

EUniverCities

Local Action Plan for the development of the university and student city of Linköping



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1. Background and conditions

1.1 Introduction

In 2011 Linköping Municipality was asked by the city of Delft in the Netherlands to be one of the partner cities in the project EUniverCities, within the framework of the EU urban development programme URBACT II. A prerequisite for participating in EUniverCities is that all partner cities have ongoing collaborations with "their" university.

The URBACT project combines the opportunities of the participating municipal organisations' to develop operations, to provide the University with the opportunity to influence community-building in the municipality with their common opportunities of jointly stimulating growth and development in Linköping and the region.

1.2 Purpose

The purpose behind the participation of Linköping Municipality and Linköping University in EUniverCities, is that the project can contribute to further developing ways and forms of cooperation between the parties with the aim of developing the University and the Student presence in the city of Linköping which in turn will lead to increased growth and development of the city and the region.

1.3 Background

The EU URBACT Programme is a European exchange and learning programme between a number of cities in Europe working to promote sustainable urban development. URBACT enables collaboration between cities with the aim of finding solutions to major urban challenges and to confirm the key role that cities hold in the evermore increasingly complex challenges of society.

URBACT helps cities to develop pragmatic solutions that are innovative and sustainable, integrating economic, social and ecological dimensions. URBACT consists of 300 cities, 29 countries and 5 000 active participants. From Sweden, in addition to Linköping, other participants include, Malmö, Gothenburg, Stockholm, Södertälje, Gävle and Umeå.

In 2011 the city of Delft in the Netherlands, took the initiative to form a thematic city network project, EUniverCities within the part of the URBACT programme which focuses on the area of "Innovative Cities - Supporting innovative and knowledge economy, local economic development, open innovations". In collaboration with four other European cities - Aachen, Aalborg, Varna and Lublin, an application was made and funds received from the URBACT programme to implement a development phase.

EU funding was granted for the further development of EUniverCities as well as the expansion of the project to include additional partner cities; in total 10-12 cities, with the city of Linköping being one of them. During the development period, project managers from Delft (Lead Partner) together with an expert who is assigned to the project, visited Linköping Municipality. These people visited all the cities within the project and implemented a so-called baseline study to clarify the prevailing situation of the various cities. In addition they ascertained the specific

problem areas that required attention for the final project application. Linköping applied, became a partner and the project started in spring 2013.

EUniverCities have, during the last two years, worked locally with developing the cooperation between Linköping Municipality and Linköping University, and also participated in transnational exchanges and learning that has evolved during eight meetings. One of these multilateral meetings took place in Linköping 9 - 12 September 2013.

On the local level, there is a Local Support Group responsible for developing the project in Linköping comprising of key personnel including local politicians and decision-makers, see Appendix II. The implementation phase started in spring 2013 and the project will run until March 2015.

The project has resulted in this Local Action Plan and encompasses specific proposals and solutions for the thematic areas that Linköping Municipality and Linköping University have chosen on which to collaborate. At the same time, Linköping has been able to continue to develop cooperation with a number of interesting university cities in Europe.

1.4 Local Action Plan for Linköping

The Local Action Plan provides suggestions and solutions in those areas that Linköping Municipality and Linköping University have chosen for collaboration. The following describes the challenges as they have been detailed and their outcome in the multilateral meeting. Under the heading "International exchange of experiences relating to the project" are the main reflections associated with the exchanges between the partner cities/universities.

1.4.1 Linköping Multilateral Meeting 9-12 September 2013 Conclusions, suggestions and recommendations

This section contains suggestions and recommendations developed by the participants during the 2nd day of the peer review. Ideas were developed in the following categories:

- 1) Develop the city as a platform for student activity.
- 2) Promote business development/attracting and retaining talent.
- 3) Vallastaden Park functions as a bridge.
- 4) Optimise marketing and branding strategy.

Develop the inner city as a platform for student activity

There are several options for developing the inner city as a platform for student activities, in order:

- 1) for the city to benefit more from student life, and
- 2) for the students/researchers to benefit from specific urban qualities.

One suggestion (from the city of Delft) is to turn old buildings into places where students/researchers can develop and show prototypes of inventions. It can be interesting for the general public to see or even try out the newest innovations, and give substance to the slogan “Where ideas come to life”. Another option is to facilitate “pop-up stores”, semi-temporary places for demonstration, retail, etc.

City centre as a platform for student activities



A second idea is to facilitate “open urban spaces” for students to perform creative events and activities of any kind (music, theatre, cabaret, any hybrid). This would connect the rich student life of LiU with the city and the citizens, and would help to liven up the city centre. For this idea to work, close collaboration is needed between the event organisation agency, the city, and the many student organisations. A related suggested option is to “lure” students to the city centre by opening up study places/rooms in the city centre.

A more strategic events policy is needed to make the most of the opportunities. There is scope for temporary activities, festivals and events in the city related to the student and research strengths of Linköping. Such a strategy would ensure an alignment between practicalities (doing what, how and with whom) with a larger vision on what the inner city should and could be.

In addition, it was suggested that students could help to organize “introduction tours” for new companies or people in Linköping. This would increase their engagement in the city whilst contributing to the city's profile as city of knowledge and science, with a lively and committed student community.

It must be noted that the short time span of the peer review did not allow for a detailed account. It could be worthwhile to set up a working group to further exploit the sketchy options mentioned above.

