

21 June 2022





The European Commission's
100 Intelligent Cities Challenge

Welcome Speech

Anna Athanasapoulou, Head of
Unit, Proximity, Social Economy and
Creative Industries, DG GROW



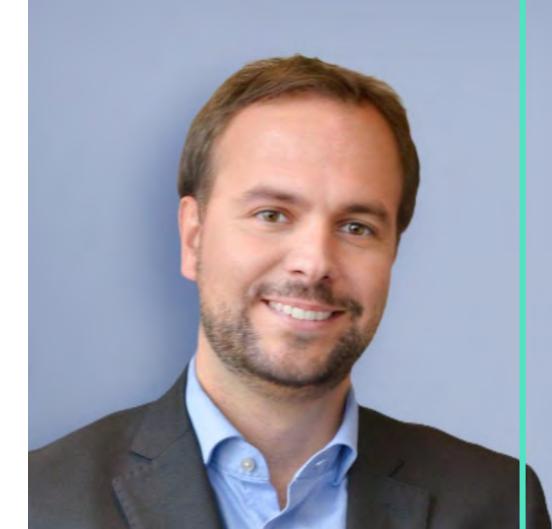
Video and audio from ICC event will be recorded and shared with ICC community





Moderator

Igor Kalinic, Head of Sector –
Competitiveness and
Internationalisation, EISMEA



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Public Session 1 – Engagement of local ecosystems and collaborative governance

Time	Agenda item	Moderator & speakers
10:00 – 10:10	Welcome Speech	<ul style="list-style-type: none">• Anna Athanasopoulou, Head of Unit, Proximity, Social Economy and Creative Industries, DG GROW• Igor Kalinic, Head of Sector, Competitiveness and Internationalisation, EISMEA - moderator
10:10 – 10:30	Keynote speeches	<ul style="list-style-type: none">• Karen Maguire, Head of Local Employment, Skills and Social Innovation Division, OECD• Prof. Dr. Erik Stam, Dean of the School of Economics, University of Utrecht
10:30 – 11:00	Panel discussion on the Engagement of local ecosystems and collaborative governance with a view to: <ul style="list-style-type: none">• Highlight the role of local businesses, provide insights into new trends• Inspire cities with ideas• Offer guidance, lessons learnt and best practices	<ul style="list-style-type: none">• Guido Arnone, Chief Technology Officer, Information Systems and Digital Agenda Department, City of Milan• Ilaria Bonetti, Milan Chamber of Commerce, City of Milan• Agnes Schönfelder, Climate Policy Advisor, Spokesperson Local Green Deal, CEO Climate Action Agency, City of Mannheim• Markus Duscha, Fair Finance Institute, City of Heidelberg• Francesca Galluzzi, PO Economic and Tourist Promotion, City of Florence
11:00 - 11:30	Q&A session	



Engagement of local ecosystems and collaborative governance

Karen Maguire, Head of Division - Local Employment, Skills and Social Innovation Division, OECD



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OECD Local Employment and Economic Development (LEED) Programme

Bringing the
OECD to local
communities

And local voices
to the OECD

[Watch the replay of
plenary sessions](#)

- Launched in 1982
- Celebrating 40 years of local economic development



Why?

- Obtain information
- Solicit expertise
- Align on common project/goal
- Influence behaviour
- Find financial resources
- Co-create new solutions

Who? perspectives

- Other parts of the public sector
- Large firms
- Small firms
- Entrepreneurs
- Business representative groups
- Cluster-type or network organisations, technology centres
- Higher education institutions
- Social economy
- Civil society

... but different

- Time available
- Time horizons
- Language/ways of working
- Need for “quick wins”
- *Local economic development agencies often help bridge this gap*

How?

- Ongoing consultation
- Advisory councils (competitiveness, skills, etc.)
- Public procurement
- Joint projects
- Public-private structures (district management, real estate, firm investment, etc.)

Case: local development agencies



Branding and international promotion	Investment attraction and retention	Business start-ups and growth	Human capital development
Real estate, urban realm and infrastructure development	Social or green development initiatives	Partnership facilitation, planning and visioning	Urban service provision or management

OECD (2010), [Organising local development: The role of development agencies and companies](#).

Case: Promoting social and solidarity ecosystems

Objective: Raise awareness on the social and solidarity economy as a viable model to foster more inclusion and sustainability

Target countries: EU27, Brazil, Canada, India, Korea, Mexico, the United States

Main outputs:

- International Guide on Legal Frameworks for the SSE
- International Guide on Social Impact Measurement
- Peer-learning Partnerships
- Policy papers

<https://www.oecd.org/cfe/leed/social-economy/>



Funded by
the European Union

Case: Building demand from SMEs for business development services

Issues

- Limited SME ambition
- Doubts on usefulness
- Lack of awareness
- More trust and knowledge of own accountants
- Needs most intense at “trigger points”
- Need for complementary investments

Responses

- Subsidise services
- Use enterprise-led networks
- Use existing “touch points”
- Use “trigger points”
- Develop national brand

OECD (2021), "Business advice for entrepreneurship and small firms", *OECD SME and Entrepreneurship Papers* <https://doi.org/10.1787/299705ad-en>.

Case: Promoting collaborating governance across borders



Innovating beyond borders *Defining the functional area*

- Look at what the data says, but don't wait to start
- Only pursue the cross-border element when it makes sense
- Allow flexibility in the area definition so as to not create unhelpful new borders
- Don't under-estimate the importance of other "hard" and "soft" factors beyond innovation

Governing cross-border collaboration *Aligning incentives and working together*

- Give politicians a reason to care about the issue
- Identify supra/national governments where they can help local/regional efforts
- Understand different costs and benefits, and their alignment, for a long-term, trust-based collaboration
- Engage non-public actors in governance, with some form of secretariat

Making cross-border instruments work *Learning from international lessons*

- Devote more efforts to strategy development and policy intelligence
- Mainstream the cross-border element, and if not, align or allow for programme flexibility
- Make greater use of opportunities created by the border
- Publicize success stories of cross-border instruments

OECD
(2013), *Regions and Innovation: Collaborating across Borders*, OECD
Reviews of Regional Innovation, OECD Publishing,
Paris, <https://doi.org/10.1787/9789264205307-en>.

