30	Remaining questions and end of meeting

Development of the meeting

Presentations

The meeting started with a round of the table presentation. Then each partner city was presented in a brief way. Some of the presentations had a PowerPoint support, see *Annexes for a link to the presentation*.

Overview of project

The contents of InnoHubs were reviewed, see *Annexes for a link to the presentation*.

After reminding the objective of the project, the main phases were discussed, as well as the outputs and results detailed in the Application Form and expected by the JTS.



Then the four Components were reviewed one by one, as well as their month-by-month calendar. The main purpose of this review was to make the partners aware of the critical issues, of how many human resources are needed and with what skills, when to approximately plan meetings, seminars, study visits and the like, and what stakeholders to involve to carry out the project.

Financial Issues. Reporting and control issues

This particular session of the Coordination Committee was also attended by the Financial Manager and the Controller of the Municipality of Nacka.

To discuss the title issues, the presentations shown by JTS Financial Officers on the Seminar for Lead Partners organised by the JTS in Brussels (26 September 2009) were used.

The First Level Control requirements for each of the six countries participating in the project were reviewed, and the partners agreed to contact their respective FLC national bodies as soon as possible to meet with their controller (in the case of centralised systems like Sweden and Northern Ireland), or to start the procedure for controller selection and authorisation (in decentralised systems).

The different cost categories and the eligibility of costs were discussed, with examples taken from the partner budgets. Special attention was paid to the fact that several partners do not belong to the Euro area, and therefore a common procedure for currency conversion must be decided upon in the upcoming next weeks for the whole project duration.

The mechanism, calendar and deadlines of the JTS Reporting Periods were explained and discussed. To detect problems or deviations in time, it was agreed that the partners will send monthly copies of their time sheets and other support documents for expenses to the Lead Partner. The Lead Partner will previously distribute the necessary templates among the partners.

Dissemination Issues

The presentations about information and publicity requirements shown by the JTS officials at the Brussels Lead Partner Seminar were also used to illustrate this session.

The partners agreed to immediately download the INTERREG and European Union logos from the INTERREG website, and a first decision was taken about using these logos in all the emails issued by the partners and related to the InnoHubs project.

Getafe, in charge of Component 2, informs that they were ready to start procurement activities for the supply of image and website items as soon as the project contract between JTS and Nacka is signed.

Objectives and plan for the next six months

Special importance was given to the activities, outputs and results scheduled for the first six months (January to June 2010). This is a period where the foundations of the whole project must be built:

In Component 1, it is necessary to assign people to the working groups at each partner site, and to prepare and distribute the Management and Financial Guides necessary for the correct operation of the project. The Partnership Agreement must also be prepared and signed. Everything must be in place so the first Progress Report can be ready before the JTS's deadlines.

In Component 2, the main elements of Dissemination and Communication must be in place during this 6-month period: the Dissemination Guide, the project image, the website, the first brochure.

In Component 3, everything must be prepared, starting with the methodology to start the data collection for the identification of Good Practices during the 2nd quarter of the year. To this effect, it was decided that the first Joint Workshop about methodology would take place in Nacka immediately after the Coordination and Steering Committees (it was previously scheduled for February), on Friday, January 30th.

Nevertheless, many partners could not start some activities, especially procurement activities until the official notice of the approval of the project through the signing of the contract by the JTS.

Next meeting

The next Coordination Committee meeting will take place in Loures between September and October 2010. The specific dates will be defined in the next following weeks.

4.3 Minutes of the Steering Committee

The first InnoHubs Steering Committee was held at 15h00 on Wednesday, January 27, 2010, at Nacka City Hall, Granitvägen 15, Nacka (Sweden).