Promote business development/attracting and retaining talent

Linköping is a thriving business city, the science park is performing well and, in the surrounding region, there is also a number of knowledge-intensive businesses. Companies value the university as a source of fresh skilled staff and (for some) as research partner. Nevertheless, there is scope for improving the link between the business sector and LiU. Here are some suggestions:

A first option is to find ways to open up “quality” summer jobs for LiU students. At summertime, many students leave the city for their hometowns. But what if they had a great summer job in one of Linköping’s high tech businesses? That would have several benefits: students learn from it, companies get acquainted with students at an early stage (and pick the best ones), and more students stay in Linköping during summer, which benefits the urban economy in several respects. Also, more students might find a job in the regional industry after graduation.

A more general point is that companies in the region seem somewhat complacent concerning recruitment: They expect the university to “churn out” graduates they can use. It could make sense to have a round table in which the local/regional business community discussed with the city and university about the issue of recruitment, communication and marketing; all the more because there are signals that a growing number of students don’t think that working for an industrial company is very “sexy”.

A related suggestion is to look, more in general, for an earlier engagement of business with students, not just by the end of study (as is typically the case). One example how this could work is Handelsbanken: in a dedicated scheme, this bank employs students from their first year; the company pays the tuition fees and a (small) salary. They capture the talent in an early stage. Students learn on the job, but get sufficient time for studies; after graduation, they have not only acquired their academic qualification but also have built up a wealth of experience, and they are not burdened with a big study debt. Other firms could be encouraged to follow this example; The municipality itself (or the city- owned companies) could break the ground by employing students in comparable schemes. This would further strengthen Linköping’s profile as a place where studying at LiU gives you a big plus in the labour market.

Finally, internationalisation is an issue, with several aspects. It was noted that the integration of LiU’s foreign students in Swedish society falls short; very few stay in Linköping and find a job in the regional labour market. Thus, the region does not capture the talent it attracts, and loses a lot of potential. Foreign students come to Linköping to study, and leave; most do not learn Swedish (it is not a requirement in order to successfully complete their studies), which makes it hard to employ them in Swedish companies. Also, recruitment days at the university are not targeted towards foreign students. The University and business sector could explore ways how to change this.

Internationalisation is key challenge for medium sized knowledge cities



The City, University and the business sector would be wise to rethink this issue, given the globalising labour market for talent and emerging labour shortages in an ageing society. A more international feel is important for the future of any knowledge city. In a practical sense, to facilitate international companies and expats, the city could consider establishing a “welcome-centre” that helps people and firms with the necessary paperwork and other practical/administrative matters.

Vallastaden Park functions as a bridge

Vallastaden, located next door to the campus, is being developed. Many doubts were raised as to whether this development could function as a physical bridge between the city and university. These doubts were based on the remaining physical “gap” which exists between Vallastaden and the city. There are, as yet, no plans to develop this area despite the fact that Vallastaden could become an attractive and mixed city quarter. Vallastaden is meant to attract the creative class (among other groups), but these people usually like to be located in the city centre. The new development could be easily interpreted (by inhabitants and outsiders) as an extension of the university. In order to fulfill a bridge function, this area needs to interest other people already living in Linköping to move to this part of the city.

One suggestion is to develop the planned park near Vallastaden in this vein. The park could be a place where children and citizens meet science; all sorts of playful science-related elements could be integrated in the park, and university groups can be involved in the park design. In particular, the park could become a playful showcase for key fields of expertise where LiU and Linköping stand out; these could include waste treatment or visualisation technology. In addition, the park could be a place for all sorts of large and small events such as, (student) festivals etc. Thus, the park could become a place “where ideas come to life”; of surprise and unusual encounters, bringing people together who normally don’t go to the same place. If done well, the park could appeal to all inhabitants of Linköping, not only the new Vallastaden inhabitants. This would surely strengthen the emotional attachment Linköping inhabitants have to the university.

A precondition for this to happen is to ensure easy and attractive access from the city centre. The already short distance could be shortened, at least mentally/conceptually, by creating an adventurous nature trail through the forest that separates the city and the new park.

Optimise the marketing and branding strategy

Linköping was depicted as a “hidden secret”, but this can also be read as “a city that does not sell itself very well”. Some suggestions were made regarding marketing and branding.

First, more could be done to celebrate success stories (people who have achieved great things, innovative companies, inventions), stressing the fact that they were “born in Linköping”. LiU is already doing this, highlighting successful alumni in its university magazine, but the idea could be stretched to include Linköping citizens. This would give further substance to the slogan “where ideas come to life”: Linköping as a place where new things start, and where they are equipped to move on (rather than stay).

Second, given the city’s qualities and the shortage of skilled staff in its business sector, the city could consider targeting alumni/professionals with families (from Sweden and abroad) in its marketing efforts. The participants highlighted unused potential in this respect. This would require a joint strategy process (with the involvement of companies), and a deeper analysis of target groups.

Thirdly, the city and University could engage in a joint strategy to attract branches of high-tech firms (“Aachen: be the first to pick our talent”, see box above). Having a thriving business sector, with career opportunities, is a key attractor for professional talent. Branding the city much more strongly as a thriving place to make a good career would certainly help to attract talent, not only from Sweden but also from abroad.