The European Commission's
100 Intelligent Cities Challenge



The Intelligent Cities Challenge is funded by ESMIE, the EU programme for the Competitiveness of Enterprises and SMEs



The European Commission's
100 Intelligent Cities Challenge

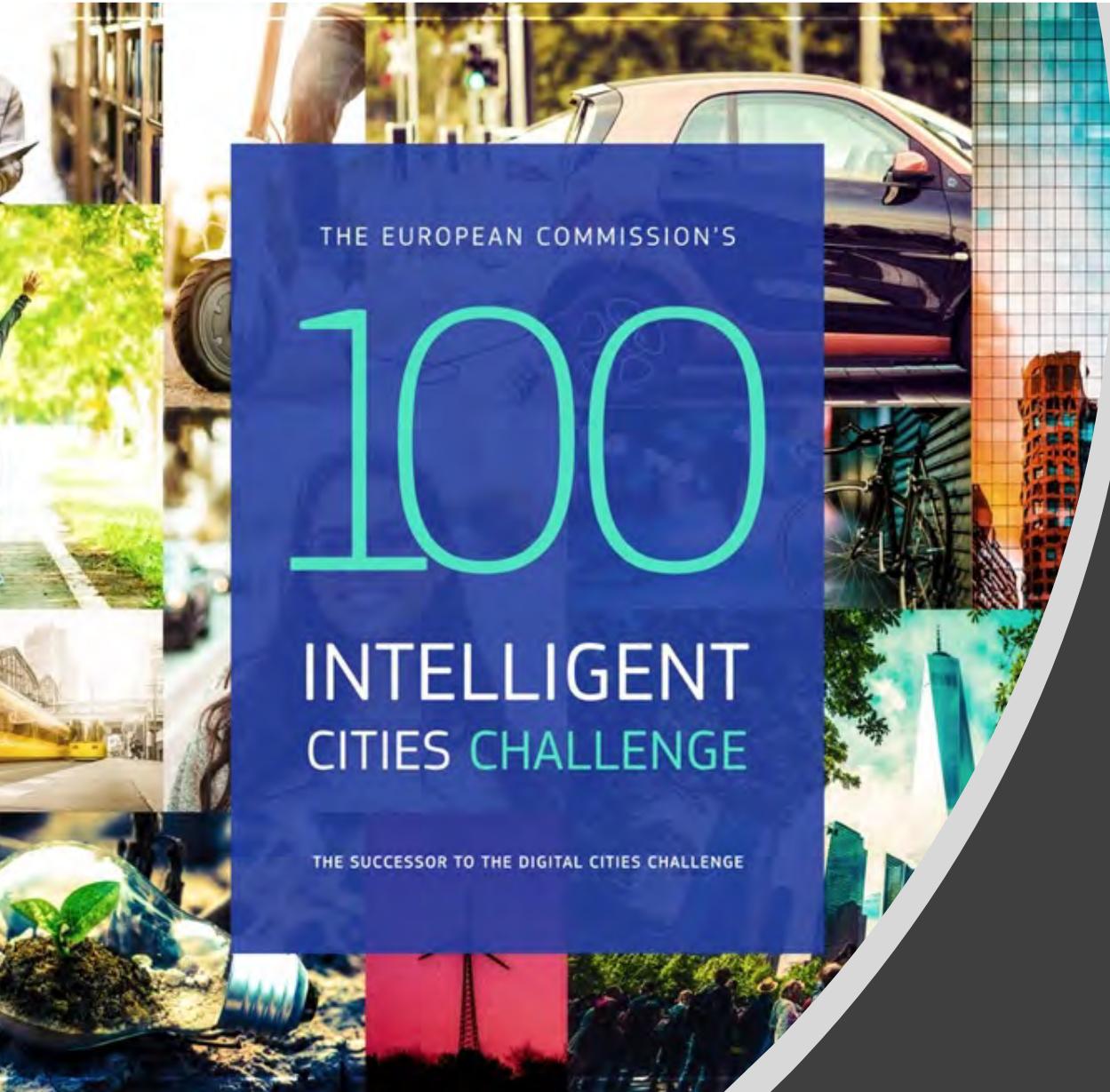
Entrepreneurial Ecosystems for Prosperity

Prof Dr. Erik Stam, Dean, School of Economics, Utrecht University



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INTELLIGENT
CITIES CHALLENGE

THE SUCCESSOR TO THE DIGITAL CITIES CHALLENGE

Entrepreneurial Ecosystems for Prosperity

Public session 1
“Engagement of local ecosystems and
collaborative governance”
5th ICC City Lab

