5th ICC City Lab

Public Session 1 – Engagement of local ecosystems and collaborative governance
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

<table>
<thead>
<tr>
<th>Time</th>
<th>Agenda item</th>
<th>Moderator &amp; speakers</th>
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</table>
| 10:00 – 10:10 | Welcome Speech                                        | • 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                                       | • 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: | • 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

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

Bringing the OECD to local communities

And local voices to the OECD

Watch the replay of plenary sessions
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

<table>
<thead>
<tr>
<th>Branding and international promotion</th>
<th>Investment attraction and retention</th>
<th>Business start-ups and growth</th>
<th>Human capital development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real estate, urban realm and infrastructure development</td>
<td>Social or green development initiatives</td>
<td>Partnership facilitation, planning and visioning</td>
<td>Urban service provision or management</td>
</tr>
</tbody>
</table>

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/
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

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

Governance cross-border collaboration

Aligning incentives and working together

- Give politicians a reason to care about the issue
- Identify for 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

Thank you!
Entrepreneurial Ecosystems for Prosperity
Prof Dr. Erik Stam, Dean, School of Economics, Utrecht University

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Entrepreneurial Ecosystems for Prosperity

Public session 1
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Erik Stam
Stockholm: Europe's Start-Up Superstar

ImpactCity

Doing good & doing business in The Hague

Startup

ecosystem

Estonia

Startup in Residence

Urban Mobility, Healthy City, Circular Economy and Vibrant City

City incubator

We challenge you to innovate Amsterdam

@startupinres

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

Entrepreneurship

Entrepreneurial Ecosystem Elements
- Physical infrastructure
- Demand
- Intermediaries
- Talent
- Knowledge
- Leadership
- Finance
- Formal institutions
- Culture
- Networks

Prosperity
Entrepreneurship

Entrepreneurial Ecosystem

Prosperity

Physical infrastructure  Demand  Intermediaries  Talent  Knowledge  Leadership  Finance

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


• 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](https://www.uu.nl/sites/default/files/LEG_USE_WP-22-02.pdf)

Further watching

Entrepreneurial Ecosystems for Prosperity

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Erik Stam
Panellists

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
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

1° Strategic Board
- Smartcity Project
- Portfolio assessment

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

Council Resolution n.620
- Ecosystem Strategy

Technical Standards Released
- Open WiFi, City Video
- Surveillance, Sharing Mobility

1° APIs set published
- Shared vehicles data
- (location, availability...)

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 make scaling up difficult even when investments are externally provided.
PUNTO IMPRESA DIGITALE (PID) - Digital Desk to support SMEs
Ilaria Bonetti, Milan Chamber of Commerce, City of Milan

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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 PRIVATE PARTNERSHIPS

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

INTEGRATED GOALS

PARTNERSHIP

LOCAL GREEN DEALS
A Blueprint for Action

GOVERNANCE

ACTION

LOCAL ACTIONS

CITIES

INCREASE CLIMATE AMBITION

ECOSYSTEMS AND BIODIVERSITY

ZERO-POLLUTION TARGET

INDUSTRY FOR A CLEAN AND CIRCULAR ECONOMY

CLEAN, AFFORDABLE AND SECURE ENERGY

ENERGY AND RESOURCE EFFICIENT BUILDINGS

SUSTAINABLE AND SMART MOBILITY

FROM FARM TO FORK, FAIR, HEALTHY FOOD SYSTEM

CO-BENEFITS

EU MISSIONS
100 CLIMATE NEUTRAL AND SMART CITIES

STADTMANNHEIM
THE BUSINESS CLIMATE ACTION

MVV Energy AG: decarbonisation of the heating network

GBG housing company: grey water reuse in buildings

GBG housing company: refurbishment of 4000 flats

ROCHE: Wildflower meadow as interim use

SMART City GMBH: PV for Municipal Buildings

Second-hand shop of the inclusion enterprise Markthaus gGmbH

John Deere: Sustainable mobility concept

FDT Flachdach Technologie: sustainable membranes for green roofs

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

MVV Energy AG: Steam supply with cocoa remains

FUCHS Schmierstoffe GmbH: Sustainable use of the waste condensate

Evangelical Church: Sustainable food in the nursery school

GBG housing company: refurbishment of 4000 flats

MVV Energy AG: Steam supply with cocoa remains

SV Waldhof: wild flower strips, insect hotels

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Sustainable use of the waste condensate

Evangelical Church: Sustainable food in the nursery school
LOCAL GREEN DEAL – 100 CNC GOVERNANCE STRUCTURE – TRANSITION TEAM

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

Clearing Group Mayor and Deputy Mayors I, IV, V

CORE Team Local Green Deal

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

Advisory Panel (Experts)

City Administration and municipal utilities

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

LGD Platform – Inspiring and Co-Creation Board

Local Green Deal City District Managers (Agents)
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)

Project partners:

www.turnaroundmoney.net
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 fonds

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
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)

June 21, 2022
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.
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.
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.

June 21, 2022

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
Q&A

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Thank you!