1.4.2 International exchange of experience within the project

Cross-border meetings are one of the core activities of the URBACT projects. Each of the participating cities in the EUniverCities project have hosted a transnational meeting during 2013-2015.

Ahead of every meeting, Linköping has reviewed its participation so that the right people represent the city and in doing so have brought back impressions, experiences and knowledge of each meeting to the local support group, to aid their work with the Local Action Plan.

The transnational meetings have been very important in order to acquire a perspective on the individual challenges and the application of their solutions. New thoughts and ideas have mainly come through the hosted multilateral meetings but also through visits made to the collaborating cities and their universities.



Inspiring example of the development of a Smart City.

Multilateral meeting, Tampere, Finland, June 2014.

2. Inventory of ongoing collaborations in line with or emanating from the EUniverCities project

2.1 Spatial Planning

2.1.1 Strengthen relationships between the University (Campus Valla), the University Hospital and the City

Currently two new districts are being planned and built, Vallastaden and Wahlbeck's Business Park, where one important purpose is to improve the links between the University/US Valla and Linköping inner city.

The *Plan for developing the inner city of Linköping* involves a comprehensive structure for the development of Linköping city centre to the north, east and south with development to the west differing. Here it is not possible to continue the inner city growth.

However an improved link between the inner city and the University can be created through develop Malmslättsvägen and Djurgårdsgatan.

Through Vallaskogen and along Djurgårdsgatan and Malmslättsvägen is a main bicycle route with high quality separate bike paths. Expansion of a new main cycle route is also planned from the inner city via Djurgårdsgatan through Vallaskogen to Vallastaden.



Important bicycle routes, existing and planned

Public transport in Linköping is focused on a high quality system of trunk lines, LinkLink. Routes extend from the Linköping Travel Centre and the inner city reaching out to residential and industrial areas in the urban area. The intention is that the lines should be as short as possible and involve high accessibility for public transport. One of these trunk lines, Linköping Travel Centre - inner city - Hospital - University/Vallastaden - Mjärdevi - new commuter train station in Malmslätt, will be of great importance connecting the inner city and the University. Implementation of this line is well underway - parts of the route between the University and the inner city are already complete and in use.

Vallastaden

Västra Valla, including Campus Valla and Vallastaden, will develop from being exclusively a campus for education and research to a mixed and vibrant neighbourhood in Linköping. Although the aim is for Campus Valla to be integrated into the city, it is important that the identity of both Campus and Vallastaden as well as other neighbourhoods becomes clear. In order to integrate Västra Valla with the city, the relationship between Västra Valla and the surrounding districts of Mjärdevi, Ryd, Lambohov, Östra Valla and Djurgården need to be strengthened.

Vallastaden is a new area in the southern part of Västra Valla and key to linking the city with the University. At the same time, the area needs to develop into a neighbourhood in its own right. The expo area, which is the first sub-area within Vallastaden, is currently under construction. The intention is to implement a housing and community expo, LinköpingsBo 2017. Knowledge, social sustainability and creativity are the three pillars that will shape the contents of the area. An architectural competition has been held and LinköpingsBo 2017 will be a practical example of the future of city planning - a spearhead in urban development.

Linköping University is home to approximately 27,000 students, 70% of which are non-locals and once they have graduated 70% move away from the region. This is regarded as a great loss and brain drain for the municipality and is therefore one of the main reasons why it was decided that a company in the form of Linköpingsexpo AB would be established. The aim of this company is to highlight the attractiveness of the city and at the same time to offer students the

opportunity of a fantastic life once they have graduated. This activity is only one of many in encouraging more students to remain in Linköping after completing their studies.

The Vallastaden project has participated in the EUnivercities project and in September 2013 a peer review was held in Linköping. The feedback received from this review raised a number of interesting issues. The city planning ideas/experiments are a perfect field lab for the university. Is Vallastaden a bridge or an appendix? How does Vallastaden fit into the long-term strategy?

With these issues in mind and together with the project plan and approved strategy, Linköpingsboexpo is currently working as follows. The University together with its neighbors VTI (Government Traffic Institute), Mjärdevi Science Park, FOI (Government Science Institute) and Tekniska Verken has formed an advisory group to the Vallastaden project. This group of organisations meet on a regular basis to brief one another on progress and to discuss forthcoming situations with the aim of raising awareness, to seek advice and use best practice.

A further consequence of the EUniverCities involvement is that the University now has a logical partner in the project, and, in addition is also a member of the team who meet with the building contractors and municipal authorities when they discuss optimising innovative projects and other matters which are of benefit to all.

The contractors are informed of the latest technology and often provided with additional services in the form of studies etc. from the University. From the neighbours and other stakeholders, the project is regarded as a bridge to the city and as a part of the growing science park and its future needs. It is in everybody's interest to make the most of this effort in order to put Linköping on the map as an attractive and forward looking city. Other areas for cooperation with stakeholders are evaluated and tested routinely.

Proposal: Ensure that a dialogue is maintained between the neighbours, stakeholders, citizens and building contractors throughout the production phase. It is also essential that cooperation between the University and high tech companies in Mjärdevi Science Park is developed as it is felt this will strongly contribute to the attractiveness of the city and highlight the latest developments in technical areas.