Erik Stam



Startup in Residence

City incubator
We challenge you to innovate Amsterdam

@startuperines
www.startupinresidence.com



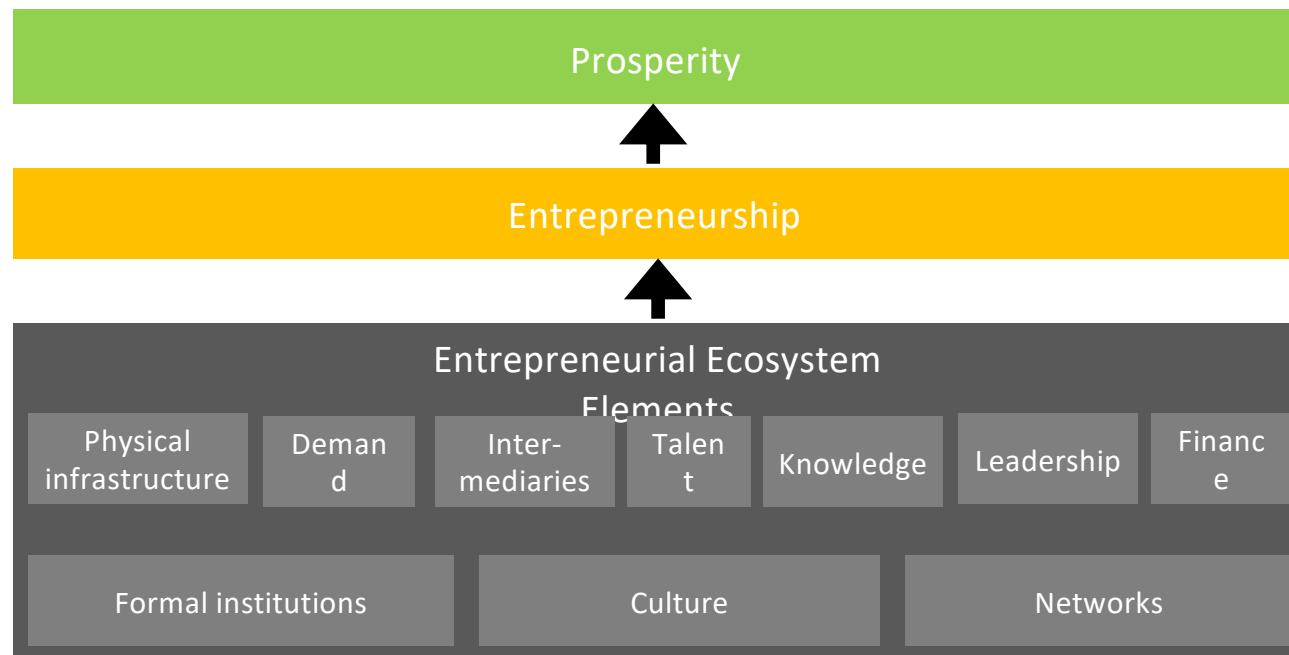


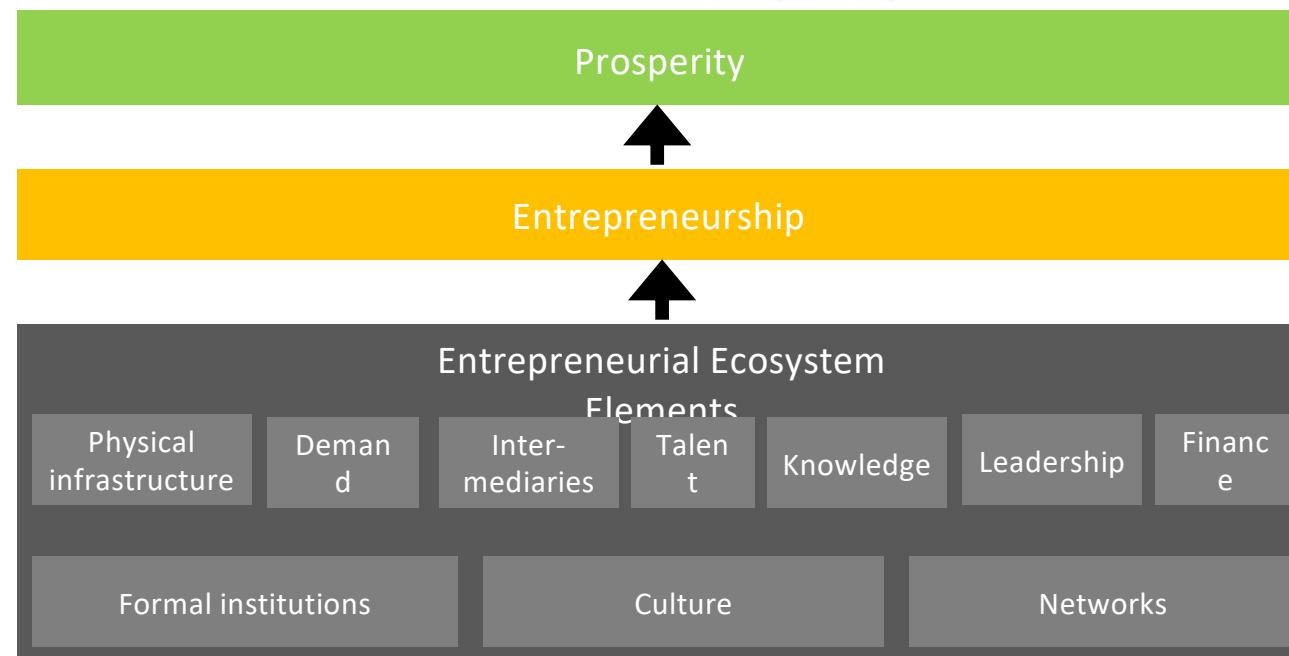
Entrepreneurial Ecosystem

- a set of **interdependent** actors and factors governed in such a way that they enable **productive entrepreneurship** within a particular territory (Stam 2015; Stam & Spigel 2018)

