

Intelligent Cities Challenge

City flip book

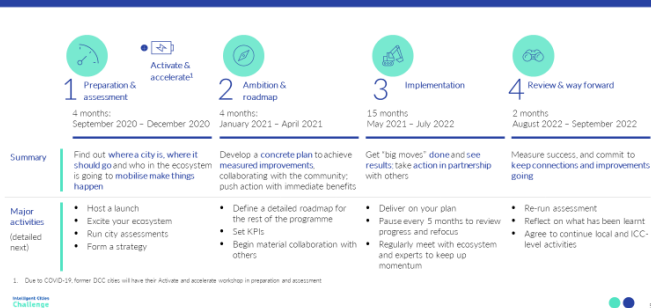
9 October, 2020

This document is designed to guide cities through the ICC

This document

Methodological overview – to intro

The ICC takes cities on a transformation journey over four stages



City 'flip book' – to guide

Overview to the Ambition and roadmap phase: Cross-city labs



Tool support docs – to get technical

Why invest in citizen engagement?

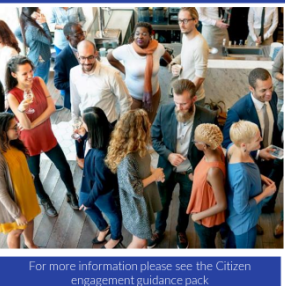
Cities primarily serve their citizens, to help them thrive socially and economically. While election cycles help citizens express their general political priorities, continuous citizen engagement helps to ensure city projects and initiatives are aligned with real citizen needs.

What the Citizen engagement guidance can do

- ✓ Help collect citizen feedback and new ideas to allow choosing the right projects and delivering them in the best possible way
- ✓ Help create visibility on city's targets and progress

What the Citizen engagement guidance cannot do

- ✗ Substitute discussions on the bigger political priorities in a city or official votes – due to non-representative user groups, the tool should primarily be used for consultation and idea generation
- ✗ Provide a comprehensive evaluation of user journeys for specific government services



For more information please see the Citizen engagement guidance pack

Conceptual guide to the Intelligent Cities Challenge, including the high level city journeys, working norms, and the main types of activities and tools

A more detailed guide that follows the journey of a core city, describing each phase in turn and what to expect and prepare for success

For each time you are needed to use a tool in the programme, we will provide supporting material

Lead experts will also have an additional 'Lead Expert Addendum' featuring illustrative event agendas and deliverable templates

Purpose of this city ‘flip book’ for the ICC

What this document will provide



- **Details on all activities involved in the ICC**, which are covered chronologically through the stages, with a focus on what cities (of all types) need to know
- **Expectations on when deliverables** should be produced

What this document will not provide



- An **overview of the Intelligent Cities Challenge**, covering the **participants, methodology and resources** provided – for this please see the ‘Methodological Overview’
- **All delivery materials**, e.g., workshop agendas, deliverable templates, which are provided to lead experts separately in the ‘Lead Expert addendum’
- **Comprehensive guides to digital tools**, which have dedicated guidance packs
- Guidance for **international core cities**¹

Who this document is directed at and how they can use it

EU participant cities

- A document that can be **gradually read or “flipped through” as the programme progresses**, serving as a guide that is always relevant
- **Understand each individual event and process**, when it will happen, what purpose it serves and how to be prepared

EU and international mentors

- **Understand each individual event and process**, when it will happen, what purpose it serves and how to be prepared
- **Easily identify which activities involve mentors** and which do not

Lead and thematic experts

- **Understand all activities** taking place and the perspective of the city
- In general however, **the Lead Experts should also consult the Lead Expert Addendum**, as it goes in to more detail on all activities

1. Which is addressed in a dedicated International Core City pitch book

Contents

Overview to core city journey

Phase 1: Preparation & assessment

Phase 2: Ambition & roadmap

Phase 3: Implementation

Phase 4: Review & way forward

Recurrent events

Transversal activity

Thematic activity

Cross-cutting tools

Detailed ICC timeline

Contact details and who is who

Explainer for terms and concepts

The ICC takes cities on a transformation journey over four stages



1 Preparation & assessment

5 months:
September 2020 – January 2020



Activate & accelerate¹



2 Ambition & roadmap

3 months:
February 2021 – April 2021



3 Implementation

15 months
May 2021 – July 2022



4 Review & way forward

2 months
August 2022 – September 2022

Summary

Find out **where a city is, where it should go** and who in the ecosystem is going to **mobilise make things happen**

Develop a **concrete plan** to achieve **measured improvements**, collaborating with the community; push action with immediate benefits

Get “big moves” **done** and **see results**; take **action in partnership** with others

Measure success, and commit to **keep connections and improvements going**

Major activities

(detailed next)

- Host a launch
- Excite your ecosystem
- Run city assessments
- Form a strategy

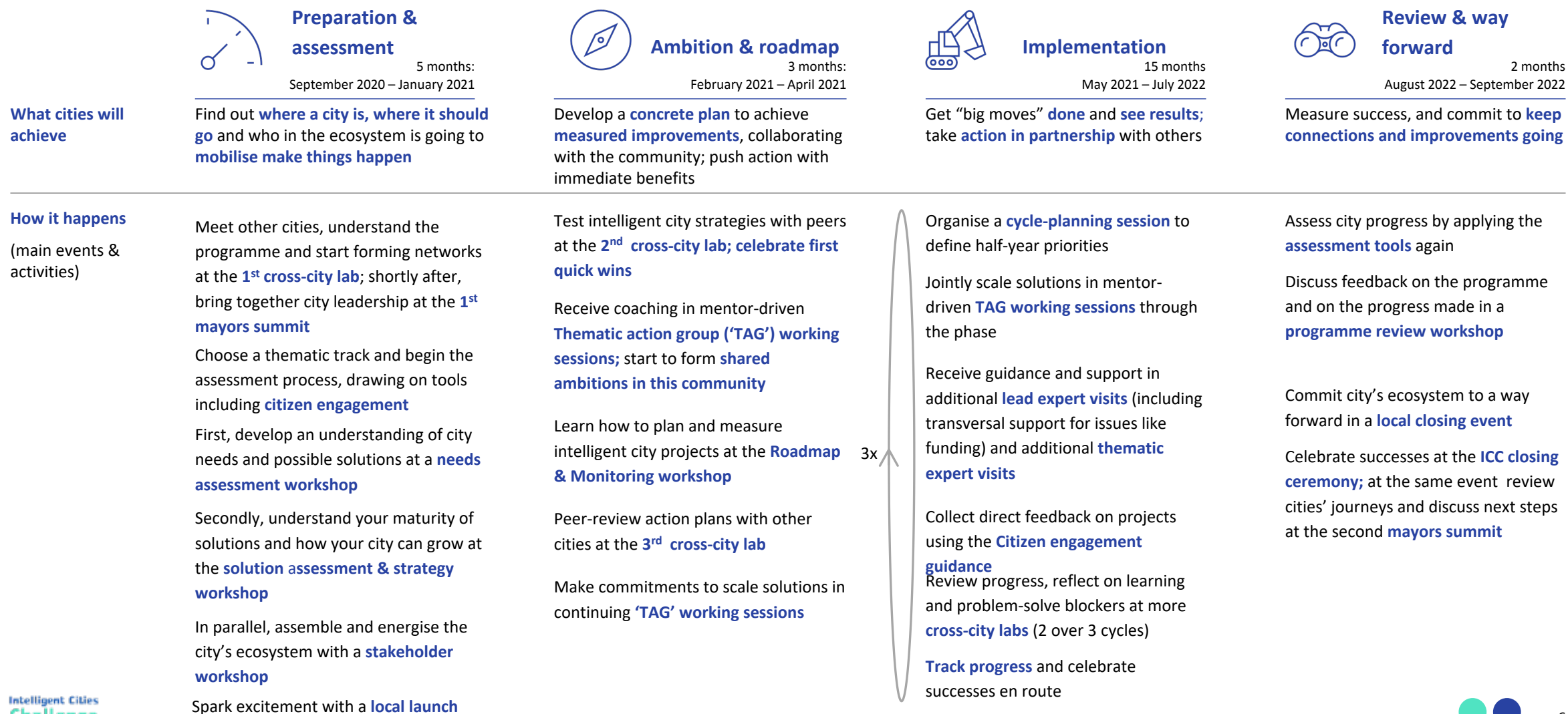
- Define a detailed roadmap for the rest of the programme
- Set KPIs
- Begin material collaboration with others

- Deliver on your plan
- Pause every 5 months to review progress and refocus
- Regularly meet with ecosystem and experts to keep up momentum

- Re-run assessment
- Reflect on what has been learnt
- Agree to continue local and ICC-level activities

1. Due to COVID-19, former DCC cities will have their Activate and accelerate workshop in preparation and assessment

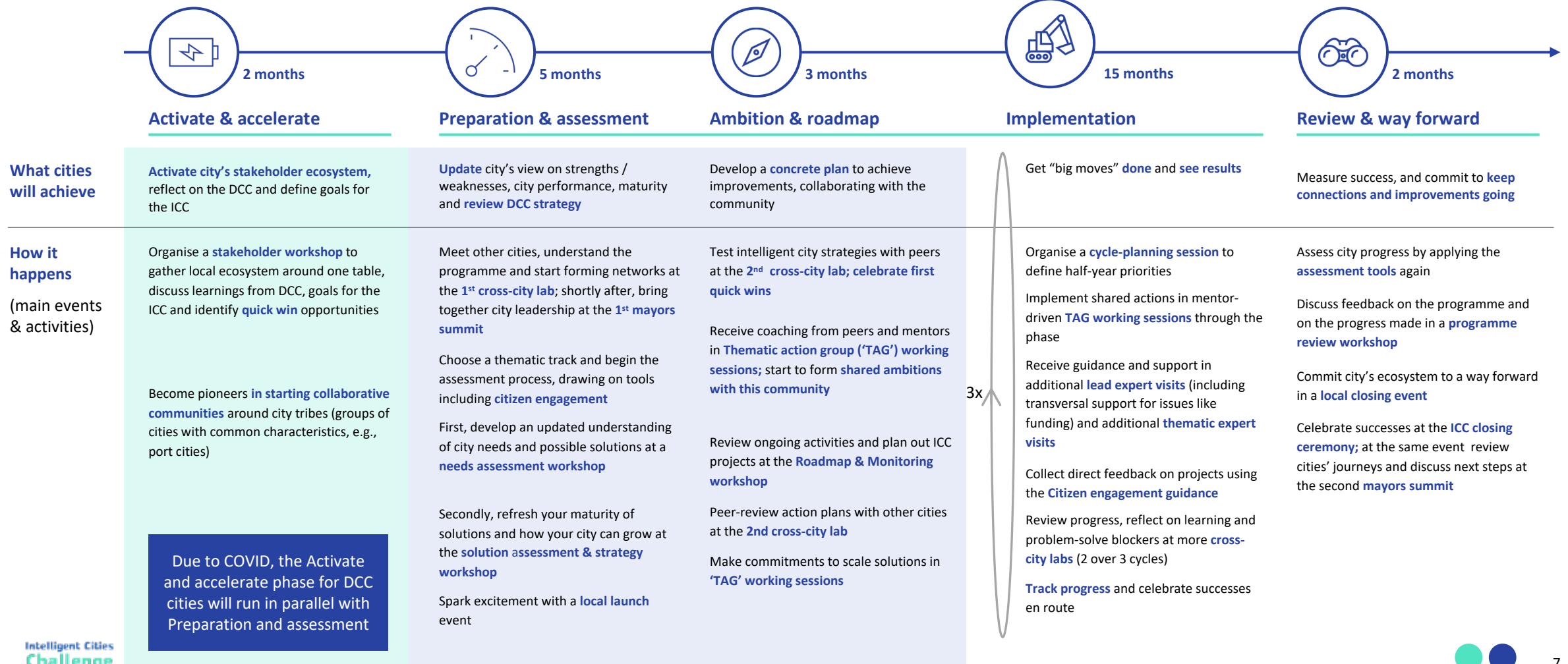
Each stage involves a series of activities that lead to achievements along the journey



DCC cities will follow a similar path but with more focus on running implementation activities in parallel

Elements of Implementation will run concurrently with these phases

New stage Adjusted focus



Core cities are expected to deliver 5 types of deliverables or actions, in addition to generating measurable progress on their transformation



There are different types of events on the ICC depending on the type of impact you need to achieve

The ICC has carefully designed events to help you...

Mobilise and manage your ecosystem

- Local launch
- Acceleration workshop
- Stakeholder mobilisation workshop
- Ecosystem calls
- Local closing

Work out where you are and where you want to go

- Needs assessment workshop
- Maturity assessment and strategy workshop
- Roadmap and monitoring workshop
- Programme review workshop

Harness the leadership of your cities

- Mayor's summits

Collaborate effectively with mentors

- Thematic action group working sessions
- Thematic action group progress trackers

Come together to review, learn and build as a group

- ICC launch (in 1st City Lab)
- ICC closing
- Cross-city labs

Keep moving on the journey

- Lead experts visits (in-person and VC)
- Thematic expert check-ins (in person and VC)
- Transversal workshop
- Cycle planning sessions
- Stage information sessions



Each of these serves a specific purpose, that will be explored later in this document

Activity	Purpose	Format
Local launch & local closing	Mobilise ecosystem for the ICC and at the end, thank stakeholders and commit to more action	In-city
ICC 1 st cross-city lab & in-person closing	Launch (incl. inspiration, networking, theme introduction) and close (incl. celebration, learning, transition) the ICC	Multi-city
Acceleration workshop	Pre-launch event for former DCC cities to learn from DCC experiences and consider redirection under ICC	In-city
Stakeholder mobilisation workshop	Discuss local enablers assessment (i.e., the city's strengths and weaknesses) and build shared ambition	
Needs assessment workshop	Having chosen a theme, discuss city performance assessment results, define vision and long list of solutions	
Maturity assessment and strategy workshop	Set the city up for success by analyzing the maturity of existing technology solutions (via assessment tool results); from this, define top city opportunities and how the ecosystem could work together to achieve goals	
Roadmap and monitoring workshop	Develop a concrete action plan and KPI monitoring framework for the implementation phase	
Programme review workshop	Review achievements and plan continuation of transformation efforts beyond the ICC	
Lead experts visits (in-person and VC)	Help track and drive local progress	In-city
Thematic expert check-ins (in person and VC)	Problem-solve theme-specific issues	
Transversal workshop	Receive specific support on barriers or enablers (e.g., access to finance)	
Cross-city labs	Large all-city conference for both learning and sprints of action. Hold thematic working meetings, learn from peers and experts, initiate cross-city collaboration and form networks	Multi-city
Thematic action group working sessions	With mentor help, identify shared interests, deep dive on common solutions, drive shared implementation	
Mayor's summits	Senior leadership sharing of ambition, discussions of progress and exchange of learning	
Ecosystem calls	City-led sessions to take action and track progress with local stakeholders	In-city
Thematic action group progress trackers	Track progress that is being made in thematic action group working sessions	Multi-city
Cycle planning sessions	Review past implementation cycle and design upcoming implementation cycle	
Stage information sessions	Introduce the next phase of the programme	

Activities are a mixture of one-off events and recurring interactions



Recurring activities	Activity	Frequency
	Lead experts visits (in-person and VC)	15 digital visits, 3 in person visits
	Thematic expert check-ins (in person and VC)	6 digital visits, 1 in person visits
	Cross-city labs	5 labs – 3 digital, 2 in person ³
	Thematic action group working sessions	~10 sessions over course of programme
	Thematic action group progress trackers	~10 sessions over course of programme
	Transversal services	3 types over course of programme
	Ecosystem calls	As often as cities desire, but suggested every 2 weeks

Intelligent Cities Challenge

1.

As part of ICC closing

2.

Subject to review under COVID-19

General advice for the programme



Be bold

This is a time to take risks – try new ways of looking at or approaching problems or reaching out to those you don't normally work with



Look to others to grow

It is through peer learning – and using the scale of 100+ cities – that the ICC can be most effective



Ask for help when you need it

The ICC team and your lead experts are here to support



Suggest improvements for us

There are very few programmes of this scale in the world – so we're all still learning



Weather the storm

There will be times when the programme is challenging – but stick with it and you'll be rewarded



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How the 'flip book' works

Navigating the pages using the color legend

The color legends in the top-right corner of each page will designate which group of cities needs to pay particularly close attention to the content



Only former DCC core cities



All EU core cities (including DCC core cities)



Mentor cities

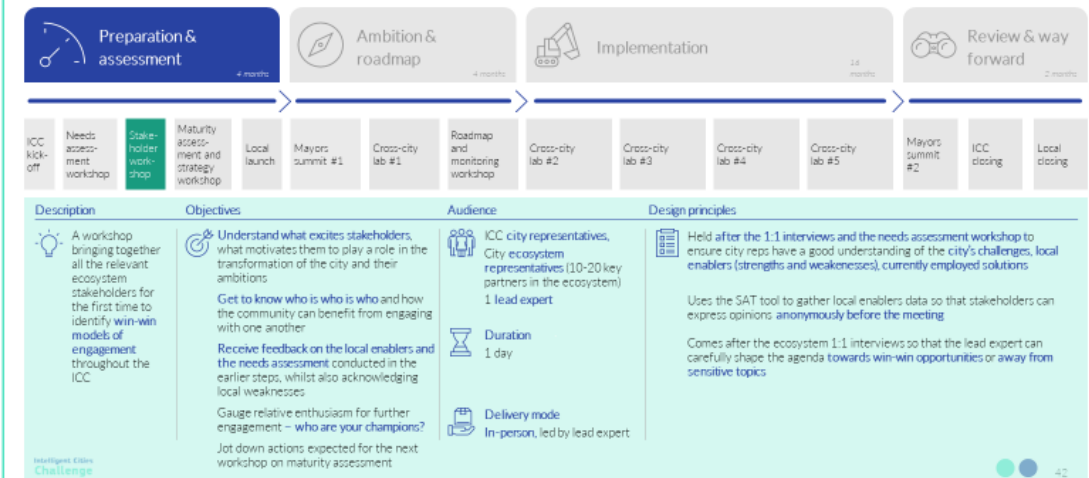
How the 'flip book' works

Welcome to the preparation and assessment phase: Digital ICC launch



The rest of the document is broken down by stages of the ICC journey. The current stage is marked with the dark blue highlight. This page provides overall information and lists events and tools. Each event and tool is in turn highlighted in light blue off this page...

The stakeholder workshop will bring together the ecosystem to discuss shared aspirations and focuses on 'local enablers' – unique characteristics of a city



...and a 'deep dive' on this event or tool follows. This provides information about what this activity is, why it's in the methodology, and anything else cities need to know for it to be a success

Any activities that are recurring throughout the programme are featured in a final 'recurring events' section

Activate and accelerate phase

Key to mark relevance to a given city type



Only former DCC core cities



All EU core cities



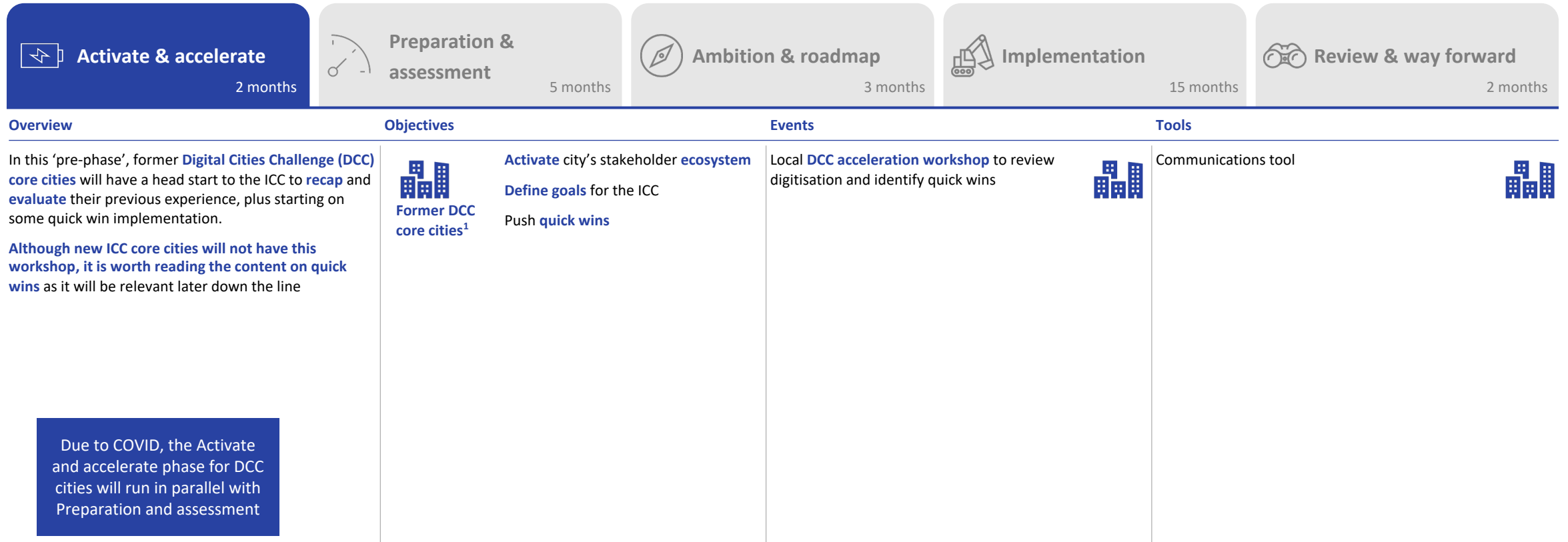
International core cities



EU mentors



International mentors



1. From next phase onwards, former DCC cities will participate in the same events as new joining EU participant cities, therefore their event attendance will not be marked separately

Activate and accelerate phase: DCC acceleration workshop

Key to mark relevance to a given city type



Only former DCC
core cities



All EU core
cities



International
core cities



EU
mentors



International
mentors



Activate & accelerate

2 months



Preparation & assessment

5 months



Ambition & roadmap

3 months



Implementation

15 months



Review & way forward

2 months

Overview

In this 'pre-phase', former **Digital Cities Challenge (DCC) core cities** will have a head start to the ICC to **recap** and **evaluate** their previous experience, plus starting on some quick win implementation.

Although new ICC core cities will not have this workshop, it is worth reading the content on quick wins as it will be relevant later down the line

Due to COVID, the Activate and accelerate phase for DCC cities will run in parallel with Preparation and assessment

Objectives



Former DCC
core cities¹

Activate city's stakeholder **ecosystem**

Define goals for the ICC

Push **quick wins**

Events

Local **DCC acceleration workshop** to review digitisation and identify quick wins



Tools

Communications tool



1. From next phase onwards, former DCC cities will participate in the same events as new joining EU participant cities, therefore their event attendance will not be marked separately

The acceleration workshop will provide former DCC cities a head start



Description

The acceleration workshop will allow former DCC cities to **revisit their DCC experiences, reflect on learning** and **restart collaboration** with ecosystem partners, gaining a head start in the ICC journey.

Due to COVID, the Activate and accelerate phase for DCC cities will run in parallel with Preparation and assessment

Objectives



Evaluate DCC strategy and assess success factors and roadblocks

Revisit DCC goals to consider open city opportunities for ICC journey

Revive ecosystem collaboration

Prepare ICC journey by defining key city opportunities and discuss in particular **quick wins**

Become **pioneers in being the most active collaborative communities**, e.g., suggesting topics for thematic action groups

Audience



Mayor,
3 local **city representatives**
Local **ecosystem**
Lead expert



Duration
1 day



Delivery mode
In person

Design principles



Provide **valuable learning opportunity** ahead of start of the programme by reviewing DCC journey to allow cities a **clear departure from the DCC** and entry in to the ICC programme

Initiate **city-ecosystem collaboration** right from the outset

Launching from DCC into ICC programme requires a coherent status evaluation



Key elements to have ready for the workshop



Prepare information on the **city's activities** and **achievements** since the **end of the DCC**



Collect **key facts and figures** from the DCC activities in order to evaluate strategy, achievements and areas for improvement



Reflect on **city opportunities** and **objectives** for the ICC programme, incl. **potential “accelerated impact actions”**



Undertake logistical arrangements, incl. organisation of venue and catering (as required)

The ICC requires a mindset shift compared to the DCC, with a move from strategy to implementation

How is the ICC different to the DCC?



Digital Cities Challenge

Scale	15 challenge cities and 26 fellow cities
Scope	EU only
Focus	Focus on strategy
Outcomes	Starting on a prioritized roadmaps; limited KPI tracking
Tailoring	Same program for all participants
In-person activities	Facilitated city workshops and visits Group learning academies
Commitment	1 day / week of one person
Collaboration	Networking, peer review and community development



Intelligent Cities Challenge

100+ cities
EU-centric, but with global engagement
Turning strategy to implementation
Implemented projects resulting in measurable KPI improvements
Thematic tracks for more targeted support
Facilitated city workshops and visits City labs – larger and more frequent collaboration events
2 day / week in total across three people
Shared commitments (e.g., procurement)



Core cities will deliver ‘accelerated impact actions’ in the early phases of ICC to demonstrate results and build momentum – DCC cities will lead the charge



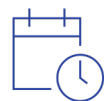
How are ‘accelerated impact actions’ identified?

The ICC will provide an initial shortlist of potential ‘accelerated impact actions’ that core cities can choose from to implement. To qualify as a **quick impact action**, projects will tick three boxes:

- 1 Can the project be **implemented within 5 – 10 months**?
- 2 Can the project be **implemented with limited investment** (e.g., financial, infrastructure, etc.)?
- 3 Does the project **contribute to a measurable improvement of a city KPI or broader EU goal**? E.g.,
 - Improving enabling infrastructure
 - Facilitating the improvement of a city performance KPI (e.g., air quality)
 - Contributing to an ongoing EU initiative¹

As secondary criteria, ‘accelerated impact actions’ initiatives should have the **potential to activate and mobilise enthusiasm in their city**, and ideally have **some level of standardisation across cities to facilitate shared action**.

Cities can suggest their own accelerated impact actions if they meet the above criteria, but more support will be available for those already on the short list



> When will core cities deliver short term?

Participants’ timeline for implementing ‘accelerated impact actions’ will depend on whether they are an incumbent DCC or a new EU ICC participant.