Wahlbeck's Business Park

The aim is to renew and develop Wahlbeck's Business Park into a modern growth environment with a clear focus on environmental technology and will also involve a step towards linking the University closer to the city. The neighbourhood will change and become a mix of residential housing and knowledge-intensive businesses, where the University is an important partner and young academics an important target group. There is already a so-called incubator in the area, which provides small knowledge-based companies assistance in developing their businesses. Adjacent to Wahlbeck's Business Park is a large student housing area with plans to expand. In addition, there are thoughts to establish more venues and functions in this area aimed at students and young entrepreneurs.

The geographical location midway between the city centre and the University means that corridors between the two will be more defined enriched. Development of Wahlbeck's

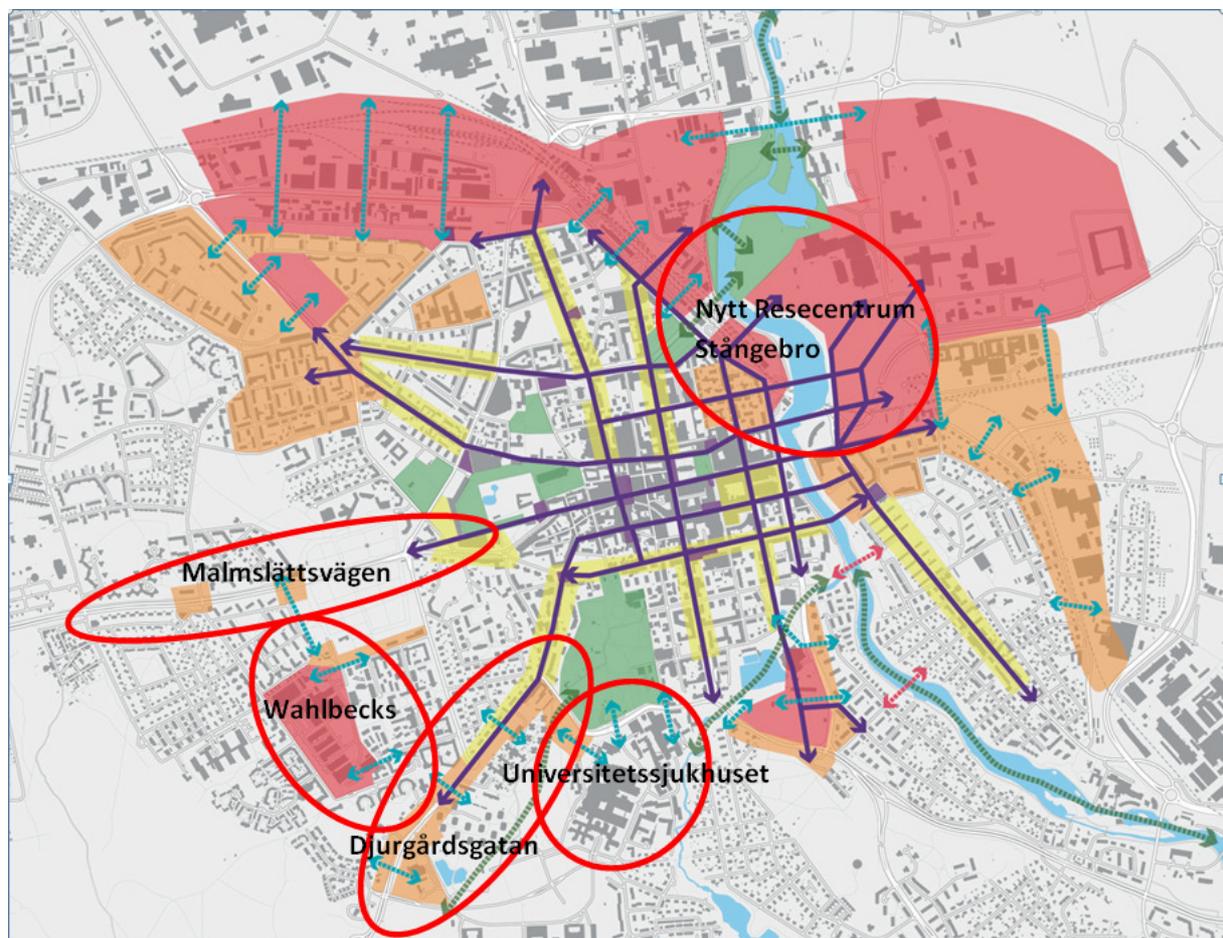
Business Park could also be linked to the inner city through complements along Fridtunagatan and/or Videgatan.

Djurgårdsgatan

Djurgårdsgatan is an important link in the corridor between the southern part of Västra Valla and the inner city and as such, the layout of the streets is an important connection between the University and the inner city. Today Djurgårdsgatan shifts from being a city street in the most central city areas to an access road surrounded by randomly placed buildings and leftover green open space. A programme for achieving urban city standards along Djurgårdsgatan began in 2014. It has been suggested that the character of Djurgårdsgatan should be gradually transformed into a city street by changing certain sections and constructing additional buildings on the adjacent areas.

Malmslättsvägen

The inner city urban structure is difficult to extend and new constructions in a westerly direction not easy. It has been suggested that a link could be established through the introduction of public transport. The immediate area around the bus stop should be developed with the construction of a number of different buildings acting as nodes along Malmslättsvägen thereby strengthening the relationship between the western areas and the inner city. In the long term this part of Linköping should also be given urban city standards so that the University becomes more tightly associated with the inner city.