Entrepreneurial Ecosystem

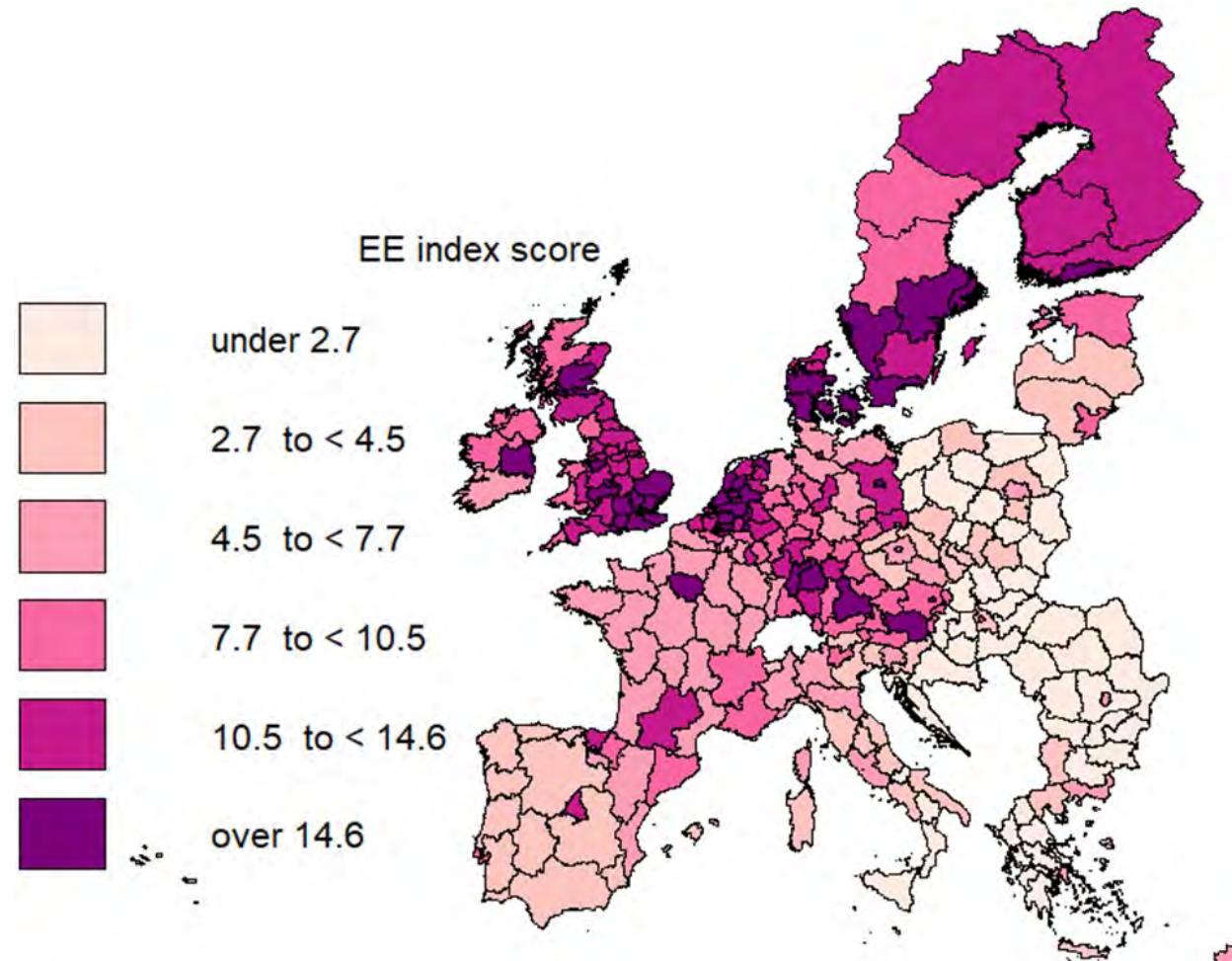
Framework for analysis and action



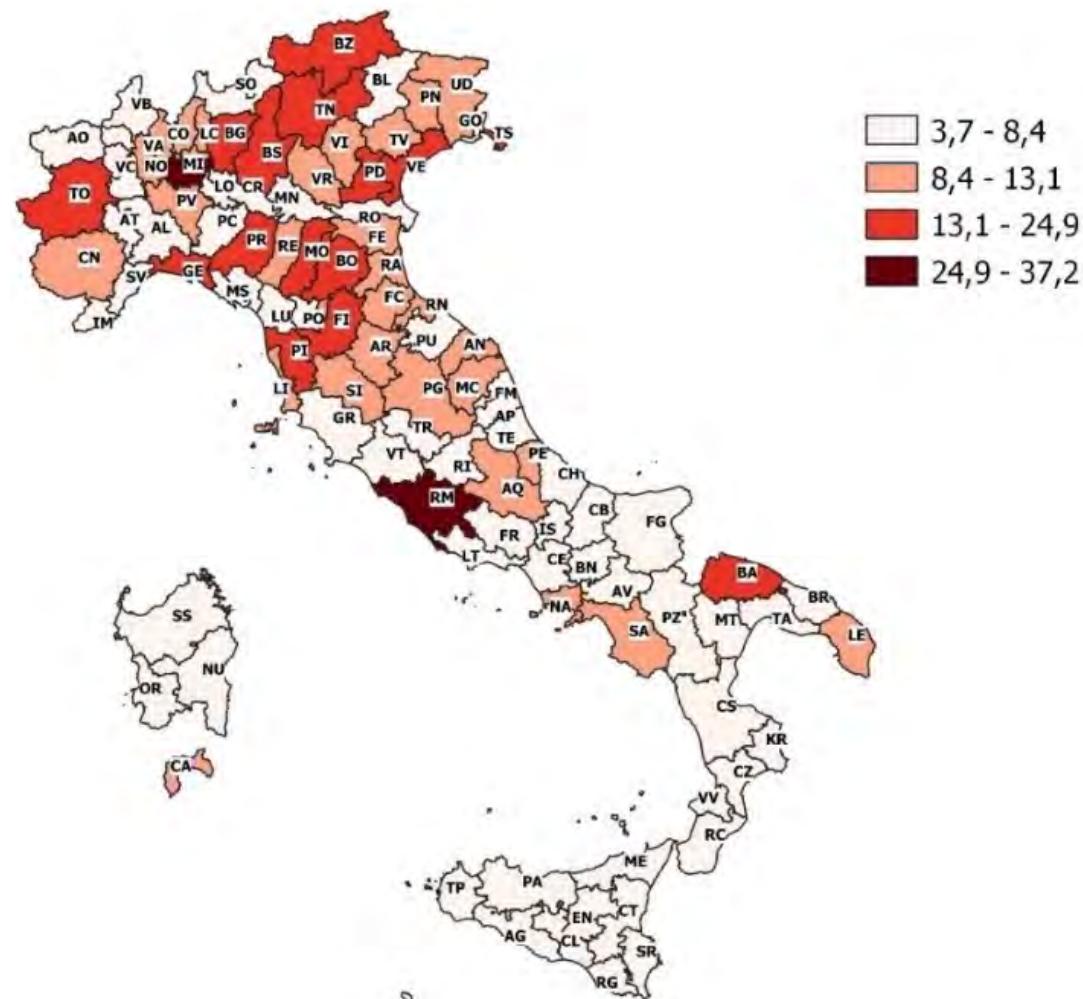


Elements	Description	Empirical indicators	Data source
Formal institutions	The rules of the game in society	Two composite indicators measuring the overall quality of government (consisting of scores for corruption, accountability, and impartiality) and the regulatory framework for entrepreneurship (number of days to start a business, difficulties encountered when starting a business, the barriers to entrepreneurship and the ease of doing business)	Quality of Government Survey and the Regional Ecosystem Scoreboard
Entrepreneurship culture	The degree to which entrepreneurship is valued in a region	A composite measure capturing the regional entrepreneurial culture, consisting of entrepreneurial motivation, cultural and social norms, importance to be innovative and trust in others	Regional Ecosystem Scoreboard
Networks	The connectedness of organisations for new value creation	Percentage of SMEs that engage in innovative collaborations as a percentage of all SMEs in the business population	Regional Innovation Scoreboard
Physical Infrastructure	Transportation infrastructure and digital infrastructure	Four components in which the transportation infrastructure is measured as the accessibility by road, accessibility by railway and number of passenger flights and digital infrastructure is measured by the percentage of households with access to internet	Regional Competitiveness Index
Finance	The availability of venture capital and bank loans to firms	Two components: availability of venture capital, availability of bank loans for capital investments	Regional Ecosystem Scoreboard
Leadership	The presence of actors taking a leadership role in the ecosystem	The number of coordinators on H2020 innovation projects per 1000 inhabitants	CORDIS (Community Research and Development Information Service)
Talent	The prevalence of individuals with high levels of human capital, both in terms of formal education and skills	Eight components: tertiary education, vocational training, lifelong learning, innovative skills training, entrepreneurship education, technical skills, creative skills, e-skills	Regional Ecosystem Scoreboard
New Knowledge	Investments in new knowledge	Intramural R&D expenditure as percentage of Gross Regional Product	Eurostat
Demand	Potential market demand	Three components: disposable income per capita, potential market size expressed in GRP, potential market size in population. All relative to EU average.	Regional Competitiveness Index
Intermediate services	The supply and accessibility of intermediate business services	Two components: the percentage of employment in knowledge-intensive market services and the percentage of incubators/accelerators per 1000 inhabitants	Eurostat and Crunchbase