DCC core cities will have a head start, leveraging previous programme experience to establish ‘accelerated impact actions’ earlier and **serve as a model of success for new ICC core cities**

	Former DCC	ICC ‘new’
Introduction to accelerated impact actions	Activate and accelerate phase (stakeholder workshop)	Preparation and assessment phase (ICC kickoff event)
Decision and execution	DCC core cities implement during the Preparation and assessment phase	ICC core cities implement during the Ambition and road map phase , but can start earlier if ready
Sharing success stories	DCC will review impact of their ‘accelerated impact actions’ during the preparation and assessment phase and share success stories during the 1 st cross-city lab	ICC will review impact of ‘accelerated impact actions’ during the Ambition and road map phase and share success stories at the 2 nd cross-city lab

Due to COVID, the we expect both former DCC and ICC ‘new’ to produce accelerated impact actions on a similar timeframe

Delivering accelerated impact actions will energise cities, and prepare the ground for effective long term implementation

Nature of accelerated impact actions

Initiatives which:

- Have full **leadership buy-in** (no additional syndication needed)
- Does not need substantial **additional funding**
- Will create **“wow effect”** (either due to impact, innovativeness or to the fact that it has been outstanding for long time)
- Ideally involves **minimum number** of institutions
- Shows results in a **short time frame**

Why accelerated impact actions are important

Delivering quick wins will:

- Increase **confidence** in methodology and process (internally and externally)
- Boost **motivation** of participants and city leadership for further implementation
- Establish a **routine** and make it **easier for delivery ecosystem** to operationalise rest of the plans

How to implement accelerated impact actions

There are several tasks required to ensure delivery of quick wins:

- Responsible **parties** for implementation **should be defined** and briefed as soon as possible
- The **follow-up of implementation** for these initiatives should be done via newly established routines (e.g., the fortnightly ecosystem calls). This routine can provide base for broader ecosystem and the quick win gives the meeting immediate purpose
- Even if the plans are prepared in detail and relevant parties are involved in discussions from early on, new problems can arise during implementation. **Quick reaction** is needed for these initiatives, with involvement of government leadership when needed

Welcome to the preparation and assessment phase

Key to mark relevance to a given city type



Only former DCC
core cities



All EU core
cities



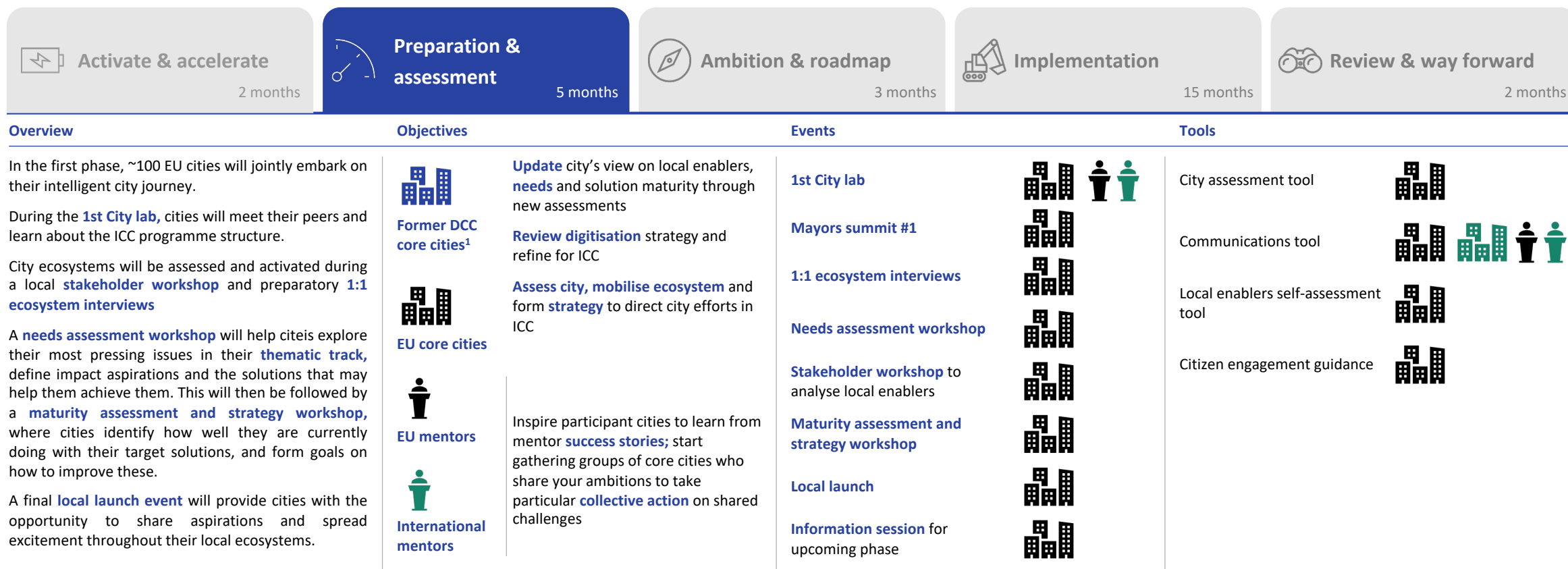
International
core cities



EU
mentors



International
mentors



Welcome to the preparation and assessment phase: 1st City lab

Detailed next

Key to mark relevance to a given city type



Only former DCC core cities



All EU core cities



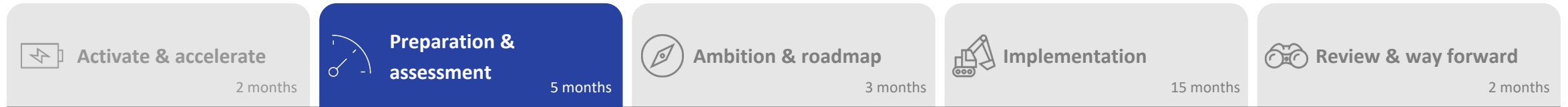
International core cities



EU mentors



International mentors



Overview

In the first phase, ~100 EU cities will jointly embark on their intelligent city journey.

During the **1st City lab**, cities will meet their peers and learn about the ICC programme structure.

City ecosystems will be assessed and activated during a local **stakeholder workshop** and preparatory **1:1 ecosystem interviews**

A **needs assessment workshop** will help cities explore their most pressing issues in their **thematic track**, define impact aspirations and the solutions that may help them achieve them. This will then be followed by a **maturity assessment and strategy workshop**, where cities identify how well they are currently doing with their target solutions, and form goals on how to improve these.

A final **local launch event** will provide cities with the opportunity to share aspirations and spread excitement throughout their local ecosystems.

Objectives



Former DCC core cities¹



EU core cities



EU mentors



International mentors

Update city's view on local enablers, **needs** and solution maturity through new assessments

Review digitisation strategy and refine for ICC

Assess city, mobilise ecosystem and form **strategy** to direct city efforts in ICC

Inspire participant cities to learn from mentor **success stories**; start gathering groups of core cities who share your ambitions to take particular **collective action** on shared challenges

Events

1st City lab



Mayors summit #1



1:1 ecosystem interviews



Needs assessment workshop



Stakeholder workshop to analyse local enablers



Maturity assessment and strategy workshop



Local launch



Information session for upcoming phase



Tools

City assessment tool



Communications tool



Local enablers self-assessment tool



Citizen engagement guidance



The 1st City lab will accelerate cities on their ICC journey, inspired, and ready to collaborate

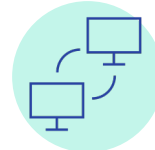
Overview

SUBJECT TO CHANGE
UNTIL EVENT



Objectives

- **Publicly launch ICC** with participants and the press, sparking excitement
- Cover all **agenda items of the previously planned 2-day physical conference**
- Set the scene with **major trends in the EU urban agenda** and affirm the **EU's commitment** to sustainable urban development
- Introduce the **ICC programme structure**
- Inspire with successful mentor **case studies**
- Introduce and test the content of **themes and transversal services**
- **Connect cities to their lead experts** and provide time for working reflection on the launch
- Introduce cities to **the idea of accelerated impact actions**
- Encourage **community building** amongst ICC members



Logistics

- Digital conference **spread over 5 days**
- **3 ½ hours** of programme per day, beginning at 1:30pm
- **~200 attendees** constituted of 2 attendees per participating city (170), EU and international mentors (~15), thematic experts and speakers (~15)
- **Teams as central communication technology**, accompanied by **interactive activities** such as polls to give all the chance to actively participate
- Day 1 open to public, all others ICC only



Design principles

- Spark excitement with **high quality speakers front-loaded** at the start of the week
- **Engage participants** through **interactive communication tools** like 'Mentimeter' during formats with large groups
- Focus on **interactive activities** and **peer-to-peer discussions in breakout rooms**, to set the tone that all multi-city meetings are collaborative and action-orientated
- Allow participants to voluntarily **book 1 : 1 video calls** with each other at the side of the programme
- Introduction of the day sessions to help cities **understand the purpose of each day** and orientate themselves on the agenda and closing sessions to help **crystallise key learnings and gather feedback**

Cities should go to the 1st city lab expecting to invest time and energy, coming out with relationships to pursue



Going in, cities should aim to...

...attend the digital kick-off event with an **open mind** with respect to themes, solutions and peers. **Look to see similarities with cities that do not immediately match** your size, maturity or nationality

...**connect with peer and mentor cities** on a variety of topics to identify common ground regarding themes and characteristics,

...share honest insights on **city experience, both strengths and weaknesses**

...fully engage in **interactive sessions** to make most of learning opportunities – **expect to do work**



Coming out, cities should aim to have...

...a firm understanding of the ICC **programme** and **design**

...identified **first collaboration opportunities** with at least two peer cities, including a reason to call one of them before the next event

... a first idea of what **themes** and **transversal services** may be of most use to the city

...**approach their city transformation differently** in at least one aspect compared to pre-ICC



Digital ICC kick-off



Each city will be asked to undertake preparations to create a successful digital 1st ICC City Lab

Pre 1st ICC City Lab preparation covers



Cities should **become familiar with the available online tools and resources** (e.g. Microsoft Teams) - invitations to sign in will be sent shortly



Each city should **record and share a brief video (<2 minute) profile** to introduce their team and introduce their vision for involvement in the ICC

Deadline: September 25th



Participants should **check the list of cities and arrange bilaterally with who they would like to engage in 1:1 informal discussions** during the 1st ICC City Lab. The list of cities and contacts are available in Microsoft Teams

Participants who have not already informed about the **local stakeholders** they would like to involve in discussions during the event should provide the information [here](#)

In your video profile, please address the following questions:

- 1 Who are the **individuals that will represent your city's core team** during the ICC?
- 2 How would you get the **essence of your city** across in 30 seconds? What defines your city? What visual sights, locations or culture are you proud to show others?
- 3 What **new topic areas are you most excited to explore** during your city's participation in the ICC? (e.g., smart mobility, green infrastructure, etc.) What activities have you already started?

Please upload your videos directly on:
<https://bit.ly/3iLVW3M>

Format: i.e. simple mobile phone recording

Welcome to the preparation and assessment phase

Key to mark relevance to a given city type



Only former DCC core cities



All EU core cities



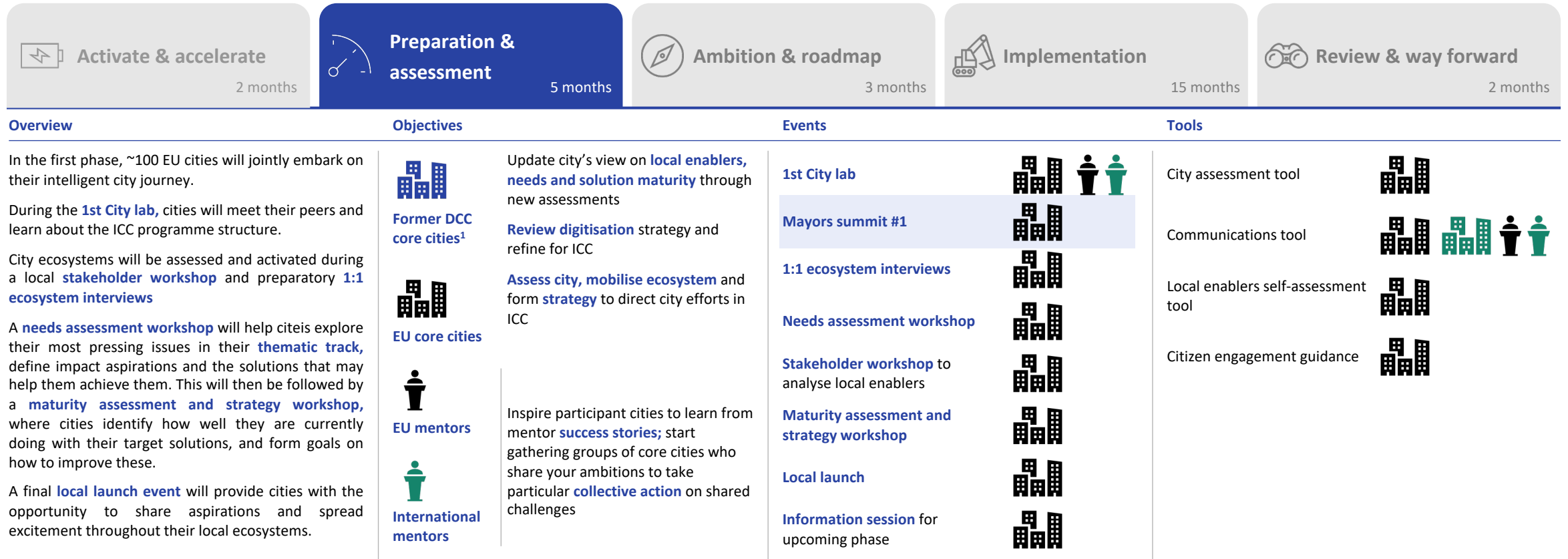
International core cities



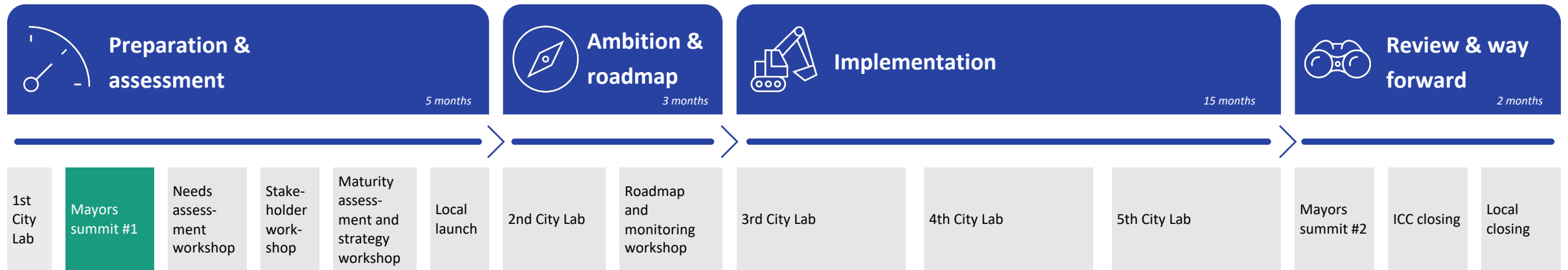
EU mentors









International mentors



The first Mayors summit gives mayors the chance to get to know the ICC programme as well as mayors from other cities



Description	Objectives	Audience	Design principles
 <p>The first Mayors summit brings mayors of ICC cities together to share ambitions for the ICC programme and to get to know each other</p>	 <p>Outline the policy framework of the Intelligent Cities Challenge in the context of the recovery and why we need to act now</p> <p>Showcase political leadership across Europe for the Intelligent Cities Challenge</p> <p>Create a community of like-minded politicians who wish to put advanced technologies into practice and develop sustainable growth that benefits society, industry and SMEs</p> <p>Outline how cities will be supported to act as catalysts for the Green and Digital recovery of the EU</p>	 <p>~250 attendees constituted of 1 mayor per ICC city 1 city representative per ICC city</p>  <p>Duration 1.5 hours</p>  <p>Delivery mode video conference, in Brussels during the European week of regions and cities</p>	 <p>Ensure that ICC core city leadership feel engaged and continue to see the importance of supporting their city on the ICC journey</p> <p>Focus on a short sharp activity to reflect the busy schedule of ICC mayors</p>

Overview to the preparation and assessment phase: 1:1 ecosystem interviews

Detailed next

Key to mark relevance to a given city type



Only former DCC core cities



All EU core cities



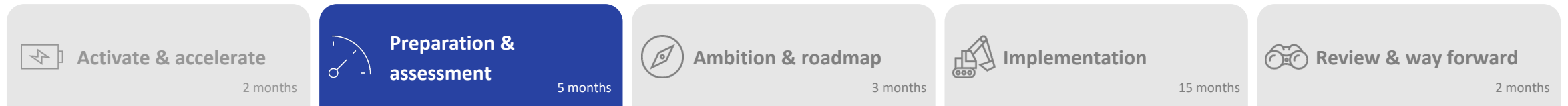
International core cities



EU mentors



International mentors



Overview	Objectives	Events	Tools
<p>In the first phase, ~100 EU cities will jointly embark on their intelligent city journey.</p> <p>During the 1st City lab, cities will meet their peers and learn about the ICC programme structure.</p> <p>City ecosystems will be assessed and activated during a local stakeholder workshop and preparatory 1:1 ecosystem interviews</p> <p>A needs assessment workshop will help cities explore their most pressing issues in their thematic track, define impact aspirations and the solutions that may help them achieve them. This will then be followed by a maturity assessment and strategy workshop, where cities identify how well they are currently doing with their target solutions, and form goals on how to improve these.</p> <p>A final local launch event will provide cities with the opportunity to share aspirations and spread excitement throughout their local ecosystems.</p>	<p> Former DCC core cities¹</p> <p> EU core cities</p> <p> EU mentors</p> <p> International mentors</p> <p>Update city's view on local enablers, needs and solution maturity through new assessments</p> <p>Review digitisation strategy and refine for ICC</p> <p>Assess city, mobilise ecosystem and form strategy to direct city efforts in ICC</p> <p>Inspire participant cities to learn from mentor success stories; start gathering groups of core cities who share your ambitions to take particular collective action on shared challenges</p>	<p>1st City lab</p> <p>Mayors summit #1</p> <p>1:1 ecosystem interviews</p> <p>Needs assessment workshop</p> <p>Stakeholder workshop to analyse local enablers</p> <p>Maturity assessment and strategy workshop</p> <p>Local launch</p> <p>Information session for upcoming phase</p>	<p>City assessment tool</p> <p>Communications tool</p> <p>Local enablers self-assessment tool</p> <p>Citizen engagement guidance</p>

1:1 ecosystem interviews serve to understand, spot opportunities and generally warm up a city's powerful stakeholder networks



1:1 ecosystem
interviews

Interviews are to be held with key members of the local ecosystem

Objective



The objective is threefold:

Diagnose characteristics of the local ecosystem and its members, including sensitive topics that might not be shared plenary in the workshop

Get a **first perspective of the possible win-win opportunities** across multiple ecosystem members that will serve as content for the local ecosystem workshop

Warm up enthusiasm for the city's participation in the ICC

Focus



Targeted interview participants are:

Members of the local ecosystem representing **different interest groups** who can help the city better understand strengths, weaknesses, risks and opportunities

Important ecosystem stakeholders who the cities will not normally work with and may not feel comfortable speaking up during a workshop

Potential **ambassadors** who will actively support the city's vision and can play a strategic role in the ecosystem workshop to spark interest and help keep up the momentum

Tools



Stakeholder Mapping: a tool that assesses which people or groups of people are affected by the decisions or can influence the implementation of its decisions.

Stakeholder Mapping ensures that you know which stakeholders should be included and to which extend.

1-2-1 Interview checklist

Interview Questionnaire: a set of questions to get you started

Key ecosystem players could include



- Innovation (start-up) hubs, community middle-ground organisations with grassroots civic activism programmes, incubators, accelerators, knowledge institutions
- Leads from the city's Chief Technology Office, data science departments etc.
- Chief business relations of urban infrastructure companies, e.g. energy, water, telco and other utility companies. Postal companies, (light)rail and motorized transport system providers.
- Large publicly listed private companies with their (local) HQ and a strong foothold or in your city

Before the 1:1 ecosystem interviews it's important that cities work with lead experts to dissect the local stakeholder landscape

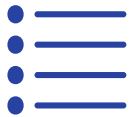


1:1 ecosystem
interviews

Key elements to consider in preparation to the interviews:



Use the **stakeholder mapping tool** in advance to identify who to interview. Do the exercise together with your local advisers to identify stakeholders you do not normally work with



Prioritise those stakeholders that could become your **ambassadors** and could unlock access to key stakeholders



Due to Covid-19 restrictions interviews can be done via **video conferencing** but make sure to use your camera for a more personal touch. Interviews are **ideally conducted by the lead expert** to stimulate a more open discussion



Prepare questions in advance - consult the ICC toolbox for a set of possible questions for a discussion between 30 to 45 minutes

Overview to the preparation and assessment phase: City assessment tool and local self-assessment tool

Detailed next

Key to mark relevance to a given city type



Only former DCC core cities



All EU core cities



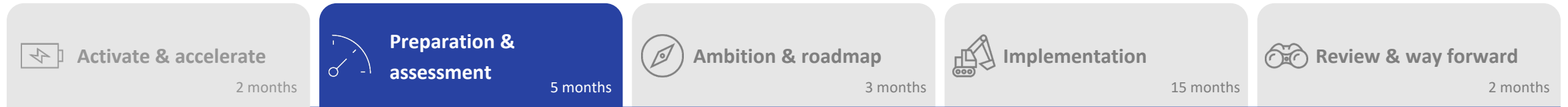
International core cities



EU mentors



International mentors



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EU core cities



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Events

1st City lab

Mayors summit #1

1:1 ecosystem interviews

Needs assessment workshop

Stakeholder workshop to analyse local enablers

Maturity assessment and strategy workshop

Local launch

Information session for upcoming phase



Tools

City assessment tool



Communications tool



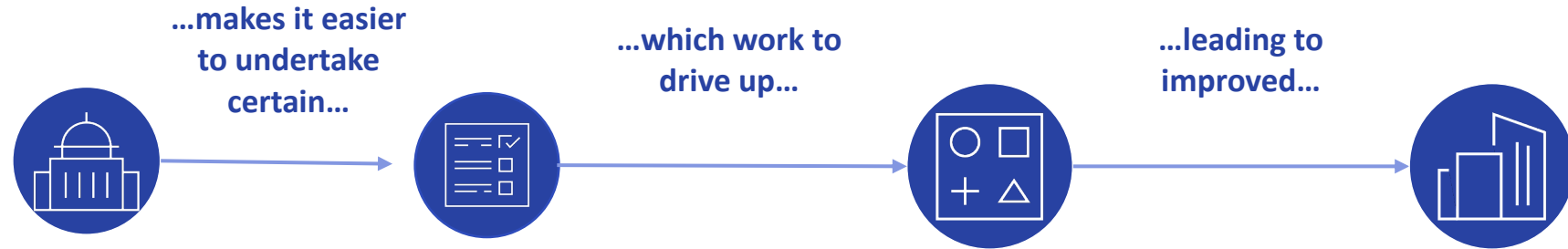
Local enablers self-assessment tool



Citizen engagement guidance



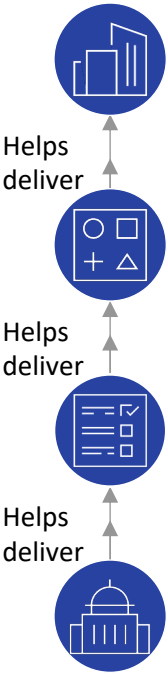
There are four types of measurable concepts that come together to drive success in the ICC



Idea	Local enablers –city characteristics	Activities – actions and inputs	Technology maturity – outputs	City performance – outcomes and impacts
Description	Each city has unique strengths and weaknesses that help action happen . These can be stakeholder networks, local capabilities, cultural factors or many more that drive success in ICC projects.	A cities main intervention on the ICC is to take actions . These can be direct (e.g., procuring technology), or indirect , (e.g., forming a working group on a topic). The right actions can lead to the right inputs going in to the ICC (e.g., funding, time)	Cities can drive technological solutions to try and improve city performance. How well these solutions are currently used can be described as their ‘maturity’ , - considering whether they are available for stakeholder use, what stakeholders think of them, and so on	Success of an intelligent city is ultimately measured by its ability to address city needs . These can be considered an improved quality of citizen life and a better environment for stakeholders
Example	A history of strong collaboration between city and a local university...	...allows the creation of a new e-health pilot project using social housing in the city...	...leads to the launch a new tele-health solution utilising 4G data connections...	...resulting in pre-emptive diagnosis and lower wait times at medical facilities

Some of these are used in assessment, some are used in tracking, some are used in both

Used for tracking and assessment Only used for tracking Only used for assessment



Idea	What does it examine?	When is it explored?	What tools are used?
City performance	How well a city is performing on outcomes and impacts (e.g., quality of life)	Discussed at Needs assessment workshop	City Assessment tool
Technology maturity	How well a city is using new technological solutions	Discussed at Solution assessment and strategy workshop	City assessment tool
Activities	How well a city is taking action and encouraging others to take action	Discussed at Roadmap workshop	City assessment tool and roadmap template guidance
Local enablers	Unique features of a city that help it take action	Discussed at ecosystem workshop	Self-assessment tool (SAT) and 1:1 interviews