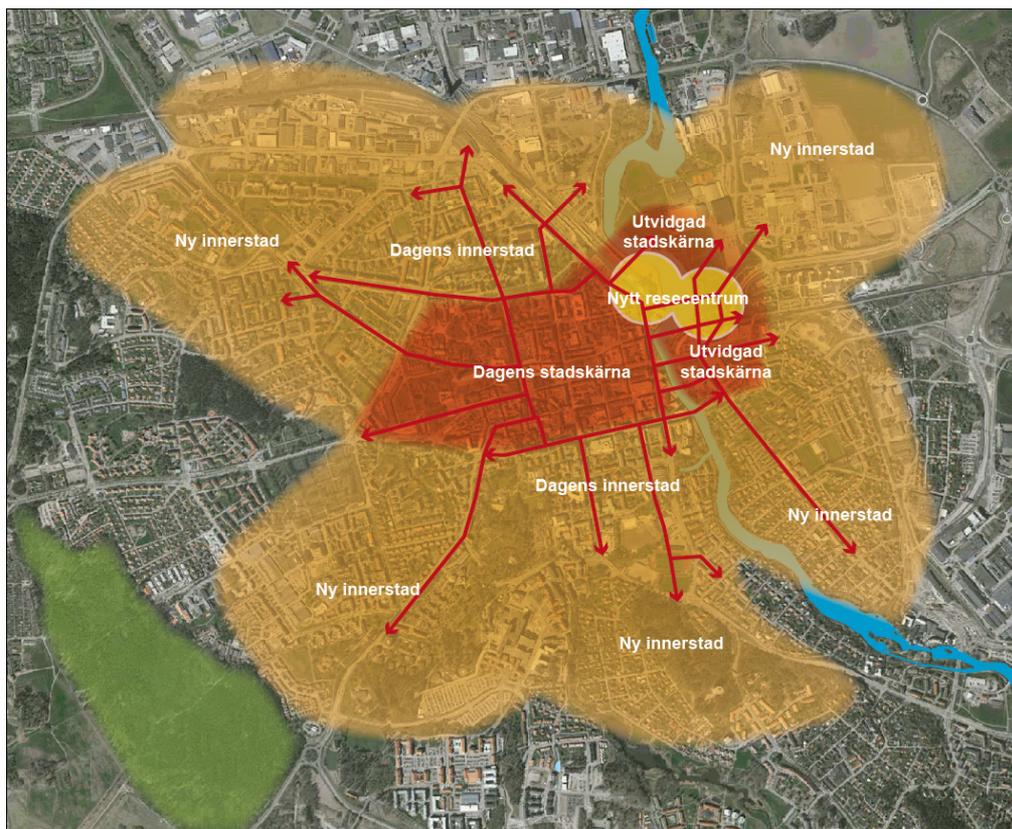
Proposal: Planning and construction of Vallastaden and Wahlbeck's Business Park is implemented. Planning and implementation of developing Djurgårdsgatan and Malmslättsvägen is completed. Cycle routes between inner city and Campus Valla are developed. Plans to expand the LinkLink-route between the city centre and the University (eventually into a new commuter train station in Malmslätt) are carried out.

2.1.2 City qualities as a competitive tool for the University

Linköping is growing. The population of the municipality has passed 150 000 and the aim is 200 000 inhabitants. The planned high-speed railway, the East Link, further strengthens Linköping's position, both in the Östergötland region and in the greater Stockholm region. However, this also involves a competitive challenge as both within Sweden and internationally, attractive inner city environments are very popular; urban city standards are therefore an important competitive tool.

The also sees an attractive city centre as an important competitive tool. Worldwide there is competition among universities for the best staff for research and teaching. But to be an attractive university high quality teaching is not enough, students also choose the location for their studies. And in order to attract leading international researchers it is imperative that the city is perceived as attractive. Pleasant and convenient housing, exciting meeting places, interesting city life as well as a vibrant urban environment are also very important. An attractive inner city with urban qualities is therefore one of the University's most important competitive advantages.

Based on the fact that an attractive urban environment is a key competitive tool, Linköping Municipality is preparing a *Plan for developing the inner city of Linköping*. This plan presents strategies for the increased long-term attractiveness of the city. The main tool for this is an expanded and more attractive inner city.



Vision - Extended inner city and city centre

Proposal: Successful development of an inner city is based on a gradual process where existing areas are rejuvenated and new areas located directly adjacent to the existing ones. This means a progressive extension of the inner-city environment in several geographic directions. The core principles of the *Plan for developing the inner city of Linköping* is that the inner city's various neighbourhoods are linked with each other as well as the surrounding areas; that different functions are mixed to a higher degree than today; that regeneration is achieved by changing or constructing new buildings, urban spaces and activities, and finally that the inner city is linked with areas outside through active corridors. Implementation is according to the action programme in the plan.