Participants

Partner	Name	Position
Nacka	Ingegärd Ångström	International Coordinator
	Anders Börjesson	Trade Manager
	Luis Ballester	Advisor
Getafe	María Pedraza	Director Industrial Promotion & Trade
	Susana Rodríguez	Technician Industrial Promotion & Trade
Ballerup	Susse Botefyhr	International Coordinator
	Christina Teik Christensen	Project Coordinator
	Anne Moller- Andersen	Trade Manager
North Down	David Shivers	Trade Manager
Loures	Carla Pinto da Cruz	Economic Activities Development
	Maria José Azevedo	Economic and Financial Consultant
Pernik	Ivan Iskrenow	Project Manager
	Mila Ktasteva	Dissemination Manager

Agenda

When	What
15h00	Welcome
15h10	Partners' representatives (5' each) What they expect from the project
15h40	Project vision
16h00	Break
16h15	Summary Briefing about Coordination Committee
16h45	Discussion. Strategic goals and next steps
17h30	End of meeting

Development of the meeting

The Steering Committee, being a strategic guidance body, agreed that no operational issues should be discussed. That aspect was left for the Coordination Committee.

Actually, at least for these kick-off meetings, the partner's representatives were practically the same for both Committees. One of the first tasks that each partner has to carry out is to define, for the project duration, who will be their official representative(s) at each of the two bodies. Besides a brief review of the main developments of the Coordination Committee, the session therefore addressed two main aspects:

- The expectations on the project that the partners have
- The relevant strategic issues identified by the partners

Partner's expectations and vision of the project

Partners reflected about their background, what they expected from the project and how they saw the project in relation to their cities' background. What follows is a brief summary of the different interventions.

First, it must be said that most partners share several situations, probably aggravated by their edge city condition:

- Decay of the industrial base
- Replacement of industry jobs by service jobs
- Growing unemployment
- Difficulty in keeping knowledge-based jobs. Brain drain
- Increase of immigrant population

The global vision for InnoHubs is that of a tool that can reverse the trend by finding new ways of promoting and encouraging entrepreneurship, especially among young people and that could help SMEs to grow through innovation. And all the partners agreed in their intention to learn from the experiences of the others. Some quotes:

- Nacka expects to find ways to guide entrepreneurs to be successful, and to find new ways to finance entrepreneurship.
- Getafe is very interested in improving SMEs through InnoHubs, and improves also their working relation with the University.
- Ballerup wants to maintain the knowledge jobs, and InnoHubs can be an inspiration for this.
- North Down expects to find ways to relate innovation to small businesses, and to influence curricula in College and University to include and promote entrepreneurship.
- Loures expects that the project will help to promote innovation among companies and to strengthen their micro-enterprise base.
- Pernik wants to revitalise industrial zones and expects InnoHubs to be a source for promotion of innovative SMEs.

Strategic issues

This part of the meeting was centred on the main aspects that, according to the partners, had to be supported and reinforced during the development of the project, as a means of achieving the InnoHubs' objectives successfully. Two topics were especially discussed, with several ideas suggested:

- **The need to receive feedback from the real world.** The partners must learn by experience, and take advantage of the fact that different cultures are represented in the Consortium. This must have a reflection in meetings and workshops. The events not strictly related to the project management and coordination should be as open as possible, and every gathering of partners should always be completed with added-value activities, visiting local projects and meeting with local people related to innovation. Local focus groups should also be used to assess and orient the project's activities. Finally, the project website must be an important tool for interaction with the outside world.
- **How to involve politicians.** A mechanism of updating politicians on the project is needed. Local politicians must be integrated in the activities of the project when possible, and they should be, in fact, ambassadors of InnoHubs. To this effect, advantage must be taken of the possibilities of the Political Forum of the Edge Cities Network (meeting every 6 month) to involve and commit politicians, not only locally but as a group. Politicians from the local and regional surrounding should be rallied every time there is a local InnoHubs event. The Newsletter and other dissemination tools such as the mailing lists should include the key politicians.

4.4 Minutes of the Workshop

The first InnoHubs Joint Workshop was held at 9h00 on Friday, January 29, 2010, at Nacka City Hall, Granitvägen 15, Nacka (Sweden).