Please see the assessment tools handbook for more information

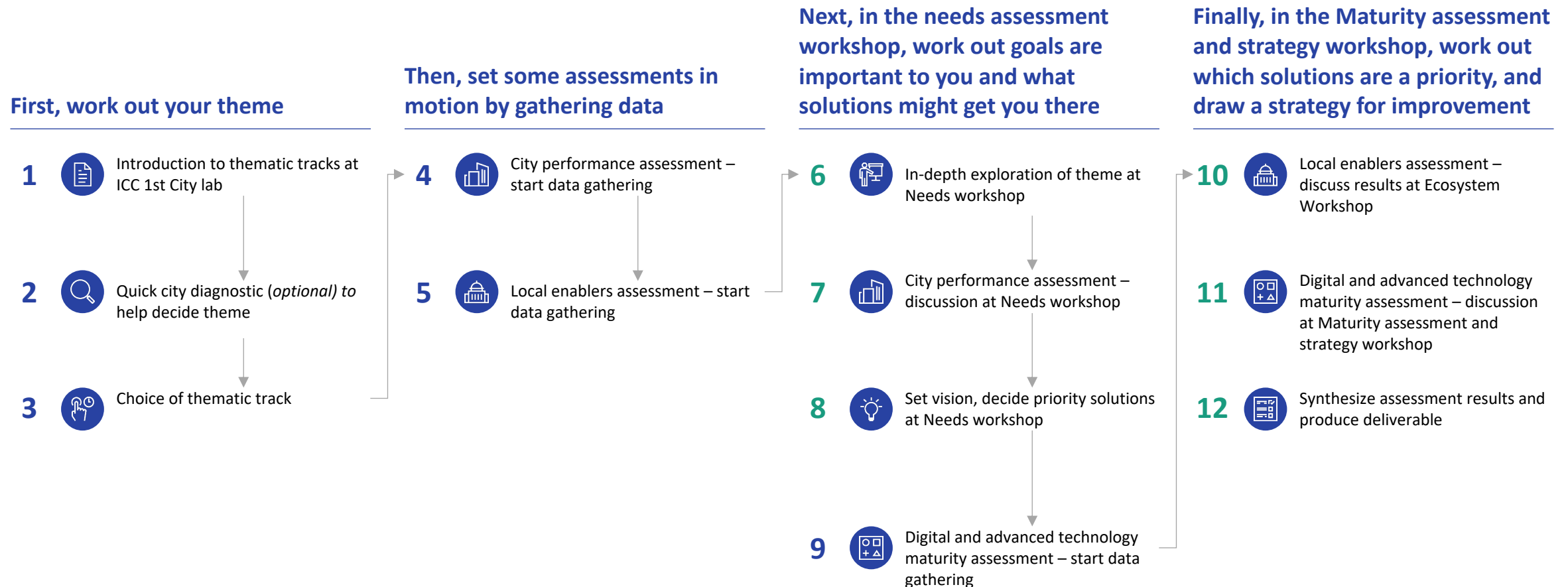
1. (after first implementation cycle)

Cities take steps throughout the assessment phase to achieve an effective diagnostic of where they are and where they want to go

Please see the assessment tools handbook for more information

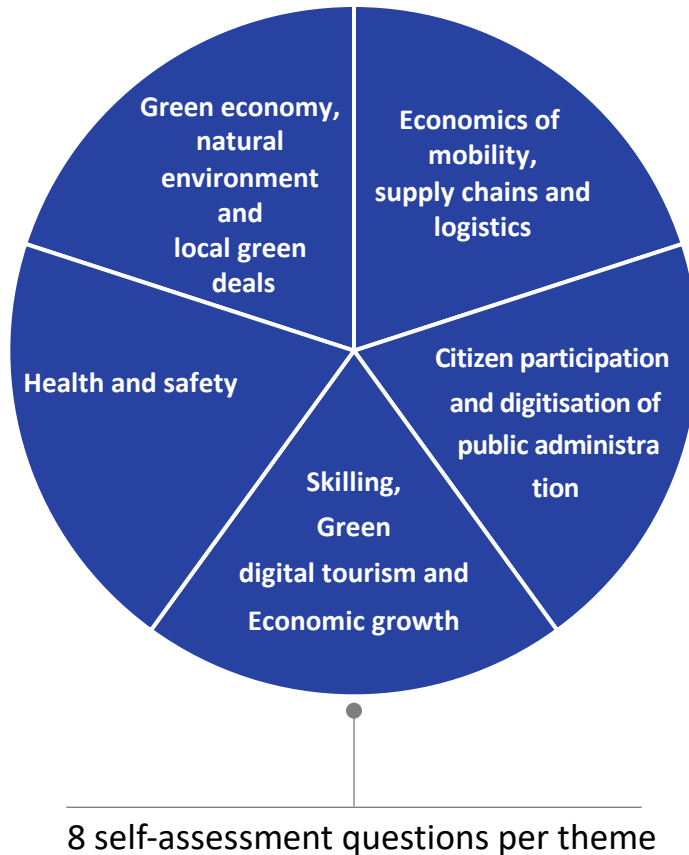
XX City preparation

XX Workshop activity



The thematic choice support tool helps cities identify the most relevant theme before the Needs assessment workshop

Visualisation of tool



Overview

- This tool provides support in selecting the right theme for the city by serving as a discussion primer. It is optional for the cities to use.
- Cities who have already done detailed thematic consideration during the preparation of their Expression of Interest can still draw on this view and their reasoning when deciding a theme

Description

- ICC's tool is an adjusted version of the Tractebel 'light' 360 City Assessment tool. This has Tractebel's original questions adjusted and remapped to the ICC's themes
- This is available online, requires no additional data, and can be completed in less than 30 minutes
- The tool asks a series of qualitative questions covering issues of city performance and digital and advanced technology maturity
- It does not give a quantitative or detailed response, so can not be considered a detailed diagnostic or a basis for tracking KPIs. However, it can be useful for helping cities structure their reflections

Overview to the preparation and assessment phase: Needs assessment workshop

Detailed next

Key to mark relevance to a given city type



Only former DCC core cities



All EU core cities



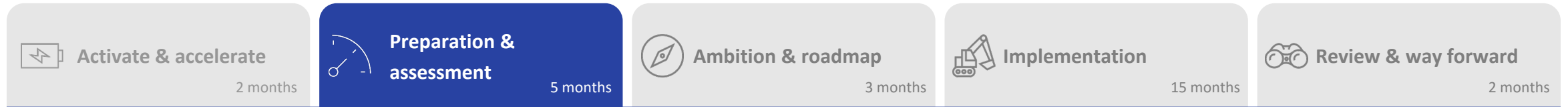
International core cities



EU mentors



International mentors



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Former DCC core cities¹



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1st City lab

Mayors summit #1

1:1 ecosystem interviews

Needs assessment workshop

Stakeholder workshop to analyse local enablers

Maturity assessment and strategy workshop

Local launch

Information session for upcoming phase



Tools

City assessment tool



Communications tool



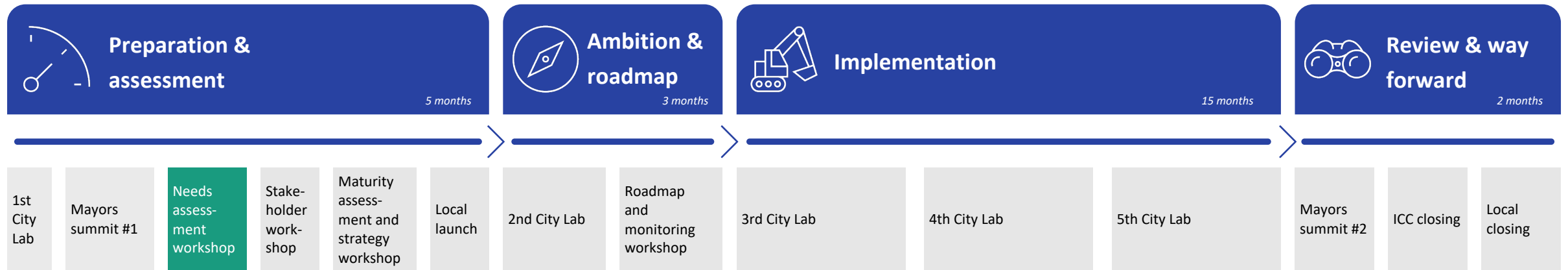
Local enablers self-assessment tool



Citizen engagement guidance



The needs assessment workshop will inspire cities to pursue city-specific solutions



Description	Objectives	Audience	Design principles
 <p>The Needs assessment workshop will inspire cities on solutions available in their chosen thematic track, help them understand their performance and citizen needs and develop a vision statement.</p>	 <p>Evaluate city performance assessment results</p> <p>Highlight a wide range of inspirational solutions within a theme</p> <p>Enable each city to make informed choice on a select number of priority solutions that they deem most valuable to their city-specific situation</p> <p>Define the city's vision with consideration for city stakeholder aspirations and needs</p>	 <p>3 ICC city representatives, listed in the application process</p> <p>City ecosystem lead expert</p> <p>1 thematic expert</p>  <p>Duration</p> <p>1 day</p>  <p>Delivery mode</p> <p>In person, led by lead expert</p>	 <p>Deepen thematic knowledge in city representatives through focused presentation by thematic expert on theme of interest</p> <p>Gain an understanding of stakeholder aspirations and how your city compares on specific performance criteria</p> <p>Inspire creative problem solving among city representatives and ecosystem with case study gallery walk</p> <p>Develop long list of solutions in order to spark ideas and allow cities to make decision about prioritised solutions</p>

Select preparation will facilitate a successful start into a tailored ICC journey

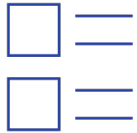


Needs assessment
workshop

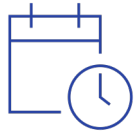
Key elements to have ready for the workshop



Choose thematic track informed by all information and tools provided to date



Collect and summarise city performance assessment results jointly with the lead expert



Facilitate the attendance of local ecosystem by **planning ahead carefully**, incl. sending out workshop invitations well in advance



Undertake logistical arrangements, incl. venue and technical equipment, food and beverages, event support staff

Overview to the preparation and assessment phase: Stakeholder workshop

Detailed next

Key to mark relevance to a given city type



Only former DCC core cities



All EU core cities



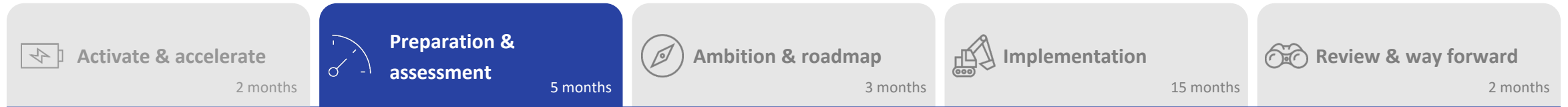
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1st City lab



Mayors summit #1



1:1 ecosystem interviews



Needs assessment workshop



Stakeholder workshop to analyse local enablers



Maturity assessment and strategy workshop



Local launch



Information session for upcoming phase



Tools

City assessment tool



Communications tool



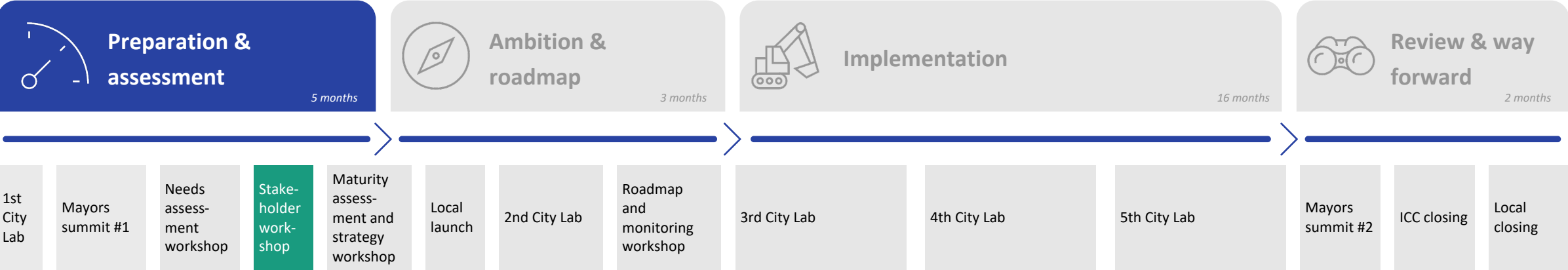
Local enablers self-assessment tool









Citizen engagement guidance



The stakeholder workshop will bring together the ecosystem to discuss shared aspirations and focuses on ‘local enablers’ – unique characteristics of a city



Description	Objectives	Audience	Design principles
 A workshop bringing together all the relevant ecosystem stakeholders for the first time to identify win-win models of engagement throughout the ICC	 Understand what excites stakeholders , what motivates them to play a role in the transformation of the city and their ambitions Get to know who is who is who and how the community can benefit from engaging with one another Receive feedback on the local enablers and the needs assessment conducted in the earlier steps, whilst also acknowledging local weaknesses Gauge relative enthusiasm for further engagement – who are your champions? Jot down actions expected for the next workshop on maturity assessment	 ICC city representatives , City ecosystem representatives (10-20 key partners in the ecosystem) 1 lead expert  Duration 1 day  Delivery mode In-person , led by lead expert	 Held after the 1:1 interviews and the needs assessment workshop to ensure city reps have a good understanding of the city’s challenges, local enablers (strengths and weaknesses), currently employed solutions Uses the SAT tool to gather local enablers data so that stakeholders can express opinions anonymously before the meeting Comes after the ecosystem 1:1 interviews so that the lead expert can carefully shape the agenda towards win-win opportunities or away from sensitive topics

It is very important that the ecosystem workshop has a good attendance, and stakeholders use the SAT tool in advance



Encourage stakeholder to undertake the a **local enablers questionnaire** – and do so yourself!

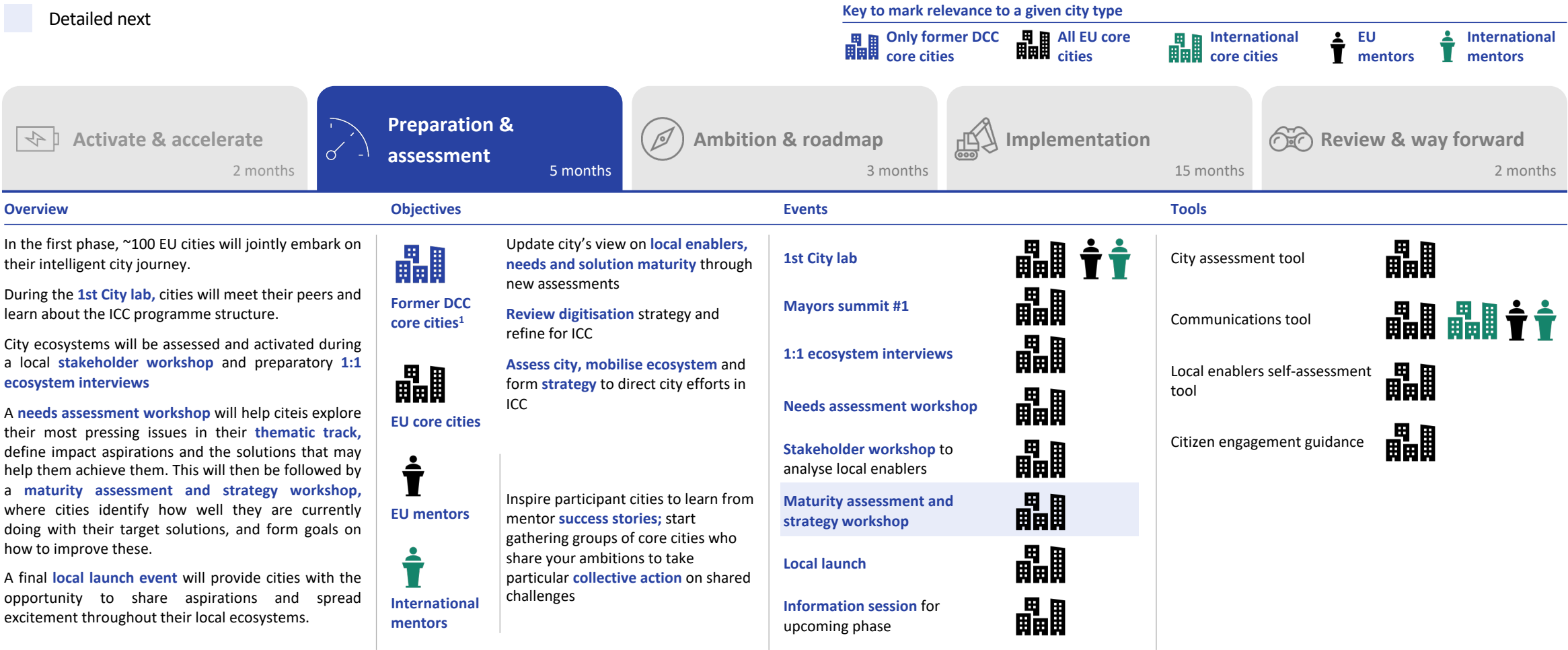


Facilitate the attendance of local ecosystem by **planning ahead carefully**, incl. sending out workshop invitations well in advance. Encourage ecosystem attendees to motivate others to come, building a critical mass of enthusiasts

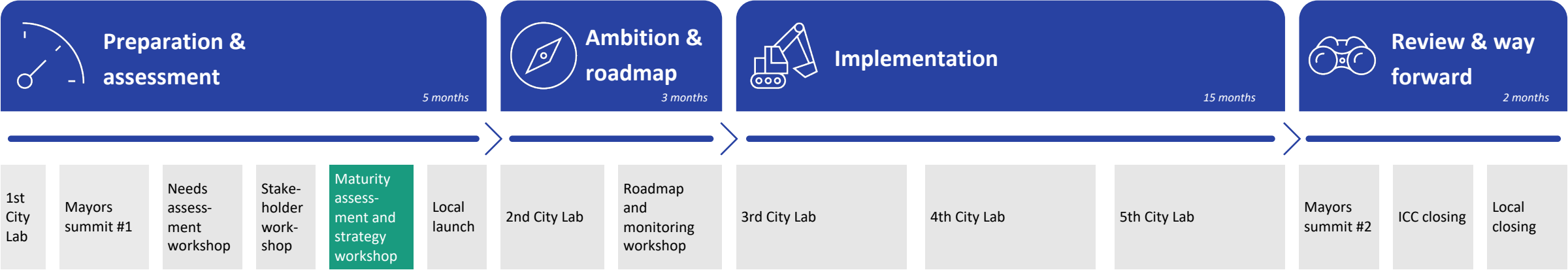








Undertake logistical arrangements, incl. venue and technical equipment, food and beverages, event support staff

Overview to the preparation and assessment phase: Maturity assessment and strategy workshop



The Maturity assessment and strategy workshop has the objective to set out a vision and goals for each city's ICC journey



Description	Objectives	Audience	Design principles
 The Maturity assessment and strategy workshop follows on from the needs assessment workshop, and works out what priority solutions could be most instrumental in achieving the vision, leading to the formation of an intelligent city strategy	 Assess current solution maturity and development needs; define priority solutions Revisit vision for intelligent city transformation , and create strategy for improving use of priority solutions with short- and long-term goals, based on combined assessment results Define the high-level role of the city ecosystem in delivering strategy and explore potential of city-ecosystem collaboration Determine opportunities for cross-city collaboration	 3 ICC city representatives , listed in the application process City ecosystem 1 lead expert 1 thematic expert  Duration 2 days  Delivery mode In-person , led by lead expert	 Develop coherent strategy that is supported by ecosystem with joint ideation and prioritisation exercises Create transparency and accountability for upcoming activities by documenting strategy in end products

Diligent workshop preparation will allow this event to become the impact-driven foundation of the city's ICC journey

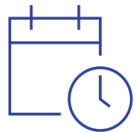


Maturity assessment
and strategy
workshop

Key elements to have ready for the workshop



Collect and summarise **digital and advanced technology maturity assessment** results jointly with the lead expert



Facilitate the attendance of local ecosystem by **planning ahead carefully**, incl. sending out workshop invitations well in advance



Undertake logistical arrangements, incl. venue and technical equipment, food and beverages, event support staff

Overview to the preparation and assessment phase: Local launch

Detailed next

Key to mark relevance to a given city type



Only former DCC core cities



All EU core cities



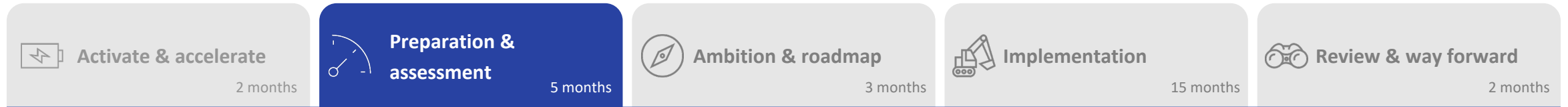
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Events

1st City lab



Mayors summit #1



1:1 ecosystem interviews



Needs assessment workshop



Stakeholder workshop to analyse local enablers



Maturity assessment and strategy workshop



Local launch



Information session for upcoming phase



Tools

City assessment tool



Communications tool



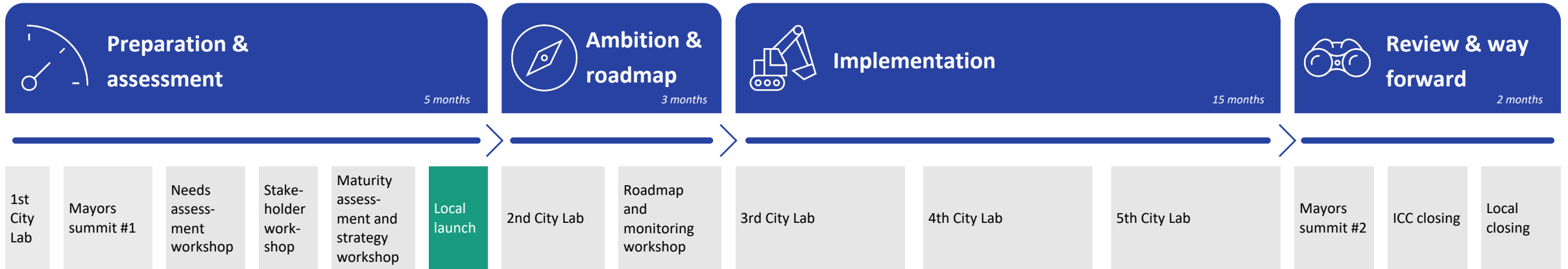
Local enablers self-assessment tool




Citizen engagement guidance



The local launch will introduce the city's transformation strategy to the public



Description	Objectives	Audience	Design principles
 <p>The local launch will introduce the ICC programme to the citizens of the city and officially welcome ecosystem players to the programme.</p>	 <p>Excite and energise the public and the local media about the start of the ICC by introducing the programme and its goals</p> <p>Communicate a clear intelligent city vision, incl. short- and long-term goals as well as first progress made</p> <p>Officially welcome local stakeholders to the programme to recognise their relevance for a successful intelligent city transformation and to initiate a fruitful city-stakeholder relationship</p> <p>Introduce ICC city representatives to local stakeholders and the public</p>	 <p>Mayor, 3 ICC city representatives Local ecosystem 1 lead expert Members of the public and local media</p>  <p>Duration 4h evening event¹</p>  <p>Delivery mode In person Chaired by the mayor, ICC city representatives and the lead expert</p>	 <p>Held after first workshops in order for the city to have developed a clear evidence-based strategy</p> <p>Design an energising and motivating event by bringing all relevant stakeholders together in an evening session</p> <p>Disseminate key information to citizens and other stakeholders not yet engaged by holding a press conference as part of the event</p>

Undertaking select preparations will facilitate an energising local launch



Local launch

Key elements to have ready for the local launch



Finalise and **share ICC strategy and assessment deliverables** with the mayor



Send out press kit to local media to inform about the programme and build excitement around ICC participation and launch event



Familiarise with citizen engagement support to capture citizens' ideas and ask citizens about their priority issues during an interactive presentation with a Q&A



Undertake logistical arrangements, incl. organisation of venue and catering (as required), timely invitation of media and public, event staff to support smooth event operation

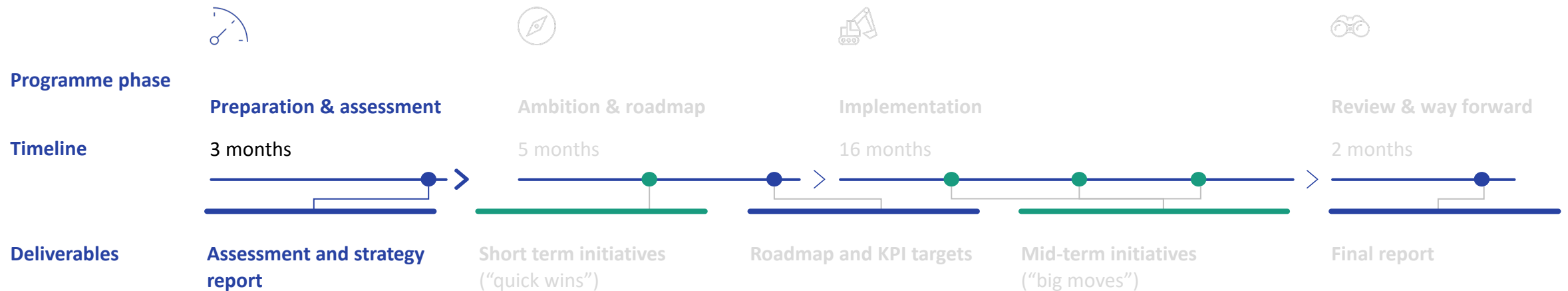
Achievements by the end of the preparation and assessment phase

● Main deliverables ● Major actions

By the end of this phase, cities will have...

- ❑ Met **peer participants** and **mentor cities** at major multi-city events and have developed a **strong working relationship with the lead expert**
- ❑ Learned about **strengths and weaknesses** of the based on the local enablers
- ❑ Defined their **vision** for their intelligent city transformation based on the **city's needs**
- ❑ Established a **strategy** going forward based on the use of **priority solutions and their maturity**
- ❑ Developed **working relations** with city ecosystem

Deliverable overview





Contents

Overview to core city journey

Phase 1: Preparation & assessment

Phase 2: Ambition & roadmap

Phase 3: Implementation

Phase 4: Review & way forward

Recurrent events

Transversal activity

Thematic activity

Cross-cutting tools

Detailed ICC timeline

Contact details and who is who

Explainer for terms and concepts

Overview to the Ambition and roadmap phase

Detailed next

Key to mark relevance to a given city type



Only former DCC
core cities



All EU core
cities



International
core cities



EU
mentors



International
mentors



Activate & accelerate

2 months



Preparation &
assessment

5 months



Ambition & roadmap

3 months



Implementation

15 months



Review & way forward

2 months

Overview

This phase will support cities in developing a **concrete action plan** to achieve intelligent city strategies.

Cities will also test intelligent city strategies developed in the previous phase with peers at the **1st cross-city lab**.

During **Thematic action group ('TAG') working sessions** with mentors, participant cities will form relationships and engage in **peer coaching** to provide support on critical questions and foster cross-European and international relationships.