2.1.3 The University Hospital and Campus US - parts of the inner city

The University Hospital is today a part of the city in its own right but despite its central location is regarded as being outside the inner city. An extensive renovation and expansion of Linköping University Hospital is currently underway. One of the goals of the project involves making the hospital area more integrated with the urban environment. A new courtyard at the main entrance is under construction and the design of Sjukhusvägen will become more urban. The following are important directions in the "Property Development Plan 2010-03-17, Linköping University Hospital" are

- designing and shaping the district so that the University area, including Campus US, becomes an integral part of the city
- supplementing with new constructions to create the right conditions for streets and open city spaces
- enhancing the city's urban development northward to emphasise the city's northern entrance
- developing pedestrian and cycle paths to the city as well as similar paths through the area
- developing city structure interactions with adjacent parks
- improving access for visitors, improving opportunities for pedestrians and cyclists to pass through the area
- traffic solutions must take into consideration future track-bound traffic

In the *Plan for developing the inner city of Linköping* it has been proposed that the University Hospital be linked to the inner city through additional constructions along Lasarettsgatan. Such as, entrances and pathways to Trädgårdsföreningen should be defined to shorten the perceived distance between the hospital and the city centre.

Proposal: The exhibition document for the *Plan for developing the inner city of Linköping* includes a more detailed presentation of the link between the University Hospital and the inner city. One possibility is that at a later date, Linköping Municipality, in collaboration with the University Hospital and the University, will prepare a programme or a more detailed comprehensive plan for the hospital area and the area between the hospital and inner city. An important issue relating to this would be how the US area can gain a more defined link to the inner city - becoming an integral part of it?

2.1.4 Heighten the presence of the University in the inner city

The University recognises the advantages in having two campuses - Campus Valla and University Hospital Campus. However, a consequence of this is that the University and the students are not present in the inner city and city centre to any great extent. Therefore there is potential in reinforcing and developing Linköping as a knowledge city - interaction between the campuses and the inner city should develop. The intention is that commercial premises and events in the campus areas will increasingly attract others than students. Without losing the inherent power of the campus environment, new arenas for knowledge, culture and interdisciplinary meetings could be created in the inner city. Activities that may contribute added value can be found in the zone between research and innovation. Increase student housing in the inner city would also boost exchanges between city and campus.

Businesses with a need for good communications, in particular, benefit from being located in the inner city. An exciting future environment is the area around the new Travel Centre in Stångebro, where construction of a dense urban environment with housing, businesses and services is planned. This area will have the best accessibility in the region offering precisely those attributes sought by the rapidly growing knowledge-based sectors.

An economic analysis, aimed at identifying strategies for the successful development of the Linköping-Norrköping region ("Linköping-Norrköping, Gemensam marknad och framtid", Ulf Strömquist, Tyréns Temaplan AB, 2007), presupposes that a stable dual-core urban region understands that, above all, contact-intensive companies are allocated the best locations in the respective city centre.

Proposal: Linköping, Akademiska Hus and Linköping Municipality have ascertained which University or University-related functions can be relocated to Stångebro and the inner city in general and also have drawn up concrete proposals regarding function and localisation. The Municipality, University and Studentbostäder i Linköping AB will continue the dialogue relating to possible locations for student housing in the inner city. An overview on how to increase the University's presence in the inner city is also presented in *Plan for developing the inner city of Linköping*.

2.2 Attractive university and student city

2.2.1 Appealing to researchers, students and highly educated staff

It is possible to be more knowledgeable and gain a better understanding of the factors determining whether a location is attractive to residents, businesses and visitors. This is usually based on three levels:

Basic conditions, for example: there is somewhere to live and there is a functioning labour market. Additional **requirements**, such as the presence of good communications, the existence of adequate public and private services, that there is a satisfactory social life, and much more. **Preferences**, which are strong expectations that the location is characterised by life, ambition, the chance to be physically active and that things are happening.

Highly educated people can be regarded as a group that has specific expectations of what a place should offer. There may be those who study, conduct research or teach at the University or work with highly skilled tasks in one of the companies. A better understanding of how this group interprets and evaluates those factors determining attractiveness may make Linköping more successful at attracting more highly educated people to the city. Which is good news for a university city.

The actual marketing of the city of Linköping and the University is something else altogether. The attractiveness paves the way for the marketing, but cannot replace it.

<p>Proposal: Carry out an analysis of how the highly educated group look at Linköping's attractiveness.</p>
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2.2.2 Clearly show in the urban environment that Linköping is a university city

Linköping Municipality has produced the *Plan for developing the inner city of Linköping*. This plan was available as a consultation document during 2014, and will probably be adopted in 2015. The aim is to produce a supplement to the Outline Plan for the city of Linköping, which already exists.

The development plan presents starting points and ideas specifying how the city centre of Linköping will grow. Starting points involve extending the inner city and enhancing urban qualities. Themes addressed include urban space layout, routes for movement in the city, development of trade, tourism and the hospitality industry, issues relating to accessibility as well as availability of public services.

This is where the University perspective could be added as a complementary aspect of the inner city's profile, function and opportunities.

Proposal: By examining the *Plan for developing the inner city of Linköping* from a university and student perspective, additions can probably be made, helping to reinforce the image of Linköping as a university city. It could, for instance, be as simple as making sure that when you get off the train at Linköping station you are immediately aware that you have arrived in a university city. And naturally, it should also be about communication routes between the city and the University area and how the meeting places for students in the inner city are designed and made attractive.

2.2.3 Innovative and Development Environments

One of the dilemmas highlighted in the local project is how to get students to become more active in the city. One of the drawbacks of the city centre is that it is not perceived as particularly attractive to students. Of course everybody will benefit from a more interesting city centre but if the goal is to persuade students to stay in Linköping/the region, the city centre is not the only option.