Entrepreneurial Ecosystem Index of 274 EU NUTS-2 regions

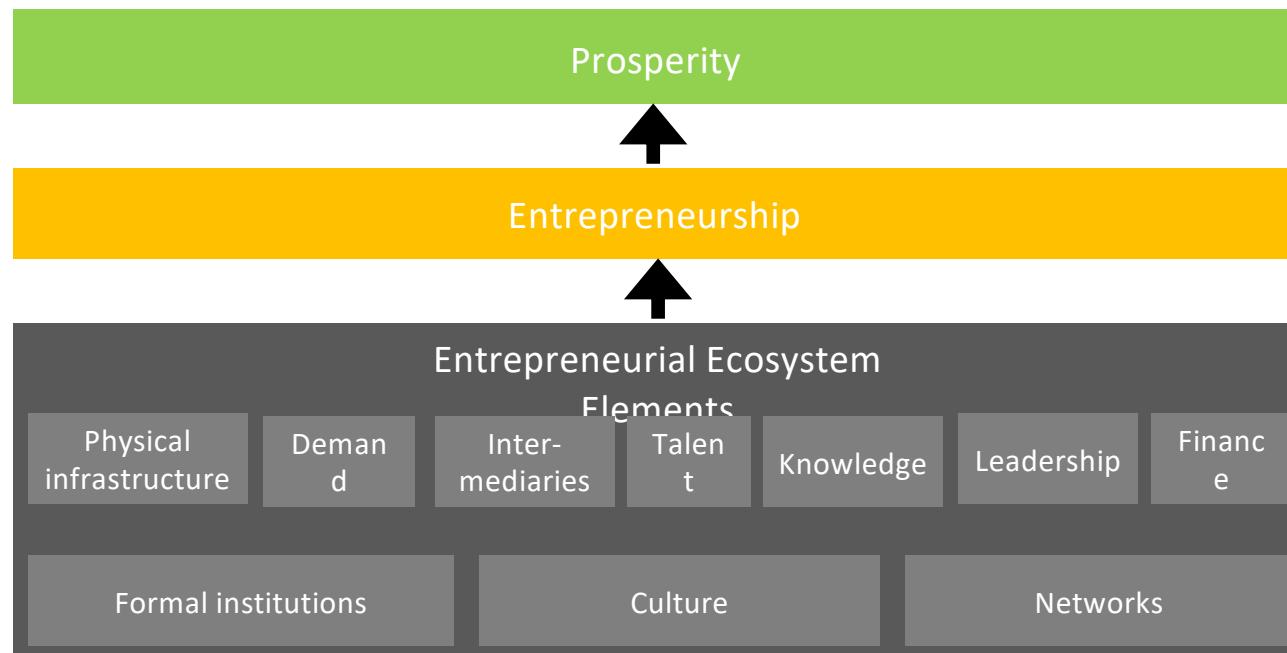


Entrepreneurial Ecosystem Index of 105 Italian NUTS-3 regions



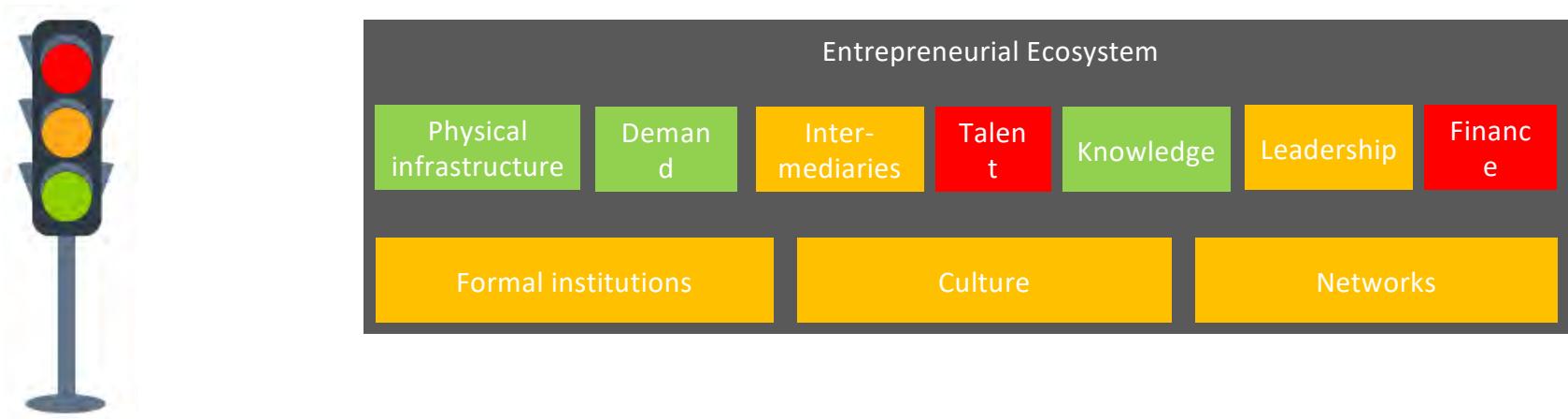
Entrepreneurial Ecosystem

Framework for analysis and action



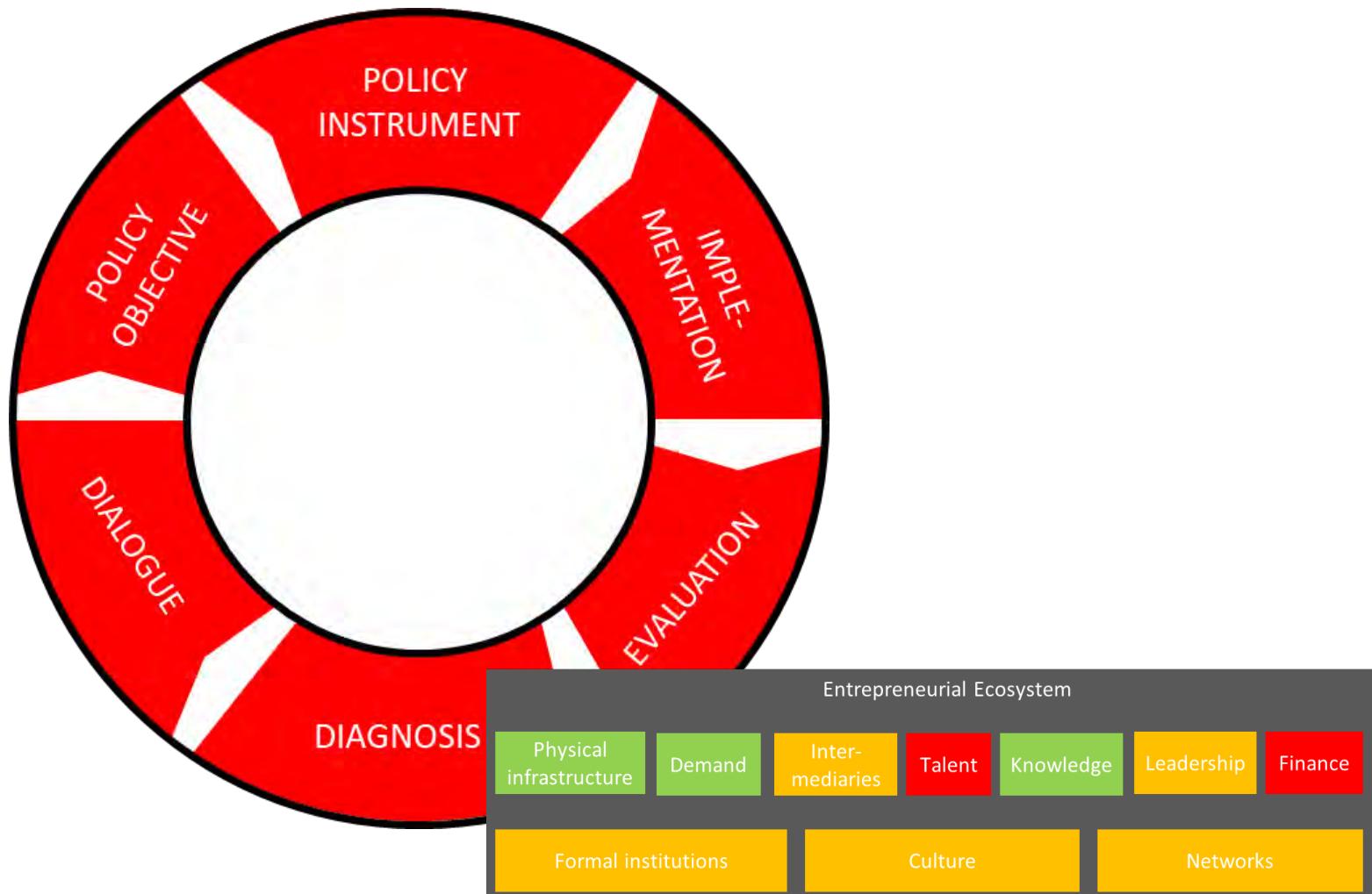


Diagnosis & Evaluation



Prioritize ecosystem interventions that enable entrepreneurship to achieve particular transitions:
e.g. public procurement, impact investing, regulations, skills development