Finally, cities will learn to plan and measure intelligent city projects at the **roadmap and monitoring workshop**. The action plan created will be peer reviewed at the **2nd cross-city lab** and **come to define the path to success in the Implementation phase**.

Objectives



All EU core
cities

Establish **clear calendar** of actions and achievements for participants, including **budgets, stakeholder commitments**, and process for **progress tracking**



EU mentors



International
mentors

Coach participant cities to develop a **strategy and roadmap; co-create project plans together within thematic action groups**

Events

Cross-city labs



Thematic expert check-ins



Lead expert check-ins



Roadmap and monitoring
workshop



Workplan progress sessions



TAG working session with EU
mentor



TAG working session with
international mentor



Information session for upcoming
phase



Tools

City toolbox



Communications tool



Citizen engagement guidance



1. Will take place as attachment to the second city lab

Overview to the Ambition and roadmap phase: Cross-city labs

Detailed next

Key to mark relevance to a given city type



Only former DCC
core cities



All EU core
cities



International
core cities



EU
mentors



International
mentors



Activate & accelerate

2 months



Preparation &
assessment

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Ambition & roadmap

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2 months

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Thematic expert check-ins



Lead expert check-ins



Roadmap and monitoring workshop



Workplan progress sessions



TAG working session with EU mentor



TAG working session with international mentor



Information session for upcoming phase



Tools

City toolbox



Communications tool



Citizen engagement guidance



1. Will take place as attachment to the second city lab

The cross-city labs drive collaboration and are one of the most important parts of the methodology



Objectives

- **Peer review each other's work** of progress from the previous phase, e.g., the city lab at the end of the Preparation and Assessment phase reviews strategies
- **Learn together**, with one to many and many to one style learning sessions covering themes and transversals
- **Collaborate across experts**, participants and mentor cities
- **Harness scale power** and convene industry leaders, national representatives, NGOs and more
- **Give mentors and cities dedicated in-person time** to push activities in the thematic action groups forward
- Gamification, awards, and much more...



Logistics

- **Either 2 day in person** in Brussels or mentor/participant city **or 4-5 half days digitally**
- **~300-500 attendees** constituted of 2-3 attendees per participating city
- **5 city labs** across the program

City labs are not your usual conference: high intensity action-orientated 2 day¹ events, where cities quickly absorb learning from experts and each other, then work together to drive action





ILLUSTRATIVE



Pan-EU round tables

Orchestrated meeting of senior stakeholders from enabling international organisations (e.g., banks, major service providers) in the EU to discuss 'win-win' contributions



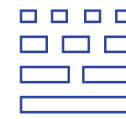
Event app

LinkedIn integration & gamification to drive networking; **live polls** to drive engagement



Pechakucha presentations

City presents **lessons learned to peers with 20 slides**, 20 sec voiceover on each, for engaging, bite-sized cross-city learning



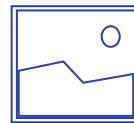
Community building blocks

Attendees **append to or highlight inspiring ideas** on stickies / smartboard (e.g., to implement in region), **results captured & shared**



Hackathon/ GovJam

Participants group into **thematic teams** to apply design and service-oriented thinking techniques, competing to **build the best functional prototypes and action plans to concrete city problems**



Gallery walks

Global best practices captured in **"gallery" of mini case studies** by topic, for thematic and cross-thematic learning



Interactive tech demos and fairs

Cities nominate favorite tech providers (incl. SMEs) for **peer-tested, tech demos** (and potential joint procurement dialogues) alongside promotional stands; **possible link to marketplace**

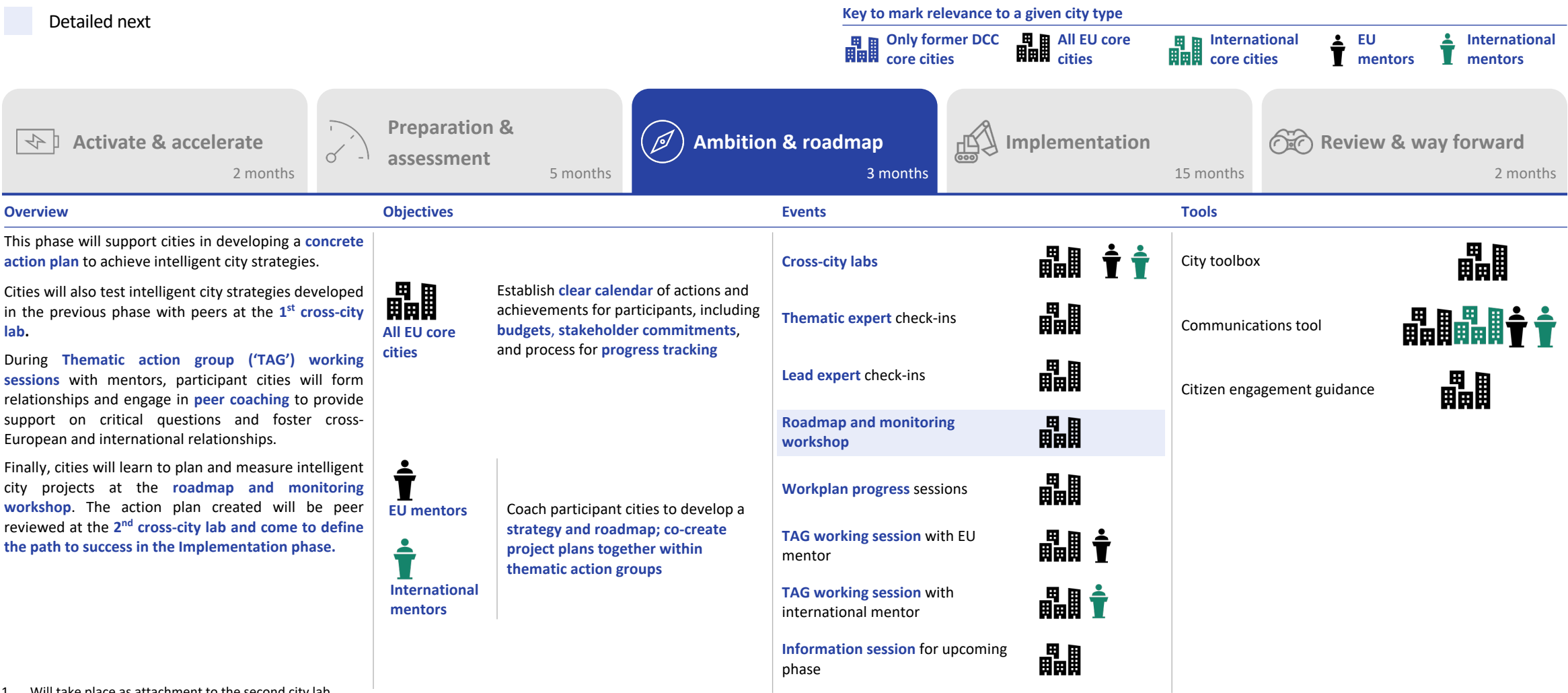


Rapid-fire solution rooms

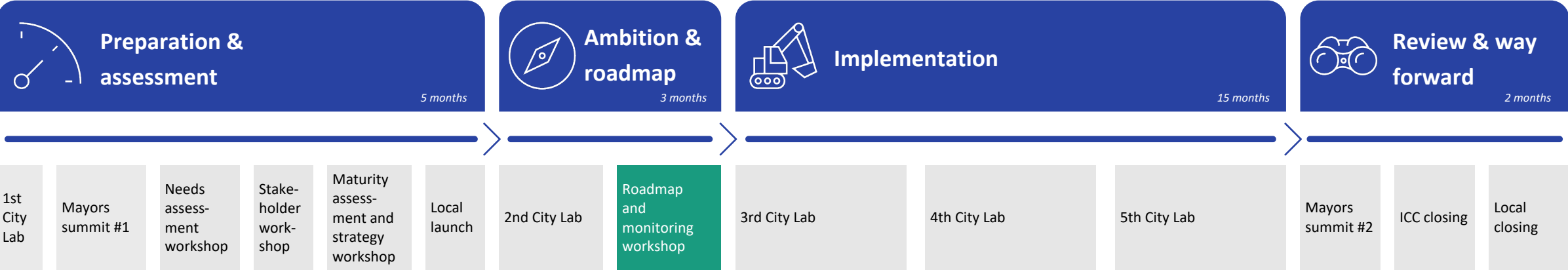
Cities submit biggest issue / slowest project; **rotating peers** (e.g., thematic) **do rapid 'teardown', offer suggestions**

Cross-city collaboration is a key feature of the Labs, which will employ a number of creative activities

Overview to the Ambition and roadmap phase: “Roadmap and monitoring workshop”



The roadmap and monitoring workshop has the objective to set the city up for success in the upcoming implementation phase



Description	Objectives	Audience	Design principles
 The Roadmap and Monitoring workshop supports the city in developing a concrete way to deliver and track progress on the strategy through the implementation phase	 Develop an implementation roadmap with priorities and have view of budget and funding for activities during implementation phase Prioritise activities for implementation cycle 1 Determine specific KPIs to be tracked throughout the implementation phase Ensure stakeholder action plans are driven by KPI targets	 3 ICC city representatives , listed in the application process City ecosystem 1 lead expert for the city 1 thematic expert  Duration 1.5 days,  Delivery mode In person	 Spending the most time in the first phase to ensure cities get off to a good start , while still having a view of the long term plan Focus on committing to key actions and avoiding funding barriers by defining budget per cycle and thus exploring ways to get funding before implementation begins Leverage local expertise and experience by inviting ecosystem

Each city should ensure they have gathered the right information before the Roadmap and monitoring workshop



Roadmap and
monitoring
workshop

Key elements to have ready for the workshop



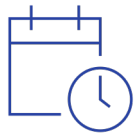
Allocate **city budgets** to the implementation phase and get them signed off by the mayor.



Review **business case for investments** and how funding will be achieved over time



Discuss the **city strategy** with ecosystem **based on results of peer-review** during previous cross-city lab



Facilitate the attendance of local ecosystem by **planning ahead carefully**, incl. sending out workshop invitations well in advance



Undertake logistical arrangements, incl. venue and technical equipment, food and beverages, event support staff

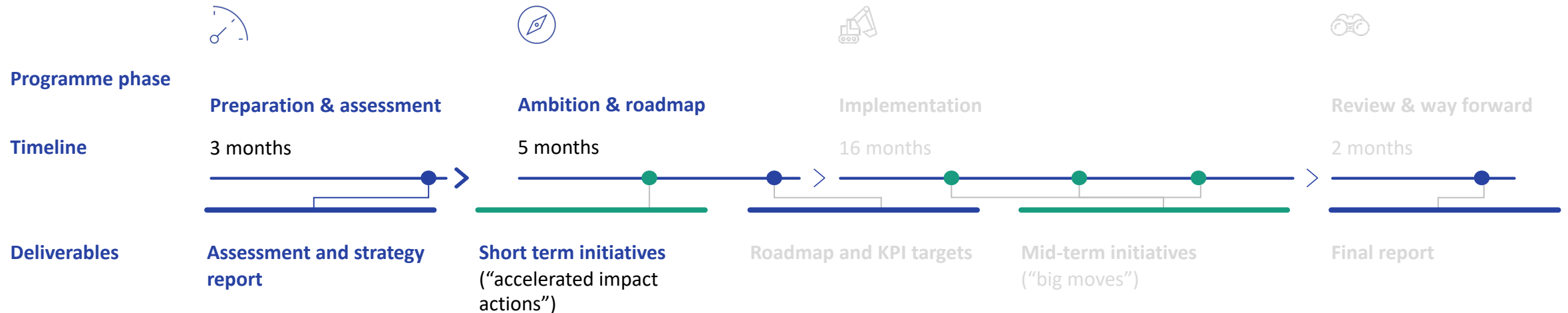
Achievements by the end of the Ambition and roadmap phase

● Main deliverables ● Major actions

By the end of this phase, cities will have...

- ❑ Achieved **first progress** on accelerated impact actions
- ❑ Agreed on **collaboration** and **ownership** over actions with ecosystem players
- ❑ Defined **target KPIs** and a **monitoring strategy** to keep track of progress
- ❑ Determined **budget allocation** and potential **funding opportunities**
- ❑ **Detailed actions for the first 5 months** of the implementation phase
- ❑ **High level actions for the following 10 months** of the implementation phase
- ❑ Built a **strong working relationship** with their TAG groups

Deliverable overview





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Key to mark relevance to a given city type



Only former DCC
core cities



All EU core
cities



International
core cities



EU
mentors



International
mentors



Activate & accelerate

2 months



Preparation &
assessment

5 months



Ambition & roadmap

3 months



Implementation

15 months



Review & way forward

2 months

Overview

During the 3rd phase, cities will put their action plans into practice and over time, will start seeing results.

Thematic action group ('TAG') working sessions provide additional opportunities for cities to scale priority solutions. **Lead and thematic expert check-ins** will assist cities throughout.

The **Citizen engagement guidance** will support cities to collect feedback from their citizens. Lastly, **cross-city labs** will turn discussions into shared commitments and collaboration, and increasingly act as working sessions of implementing a solution across several urban areas. Common challenges will be address in group seminars

These steps will be repeated in **3 cycles** in to help cities pause, take stock of their progress and redirect their efforts. This will happen in **cycle planning sessions**: cities define their half-year priorities to keep momentum high and actions targeted.

Objectives



All EU core cities

Implement solutions to enable **transformational improvement** of technology maturity and city performance



International
core cities

Share city approach and **experience** and learn from peer cities; **participate in the scale up of solutions** that best fit needs



EU mentors



International
mentors

Help core cities implement "**big moves**" in partnership with mentors, in order for **both parties to see results**

Events

Thematic expert check-ins



Lead expert check-ins



Cross-city labs



Cycle planning sessions



TAG working session with EU mentor



TAG working session with international mentor



Information session for upcoming phase



Tools

City toolbox



Communications tool



Citizen engagement guidance



Overview to the implementation phase: Cross-city labs

Detailed next

Key to mark relevance to a given city type



Only former DCC core cities



All EU core cities



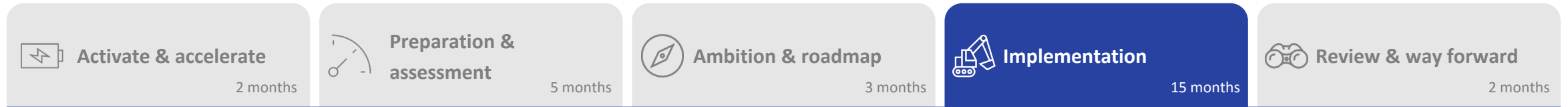
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Cycle planning sessions



TAG working session with EU mentor



TAG working session with international mentor



Information session for upcoming phase



Tools

City toolbox



Communications tool



Citizen engagement guidance



Cross-city lab 2 collaboration will be focused on peer-reviewed strategy

Example options for in-person activities




ILLUSTRATIVE

	Input	Content	Output	Objectives
Thematic meetings 	PechaKucha-style presentation by cities distilling key components of strategy to achieve impact within each thematic track	Each city to present high-level strategy¹ , for peers to learn from one another Targeted feedback in small groups , incl. jointly developed potential solutions (15 min)	Cities capture takeaways & submit list of cities they draw inspiration from (may be gamified e.g., to award “most innovative strategy”) Targeted feedback on strategy, with potential solutions	Continuous objectives <ul style="list-style-type: none"> • Build an EU-level ecosystem to deliver concrete collaborations • Peer review of progress • Foster a knowledge sharing environment across experts, participants and mentor cities
Cross-theme synergies 	Cities identify cross-theme issues they would most like feedback on, with specific questions	Cities matched with peers & experts for 1:1 “brain dates” to problem-solve each city’s specific strategy	Top 3 takeaways per “brain date” captured by expert on each thematic track’s channel on Communication Tool	
All-city collaboration 	Cities submit priority use cases for joint procurement (may be within country or transnational depending on participant survey) Cities submit favorite & top potential tech partners for live, interactive tech demos <ul style="list-style-type: none"> • May screen for high reviews / engagement on ICC marketplace 	Joint procurement ideation: cities grouped by use case discuss needs, vendors, collaboration models (e.g., centralized consortia? Piggy-back agreement), and criteria for selection Demo ‘market’ helps cities discover tech options, test assumptions, and give market feedback on their needs	Cities identify potential partner cities and vendors for collab. purchasing agreements, incl.: <ul style="list-style-type: none"> • Procurement models other cities are using / considering • City-specific needs and roles in collaborative initiative • Draft criteria - vendor selection • Outstanding questions /issues for follow-up 	Phase-specific objectives <ul style="list-style-type: none"> • Peer review of roadmap and KPIs • Showcase success stories of ICC quick wins • Build cross-city collaboration network

Collaboration in cross-city labs 3-4 will be focused on implementation and continuous improvement

Example options for in-person activities¹

ILLUSTRATIVE

	Input	Content	Output	Objectives
Thematic meetings 	Cities submit their slowest moving project: Implementation or uptake barriers Ideas applied to date Questions for peers Each city within a theme to submit their top 3 challenges ideas, with initial thoughts on changes local governments could make to enable future intelligent cities transformation for cities that match the tribe's characteristics	Rotating peers in solution rooms per theme do rapid 'teardown', articulating issues and offering suggestions based on expert coaching, personal experience, etc. Community building blocks session to ideate, followed by campfire-style discussion for cities to align on supportive policies, resources, other provisions that may be helpful from federal level to alleviate challenges they share	City officials to leave city's name next to gallery walk projects they aim to draw inspiration from , for expert follow-up in implementation Summary capturing challenges (current & horizon), suggestions based on best practice from ICC peer & mentor cities collated and distributed to appropriate national bodies , for follow-up in next geo meeting where possible	Continuous objectives <ul style="list-style-type: none"> Build an EU-level ecosystem to deliver concrete collaborations Peer review of progress Foster a knowledge sharing environment across experts, participants and mentor cities
Cross-theme synergies 	Cities submit questions/ challenges on synergy capture (e.g., sequencing investments to max. capture, min. citizen/service disruption)	Experts & mentor cities address these in a moderated panel and Q&A, follow-ups in discussion groups organized by cross-theme	Experts, mentor and peer feedback on how to best capture cross-theme synergies to be implemented , 1:1 follow-ups ongoing	Phase-specific objectives <ul style="list-style-type: none"> Review implementation progress Ideate on solutions for upcoming cycle Push firm cross-city commitments
All-city collaboration 	Cities to submit list of projects and flag interest in collaboration Review peer projects (by theme, topic and geography), submitting top 5 picks for ICC matching	Cities matched based on submissions into groups of 2-5 for "brain dates" (initial session) and solution rooms to coordinate implementation (subsequent)	Cities identify collaborative partners (e.g., for funding grants, research, implementation pilots, procurement), develop & implement joint strategy over time	

The ICC will engage pan-EU stakeholders at city labs in a way that super-charges city progress

Illustrative pan-EU engagement



Examples of stakeholders

Major **financial** institutions

World learning academics

Cross-country providers of **urban functionality**

Criteria for inclusion

Significant **influence** over cities and their services

Desire to **collaborate** and strong track record

City interest

Engagement medium

Round tables – e.g. gathering funding institutions to understand what is needed to give confidence in city investments

Inspirational talks – e.g., demonstrating latest thinking in citizen engagement by a research institution

Exploring public private people partnerships in TAGs - e.g., discussing new business models in city service procurement of waste collection

Overview to the implementation phase: Cycle planning sessions

Detailed next

Key to mark relevance to a given city type



Only former DCC core cities



All EU core cities



International core cities



EU mentors



International mentors



Activate & accelerate

2 months



Preparation & assessment

5 months



Ambition & roadmap

3 months



Implementation

15 months



Review & way forward

2 months

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Lead expert check-ins



Cross-city labs



Cycle planning sessions



TAG working session with EU mentor



TAG working session with international mentor



Information session for upcoming phase



Tools

City toolbox



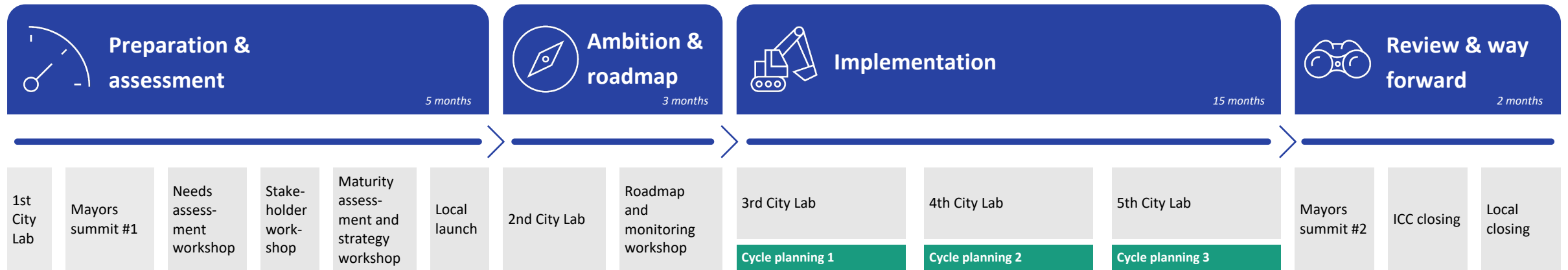
Communications tool









Citizen engagement guidance



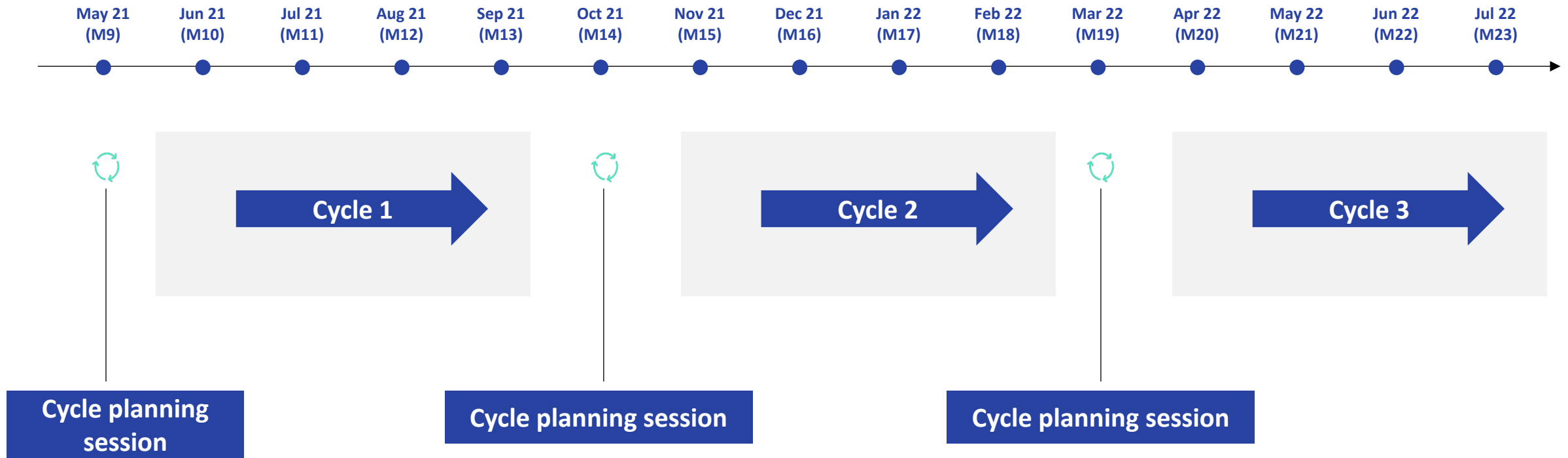
Cycle planning sessions will reassess top city opportunities for the next cycle



Description	Objectives	Audience	Design principles
 Cycle planning sessions will facilitate the reevaluation of identified top city opportunities , planned actions and associated KPIs .	 (Re-)define top city opportunities for the commencing cycle Assess progress , feasibility and effectiveness of KPI tracking and readjust as necessary Plan detailed actions for next cycle and allocate actions to ecosystem players Review budget allocations and funding for solutions	 Attended by ICC city representatives , ecosystem players and 1 lead expert  Duration 2 hours during first lead expert check-in of commencing implementation cycle  Delivery mode Digital Only applicable to implementation phase	 Ensure consistency and continuity of cycle planning sessions by combining them with first lead expert check-in of the commencing cycle Allow agility in planning process by regularly reassessing suggested action plan defined during monitoring and roadmap workshop Maintain process transparency and facilitate ownership of actions by inviting ecosystem players to attend sessions

The implementation phase consists of 3 cycles

Design – Act – Review (3 x 5 months)



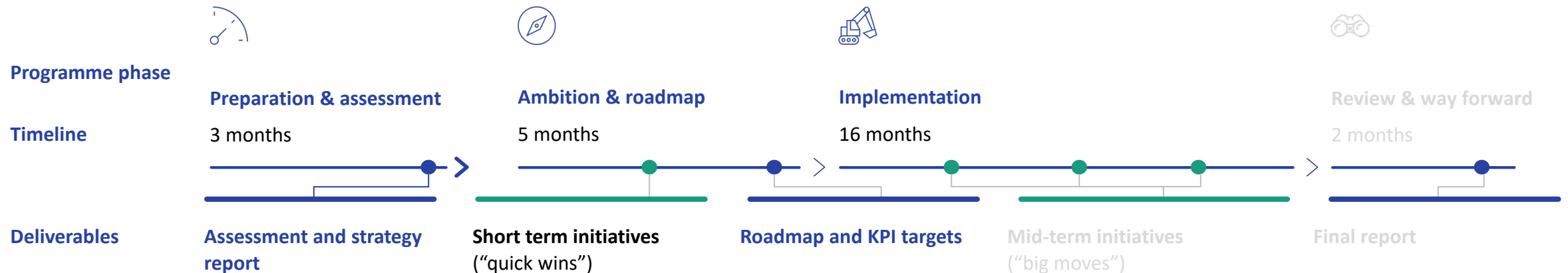
Achievements by the end of the implementation phase

● Main deliverables ● Major actions

By the end of this phase, cities will have...