The challenge is to determine those interests/areas that can entice the students into take a greater interest in the immediate area surrounding the University. Currently many students seldom leave the area of Ryd/University and they are not really that interested in the outside world since their goal is to socialize with friends (available in this area) and earn their credits in order to collect their degree.

One solution is **to influence the teachers at the University into using more local examples in their teaching.** In this way, knowledge of the local area would grow naturally, and students would more easily be able to gain a better understanding of what it would be like to stay in this area to live and work. The students themselves say that this is an unusual approach - those examples used in teaching often relate to businesses in metropolitan regions. It is not surprising that the students seek employment there – they have been taught that is where jobs can be found.

From the perspective of attracting students to the city centre creActive (a meeting place in Mjärdevi Science Park for students and businesses) has not been very successful, but if viewed from the **creActive perspective of attracting students away from the university, but not too far, to an environment where they can meet prospective employers, the picture is a different one.** If a student realises that there are great opportunities for interesting and international jobs in Linköping, the next natural step is to start exploring the area for possibilities of finding suitable accommodation and interesting leisure activities. creActive is also intended to pick up on ideas that come to light at Linköping University; these can then be guided towards various alternatives and may one day become reality.

This is where Vallastaden plays an important role. In the 1970s, Linköping gained a university, now the university gains a city. **Vallastaden will be an interesting area and an extension of the Campus which will clearly show that there are good residential environments in Linköping**, even if not everyone will live or work in Vallastaden.

Proposal: Influence teachers at the University into using more local examples in their teaching. Local area knowledge is added in a natural way, and students can more easily create an image of what it would be like to remain living and working in Linköping.

2.2.4 Smart specialization as a common strategy

The trend is towards greater integration between research, regional development and skills of the individual. This is where universities, municipalities and regions have important roles to ensure that available resources are focused in order to reinforce the region's strengths.

In addition to the risk of fragmentation of resources there is also the difficulty of taking research and innovation to the business level, which is a documented weakness in Sweden. One way of addressing this problem is to focus efforts on a smaller number of areas of strength, thus ensuring that they get the best possible conditions in order to grow. This must be in close collaboration between universities, industry and public stakeholders.

Proposal: Collaboration between the University and Linköping Municipality can be highlighted more clearly, whilst focusing efforts on the region's key strengths.

2.3 Interaction Linköping Municipality - Linköping University

2.3.1 Heighten the presence of the University in the inner city

The University's location outside the city is a result of historical decisions that were based on the climate at the time. To join up the city and the University (Vallastaden) is one way of increasing integration between the two. Another way is to move operations from the campus to the more central parts of Linköping. Such relocation must, if it is to be implemented, be based on providing added value to both the University and the city. Activities that contribute such added value are to be found in the zone between research and innovation. There may be advantages to locating operations closer to the inner city especially if said operations are in need of good communication links for those working there. An exciting future environment is the area around the upcoming Travel Centre, where a multi-functional neighbourhood with homes, workplaces and services will be built. This environment and its location is exactly what are sought by fast growing knowledge-based industries.

Proposal: At an early stage in the planning of the urban area around Linköping's new Travel Centre proposals for the location of one or more University-related activities could be added. Which activities that are best suited should be examined during the period before a decision on this area is made. The same analysis should apply to other inner city areas.

2.3.2. Strategic Partnership

Strategic partnership is an initiative to strengthen and intensify the collaboration between Linköping University and the surrounding society.

A strategic partner is a business or a public part who drives a mutual collaboration with Linköping University regarding research, education and / or innovation.

A strategic partnership has been brought into action and it has been processed between Linköping University and Linköping Municipality in accordance with the framework of the project EUniverCities.

The objective is that this agreement shall encourage collaboration between the parties and that with the help from a common organizational structure will create new opportunities to administer and develop mutual projects within attractiveness of the city, education, sustainable growth and wealth. The agreement will be an overall, long-term agreement and it will apply on all development and planning projects where points of contact between Linköping University and Linköping Municipality can be defined.

Proposal: Sign a long term agreement between the parties.

3. Conclusions and proposals

3.1 The local project team's conclusions and proposals

Through the project EUniverCities a number of areas for development have been identified and described in this Local Action Plan (LAP). The starting point has been the peer review conducted in Linköping in September 2013. Proposals from this review have been studied and discussed in various work groups as well as in the Local Support Group, which is part of the project. The proposals have also been followed up with in-depth descriptions of what we in Linköping can and should do.

The proposals and ideas that emerged during the project period, have been sorted under three main headings by LAP – Spatial Planning, **Attractive university and student city** and Cooperation Linköping Municipality - Linköping University.

Current issues for EUniverCities Linköping

- Of prime importance is generally developing but also structuring the cooperation between Linköping Municipality and Linköping University.
- Develop joint marketing activities where Linköping as a university and student city is highlighted.
- Specify how Vallastaden and LinköpingsBo expo will be a good cutting edge example showing how Linköping Municipality and Linköping University benefit from each other.
- Develop cooperation University - Students - Industry in accordance with what emerged during the peer review 9-12 September 2013.
- Improve the presence in each other's environments.
- Find common goals etc, preferably with a connection to the points. See below:

Action plan linked to the work in ...