Introduction

The First InnoHubs Joint Workshop was held with the objective of discussing the main lines of the methodology and tools to be used in the good practice data collection, analysis and benchmarking activities scheduled in Component 3.



Participants

Partner	Name	Position
Nacka	Vilma Mori Aguilar	Innovation Advisor
	Anders Börjesson	Trade Manager
	Luis Ballester	Advisor
Getafe	Susana Rodríguez	Technician Industrial Promotion & Trade
Ballerup	Christina Teik Christensen	Project Coordinator
	Anne Möller- Andersen	Trade Manager
North Down	Excuses its absence due to a necessary early leaving	
Loures	Carla Pinto da Cruz	Economic Activities Development
	Maria José Azevedo	Economic and Financial Consultant
Pernik	Ivan Iskrenow	Project Manager
	Mila Ktasteva	Dissemination Manager

Development of the workshop

The workshop had two consecutive parts:

- The first dealt with the definition of a Good Practice and an exercise among the partners to propose a first identification of Good Practices in support to innovative entrepreneurs and SMEs in their respective cities.
- The second dealt with the analysis of a Good Practice data collection template previously circulated among the participants.

Good Practice. Definition and Identification

The INTERREG Programme Manual defines a Good Practice as:

"An initiative undertaken in one of the programme's thematic priorities which has already proved successful and which has the potential to be transferred to a different geographic area. Proved successful is where the good practice has already provided tangible and measurable results in achieving a specific objective"

This definition was discussed around the table, stressing especially the *potential to be transferred* and the *need to be proved successful* aspects.

Using this definition as a starting point, the partners were then challenged to propose a first idea of Good Practices, currently applied at their sites. For this experiment, it is agreed that not only pure local initiatives are valid, but also regional or even national schemes, as long as they are locally implemented. The results are as follows:

- **Loures:**
 1. Learning to be an entrepreneur
 2. Working for competitiveness
- **Getafe:**
 3. Seminario de Fomento de Espíritu Emprendedor (Promotion of Entrepreneurship)
 4. Innovative Seminars (Regional Programme) addressing specific topics to specific sectors
- **Nacka:**
 5. Service to companies from Municipal Innovation Advisor
 6. NFC. Centre for Start-ups
 7. Innovation Stockholm
 8. 72-hour race
 9. Microfinance Institute
- **Ballerup.**
 10. Advice to business entrepreneurs for idea analysis
 11. Business service Ballerup
 12. Regional Growth House. (Paid by the Government).
 13. Connect Denmark. Project.
 14. Entrepreneur education at University
 15. Spin-offs (from big corporations)

- **Pernik.**

16. Business Centre/Incubator.

17. Business Forums.

Before ending this phase of the Workshop, a presentation about Innovative initiatives in Nacka was shown to the partners (see *Annex 1. (Innovation and Entrepreneurship in Nacka* at the end of this document)

Data collection template

A tentative Good Practice Data Collection Template (see *Annex 2 Data Collection Template* at the end of this document) was distributed to the partners some days ago. In the second part of the Workshop the different sections of the template were discussed, trying to adapt it to the objectives and environment of the project.

The objective of the review was not only to create a template more adapted to the project's environment, but also to make the template as easy and simple to fill as possible, always compatible with the amount of relevant information needed to continue with the analysis and benchmarking of the Good Practices identified and described.

The initial conclusions were as follows:

- The *Section 2. A brief description* should in fact be as detailed as possible to collect all the information relevant to the Good Practice. This section should also include the current *Section 12. Main Mechanisms*.
- The *Section 3. Rationale* should include only one line (taking away the subdivision 3.1, 3.2 and 3.3)
- A new Section *Resources needed* (facilities, personal, equipment, money) should be included after *Section 5* or *Section 6*.
- *Section 19. Transferability* should disappear from the template. It is a question to be discussed at the next workshop about Good Practice Selection.