- ❑ Achieved **significant, tangible results** by putting **plans in to actions**
- ❑ Intensified **collaboration** with city ecosystem with players having invested in and reaped rewards from ecosystem journeys
- ❑ **Scaled** prioritised digital and advanced technology solutions
- ❑ Have used **collaborative relationships** with peers in TAG groups to implement shared solutions
- ❑ Have developed life long mentors – and friends – through lead experts, mentor cities and other core participants

Deliverable overview





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Only former DCC
core cities



All EU core
cities



International
core cities



EU
mentors



International
mentors



Activate & accelerate

2 months



Preparation &
assessment

5 months



Ambition & roadmap

3 months



Implementation

15 months



Review & way forward

2 months

Overview

In this final phase, the impact of city efforts and successes will come to light.

This phase is intended to **measure success, reflect on learning** and **commit cities** to keeping connections and improvements going.

Progress will be measured by re-applying **assessment tools** (including engaging citizens). Feedback on the progress made and the programme itself will be discussed in **programme review session**.

At the end of this phase, success will be celebrated at the **ICC closing ceremony**. Subsequent **local closing events** will ensure that city ecosystems commit to continuing cooperation and efforts moving forward.

Objectives



All EU core cities



International
participants



EU mentors



International
mentors

Measure success and **commit** to keeping connections and improvements going

Highlight progress made in all intelligent city dimensions, incl. learning, reflections and long-term commitments for next 5+ years

Initiate **future cross-regional** or cross-city **cooperation**

Share learnings and get inspired by other cities actions and impact

Grow **mentee participants to peers**

Events

Programme review session
with local stakeholders and
review of assessment results



Mayors summit #2¹



ICC closing ceremony



Local closing event



Tools

City assessment tool



Citizen engagement guidance



1. To take place as addition to the ICC closing ceremony

The programme review will take stock of the successes and learnings of the ICC, and looks how the created movement can be sustained going forward



Programme review
session

Description

The programme review session is a collective retrospective/evaluation on the ICC experience, **reflect** and **learn** for future iterations but also a retrospective on the **collaboration** with ecosystem partners, regarding ICC journey.

Objectives



Evaluate ICC strategy and assessment results and assess success factors and roadblocks - **did we met ICC goals** as we set up at the beginning of the ICC journey?

Reflect on ecosystem

collaboration – did we work well together? What would we do different if we were starting again tomorrow?

Consider what future aspirations should be set, and milestones for achieving them

Audience



Mayor,
3 local **city representatives**
Local **ecosystem**



Duration
0.5 day – 1 day



Delivery mode
In person

Design principles



Make the workshop vivid - refresh people's memories, show pictures of the ecosystem at the start and the changes that occurred over time. Perhaps the city has also undergone physical changes (e.g. large infrastructural changes, parks, buildings, railroads); **highlight the benefit** of these

Reflect on how **collaboration** was set up

Use the **assessment tools to show concretely** how far the city has come

Overview to the review and way forward phase: Programme review session

Detailed next

Key to mark relevance to a given city type



Only former DCC
core cities



All EU core
cities



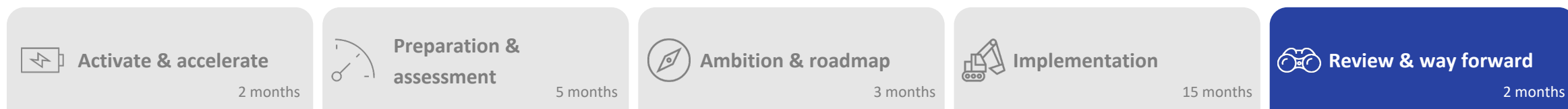
International
core cities



EU
mentors



International
mentors



Overview

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Objectives



All EU core cities



International participants



EU mentors



International mentors

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Highlight progress made in all intelligent city dimensions, incl. learning, reflections and long-term commitments for next 5+ years

Initiate **future cross-regional** or cross-city **cooperation**

Share learnings and get inspired by other cities actions and impact

Grow **mentee participants to peers**

Events

Programme review session with local stakeholders and review of assessment results



Mayors summit #2¹



ICC closing ceremony



Local closing event



Tools

City assessment tool

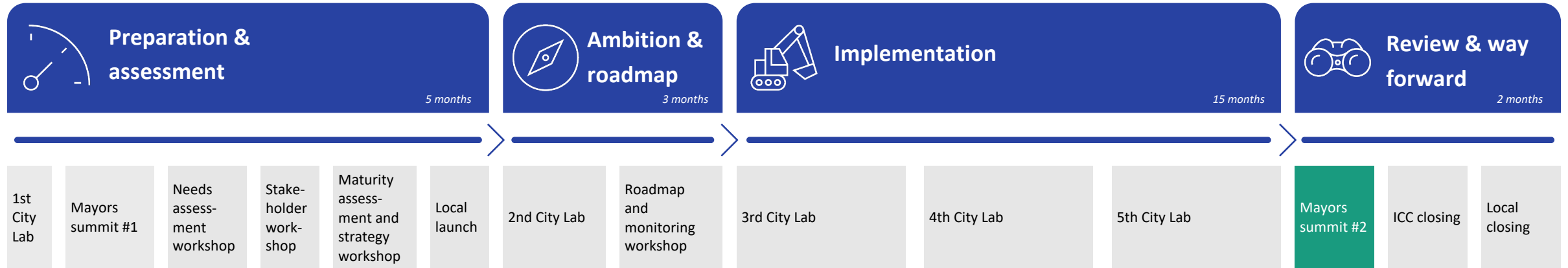


Citizen engagement guidance



1. To take place as addition to the ICC closing ceremony

The second Mayors summit celebrates cities' successes and engages mayors in thinking about the next steps



Description	Objectives	Audience	Design principles
 The second Mayors summit brings mayors of ICC cities together to celebrate successes and to discuss how to proceed to further improve their cities	 Give mayors the chance to share actions and successes of their cities at a high-level conference Discuss common problems and barriers and find solutions how to overcome them Demonstrate the benefits the ICC is having for participating cities Inspire mayors to make commitments for further progress of ICC cities beyond the ICC challenge Facilitate networking and fostering of relationships among mayors	 ~100 attendees constituted of 1 mayor per participating city (~75), 1 mayor per EU and international mentor city (~15), thematic experts and speakers (~10)  Duration 0.5 days  Delivery mode In-person conference, in Brussels	 Give mayors the opportunity to present their cities' journey and successes to others through small pitches Allow for both full plenary formats to experience the scale of the ICC programme and smaller formats to delve into certain topics more concretely Discuss the future and next steps in open formats like fishbowl discussions and small, interactive workshops Forming smaller groups of mayors to enable them to exchange views with others who face common issues in their cities Allow sufficient time for networking during the day as well as in the evening

Overview to the review and way forward phase: “ICC closing ceremony”

Detailed next

Key to mark relevance to a given city type



Only former DCC core cities



All EU core cities



International core cities



EU mentors



International mentors



Activate & accelerate

2 months



Preparation & assessment

5 months



Ambition & roadmap

3 months



Implementation

15 months



Review & way forward

2 months

Overview

In this final phase, the impact of city efforts and successes will come to light.

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All EU core cities



International participants



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International mentors

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Programme review session with local stakeholders and review of assessment results



Mayors summit #2¹



ICC closing ceremony



Local closing event



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City assessment tool

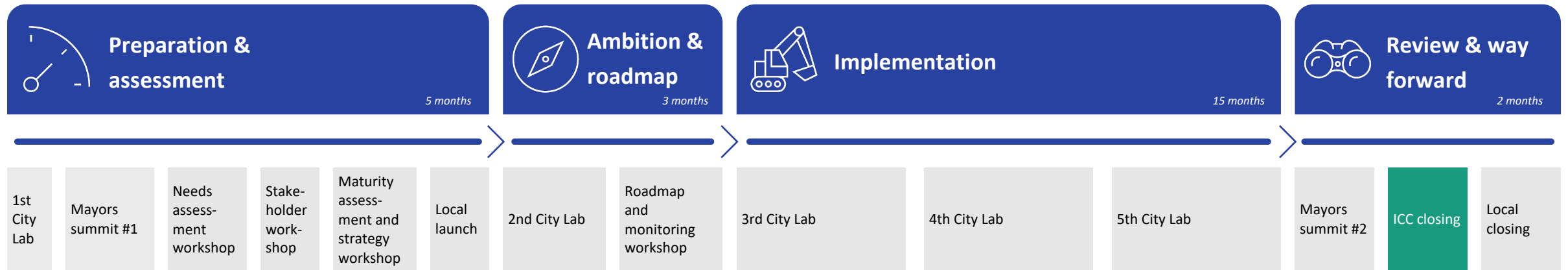


Citizen engagement guidance



1. To take place as addition to the ICC closing ceremony

The ICC closing event will send cities off on their own journey implementing learnings and staying connected to peers



Description	Objectives	Audience	Design principles
The ICC closing event brings together participant and mentor cities to jointly celebrate their achievements and prepare for a successful continuation of the intelligent city journey.	Celebrate the success accomplished and announce awards Highlight strengthened European and international city partnerships Emphasise select city-ecosystem collaboration projects Empower cities and maintain commitment to intelligent city transformation beyond the programme Provide mentors and participants with a final opportunity to shine Foster visibility of the programme Provide cities with supporting guidance for their local closing event and roadmap into the future	2 attendees per participating city (170), EU and international mentors (~15), Thematic experts and speakers (~15), Lead experts may opt to self-fund their attendance Duration 1 day in-person conference, in Brussels Delivery mode In person	Give prominence to cities' achievements by dedicating multiple speaking opportunities to participants Provide EU and international mentors the right place to shine as keynote speakers and panelists Focus on interactive activities to acknowledge achievements , share commitments , define next steps and plan for local closing Celebrate and recognise achievements during an award-ceremony for participants and mentors, e.g., distributing best mentor award, biggest overall progress award, best community member award Continue to inspire by showcasing technological innovations in tech demo Enable networking meetings of groups of cities and with their TAGs and city tribes

Overview to the review and way forward phase: Local closing event

Detailed next

Key to mark relevance to a given city type



Only former DCC
core cities



All EU core
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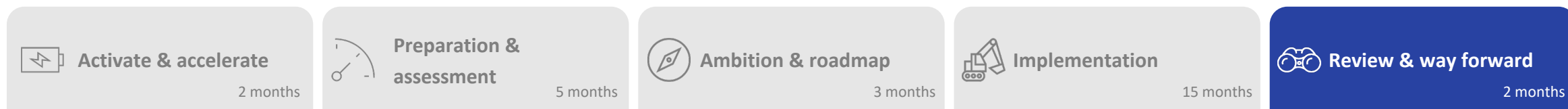
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core cities



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1. To take place as addition to the ICC closing ceremony

The local closing event will celebrate city achievements and local stakeholders and lock in longer term post-ICC commitments publicly



Description	Objectives	Audience	Design principles
 The local closing event happens in each city to celebrate the completion of the ICC programme, city achievements and the continuation of the intelligent city journey.	 Celebrate achievements of the city Recognise ecosystem players and successful private-public partnerships Commit to keep tracking and evaluating KPIs Determine future design of city-ecosystem collaboration , incl. the frequency to convene Agree on action-orientated 1-year and 5-year visions , incl. concrete calendar of planned actions Establish dissemination strategies of programme results to reach citizens	 Mayor, 3 ICC city representatives Local ecosystem Members of the public and local media  Duration 1 day  Delivery mode In-person Chaired by the mayor and ICC city representatives	 Highlight city achievements by allocating sufficient time to discuss milestones and KPIs Celebrate joint success by inviting city as well as ecosystem representatives and giving each stakeholder time to share experience, success and future opportunities Ensure continuation of efforts by creating a concrete roadmap of next steps, roles and responsibilities Ensure dissemination of impact to date and aspirations by holding a press conference and sharing pre-prepared press-kit with media representatives Illustrate and celebrate progress by designing a gallery walk

Undertaking select preparations will create a local closing event that continues momentum beyond the ICC



Local closing event

Key elements to have ready for the local closing



Collect **required facts and figures**, incl. updated KPI reports



Prepare press-kit in advance in order to share it after the local closing event



Synthesise outcomes from Programme Review Session to establish a **concrete, ambitious, realistic and action-oriented agenda**. Aim to formulate **draft version** of future city-ecosystem **collaboration** and **activity calendar** post ICC and encourage ecosystem to sign up to this



Undertake logistical arrangements, incl. organisation of venue and catering (as required), timely invitation of media and public, event staff to support smooth event operation

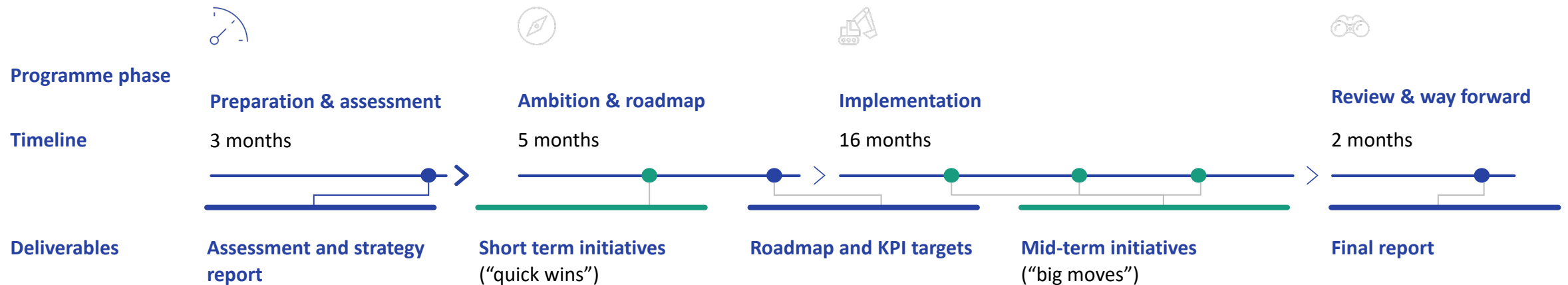
Achievements by the end of the Review and way forward phase

● Main deliverables ● Major actions

By the end of this phase, cities will have...

- ❑ Measurable improvement on KPIs,
- ❑ Shared information on success and continued aspirations during celebrations with peer cities, stakeholders and media representatives,
- ❑ Success stories that the city is proud to share with citizens,
- ❑ Agreed on action-oriented timeline and defined roles and responsibilities for continuation of efforts post-ICC

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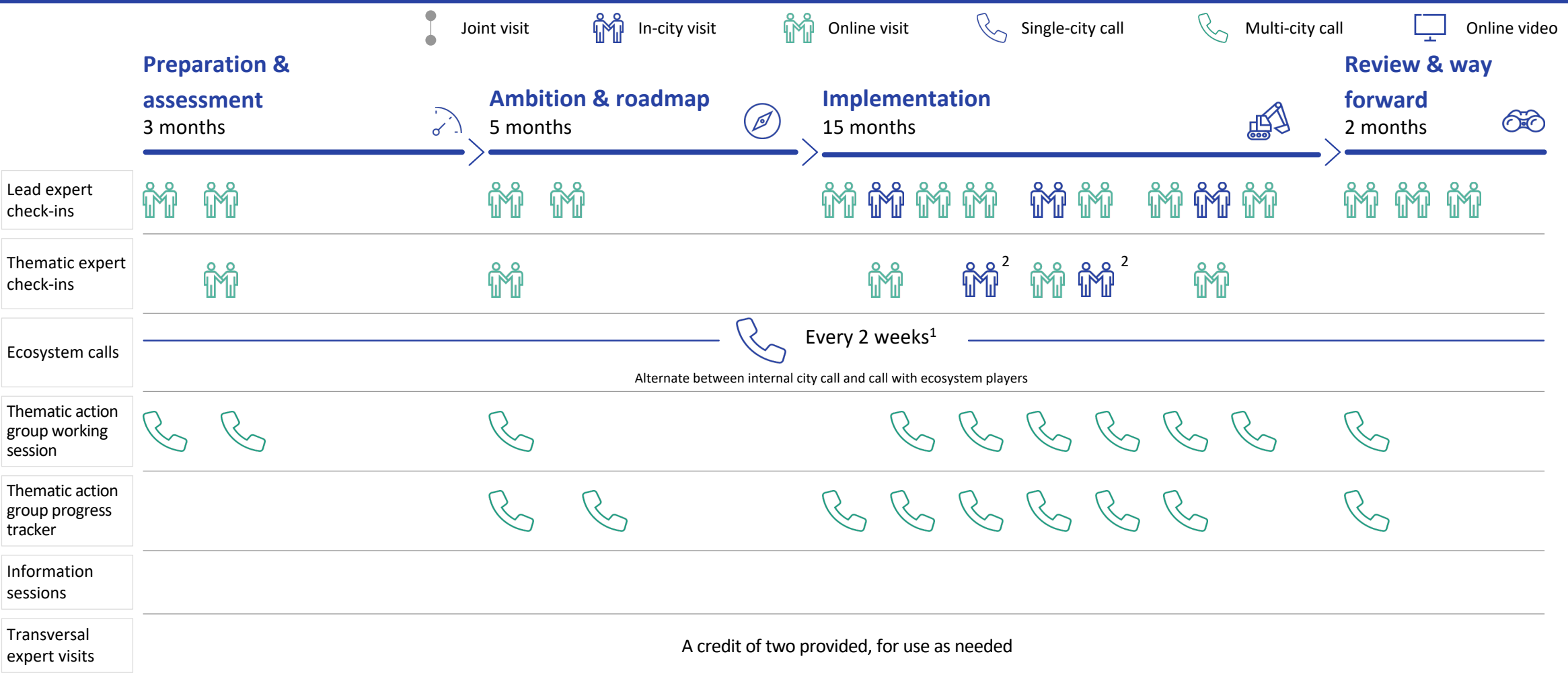
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Contact details and who is who

Explainer for terms and concepts

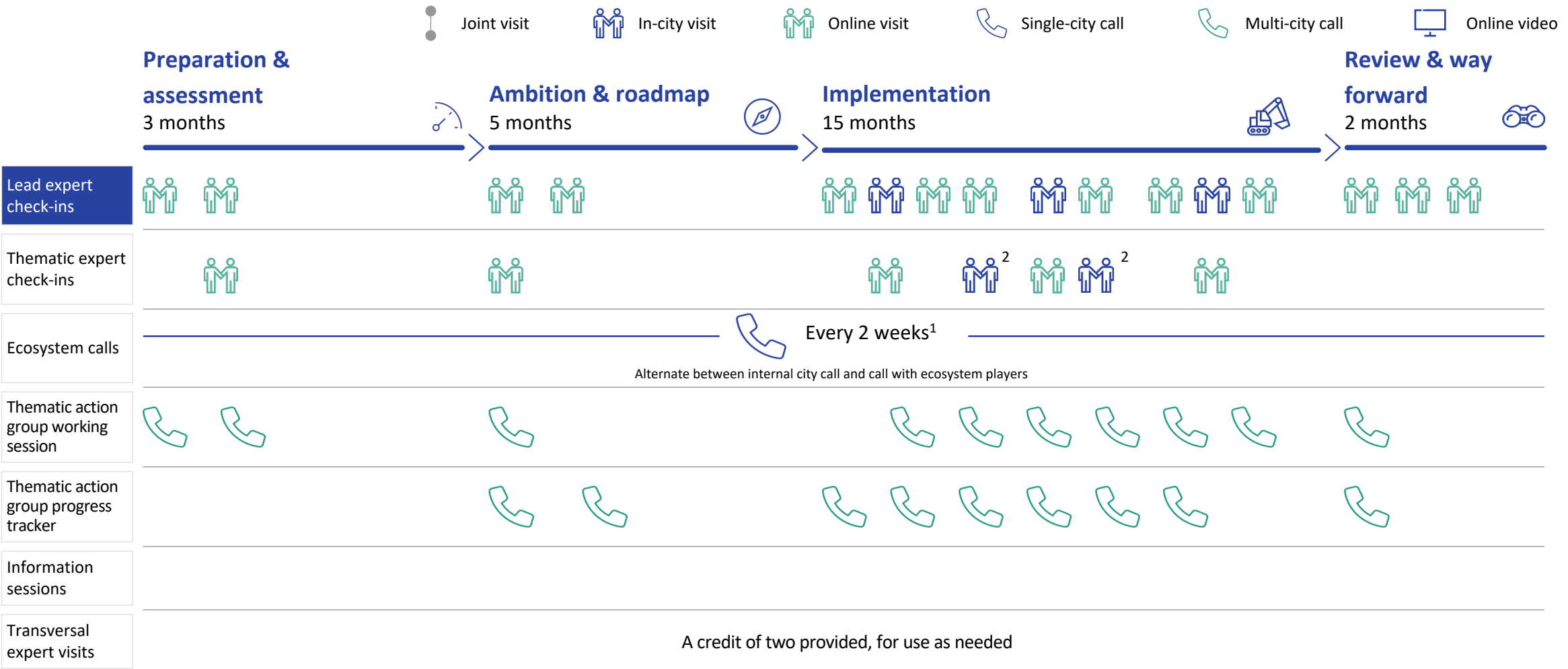
There are a number of recurrent events throughout the ICC programme



1.Suggested frequency; as a city-led event this is down to the preferences of city reps
2.Illustrative - thematic in city visits are to be decided by city reps and lead experts

Intelligent Cities Challenge

There are a number of recurrent events throughout the ICC programme







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2.Illustrative - thematic in city visits are to be decided by city reps and lead experts

Lead expert check-ins will facilitate a city-tailored 1:1 support



Lead expert check-in

Description	Objectives	Audience	Design principles
 Lead expert check-ins will provide 1:1 support to cities to track progress, clarify outstanding questions and drive action	 Support cities track and drive local progress , incl. transversal services and ecosystem collaboration Give the lead experts space to act as a coach, cheerleader and point of council for the city throughout the ICC journey	 3 ICC city representatives 1 lead expert for the city Option to invite city ecosystem  Duration 3 1.5 day in-person sessions , (plus one extra combined with thematic expert check-in) 15 2-hour VC sessions  Delivery mode Alternates between in-person and video conference (VC) sessions	 Lead Experts will design city-specific content and agenda to facilitate tailored coaching On occasion, held in conjunction with in-person thematic expert check-ins to ensure thematic continuity Alternate between in-person and web-based sessions to be environmentally mindful and provide a larger number of touch points As native speakers , Lead experts can help a city interact with its ecosystem

There are 3 types of lead expert visits



Lead expert check-in

Lead expert in person visit

3 sessions of 1.5 days

Cities will welcome **1 lead expert**

Focuses on city progress – serves as a **general check-in**, facilitated **problem-solving session** and **advice** on transversal topics

In-person meetings may be used, if the city desires, to **host interactions with the local ecosystem**

Alternatively, lead experts can **bring a transversal expert with them to address a particular barrier (e.g., reskilling)**

Lead and thematic expert visit

1 session of 1.5 days

Cities will welcome **1 lead expert** together with **1 thematic expert** per visit

Lead expert will ensure **continuity** and **coherence** of topics between thematic expert visits

Virtual lead expert visit

15 sessions of 2.5 hours

Cities will meet **1 lead expert** via video conference

Focused session to resolve any **roadblocks** or uncertainties and check in on **city activities**

Lead expert check-in | Illustrative agenda



Lead expert check-in



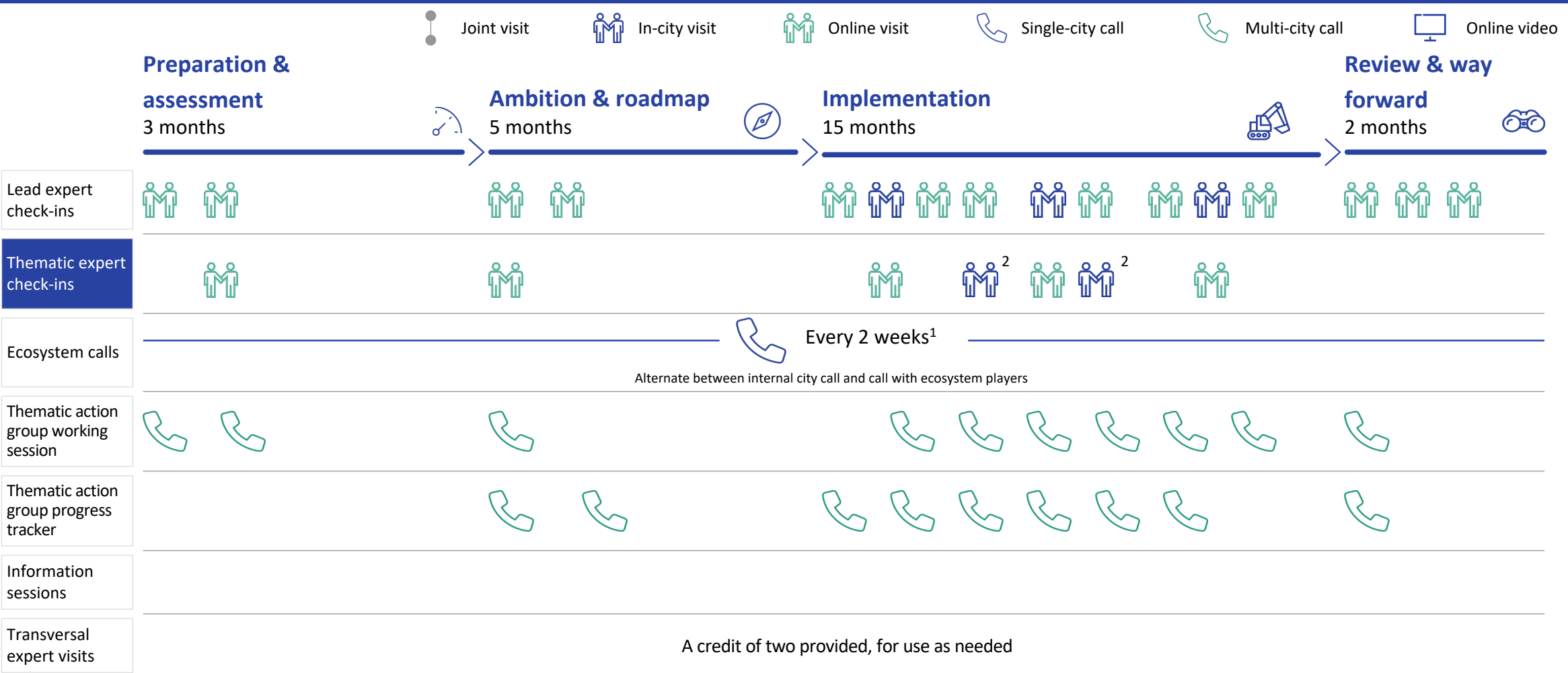
General guidelines

- Reflect on **overarching ICC progress**, incl. level of implementation of agreed actions, joint projects with ecosystem and cross-city collaborations
- **Keep documentation up to date**, incl. actions completed on roadmap, updates on KPIs, budget / funding progress
- Reflect on **anticipated** or **experienced roadblocks** to develop appropriate solutions jointly with the lead expert
- **Share success moments** and **key learnings**
- Reflect on implementation and whether **transversal services** may help accelerate