- The municipality's city planning project. *Plan for developing the inner city of Linköping.*
- The STRUK Group - interdepartmental working group on issues of cooperation in Linköping Municipality.
- LiU's cooperation activities, in particular with the model for cooperation with strategic partners as a base.
- LiU's and the Municipality's ongoing/planned marketing efforts.
- Work with LinköpingsBo expo to establish a structured organization and processes for future work.

Action plan for the local EUniverCitiesprojektet (LSG December 2013)

The Local Support Group (LSG) is regarded in its present form as a steering and decision group. The continued work in the local EUniverCities project is linked to the inventory carried out by the University and the Municipality within the framework of the strategic partnership between Linköping University and Linköping Municipality.

Based on this inventory, the observations obtained during the peer review in the EUniverCities project and finally on the basis of the questions initially formulated by Linköping in the EUniverCities project, the following action plan is proposed:

1. Present the Peer Review to the working group on Strategic Partnerships – Responsible party: The core group of LSG.
2. Inventory of existing collaborations LiU/Municipality – Responsible party: Maria Swartz Linköping University.
3. Analysis of inventory - need for additional contacts, proposals for formalized organization etc. - All (LSG + group for Strategic Partnerships).
4. Workshop to actualise activities - LSG responsible for ensuring that the right people are invited to the workshop.

Proposal for implementation		
Spatial planning		
Challenge	Proposed solution/handling	Next step/Partners
Enhance links between the University (Campus Valla), the University Hospital and the city	Planning and construction of Vallastaden and Wahlbeck's Business Park is carried out. Planning and implementation of developing Djurgårdsgatan and Malmslättsvägen is completed. Cycle paths between inner city and Campus Valla are developed. Plans to expand Link Link-route between city centre and University (eventually a new commuter train station in Malmslätt) is implemented.	Realise the plans. Linköping Municipality in cooperation with Linköping University Developers others
Enhance links between the University (Campus Valla) and the city	Ensure that a dialogue is maintained between the neighbours, stakeholders, citizens and building contractors throughout the production phase of Vallastaden.	Adopt the dialogue form that has been established in the planning and development of Vallastaden Linköping Municipality, Linköping University, builder contractors and other partners.
City qualities as a competitive tool for the University	Successful development of an inner city is based on a gradual process where existing areas are rejuvenated and new areas located directly adjacent to existing. This means a progressive extension of an	Implementation according to the programme in <i>Plan for developing the inner city of Linköping</i>

	inner city environment in several geographical directions.	
Increase the presence of the University in the inner city.	Linköping University, Akademiska Hus and Linköping Municipality analyse which University or University-related functions that can be relocated to Stångebro and to the inner city in general as well as developing concrete proposals regarding function and localisation.	Continued dialogue between Linköping Municipality, Linköping University, Akademiska Hus and the Student Unions

Attractive University City		
Challenge	Proposed solution/handling	Next step/Partners
Appealing to researchers, students and highly educated staff.	Carry out an analysis of how the highly educated group view Linköping's attractiveness.	Linköping Municipality and Linköping University jointly develop a project plan.
Clearly show in the urban environment that Linköping is a university city.	By examining the <i>Plan for developing the inner city of Linköping</i> from a university and student perspective additions can probably be made, helping to reinforce the image of Linköping as a university city.	Linköping Municipality and Linköping University jointly develop a project plan.
Innovative and Development Environments.	Influence teachers at the University to use more local examples in their teaching. Local area knowledge is added naturally, and students can more easily create an image of what it would be like to remain living and working in Linköping.	Linköping Municipality and the Student Unions jointly develop a project plan.
Smart specialization as a common strategy	Collaboration between the University and Linköping Municipality can be highlighted more clearly, whilst focusing efforts on the region's key strengths.	Continued commitment to ESBR, East Sweden Business Region.

Cooperation Linköping Municipality – Linköping University		
Challenge	Proposed solution/handling	Next step/Partners
Heighten the presence of the University in the inner city	At an early stage in the planning of the urban area around Linköping's new Travel Centre proposals for the location of one or more University-related activities could be added. Which activities that are best suited should be examined during the period before a decision on this area is made. The same analysis should apply to other inner city areas.	Dialogue between Linköping Municipality and Linköping University based on <i>Plan for developing the inner city of Linköping</i>
Strategic partnership.	Initiate and sign a longterm, overall contract for collaboration between the parties.	The city of Linköping and Linköping University. The contracts offers good conditions for collaboration between the university and the city regarding mutual development projects.

Appendixes I-II:

I. Excerpts from the Project Application and the Linköping Baseline Study

From the application: How to develop new multi-use environments and knowledge based city districts in Linköping and at the University with the aim of:

- Highlighting the attractiveness of the city and the University.
- Improve recruitment levels of students: nationally, internationally and also from the region, to be better at retaining students after completion of their studies and in addition to meet the challenge where 20 % of personnel, teachers and researchers at the University will retire within the coming five years.
- Better branding, placement and marketing showing the strengths and identity of the East Sweden Region.
- Further collaboration between the city and the University on planning and developing a sustainable economical and regional growth.

From Baseline Study:

- Attracting and retaining students.
- Research commercialisation and entrepreneurship.
- Branding, placement, identity and marketing.
- Drawing attention to LinköpingBo2017, LiU Sustainable and Campus LiU 2015

II. Local Support Group, incorporated 1 February 2013

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