Collective Learning Process to Improve your City Region



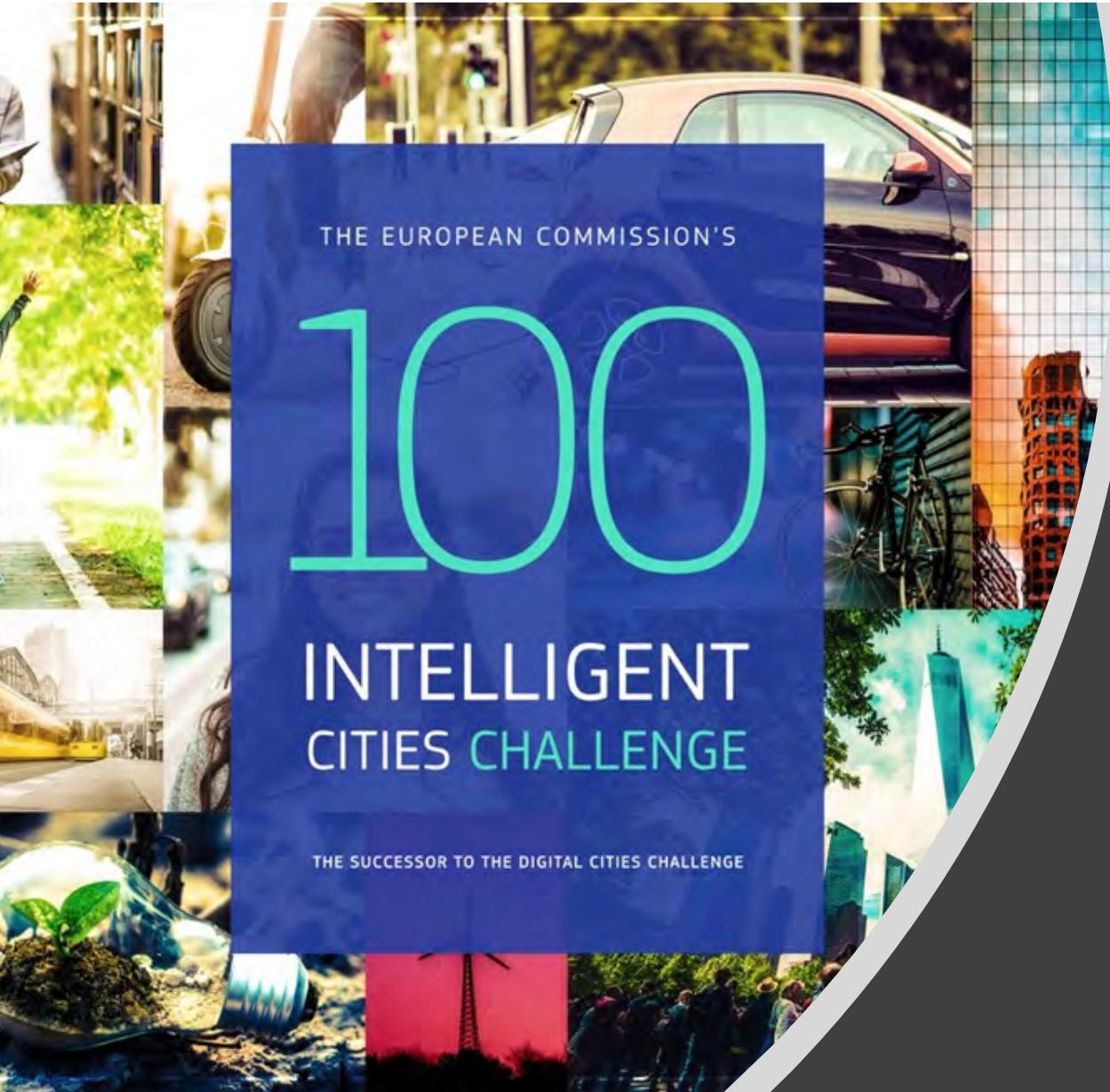
Further reading

- Stam, E. (2015). Entrepreneurial ecosystems and regional policy: a sympathetic critique. *European Planning Studies*, 23(9), 1759-1769. <http://utrechtce.nl/wp-content/uploads/2015/08/Stam-2015-Entrepreneurial-Ecosystems-and-Regional-Policy-a-sympathetic-critique.pdf>
- Stam, E., & Van de Ven, A. (2021). Entrepreneurial ecosystem elements. *Small Business Economics*, 56, 809–832. <https://lnkd.in/gRSBCdn>
- Wurth, B., Stam, E., & Spigel, B. (2022). Toward an entrepreneurial ecosystem research program. *Entrepreneurship Theory and Practice*, 46(3): 729-778 <https://doi.org/10.1177/1042258721998948>
- Leendertse, J., Schrijvers, M. & Stam, E. (2022) Measure twice, cut once. Entrepreneurial Ecosystem Metrics. *Research Policy* <https://doi.org/10.1016/j.respol.2021.104336>
- Schrijvers, M., Stam, E., & Bosma, N. (2021) Figuring it out: configurations of high-performing entrepreneurial ecosystems in Europe, USE Working Paper series, 21(05). https://www.uu.nl/sites/default/files/REBO_USE_WP_21-05.pdf
- Schrijvers, M., Bosma, N. & Stam, E. (2022) Entrepreneurial Ecosystems and Structural Change in European Regions. USE Working Paper series, 22(02) https://www.uu.nl/sites/default/files/LEG_USE_WP-22-02.pdf

Further watching



- <https://www.uu.nl/en/organisation/centre-for-entrepreneurship/for-students/minicourse-introduction-in-entrepreneurial-ecosystems>



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Erik Stam

Panellists

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100 Intelligent Cities
Challenge



Guido Arnone
Chief Technology Officer,
Information Systems and Digital
Agenda Department, City of
Milan



Ilaria Bonetti
Milan Chamber of Commerce,
City of Milan



Agnes Schönfelder
Climate Policy Advisor,
Spokesperson Local Green
Deal, CEO Climate Action
Agency, City of Mannheim



Markus Duscha
Fair Finance Institute, City of
Heidelberg



Francesca Galluzzi
PO Economic and Tourist
Promotion, City of Florence



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Digital Urban Ecosystem

Guido Arnone, Chief Technology Officer,
Information Systems and Digital Agenda
Department, City of Milan



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Milan Urban Digital Ecosystem – Vision and Path

Horizon 2020 projects:
Synchronicity
& Sharing Cities

Jun 2020

pre 2020 Council Resolution n.620
Ecosystem Strategy Dec 2020

1° Strategic Board
Smartcity Project
Portfolio assessment

Apr 2021

Open Tender for Ecosystem
Software Platform
Southbound and Interactive
Control Room for IoT data

Mar 2022

+ More data sources
+ Larger stakeholder
audience



Government as a Platform paradigm

A platform is an open technological architecture, based on the development of both a technological infrastructure and an ecosystem of actors involved in the provision of digital-by-default services.

In this context, **the role of the Public Administration is not only to build the platform, but also to "orchestrate" the network of actors and the ecosystem** to develop the variety and specialization of the services associated with the platform.
[\(Cordella e Paletti, 2019\)](#)