Types of expert visit

Type	Description
General check-in	Discuss progress and delays Clarify programme and process uncertainties
Facilitated ecosystem problem solving	Discuss planned actions and allocated budget and adjust as necessary Find solutions to anticipated or experienced roadblocks Identify collaboration opportunities
Advice on transversal topics	Deepen understanding of transversal topics Assess untapped potential of transversal services and consult on approach to implementation

There are a number of recurrent events throughout the ICC programme



1. Suggested frequency; as a city-led event this is down to the preferences of city reps
2. Illustrative - thematic in city visits are to be decided by city reps and lead experts

Thematic expert check-ins will support the implementation of tailored solutions



Thematic expert check-in

Description



Thematic experts will support participants in **realising their thematic goals, enhance track-specific learning and discuss thematic solutions tailored to city requirements.**

Objectives



Advance **thematic track specific knowledge** and **tailored solution implementation**

Identify gaps in thematic **knowledge dissemination from experts to cities** and **rectify** these in a timely manner

Audience



3 ICC **city representatives**, listed in the application process

1 **thematic expert**

1 **lead expert** for the city



Duration

1 **1.5-day in-person** session (with lead expert)

6 **2-hour VC sessions (thematic only)**



Delivery mode

Alternates **between in-person** and **video conference (VC)** sessions

Design principles



Covers city-specific thematic content to facilitate tailored coaching

In-person sessions held in conjunction with lead expert check-ins to **ensure continuity** between thematic expert check-ins

Tailored agenda to fit each city's needs and in consultation with lead expert

Alternate between in-person and web-based sessions to be **environmentally mindful and provide a larger number of touch points**

There are 2 types of thematic expert visits



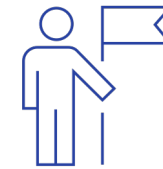
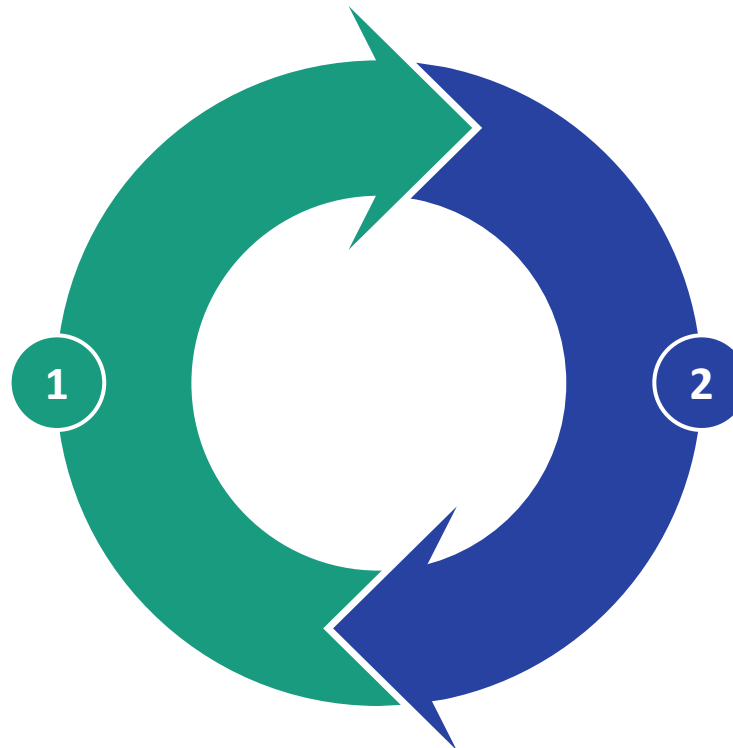
Thematic expert
check-in



Thematic and lead expert visit

1 session at 1.5 days

Go in to more detail on **issues of implementation highly specific to the city**¹



Virtual thematic expert visit

6 sessions at 2 hours

Deliver **city-tailored thematic knowledge**, discuss roadblocks or **uncertainties** related to the development of thematic solutions at a **higher level**. Exact timing of these is for city reps and lead experts to decide

1. Discussed in previous section

There are a number of recurrent events throughout the ICC programme



1.Suggested frequency; as a city-led event this is down to the preferences of city reps

2.Illustrative - thematic in city visits are to be decided by city reps and lead experts

City-ecosystem relationship will be strengthened during ecosystem calls



Ecosystem calls

Description



Ecosystem calls will enable cities to **regularly check-in with local stakeholders** on activities pushing the intelligent city transformation forward.

How the city ecosystem is managed is the **responsibility of the ICC city representatives and is thus down to their preferences** – these are simply guidance notes

Objectives



Ensure **progress** is made **throughout city ecosystem** with agreed actions being implemented

Encourage **project ownership** among ecosystem stakeholders

Foster **regular exchange** on progress, roadblocks and **collaboration opportunities** between city representatives and ecosystem

Build **city-ecosystem relationship**

Audience



3 ICC **city representatives**, listed in the application process **Fortnightly** (2 per month), alternating between:

- **1 ecosystem call,**
- **1 internal meeting between city representatives**



Duration

1 hour calls or meeting (as feasible or preferred), **city-rep led**



Delivery mode

Can be either **in-person** or **video conference** (VC) sessions as suits the local context

Design principles



Check in regularly with stakeholders to keep progress moving and **hold stakeholders accountable** for **(in-) action**

Option to alternate attendees to collaborate with a **diverse set** of stakeholders **efficiently** in focused calls while allowing **sufficient time** for each stakeholder to make progress

Test and apply new collaboration formats experienced at cross-city labs, e.g., digital **“brain dates”** with stakeholders to **problem-solve specific issues**

2 types of alternating ecosystem calls are suggested to ensure effective city-ecosystem interactions



Ecosystem calls

Suggested call types

Fast, action-paced catch-ups with smaller group: City reps alignment meeting

Attendees

- 3 ICC **city representatives**

Purpose

- Discuss **stakeholder progress** internally to identify untapped opportunities and anticipated roadblocks
- **Align on content** and **approach** to next ecosystem call by recapping agreements made during last ecosystem call with that group of stakeholders
- **Update ecosystem map** as required

Rich, consultative, buy-in calls: Complete ecosystem meeting

- Each **ecosystem call** will be attended by **city representatives** and a group of **10-20 stakeholders (changing), with 1-2 representatives each**
- Ecosystem calls **alternate between the different groups** of stakeholders

- Discuss and prioritise each stakeholder's **ongoing** and **planned activities**
- Identify areas in **need of support** (e.g., regarding bureaucratic hurdles, funding)
- Identify **collaboration** opportunities **between stakeholders**

Ecosystem calls | Illustrative agenda



General guidelines

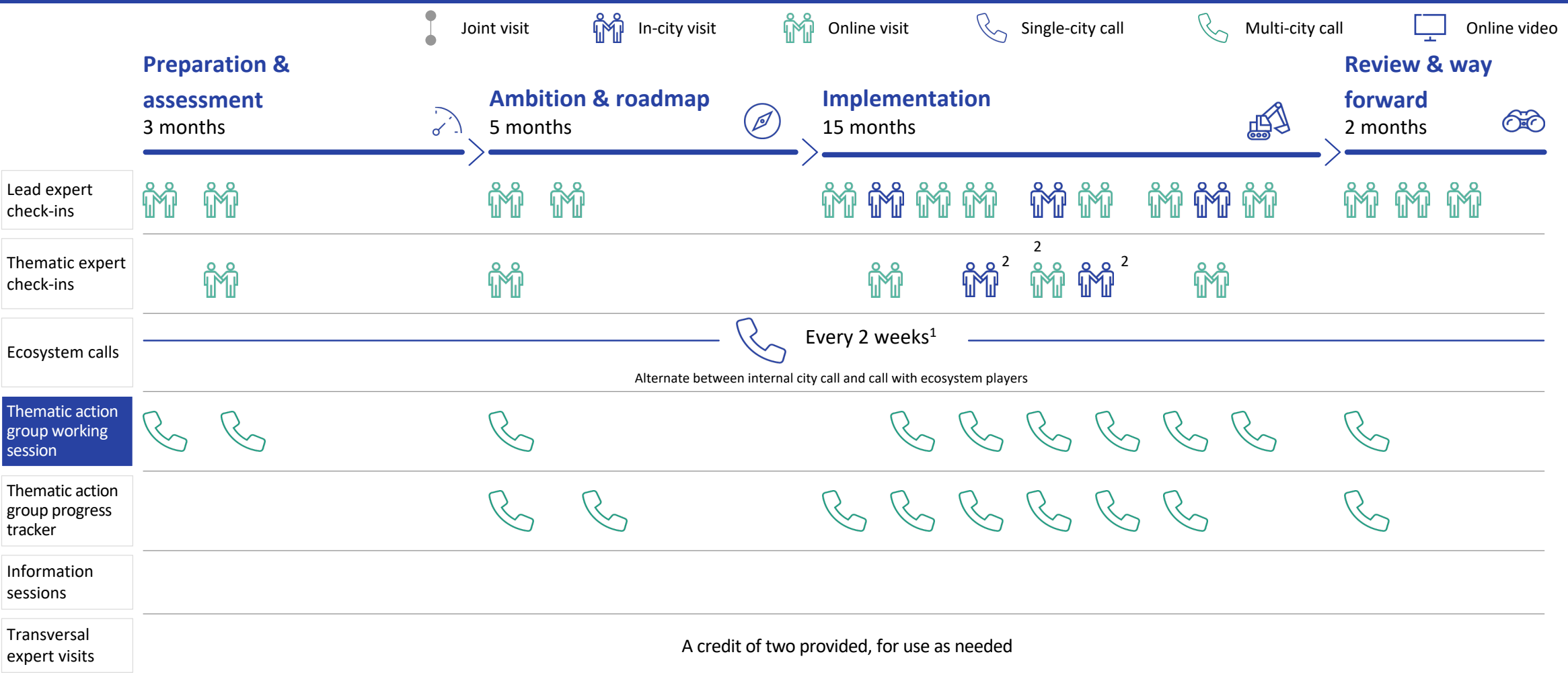
- **Schedule calls** well in advance to **facilitate attendance of stakeholders**
- Readjust **city ecosystem map** continually as new stakeholders become relevant and facilitate their call attendance through careful **grouping**
- **Maintain updated schedule** of **alternating groups** of stakeholders (if desired) and **recap** on previous conversation outcomes ahead of meeting
- Discuss ongoing **joint projects** and **brainstorm additional opportunities** for collaboration
- Ensure progress transparency by sharing **meeting minutes** and agreements
- **Set an example** by sharing **city's activities** and efforts to support stakeholders in their projects, e.g., passing certain bills, allocating budget to ICC programme



Agenda for complete ecosystem call

- 5 min: **Agenda** and **objective** setting by city representative
- 5 min: **Recap** of **agreements**: highlighting what each stakeholder agreed on as noted down in **meeting minutes**
- 40 min: **Tour de table**, chaired by city representative
 - **Status update: progress and pain points**
 - **Planned activities** going ahead
 - **Other topics**, as required
- 10 min: **Agreed actions** and **next steps**

There are a number of recurrent events throughout the ICC programme



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Intelligent Cities Challenge

Thematic action groups can be considered the thematic engine of the ICC, that produce actions – their meetings come in two flavours

Overview to the thematic action group (TAG) concept

Thematic action groups are about using the ICC's scale to get solutions implemented

- Thematic action groups (or 'TAGS' for short) bring together **core cities and mentors with a common thematic interest**; there will be a culture of two-way peer learning throughout
- Thematic action groups are **carefully curated** to match **mentor cities with expertise in a particular priority solution** with **core cities who are interested** in developing/scaling similar solutions in their own cities; for example, in the Green Economy theme, one TAG may focus on decarbonising buildings through retrofitting, another may focus on decarbonising transport through scaling charge points
- Early on, cities explore intelligent city solutions, exchange coaching, and share strategies. Later, cities focus on cross-city cooperation, and potential partnerships, and practice putting thoughts into action.
- Along the way, **TAGs are curated by a thematic expert**, and can further **tap in to other ICC resources as a group**, such as transversal services
- By the end of the ICC journey, TAGs become **mini action-orientated communities** that use their common scale and knowledge to achieve **more than they would have done in isolation**

EXACT DESIGN OR TAGS UNDER REVIEW WITH MENTORS

Thematic action groups meet in two types of sessions

Thematic action group working session

~10 sessions over programme

Attendees:



5-7 core cities



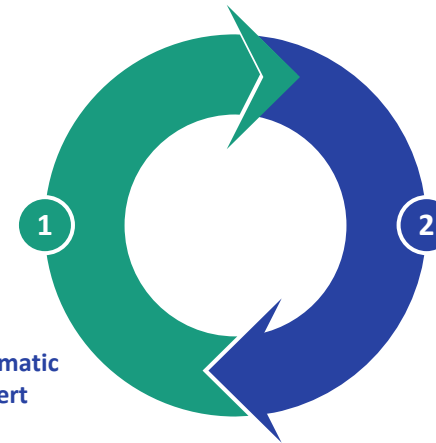
Thematic expert



Mentor city

Activities:

- Focus on mentor steering on deep content issues



Thematic action group progress tracker

~10 sessions over programme

Attendees:



5-7 core cities



Thematic expert

Activities:

- Focus on cities tracking progress and exchanging learning from one another
- Opportunity to bring in extra thematic or transversal advice







- TAGs begin during the **Ambition and roadmap phase** and continue throughout the **implementation phase**
- There is also dedicated time in City Labs for TAGs to meet up and work

1. Each TAG working session will cover different topics that benefit from planning ahead and preparation



Thematic action
working session

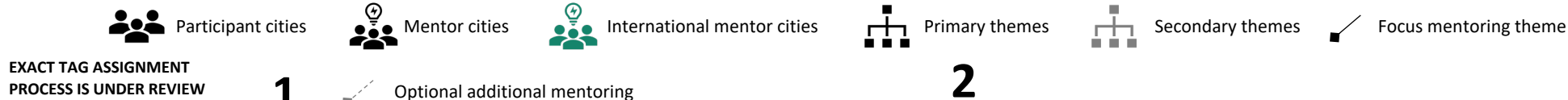
EXACT DESIGN OR TAGS UNDER REVIEW WITH MENTORS

Description	Objectives	Audience	Design principles
 Thematic action group ('TAG') working sessions are action orientated calls between a carefully curated group of participant cities and one mentor city	 <u>Core cities</u> Engage in facilitated peer learning in an informal environment Build trusted relationships with potential city partners Get critical mass for solutions , potentially harnessing existing work seasoned mentor has started <u>Mentors</u> Build trusted relationships with potential city partners Share smart city solutions and approaches, while learning from peers Shape actions of participants and reflect and refine own city's actions <u>Both, collaboratively</u> Act towards the scale up of thematic solutions	 Small group of ~5-7 core cities 1 mentor city 1 thematic expert  Duration 60 minutes  Delivery mode Video conference (VC) sessions 2 sessions in the Ambition and roadmap phase and 8 in the implementation phase	 Ensure exposure to both international and EU mentors Put both EU and international mentors in shaping roles Mentors and participants find common ground on topics

The mentor-participant TAG allocation follows a 3-step process

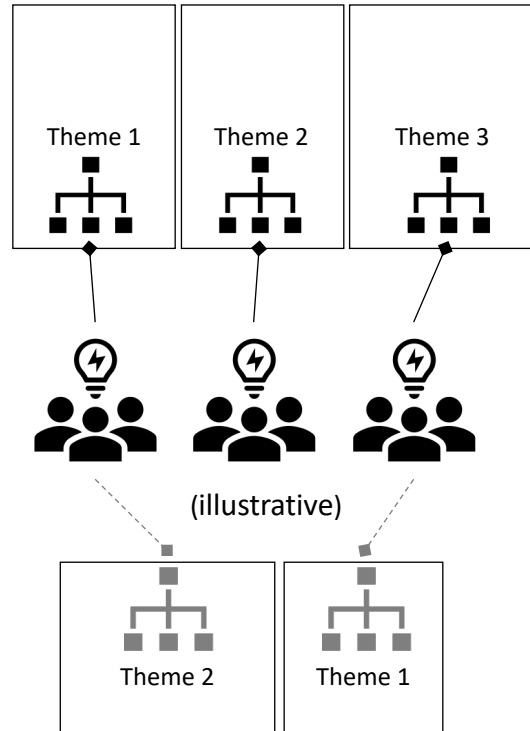


Thematic action
working session



Allocation of themes

Mentors are selected based on their expertise in **at least one primary theme**



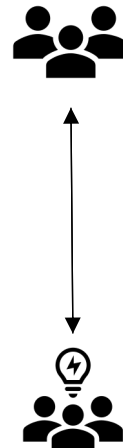
Select mentors will be asked to **additionally mentor** a secondary theme

Matching city characteristics

Mentor-participant allocation is based on finding strong characteristic matches to **increase value on both sides**

Mentors and participants will be allocated based primarily on **three criteria** in order of priority:

1. **Themes** to ensure participants' development goals match with mentors' thematic expertise
2. **Preferences** voiced by participant cities during the EoI
3. **Relatability** inter alia in terms of **size** (e.g., inhabitants, area, GDP), **demographics** (e.g., physical characteristics, shared borders) and shared **networks** (e.g., city partnerships, regional associations)

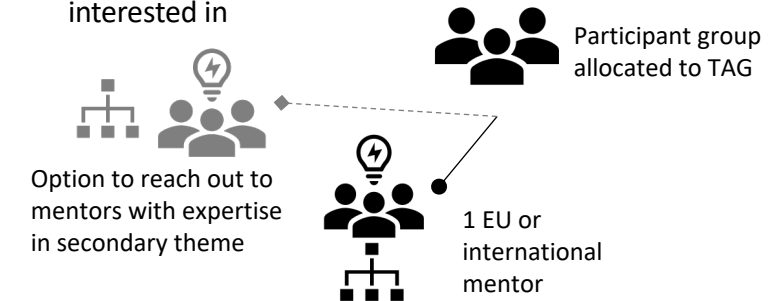


Match-making

Participants are allocated to **1** TAG that will either be of an EU or international Mentor

TAGs start without topics assigned, but with **2-3 topic suggestions** that **fit mentor city's expertise**. The group then **jointly decides** on concrete TAG topic for each of the TAGs

Cities have the **option** to reach out to **additional mentors** regarding a **secondary theme** they are interested in



Participants and mentors are asked to do select preparation in order to ensure high-impact discussions



Thematic action
working session

Preparation of TAG session

	Participant city	Mentor city
Follow ICC timeline to plan in time for attendance	✓	✓
Confirm attendance	✓	✓
Provide session materials , if any		✓
Pre-read materials sent by lead expert, if any	✓	✓
Send discussion questions to lead expert, if any	✓	
Take stock of city progress on actions , experience and approach since last TAG session	✓	
Reflect on objectives to achieve until next session and potential areas for cooperation	✓	✓
Approach lead expert for any questions	✓	✓

Within TAGs, cities will reflect on achievements to date as well as shared aspirations by next session, fostering peer coaching and cooperation



Thematic action
working session

Call agenda



General guidelines

- Aim for a total **Thematic action group ('TAG') working session duration** of **~60 minutes**
- Each session may include **~20 mins to jointly reflect** on progress made since last TAG session, and **~20 minutes to plan ahead** on upcoming challenges and opportunities
- The suggested agenda is for **illustrative purposes** and entirely **flexible** to the demands of the group
- **Technical equipment** should be at hand, incl. computer or mobile phone and headphones
- Log in **5 minutes ahead** of meeting in case of any technical difficulties



Agenda

- 5 min: **Agenda** and **objective** setting by facilitator
- 5 min: **Recap** of last TAG session and **commitments** made by lead expert
- 20 min: **Reflection** on **cooperation**, **experience** and **progress** since last TAG session by participant cities and mentor
- 5 min: **Introduction** to **new** phase specific topics **by lead expert**
- 20 min: **Reflection** on **aspired progress** until next session
Discussion about **shared obstacles** and **opportunities**, potential areas of **cooperation** and **peer coaching**
- 5 min: **Shared commitments** and next meeting

Active engagement during calls will yield greatest impact



Thematic action
working session

Thematic action group ('TAG') working session guidelines



Mentors

If possible, provide **pre-read materials** to spark discussions among participants. These can incl. short videos or newspaper articles

Advice

Share own experience, both levers and barriers, openly and in an engaging manner, e.g., by asking and taking questions

Questions

- What was the biggest challenge for your city and what got you through it?
- What actions have you taken that other cities could replicate?
- What has been your city's biggest strength and how did you leverage it? What can participants learn from this process?
- What would you have planned differently about your intelligent city journey?

Encourage participant cities to contribute own experiences and potential concerns, and **listen in an open and constructive manner to find areas for cooperation**

- Which participant city needs does mentor city share that could lead to joint action?
- What can mentor city learn from ICC and approach of participants?



Core cities

Plan for the TAG session well in advance and chose most suitable people to attend, i.e. someone who has been consistently involved in the programme

Advice

Do not hesitate to **ask questions** and **follow up** on certain themes

Questions

- How have you ensured progress on incorporating the learnings from the last cross-city lab? In which areas are city experiences similar, where do they differ?
- How are you engaging your citizens and ecosystem in your intelligent city transformation? What can cities learn from each other?

Share own experience, both levers and barriers, openly

- How can the ICC increase its contribution to the city's progress and what additional support does your city require?
- What are opportunities to collaborate?

Connect with peers prior to or after the call to maximise peer learning experience

- What circumstances and experiences do we share that could spark cooperation and peer coaching?



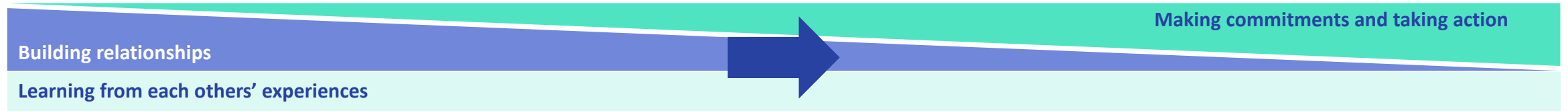
The focus of TAG sessions shifts from building relationships to taking action



Thematic action
working session

Focus of Thematic action group ('TAG') working session

Changing focus of sessions



Early calls will focus on coaching

Understand each city's objectives

- What would cities like to achieve over the course of the ICC programme? How are they planning to realise these objectives?
- Have cities set specific goals and shared them with their ecosystem?

Understand current approach to implementing intelligent solutions, track progress and look to common ground

- Since the last cross-city lab or TAG session, what actions has each city taken to become an intelligent city?
- What would be a good aspiration for the group to have achieved by the next call?
- What areas of expertise does each city hold that could spark peer coaching?

Manage expectations

- What would cities like to achieve during the TAG sessions?

Later calls will focus on shared commitments

Find areas for collaboration

- How are the cities different and in what ways are they similar?
- Are there themes that participants can jointly work on?
- Which milestones have cities achieved and could exchange experience on?

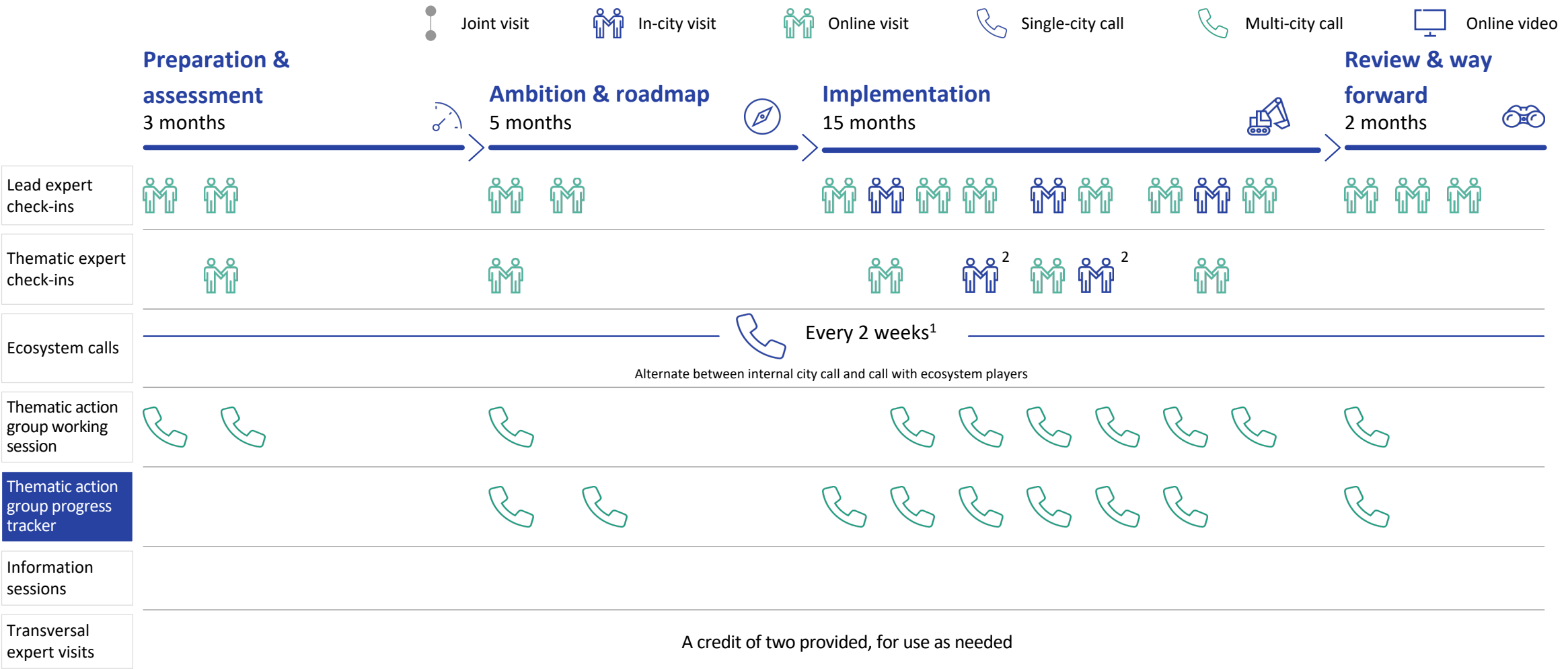
Make actionable commitments and keep up the momentum

- What actions do cities commit to take until the next sessions?
- What additional support do they require in order to achieve that?