Commitments

- Nacka, as lead partner for Component 3, will prepare a new version of the Template, following the conclusions of the workshop, and distribute it among the partners
- The partners will suggest further improvements to the Template.
- The final template should be ready between end of March and middle of April to start the Good Practice Data Collection. Until then, a main task from the partners is to further identify Good Practices to be described.

To understand the different environments where the project will work, the partners will prepare and send to Nacka a description of their entrepreneur/SME local support structure. Approximate deadline: the end of March 2010.



5. List of participants

Pernik: *Ivan Skerne*, Project Manager, *Mila Krasteva*, Dissemination Manager

Ballerup: *Christina Teik Christensen*, project, *Anne Möller- Andersen*, Trade manager, *Susse Bøtefyhr*, International Coordinator, *Tom Nielsen*, politician, *Kaare Harder Olesen*, politician

Getafe: *Maria Pedraza*, Director of Industrial Promotion and Trade, *Susana Rodriguez*, Technician of Industrial Promotion and Trade, *Angel Bustos*, Deputy Mayor, *Máximo Loarces*, Political coordinator of Finances Economic Development and trade department

Loures: *Carla Pinto da Cruz* – Representative of Economics Activities Development, *Maria José Azevedo* – Economics and financial Consulter

Fingal County: *Ann Marie Farrelly*; Senior Executive Officer, Economic & Social Division, *Marie Lawlor*; Staff Officer, Economic & Social Division, *Alan Farrell*, Politician

North Down: *Leslie Cree Alderman*, politician, *David Shivers*, Trade manager

Nacka: *Erik Langby*, Mayor, *Eva Öhbom Ekdahl*, Vice Mayor, *Stefan Saläng*, Vice Mayor, *Jan-Eric Jansson*, Vice Mayor, *Magnus Bergman*, councillor, *Monica Brohede*, councillor, *Lennart Jonasson*, City Manager, *Ingegärd Ångström*, International coordinator, *Anders Börjeson*, Trade and Industries manager, *Wilma Mori*, Innovation advisor, *Ann-Sofie Mårtensson*, Communications Manager, *Hans Nyström*, Financial Manager, *Maritha Gustafsson*, Controller, *Hans-Ivar Swärd*, Security Coordinator

Advisor: *Luis Ballester*

Others: *Henrik Larsson*, priest, the Swedish Lutheran Church, *Awad Olwan*, imam, *Waffa Rahbi*, social worker, *Per Frankelius*, PhD Örebro University, lecturer, *Göran Hellman*, Innovation Coordinator, *SALAR*, lecturer, *Sven Hamrefors*, professor, Mälardalen University, lecturer *Daniel Lundqvist*, deputy principal at the school “Young Business Creatives”, Students from the school “Young Business Creatives”



Some of the participants at the ECN Meeting and Political Forum and Interreg IVC Project InnoHubs



6. APPENDIXES

All presentations and appendixes from the meeting is listed below and can be clicked at and found at the website <http://www.edgecitiesnetwork.com>

1. [The ECN and Political Forum's meeting program](#)
2. [Minutes from the Edge Cities Meeting 7 – 8 May 2009](#)
3. [Report on the Getafe Presidency](#)
4. [Pernik presentation](#)
5. [Ballerup 1](#)
6. [Ballerup 2](#)
7. [Innovation Getafe](#)
8. [Fingal](#)
9. [North Down](#)
10. [Nacka](#)
11. [Innovative organisations- Frankelius Hellman](#)
12. [Innovative organisations -Hamrefors](#)
13. [Youth Network project](#)
14. [Sport Activities between ECN staff and politicians](#)
15. [Internships, study visits and professional networks](#)
16. [Getafe Red Eng](#)
17. [Budget and finances](#)
18. [Proposal on technical assistance to the Presidency](#)
19. [Action Plan](#)
20. [Strategic Plan](#)
21. [Interreg IV 4 project InnoHubs, annex 1, minutes from the committees](#)
22. [Interreg IV 4 project InnoHubs, annex 2, minutes from the Workshop](#)