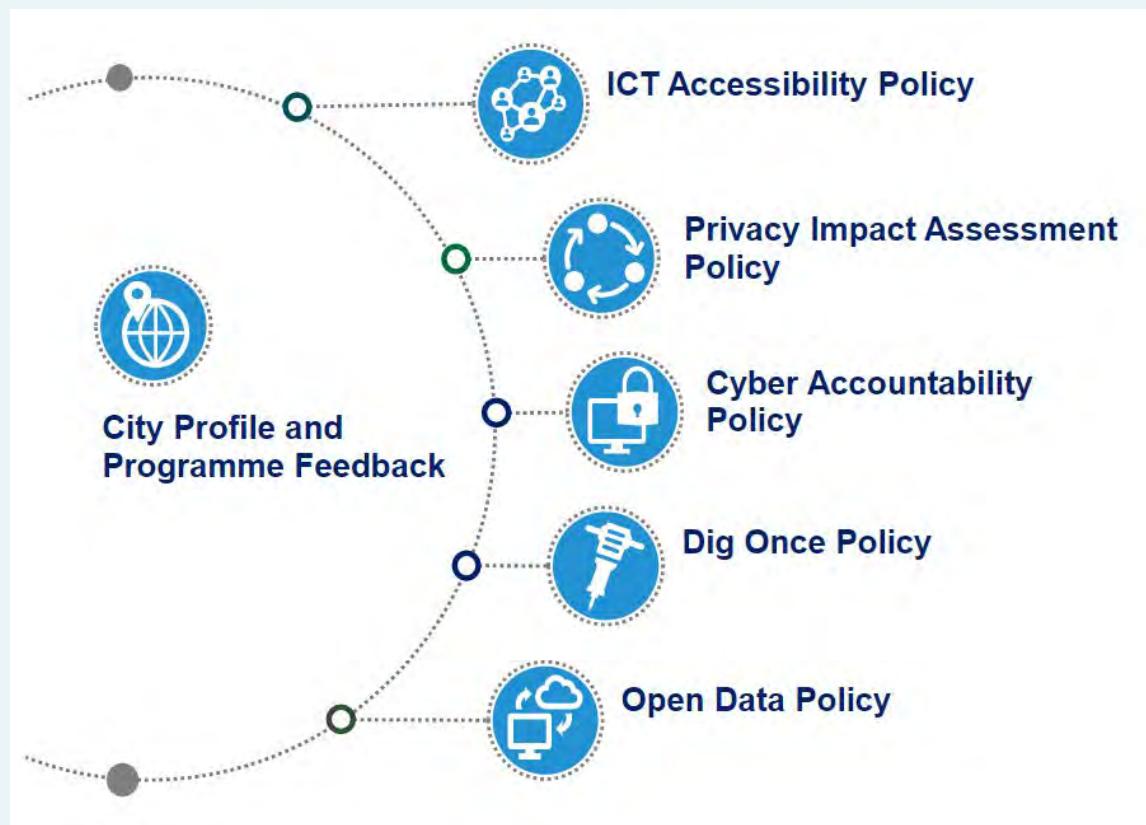
Italy's National 3-year IT Strategy and EU policy

[...] OB.2.1
The Administrations initiate the procedures for opening the dynamic data they own, in accordance with Directive (EU) 2019/1024;
they motivate their controlled entities, even while preparing new tenders, to disclose dynamic data (e.g. the mobility data held by the local transport company), and facilitate the documentation of the same in the national catalogs (data, geodata and APIs)

Joining the G20 Global SmartCity Alliance community

Milan involvement timeline in brief

- December 2020 start of the activities and training on policies
- March 2021 submission of the assessment and policy documents in the following areas:
 - ICT Accessibility
 - Privacy impact assessment
 - Cyber Accountability
 - Dig Once
 - Open Data
- August 2021 Feedback on proposed policies
- February 2022 - June 2022 workshops participation and presentation of Open Data services in Amsterdam, Dubai, Istanbul, Leeds
- April 21st, 2022 presentation of the Open Data services of the Municipality of Milan at the G20



SmartCity projects - Public vs Private challenges

- **Data ownership and control.** Do citizens have rights to control the data they produce while living and moving in the city's public space, even if they use private service providers? At which extent?
- **Open data vs business models based on data:** open data brings most value when it is granular and frequently updated. This poses privacy issues and it's not welcome by private entities who wish to monetize the data. This has been researched in depth thanks to **ELISE JRC sandboxing initiative** joined by Milan too.
- Public projects might have **low appeal** for private companies, unless in the context of big events or very valuable context. How to create business opportunity in all contexts?
- **Long-run sustainability of maintenance costs for public assets financed by private entities or EU funding.** Budget constraints on OPEX spending makes scaling up difficult even when investments are externally provided.



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PUNTO IMPRESA DIGITALE (PID) - Digital Desk to support SMEs

Ilaria Bonetti, Milan Chamber of
Commerce, City of Milan



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IDEAL
for Mannheim

The European Commission's
100 Intelligent Cities Challenge

How Mannheim engages with businesses using the Local Green deal as a platform, a framework and an opportunity to create offers for private business partnerships

Agnes Schönfelder

Climate Policy Advisor, Spokesperson Local Green Deal,
CEO Climate Action Agency, City of Mannheim



Markus Duscha

Fair Finance Institute, City of Heidelberg



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THE !DEAL PRIVATE PARTNERSHIPS

for Mannheim



Business Partnership:
Climate Alliance of Business
Climate Strategy Department

Industrial Partnership:
Large Industrial Companies Initiative
Economic Development Department

Craft, trade and service partnerships:
Climate Action Agency



THE !DEAL BUSINESS CLIMATE ACTION

for Mannheim

MVV Energy AG: decarbonisation of the heating network



FDT Flachdach
Technologie: sustainable
membranes for green roofs



rnv: Alternative drives
for the vehicle fleet by
2032

DAIMLER Truck AG:
300 kWp PV on the new
multi-storey car park



MVV Energy AG: Steam supply with cocoa remains



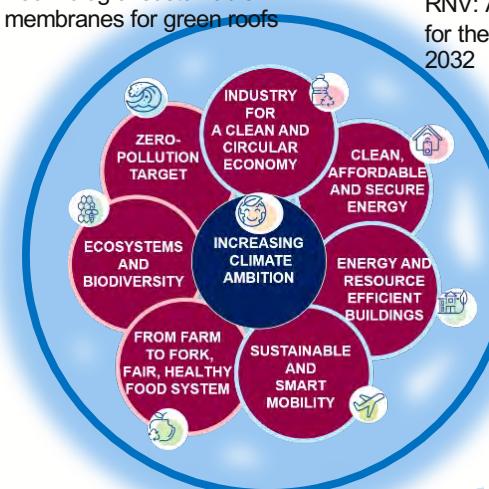
(Quelle: Olam Food Ingredients)



GBG housing company:
grey water reuse in buildings



ROCHE: Wildflower
meadow as interim use



SV Waldhof: wild
flower strips, insect
hotels



SIEMENS: Meeting
Point Optimizer



FUCHS Schmierstoffe GmbH:
Sustainable use of the waste
condensate



SMART City GMBH:
PV for Municipal
Buildings



Second-hand shop of the inclusion
enterprise Markthaus gGmbH



John Deere: Sustainable mobility
concept



GEHR Kunststoffwerke:
Use of sustainable plastics



University Mannheim:
Sustainability Tracking
APP

Evangelical Church:
Sustainable food in the
nursery school



STADT MANNHEIM²

LOCAL GREEN DEAL – 100 CNC GOVERNANCE STRUCTURE – TRANSITION TEAM

Advisory Panel (Experts)

Steering: Mayors' Department
Conference (Mayor and all Deputy Mayors)