Build long-term relationships

- In which other areas do cities share similarities that could spark further collaboration?

There are a number of recurrent events throughout the ICC programme









1.Suggested frequency; as a city-led event this is down to the preferences of city reps
2.Illustrative - thematic in city visits are to be decided by city reps and lead experts



2. Progress trackers serve as a check-in on both TAG activities, but also wider ICC progress



Thematic action
progress trackers

Description	Objectives	Audience	Design principles
 Progress trackers will help cities revise the impact of their activities and learnings , clarify uncertainties regarding ICC process and timeline, and deepen cities' understanding of transversal topics.	 <p>Empower and encourage cities to respect timeline</p> <p>Build close partnerships between TAG members</p> <p>Keep track of participants' progress and prevent cities from falling behind on programme</p> <p>Provide an additional avenue to discuss transversal topics</p> <p>Keep checks and balances on programme design, notifying programme leads of necessary adjustments in case overarching issues emerge</p> <p>Provide participants with opportunity to discuss any process uncertainties or anticipated roadblocks</p>	 In TAG group without mentor city attending, 1 representative per city , 1 lead expert  Duration 1.5 hours call, bimonthly  Delivery mode Web-based, held in English	 Avoid progress delays by holding regular calls without overwhelming participants, but allowing sufficient time for solution implementation Avoid overloading the mentors with more process-focused discussions Enable all participants to attend by holding web-based rather than in-person sessions Ensure progress transparency by having lead expert introduce key activities and deliverables for upcoming weeks Held within primary theme TAG group to foster relationship building and ensure open and trusted communication on issues, if any Facilitate open exchange on process questions and concerns and continued progress on transversal topics between cross-city labs and expert visits



Contents

Overview to core city journey

Phase 1: Preparation & assessment

Phase 2: Ambition & roadmap

Phase 3: Implementation

Phase 4: Review & way forward

Recurrent events

Transversal activity

Thematic activity

Cross-cutting tools

Detailed ICC timeline

Contact details and who is who

Explainer for terms and concepts

The ICC has three main types of content that layer upon and complement each other

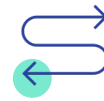


ICC
experience

Transversal services

Thematic material

Core learning



Transversal services

Flexible support to **help navigate common barriers and enablers** (e.g., how to access financing)



Thematic material

Details around specific city needs and solutions
(e.g., improving green economy and environment)



Core learning

General support for all cities that **drives you through the programme** (e.g., how to make a strategy, how to plan a roadmap)

Explored next



Participants can leverage transversal services, both in-person and online, to help overcome common barriers to implementing initiatives

Participants will have access to a variety of transversal services

••

Transversal services are **cross-theme coaching opportunities available as needed to participants** during the ambition and road map, implementation, and review and way forward phases of the ICC

Participants and lead experts¹ can leverage transversal services to help cities **tackle common barriers and leverage local enablers**, including:



Access to finance



Innovative local procurement



Open data platforms

Post-COVID recovery content will be provided across all transversal materials

1. Transversal services will be provided by non-thematic experts, but tailored to the theme in question

Transversals are accessible through four means



E-learnings, e.g., live sessions incorporating audience interaction via polls, live Q&A / discussion



Downloadable online toolkits for reference per topic



In-city, with locally-relevant follow-up coaching **in lead expert meet ups**



Thematic Action Group discussions and workshops **in cross-city labs**

Transversal services should be delivered with tailoring to a given city's major theme

Transversal service overviews



Innovative public
procurement



Access to finance



Open data
platforms

Innovative public procurement– definition



Innovative public
procurement

Innovation procurement happens when the **public sector** uses its purchasing power to commission R&D activities or act as early adopter of **innovative** solutions which are not yet available on large scale commercial basis. It includes:

- The development of innovative solutions through the procurement of research and development services (Pre-Commercial Procurement- PCP)
- The procurement of innovative solutions that are not yet available or do not exist on the market
- The procurement of innovative solutions that do exist, but are not yet widely available on the market (Public Procurement of Innovative Solutions- PPI)

Innovation procurement facilitates R&D and the wide diffusion of innovative solutions on the market. It provides a large enough demand to incentivise industry to invest in research or wide commercialisation to bring innovative solutions to the market with the quality and price needed for mass market deployment. This enables the public sector to modernise public services with better value for money solutions and provides growth opportunities for companies.

European Commission, 2018

Innovative public procurement – background



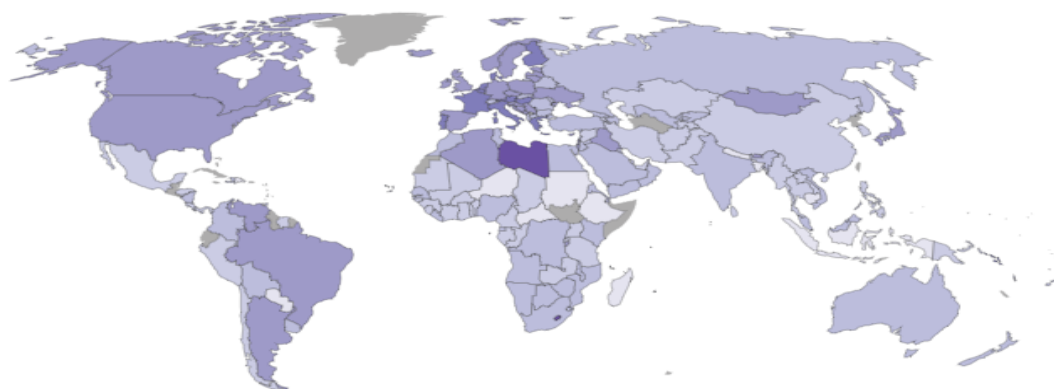
Innovative public
procurement

Government spending, 2011

Total government spending, including interest government expenditures, as share of national GDP

Our World
in Data

World



Source: IMF Fiscal Affairs Departmental Data, based on Mauro et al. (2015)

CC BY

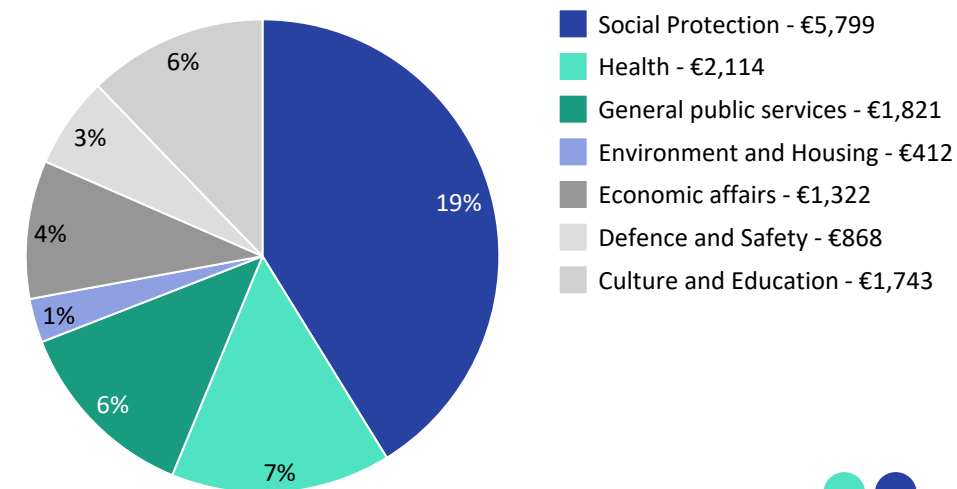
In the EU, public spending accounts for **over 45% of the GDP** of Member States- well above global patterns.

As **major consumers**, public authorities can use their spending power to **transform the market** in many sectors

Procuring innovative solutions can help cities to:

- Achieve the transition to a **smart and sustainable economy** and meet their ICC goals
- Foster innovation, support SMEs and industries in strategic sectors, encourage sustainable business practice, and develop the **economy and public services of tomorrow**.
- Steer and transform their economy **overcome the current sanitary, socio-economic and environmental crisis**

EU average composition of public expenditures as % of GDP and expenditure per capita 2018



Innovative public procurement – what can be achieved



Innovative public
procurement

As a global network of over 1,750 local and regional governments and creator of the [European Innovation Procurement Platform](#), ICLEI has decades of experience helping cities develop innovation procurement practices. Our aim is to help ICC cities use procurement to:

- Create **new jobs**, new markets and boost the **competitiveness** of their businesses, especially SMEs
- Foster the market uptake of **sustainable innovative products**, services and works, aligned with their ICC policy goals
- Address greenhouse gas emissions, local air and water quality, the use of hazardous substances, raw material usage, and the management of natural resources
- Boost **intelligent investment** and encourage **a diverse base of suppliers**, promote fair employment practices, and foster training opportunities and community benefits
- Improve the **quality of public services** and have a large positive impact on mobility, health, education, etc. through to the high volume of public spending

Innovative public procurement - it works!



Innovative public
procurement

Fredriksberg, Denmark: innovation procurement to reduce urban flood risks

- €1,866,600 upfront costs, long-term savings
- 2 scalable SuDS solutions developed and implemented between Feb. 2017 and Oct. 2018.
- Other Danish municipalities now buying the solutions

Image: Municipality of Fredriksberg

Alzira, Spain: converting an unused warehouse into a sustainable Youth Centre through PPI (2019)

- €200,00 costs, long-term savings through life-cycle approach
- Reduced energy consumption without compromising functionality and comfort.
- Procurement approach replicated by other municipalities




Project Fabulos, Helsinki: PCP for on-demand driverless public transport (ongoing)

- 6 partner cities across Europe teaming up to procure innovation
- 2 pilots in Helsinki: Companies can receive up to €5.5 million euros to support their R&D work
- Flexible pilot, testing adapted in light of Covid 19

Procuring innovation can be challenging, but there are solutions



Innovative public
procurement

Common barriers to the procurement of innovation	Solutions to explore
Difficulties attracting small and medium enterprises in the tendering process	 <ul style="list-style-type: none">• Dividing contracts into lots• Procuring small-scale pilots, with option to scale up• Extensive market engagement
Lacking evidence to prepare a strong business case for innovative solutions	 <ul style="list-style-type: none">• Using pilot projects to demonstrate success and build a strong case• Joint procurement of innovation: spreading upfront costs with other cities• Lifecycle costing
Lacking skills to run a successful innovation procurement process	 <ul style="list-style-type: none">• Staff training• Joining mentoring and peer-to-peer exchange groups• Making the most of existing resources on innovation procurement

Innovative public procurement in ICC – overview



Innovative public
procurement

Service



- **Information and implementation support** on innovative public procurement practices, for ICC cities.
- Integration of ICC cities within the **ICLEI Innovation Procurement network**

Objective



- To help ICC cities leverage their public procurement powers to **foster innovation, support SMEs, facilitate the transition to a smart and sustainable economy** and meet their ICC goals

Activities



- **Introductory webinar** on innovative public procurement
- **Two thematic webinars**, with possible topics including: Preparing for procurement; Engaging with the market Effective tendering & Using online marketplaces effectively etc.
- **Individual innovative public procurement advisory** through thematic expert days

Transversal service overviews



Innovative local
procurement



Access to finance



Open data
platforms

Access to finance – background



Access to finance

In the context of economic crises, cities need to take measures in order to foster a transformation of practices for getting access to the different sources of funding available to them. To achieve their ambitions for smarter, greener and fairer economic development, ICC cities will need funding to encourage the development of new solutions and technologies and a transformation of practices in their key business sectors.

What the ICC access to finance services will deliver

- Encouraging and supporting cities to conduct performance assessments, identifying their capacities and improving the return on investment in terms resources invested in obtaining finance and resources as a result.
- Help cities look at the opportunity lifecycle: identifying the adapted opportunity, efficiently engaging in these opportunities and getting ready to manage those efficiently
- Create knowledge-sharing opportunities, facilitating mutual learning between cities sharing common objectives



CC

Access to finance – Overview



Access to finance

Service



Transversal service
1:1 in city service upon request
1: m multi city service

Objective



Help the selected cities build capacity maximising their ability to leverage external sources of funding, particularly EU sources, to reach their goals.

Scope



Each ICC city needs to develop an approach to access to finance that is rooted in their needs and priorities.

Activities



- 1 - Identifying local strengths, defining priorities and formulating real needs
- 2 - Better engagement
- 3 - Learning from and sharing experiences with local and international peers and mentors.

Access to finance - Services



Access to finance

ICC cities need to develop an approach to access to finance that is rooted in their needs and priorities. The objective of the ICC access to finance services will be to guide and support them to achieve this.

Identifying local strengths, defining priorities and formulating real needs

In order to develop better access to finance strategies, cities need to **clearly identify their access to finance capacities and objectives in relation to their ICC goals**. The ICC access to finance services will assist them with this, encouraging and supporting them to conduct performance assessments, identifying their capacities and finding the better balance between resources invested in obtaining finance and resources obtained from the access to finance.

Better engagement

As cities seek to obtain access to finance, they need to create the **right conditions to conduct effective engagement with the funding opportunities**. The ICC access to finance service will help them with this, by looking at the opportunity lifecycle: setting pre conditions, access to finance, prepare them to engaging to funding opportunities and guiding them in practical tips to apply to funding.

Sharing experiences

ICC cities are not alone on their journey to developing access to finance strategies. As they strive to improve their strategies, **exchanging ideas with other cities who experience similar needs can be highly valuable**. Through an access to finance services offer, the ICC can help create knowledge-sharing opportunities, facilitating mutual learning between cities sharing common objectives.

Access to finance - Activities



Access to finance

ICC cities need to develop an approach to access to finance that is rooted in their needs and priorities. The objective of the ICC access to finance services will be to guide and support them to achieve this.

Identifying local strengths, defining priorities and formulating real needs

Creation of an **online survey** designed to gather information on cities' capacities and experiences. This survey will be shared with the representatives of the cities and will try to understand the maturity of the cities to deal with EU finance mechanisms. Particular focus will be put in the organisation and readiness of the access to finance teams of each city. Listing of all funding that is reachable for cities today (and upcoming developments in 20-21)

1-on-1 interviews with up to 5 ICC cities (selected on a voluntary basis), aiming to better understand the gap (if existing) between the needs of the cities and the resources available to fulfill those needs.

Better engagement

As cities seek to obtain access to finance, they need to create the right conditions to conduct effective engagement with the funding opportunities. The ICC access to finance service will help them with this, by developing **webinars on: access to finance, engaging to funding opportunities and guiding them to practical support in developing the tenders.**

Sharing experiences

A webinar will be focused on creating knowledge-sharing opportunities, facilitating mutual learning between cities sharing common objectives, particularly looking at the context of the recovery from COVID-19. The webinar will feature real case studies from cities who have developed, or are developing, mature access to funding strategies. Among others, public sector accountability and transparency will be looked at.

Transversal service overviews



Innovative local
procurement



Access to finance



Open data
platforms

Open Data - Introduction

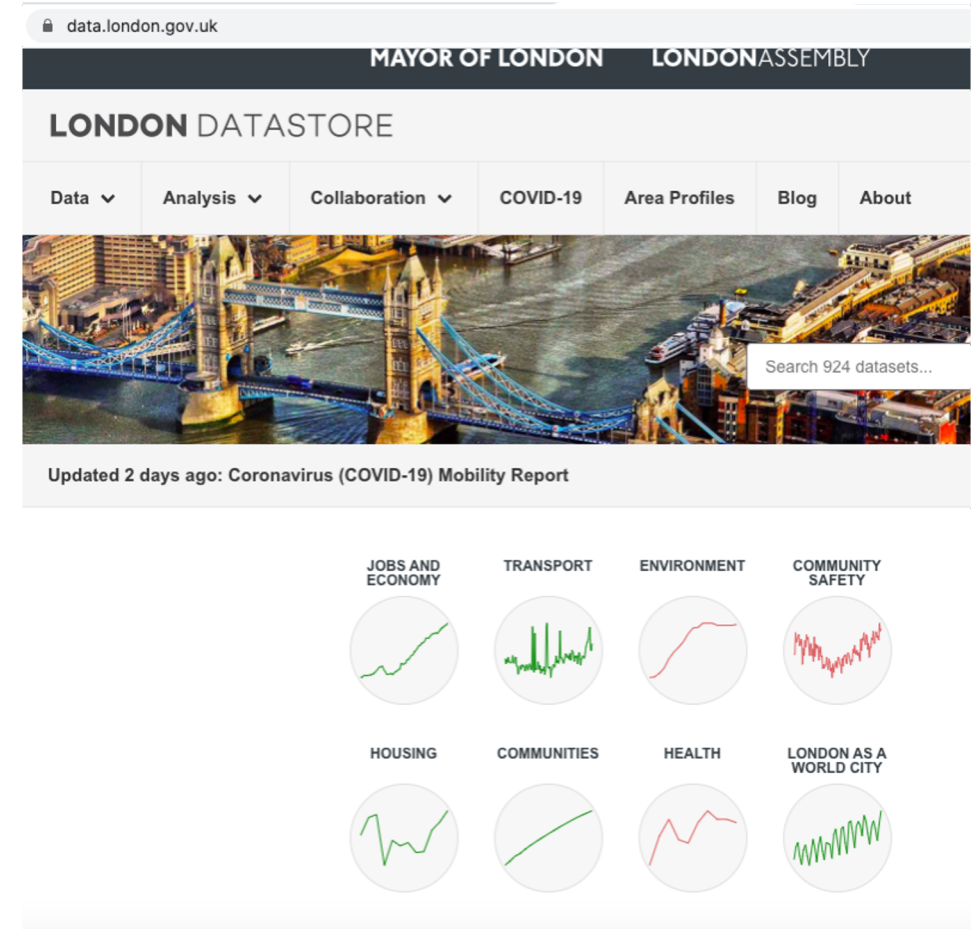


Open data platforms

Allowing public sector data to be re-used for other purposes, including commercial ones, can:

- **Stimulate economic growth** and spur innovation:
- Help address **societal challenges** with the development of innovative solution
- Enhance **evidence-based policymaking** and **increase efficiency** in public administrations;
- Become a critical asset for the development of new technologies, such as **artificial intelligence** (AI)
- Foster the **participation of citizens** in political, social and economic life and increase the **transparency of government**.

From: <https://ec.europa.eu/digital-single-market/en/open-data>





A more thorough reflection on the importance of data

- Thinking and starting to **work on data** within the city administration, not only from the point of view of IT
- Setting up **coordination** around this theme
- The importance of **dialogue** on data in- and outside the local administration
- Creating awareness of the importance of **clear formulations and regulations** concerning data in specifications and agreements and among employees who use data

Open Data - Challenges to solve



Open data platforms

- Reduce the chance of a **vendor lock-in** and avoid city data stuck with external parties.
- Giving a boost to the city's **innovation potential** by breaking data silos.
- Put the pressure to develop and maintain **sustainable and innovative services** not only with the city, but also with its partners and suppliers.
- Reduce the pressure to enter data manually and share it fragmented with other governments through **automation** and data linking.



e-Learning



Cross-City lab policy



Cross-City lab tech



Expected outcome

Cities get up to speed on open data concepts and implementation path

Shared and common core of an ICC open data policy charter: principles, vision, technical example clauses

Technical know-how upgrade and alignment on technical platforms and interoperability standards

Services

E-learning modules with basics on open data (prerequisite)

- Data policy basics
- Technical platform basics
- Technical standards basics

Cross-city lab – open data policy aspects

Interactive session to build a best practice charter
Organised twice

Cross-city lab – technical and implementation aspects

Interactive session with case studies and field expertise
Organised twice



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Recurrent events

Transversal activity

Thematic activity

Cross-cutting tools

Detailed ICC timeline

Contact details and who is who

Explainer for terms and concepts

The ICC has three main types of content that layer upon and complement each other

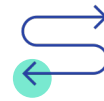


ICC
experience

Transversal services

Thematic material

Core learning



Transversal services

Flexible support to **help navigate common barriers and enablers** (e.g., how to access financing)



Thematic material

Details around specific city needs and solutions
(e.g., improving green economy and environment)



Core learning

General support for all cities that **drives you through the programme** (e.g., how to make a strategy, how to plan a roadmap)

Explored next



The ICC Thematic Tracks

ICC is organised in 5 thematic tracks to which cities can be allocated

EXACT SCOPE OF THEME IS UNDER REVIEW FOLLOWING THEMATIC WORKSHOPS AT ICC 1ST CITY LAB



Green economy and local green deals

Productivity gains for businesses and green growth



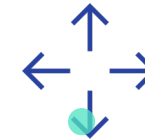
Citizen participation and digitisation of public administration

New growth opportunities and innovative businesses



Upskilling and reskilling

Innovative education and training for up- and re-skilling



Supply chains, logistics and economics of mobility

Driver of cities' competitiveness, economic growth and job creation



Green and digital transition in tourism

Growth opportunities through smart and sustainable practices

How do the themes influence your journey?



Support you get from thematic experts

Getting the best placed advice



Thematic network you mix with

Spending time with cities with similar motivations



Mentors you learn the most from

Receiving guidance from leading cities with the most relevant experience



How you assess your needs and possible solutions

Diagnosing city challenges with the right lens



How you track your progress

Adding a few focused KPIs on your most important issues to your tracking strategy





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Tools in three areas will help ICC cities to achieve their goals

Area	What tools are involved?	What do they help cities do? Detailed next
 Assessment and tracking	<p>Simple excel tool (KPIs, technology maturity and city performance)</p> <p>Online SAT questionnaire (local enablers)</p> <p>Tractebel Cityscan (optional thematic selection support)</p> <p>Additional detailed thematic needs assessments as brought in by thematic experts</p>	<ul style="list-style-type: none"> • Help cities track progress against KPIs as they progress • Understand city performance (“needs”) that matter to citizens, e.g., air quality, number of jobs • Understand city’s technology maturity that is the basis for an intelligent city transformation, <i>e.g., 4G coverage, open data platforms</i> • Understand what stakeholders think are the city’s inherent capabilities in local enablers and how these can help, <i>e.g., good access to finance</i> • Support in helping cities decide what themes they would like to specialize in
 Citizen engagement	<p>Templates to guide interaction</p>	<ul style="list-style-type: none"> • Understand awareness and satisfaction with existing intelligent city solutions • Ask citizens about their priority issues, <i>e.g., in ranking exercises, surveys</i> • Capture citizen ideas • Show citizens progress on important issues
 Communication	<p>Teams</p>	<ul style="list-style-type: none"> • Facilitate best-practice sharing in between events. • Give cities an opportunity to discuss implementation within a carefully curated group, <i>e.g., a thematic action group, compromised of a mentor and 4 or 5 follower cities all working towards implementation of a common solution</i>

Why invest in citizen engagement?

Cities primarily **serve their citizens**, to help them thrive socially and economically. While election cycles help citizens express their general political priorities, continuous **citizen engagement** helps to ensure city projects and initiatives are aligned with real citizen needs.

What the Citizen engagement guidance can do

- ✓ Help collect citizen feedback and new ideas to allow choosing the right projects and delivering them in the best possible way
- ✓ Help create visibility on city's targets and progress

What the Citizen engagement guidance cannot do

- ✗ Substitute discussions on the bigger political priorities in a city or official votes – due to non-representative user groups, the tool should primarily be used for consultation and idea generation
- ✗ Provide a comprehensive evaluation of user journeys for specific government services



For more information please see the Citizen engagement guidance pack

Citizen engagement is an important element of ICC

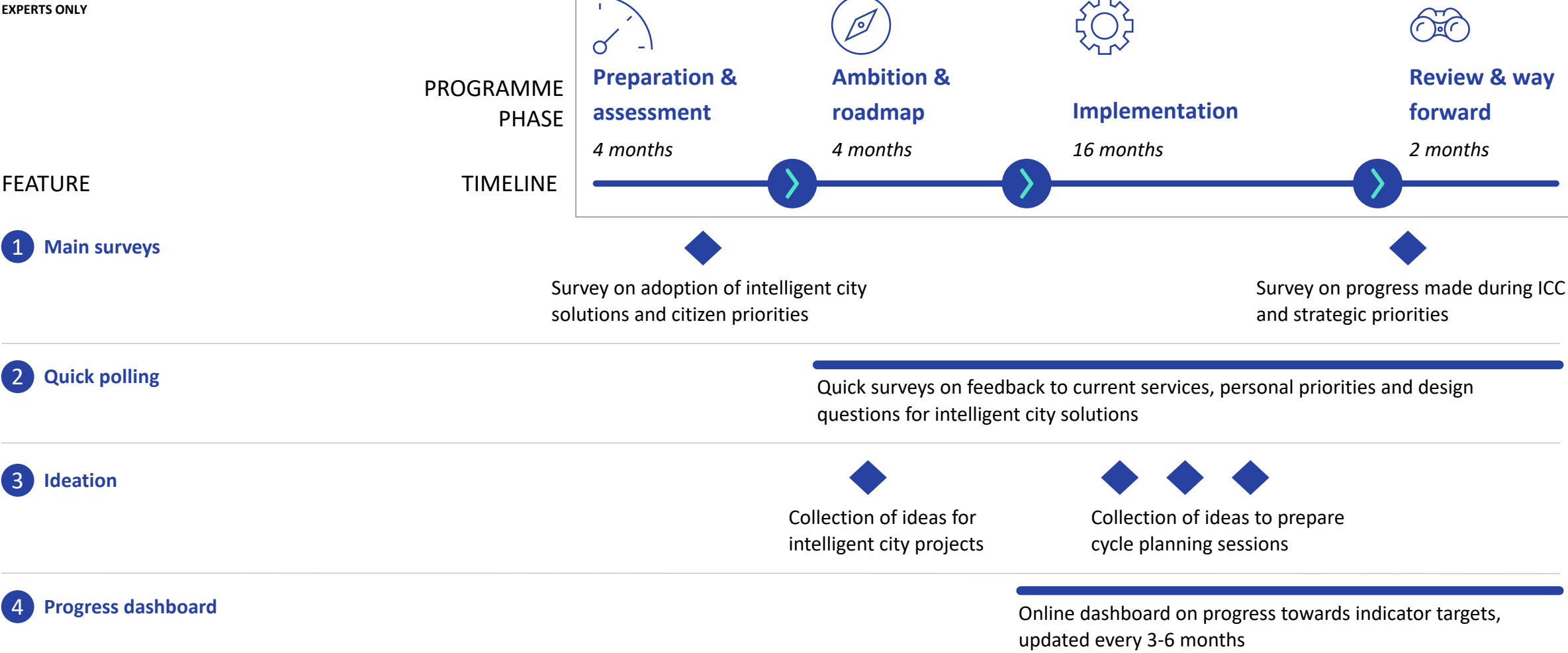
Involving citizens in idea generation and solution delivery helps cities to become more effective - both during the ICC and beyond

- 1 Understand real citizen needs and **priorities**, allowing more targeted actions
- 2 Ensure **effective design** of intelligent city solutions, leading to higher adoption rates and impact
- 3 Collect **creative ideas** to existing city challenges
- 4 Be **accountable** for achieving the defined targets




The Citizen engagement guidance has 4 main ideas

	1 Main surveys	2 Quick polling	3 Citizen ideation	4 Progress dashboard
Engagement idea	<p>Collect citizen feedback at pivotal moments of the programme</p> <ul style="list-style-type: none">• Understand greatest citizen priorities• Understand adoption of and satisfaction with existing intelligent city solutions	<p>Collect more in-depth citizen insights on particular questions relevant to project design or implementation, e.g.,</p> <ul style="list-style-type: none">• Quick feedback on ICC technology solutions• Priority areas for improvement in the city within a given theme• Most recent experiences with specific public services	<p>Provide a platform for citizens to suggest ideas for projects or initiatives</p> <p>Can be curated by the city and put to a vote to gauge public support for the suggestions</p>	<p>Publish regular updates on progress towards KPI targets to inform citizens and to hold political stakeholders accountable</p> <p>To be curated in close coordination with participating cities to celebrate successes without disincentivising others who are still on the journey</p>
Example	What are currently the 3 most relevant challenges for the city?	What are the 2 most important features of a public transport app?	How could the city reduce its electricity consumption?	City has reached 80% of the air quality target after 12 months

Citizen engagement will be of use in each of the 4 main programme phases



Tools in three areas will help ICC cities to achieve their goals

Area	What tools are involved?	What do they help cities do?
 Assessment and tracking	<p>Simple excel tool (KPIs, technology maturity and city performance)</p> <p>Online questionnaire (local enablers)</p> <p>Tractebel Cityscan (optional thematic selection support)</p> <p>Additional detailed thematic needs assessments as brought in by thematic experts</p>	<ul style="list-style-type: none"> • Help cities track progress against KPIs as they progress • Understand city performance (“needs”) that matter to citizens, e.g., air quality, number of jobs • Understand city’s technology maturity that is the basis for an intelligent city transformation, <i>e.g., 4G coverage, open data platforms</i> • Understand what stakeholders think are the city’s inherent capabilities in local enablers and how these can help, <i>e.g., good access to finance</i> • Support in helping cities decide what themes they would like to specialize in
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About the communications tool

While each city is unique in its history, its challenges, and its environment, there is a lot we can learn from each other. The communications tool is a platform to build a virtual community that **exchanges advice and best practices**, but also starts **actual collaboration**. The tool can be used throughout the programme.

What the tool is for

- ✓ Direct communication between all programme participants and mentors, experts and organising team, to discuss any questions on the programme itself
- ✓ Collaboration on joint projects (e.g., in thematic action groups)

What the tool is not for

- ✗ Discussions with external stakeholders – the tool is available exclusively for programme participants and mentors
- ✗ Replacement of face-to-face interactions at cross-city labs – the tool is meant to facilitate communications in between



For more information please see the comms tool pack

The communications tool will be available throughout the programme to facilitate collaboration and as a platform for expert and TAG calls

EXPERTS ONLY

PROGRAMME
PHASE

FEATURE

TIMELINE



Preparation & assessment

4 months



Ambition & roadmap

4 months



Implementation

16 months



Review & way forward

2 months

1 Continuous collaboration



Ad-hoc communication and data sharing on any topic relevant to ICC, available throughout the programme

2 Solution for expert and Thematic action group calls

Platform for web-based interactions with lead and/or thematic experts and Thematic action group calls

There are two additional digital resources that are not classified as tools, but support cities throughout their journey



Tool name	What is it?	What does it help cities do?
 Marketplace	Catalogue of solutions by and for cities	Platform to present technical solutions to intelligent city challenges in the form of a catalogue, <i>e.g., review Singapore's digital payment system solution</i>
 "City toolbox" – downloadable content	Section on the ICC website	Provide transversal and thematic learning (beyond the in-person events) that provides cities additional assistance in addressing their challenges, <i>e.g., best-practice case studies</i>

About the Marketplace

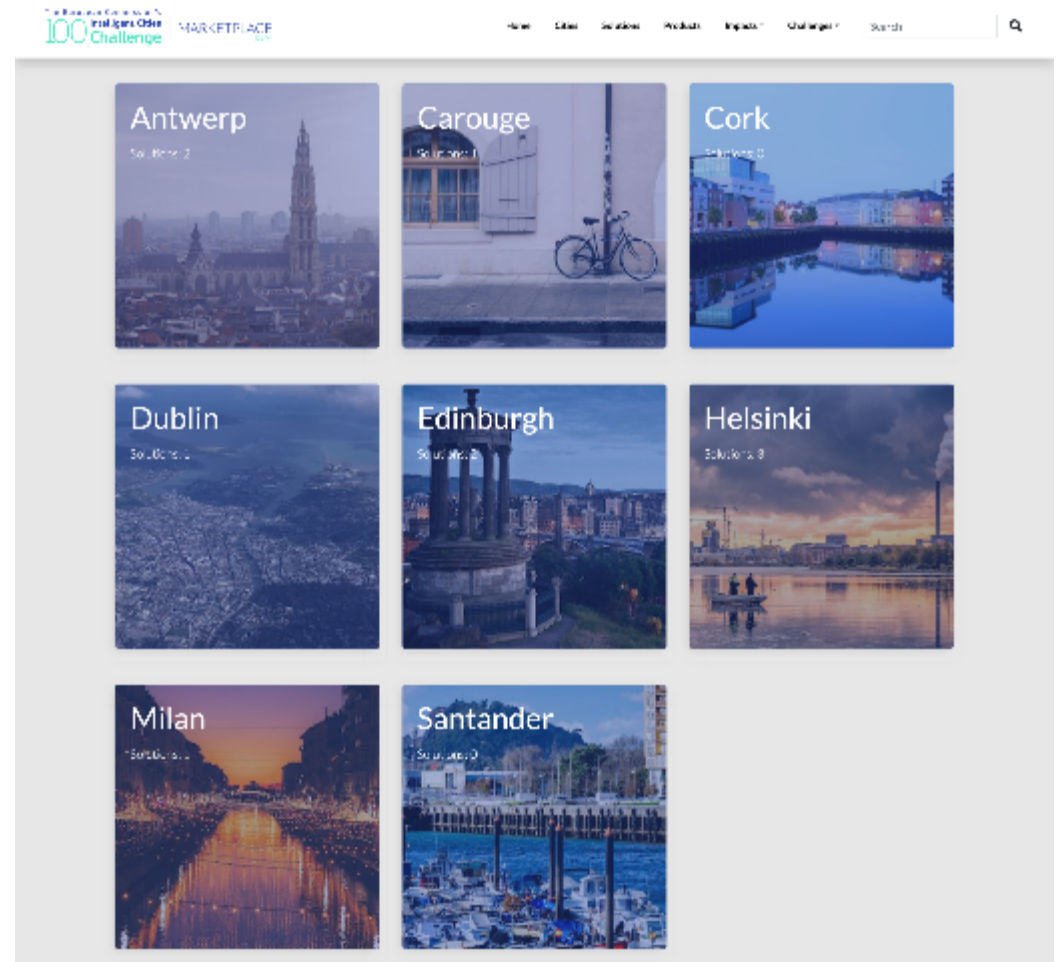
What is it?

First marketplace for and by cities, showcasing:

- City profiles and best practices
- Solutions and their impact
- Common challenges and relevant solutions

What are its benefits?

- Showcase and create export opportunities
- Learn from other cities and contact them
- Qualify vendors based on deployments elsewhere
- Part of a structured marketplace of solutions
- City-driven governance model (not commercial)
- Full portability based on standards (ISO/IEC JTC 1/SC41, OASC MIM2)
- You own your content



Marketplace city profiles

City Profile Showcase

General profile

Smart city profile: open data charter, etc.

Procurement

Challenges

- By ICC domain
- By SDG impact goals

City Solutions

- Technology functions
- Standards, data models and technical requirements

The screenshot displays the 'Antwerp Belgium' city profile on the 'MARKETPLACE 100 Challenge' website. The header includes navigation links: Home, Cities, Solutions, Products, Impacts, Challenges, and a search bar. The main content area features a large image of Antwerp's skyline with the text 'Antwerp Belgium' overlaid. Below the image, there is a paragraph describing Antwerp as a bustling city in Belgium, home to the second largest port in Europe. Further down, another paragraph highlights Antwerp's diverse economy and cultural heritage, mentioning the port, the diamond industry, and the Royal Academy of Fine Arts. A third paragraph discusses Antwerp's role in Belgian culture and its influence on the fashion industry. The right sidebar contains a 'Smart City' section with icons for various smart city solutions, a 'Challenges' section with a list of challenges, and a 'City Solutions' section with a list of solutions. At the bottom, there is a 'The Port' section with a map of the port area and a 'City Solutions' section with a list of solutions.

The European Commission's
100 Challenge | MARKETPLACE 100

Home Cities Solutions Products Impacts Challenges Search

Antwerp Belgium

Antwerp is a bustling city in Belgium, home to the second largest port in Europe. It's rich history is showcased throughout the city.

Antwerp is a diverse city, economically, and culturally speaking. The port of Antwerp is one of the biggest economic assets of the city. Apart from the port, Antwerp is very well known for their booming diamond industry. Each year around 85% of the world's rough diamonds go through the Diamantenwijk.

Antwerp has played a crucial role in the development of Belgian culture. Throughout the years Antwerp has put its mark on the fashion world as it houses the Royal Academy of Fine Arts. Their most famous alumni group is called the Antwerp Six, they have a tremendous amount of influence on the fashion industry. Apart from the avant-garde fashion, Antwerp has a truly beautiful and fascinating architecture. People hang out around the different squares in the city, usually enjoying a cold beer at one of the cafes. Many of these squares are built following the baroque style, which gives the city its very own vibe. Antwerp is also home to numerous museums that exhibit renowned Flemish painters like Peter Paul Rubens, Anthony van Dyck, Jordaens and many more.

The Port

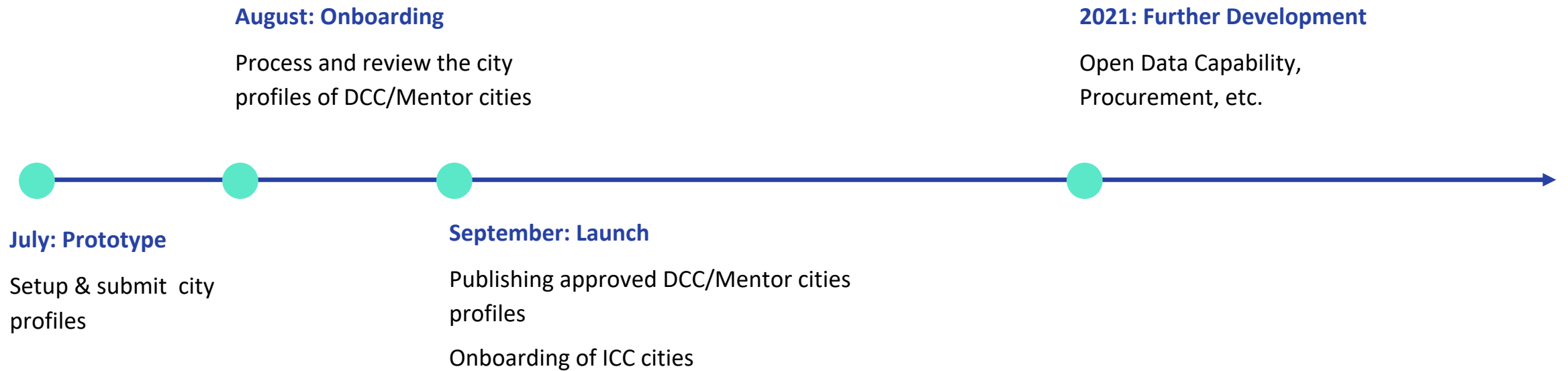
The port has played a major role in the history of Antwerp. In the 15th century it became the a hub for traders and entrepreneurs. The port of Antwerp has had its fair share of challenges over the years, ranging from revolutions to World Wars, but these hardships have not prevented it's continued growth. Today the port has evolved into a modern port that handles a wide range of goods and services.

Smart City

Challenges



City Solutions

Marketplace: Timeline



There are two additional digital resources that are not classified as tools, but support cities throughout their journey



Tool name	What is it?	What does it help cities do?
 Marketplace	To be decided	Platform to present technical solutions to intelligent city challenges in the form of a catalogue, <i>e.g., review Singapore's digital payment system solution</i>
 "City toolbox" – downloadable content	Section on the ICC website	Provide transversal and thematic learning (beyond the in-person events) that provides cities additional assistance in addressing their challenges, <i>e.g., best-practice case studies</i>

About the city toolkit

The city toolkit provides **curated ICC content** beyond the topics covered in events, and allows **participants to share their own materials**. While cross-city labs and expert workshops provide cities with the most relevant tools and insights, specific challenges may require further support. Some learnings will be provided exclusively in the city toolkit.

What the city toolkit is for

- ✓ Provide additional content, beyond topics covered at events, that helps cities in approaching specific challenges
- ✓ Showcase inspirational examples of successful intelligent city projects across the ICC programme and beyond

What the city toolkit is not for

- ✗ Replacement of attendance of in-person events, where the main contents will be presented and discussed in detail

Note: The city toolkit is not a technical tool in itself. City toolkit contents will be shared via the ICC website and via the communication tool.



Where to find city toolkit content

1 Content provided directly by the ICC...



Guidance on the ICC

- Methodological handbook
- Supporting documentation for digital tools



Transversal content

- Transversal coaching material
- Transversal case examples



Thematic content

- Intelligent city introduction and use manual
- Local needs assessment workshop activities
- Thematic roadmap handbook

...will be hosted on the ICC website

in a private space only accessible to ICC participants and mentors

1. see supporting material for communications tool for more details

2 Content shared by participants...



Programme deliverables

- Final version of all deliverables to be shared with all programme participants



Mentor resources

- Any documents, data or tools mentors deem useful for participant cities
- Shared with all programme participants or thematic action group members only



Case material

- Documentation of successful ICC projects to be shared during implementation phase

...can be shared via the communications tool¹

which is linked to a private shared server

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The ICC timeline is an illustrative guide that cities should flex to their circumstance

The ICC timeline can help you...



Understand the **broad order of events** so you can prepare accordingly

Understand whether events are **in person** (filled symbols) **or digital** (outline symbols)

Get in the right mindset with overviews of '**city priorities**' month-by-month

...but is only an illustrative guide that needs interpretation so is not...

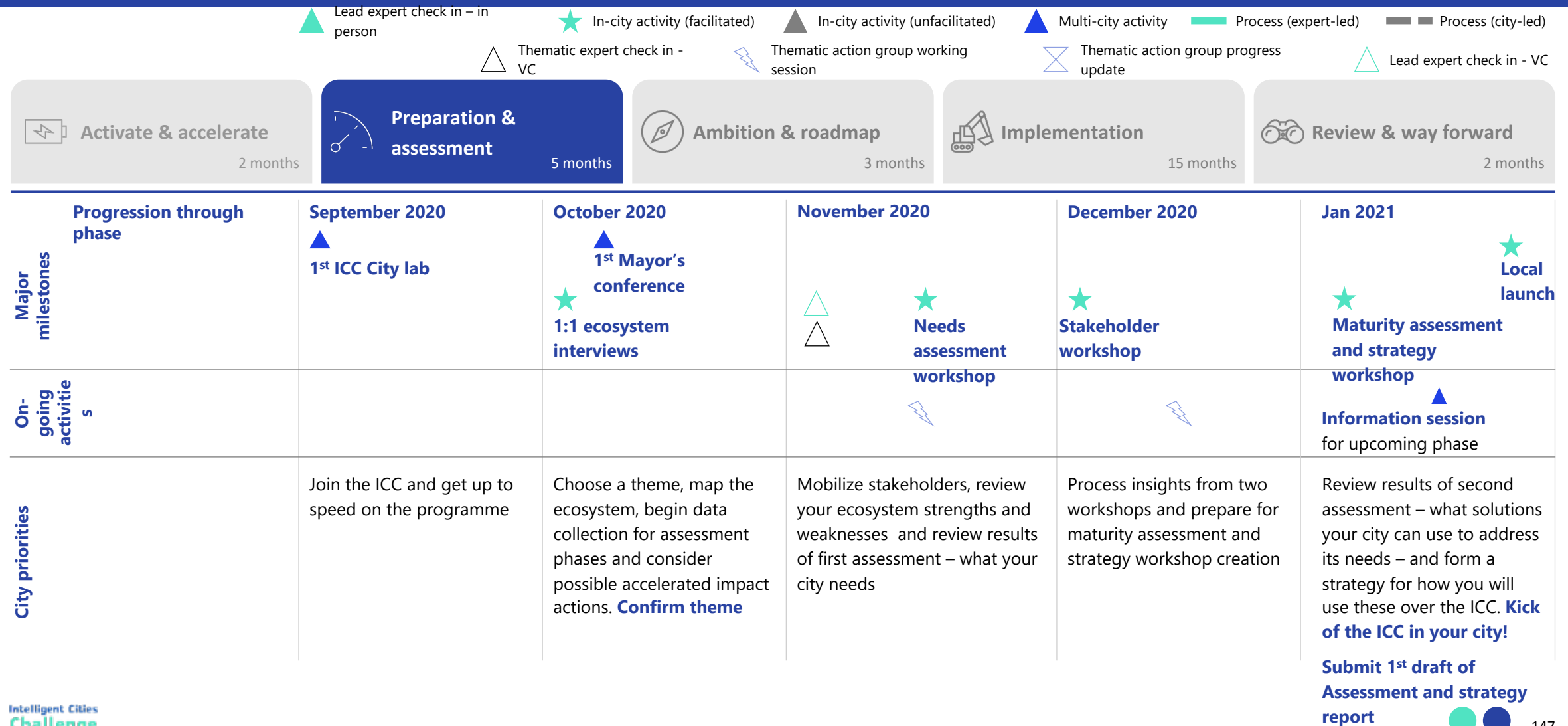


A calendar to book events against – exact dates of activities should be worked out with your lead expert and the ICC team; the date of some activities is for you to decide, based on when you feel you will make best use of them

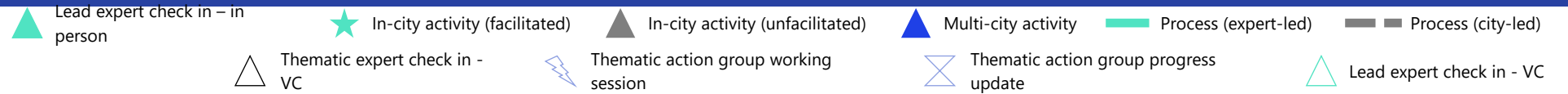
Something to be followed religiously – there may be good reasons to combine events, or in some rare cases, change the order. Discuss these with your lead expert and the ICC team

A forecast of the future – the programme will change based on your feedback and learnings we observe. This is our best estimate at the onset, but we will not hesitate to adjust if we think it is in city's interests

Preparation and assessment phase, including Activate and Accelerate phase for DCC cities

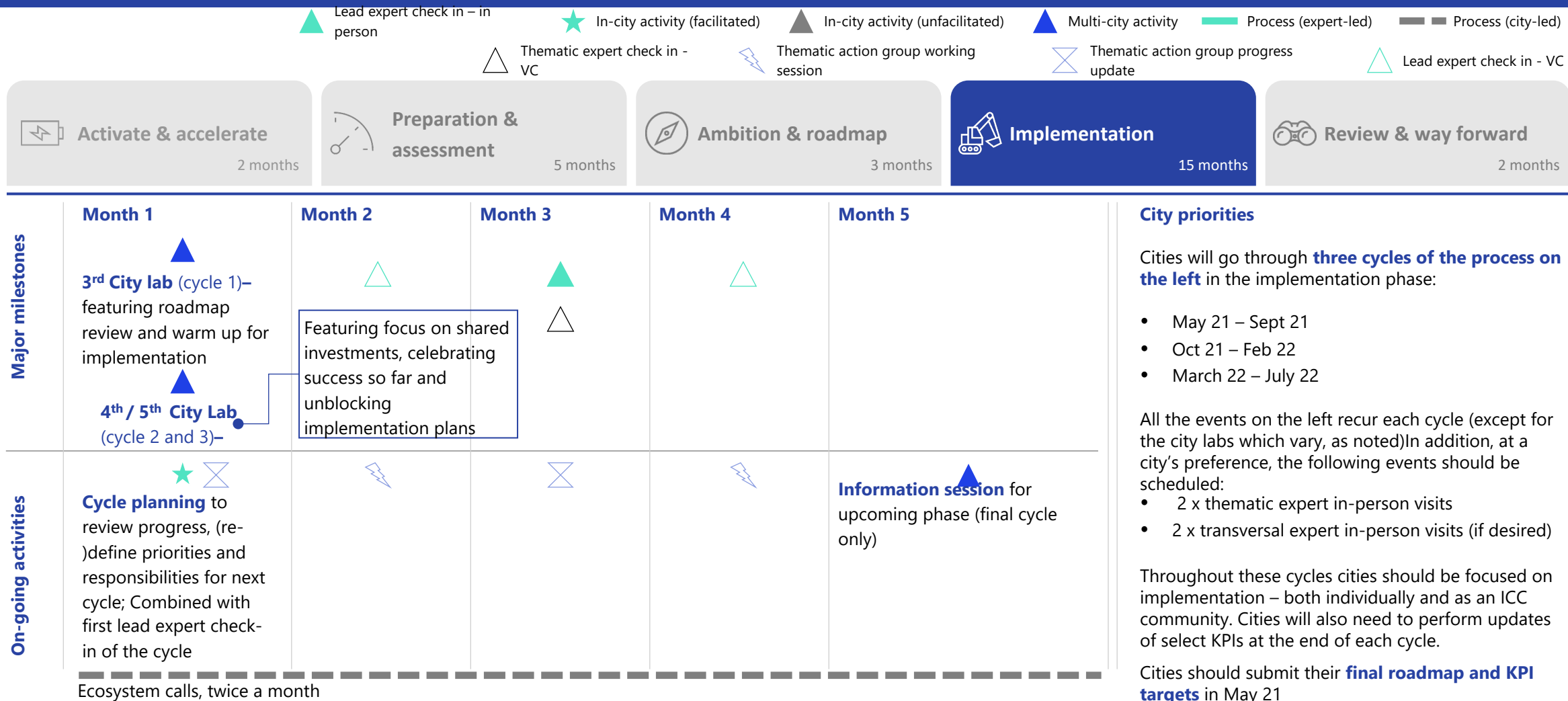


Ambition and roadmap phase



Progression through phase	February 2021	March 2021	April 2021
Major milestones	 2nd city lab –featuring strategy peer review and celebration of quick wins	 Roadmap and monitoring workshop	
On-going activities	 Ecosystem calls, twice a month 		 Information session for upcoming phase
City priorities	Begin ground work for putting your strategy in to action; prep for the workshop considering what success is and how you will get there. Share your strategy at the city lab, refine and submit final Assessment and strategy report	Co-create a comprehensive plan for the next 15 months with the ecosystem. Submit first draft of roadmap and KPI targets	Stress-test your roadmap and prepare to share this at the next city; prepare for implementation phase by making sure all stakeholders are aware of their commitments.












Implementation phase



Review phase & way forward



(note city continues implementation activities continue without facilitation)

	August 2022	September 2022
Major milestones	  Programme review and feedback with local stakeholders & review of assessment results with lead expert 	 ICC closing Ceremony incl. 2 nd Mayor's Summit   Local closing event and outlook on next steps
On-going activities	 Ecosystem calls, twice a month  Information session for upcoming phase  	
City priorities	Re-run select assessments and reflect with your ecosystem on successes, areas of development, and commitments to be made going forward	Celebrate success at the ICC closing ceremony and share your long term commitments with other cities; return home and announce your achievements and set a path forward for continuing collaboration with your ecosystem. Submit final report



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Contact channels for methodological questions

ICC email: helpdesk_icc@technopolis-group.com

ICC Microsoft Teams workspace: [Q&A](#)



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There are a number of terms that all cities should be familiar with

Appendix

Term	Definition
Activity	Larger set of actions that need to be taken to realise a city opportunity
Action	A concrete measure implemented by the city or the ecosystem
Big moves	Implementation of actions that will achieve larger impact and require careful planning, collaboration, monitoring
City opportunity	Areas of improvement or challenge to be addressed during ICC programme
City toolbox	Learning resource that contains downloadable materials for help throughout the programme
DCC	Digital Cities Challenge was the predecessor programme of the ICC
Digital and advanced technology	Solutions that use new, cutting edge technology that could be beneficially scaled in an intelligent city transformation
Marketplace	Platform to present technical solutions to intelligent city challenges in the form of a catalogue
Mentor city	City with proven track record of intelligent technology development and deployment in at least one thematic track
Participant city	City taking part in full ICC programme including in-city visits
Priority solution	Technology a city has chosen to address its city opportunities
Accelerated impact action	Advancements that can be achieved in short timeframe in the early stages of the ICC
Thematic track	Key thematic area city chooses to focus on
Transversal services	Optional in-person and digital support to help navigate common cross-thematic barriers and enablers