CORE Team Local Green Deal

Local Green Deal Managers (Agents)
for each LGD Action Field

Clearing Group Mayor
and Deputy Mayors I, IV, V

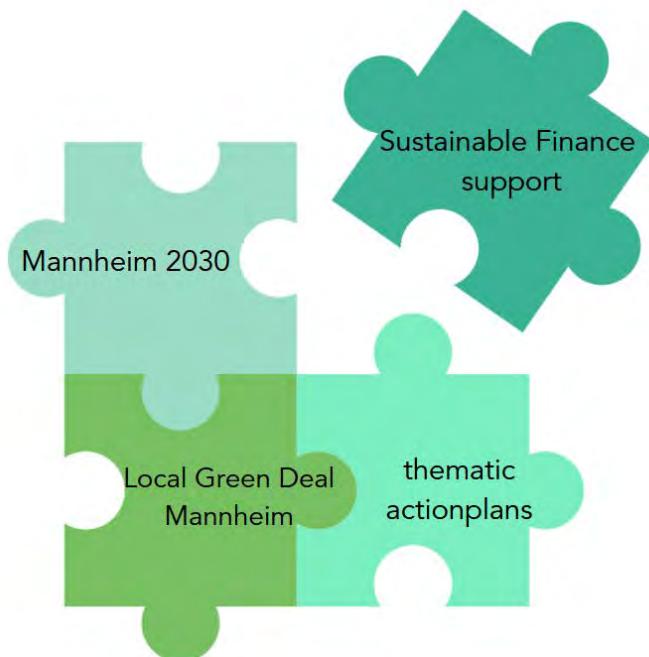
Working Group Heads of
all Departments and
Heads of all Deputy
Mayors' Offices

City Administration and
municipal utilities

Local Green Deal
City District Managers
(Agents)



LGD Platform – Inspiring
and Co-Creation Board



pilot project: municipal bottom-up approach for Sustainable Finance

Players involved
in the project by
now:

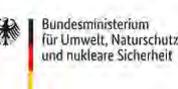
- City of Mannheim
- Banks
- Companies
- Educational institutions

Ideas for common
action:

- Data base for funding sustainability projects
- Local Green Deal fund
- Fund “structural support for NGOs”
- Prototype Sustainability Guidelines for investments, compatible with “Mannheim 2030”
- Consulting on “sustainability and finance”

Action Plan
Sustainable
Finance
Mannheim

Funding within the framework of the European Environmental Protection Initiative (EURENI)



www.turnaroundmoney.net

Project partners:





BBNE
Ein ESF-Programm des BMU



Bundesministerium
für Umwelt, Naturschutz, nukleare Sicherheit
und Verbraucherschutz

ESF
Europäischer Sozialfonds
für Deutschland


Europäische
Union

Zusammen. Zukunft. Gestalten.



Project information **"Grünblick"**

Vocational orientation for young people for
sustainable professions

Focus on sustainability and hands-on approach

Young people between 16-25 years

In 9 fields:

8 days of training incl. coaching in each workcamp

Funding by the Ministry of Environment and
European social funds

Embedding in Mannheim

Recruitment of participants at Mannheim
schools

Collaborations with schools in Mannheim
(e.g. Workcamps directly offered at schools)

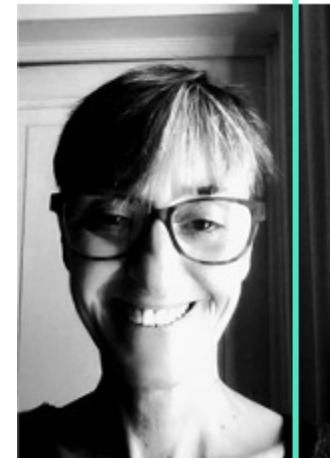
Cooperation with Mannheim enterprises within
the workcamps

Establishing Vocational training for sustainable
development in the region



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Francesca Galluzzi
PO Economic and Tourist Promotion,
City of Florence



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ICC 5th City Lab's Public session

1 – Engagement of local ecosystems and collaborative governance

June 21, 2022

City of Florence, Economic
and Tourist department

Tourist organization of Tuscany:

- **28 tourist areas (in Italian Ambiti Turistici)**
- **Florence is the coordinator of the Florence area (18 municipalities all around Florence)**

AMBITI TERRITORIALI LR 86/2016



June 21, 2022

City of Florence, Economic and Tourist department



The territory promotes as a whole.

Florence is the main tourist attraction, but the surroundings are part of it. Florence and its area are a large tourist destination, multifaceted, suitable for different types of tourists.

June 21, 2022



Firenze e Area Fiorentina

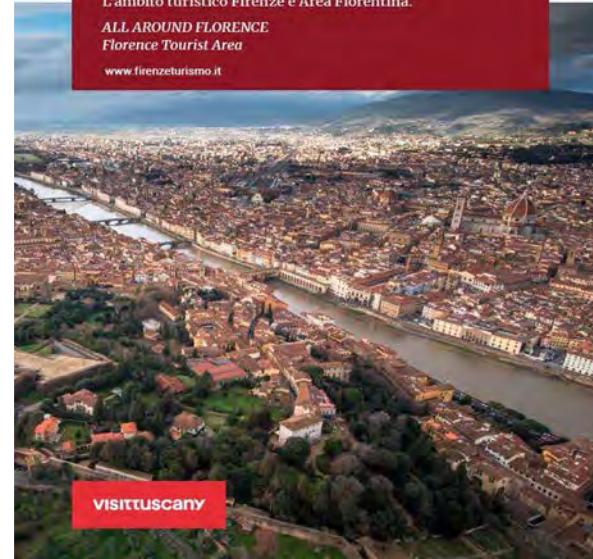
Tutto intorno a Firenze

L'ambito turistico Firenze e Area Fiorentina.

ALL AROUND FLORENCE

Florence Tourist Area

www.firenzeturismo.it



VISIT TUSCANY

City of Florence, Economic
and Tourist department



All stakeholders are involved in the **governance** (large meetings 2/3 times a year); they are involved in co-design activities.
Stakeholders are: the **Municipalities**; the **DMC** (Destination Management Company) ; **private tourist operators**; **trade associations**.

June 21, 2022

City of Florence, Economic
and Tourist department



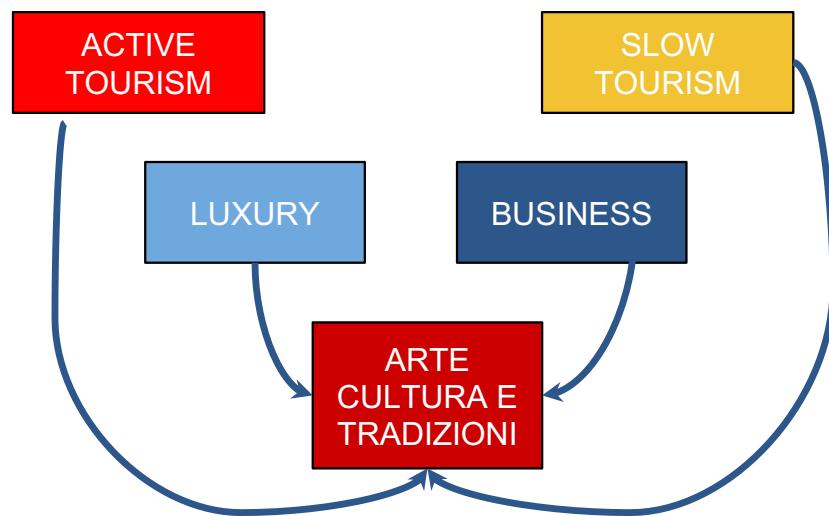
June 21, 2022



Private are involved by the DMC - for our area it is Destination Florence Convention & Visitors Bureau.

Activities: creation of living labs; development of products on the themes focused in our **yearly planning.**

City of Florence, Economic and Tourist department



Every issue is **approved** first by the **Mayors' Conference** and then by **Region Tuscany** and its tourist agency **Toscana Promozione**

June 21, 2022

City of Florence, Economic
and Tourist department



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Q&A

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