



The European Commission's  
**INTELLIGENT CITIES  
CHALLENGE**

## Intelligent Cities Challenge

## Strategy City Lab

23-24 November 2023

Version: 20/11/2023



European  
Commission

The Intelligent Cities Challenge is funded  
by the Single Market Programme

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# 1 Concept

The **Strategy Conference** is the first in-person event of the Intelligent Cities Challenge (2022-2025 edition), bringing together about 200 City Leaders and Business stakeholders from the ICC core and mentor cities, urban development and transition experts, green and digital tech solutions providers, academics, and the European Commission, in short, the ICC Community.

The **two-day event** is organised at the **Egg** in Brussels on **23 and 24 November 2023**. The first day combines public sessions in the morning and plenary and working sessions for the ICC community during the afternoon followed by a reception. The second day is dedicated to interactive workshops and networking sessions allowing ICC stakeholders to meet, present and streamline their Cities' strategies and action plans, and exchange ideas that will fuel the launch of Local Green Deal (LGD) partnerships.

# 2 Objectives

The **objectives of the ICC Strategy City Lab** are to:

- Set the scene in view of the current EU challenges and developments and affirm the **EU's commitment to partner with Cities** in pursuing the EU Green Deal and the **EU Green Deal Industrial Plan**
- Assess current state of the city's (Local Green Deals) **LGD strategy**, including:
  - o Feedback from LGD trainers and sector experts on making a city's LGD Strategy and Action Plan adequate to start developing LGD partnerships
  - o Identifying high-impact cases for LGD partnerships
  - o Discussions with mentor and peer cities on LGD strategy and implementation experience
- Inspire with successful mentor **LGD case studies**
- Shed light on **critical challenges and lessons learned** by mentor cities
- Encourage **community building** amongst ICC members

# 3 Design principles

**Logistics:**

- **Type:** Multi-city event
- **Form:** In person
- **Composition:** Multi city, involving:
  - o Core city stakeholders: City ICC coordinator and business stakeholder (potential candidates for LGDs)
  - o Mentor city representatives: City ICC coordinator and business stakeholder (ideally those who concluded LGDs)
  - o Experts: All Lead Experts, selected Sector and Thematic Experts, LGD Trainers
  - o Coordinators: Sector, Thematic and Local Green Deal Coordinators
  - o European Commission team
  - o ICC coordination team

- **Location:** The Egg, Brussels, Belgium
- **Length:** 2 days

### Design principles

- Cities will be set to work on ensuring their city's **Strategy and Action Plan** is ready to be leveraged for developing LGD partnerships
- First in person **networking opportunity** for cities and experts
- Cities go to the conference with established points they wish to discuss with experts to unlock and advance the development of their **LGD partnerships**
- Cities will connect with cities under their sector path
- City to city discussions to facilitate the creation of **joint initiatives**
- Cities will leave the strategy conference knowing both their **sector path and intensity track**, having connected with the **relevant peer groups**, having started a channel of communication with relevant peers, mentors and experts and having a clear idea of potential LGDs they should prioritise.

### Core cities will be asked to have done the following pre-work:

- Prepare a draft of the first chapters of the **City Report** (introduction, LGD steps 1-4, covering Building the case, Appointing a team to manage and coordinate LGDs, Identifying existing commitments, strategies and action plans), and Laying the ground for LGD partnerships
- Prepare a mapping of relevant **local business stakeholders** who could potentially conclude LGDs across all sectors
- Prepare **questions** for sector experts, thematic experts and LGD trainers

## 4 Agenda

Plenary session
Break-out session
Breaks & other

### 4.1 Day 1 – 23 November

Timing	Session	Participants	Meeting format	Room allocation
10:00 – 10:30	<b>Registrations and welcome coffee</b>			<ul style="list-style-type: none"> <li>- Registration desk</li> <li>- Restaurant</li> </ul>
10:30 – 10:40	<b>Introduction</b> <ul style="list-style-type: none"> <li>- Jennifer Baker, moderator of the session</li> </ul>	<ul style="list-style-type: none"> <li>- Public audience</li> <li>- ICC community</li> </ul>	<ul style="list-style-type: none"> <li>- Plenary</li> </ul>	<ul style="list-style-type: none"> <li>- Auditorium</li> </ul>
10:40 – 10:55	<b>Political welcome</b> <ul style="list-style-type: none"> <li>- Hubert Gambs, Deputy Director General, Directorate General for Internal Market, Industry, Entrepreneurship and SMEs</li> <li>- Patrizia Toia, Member of the European Parliament</li> </ul>	<ul style="list-style-type: none"> <li>- Public audience</li> <li>- ICC community</li> </ul>	<ul style="list-style-type: none"> <li>- Plenary</li> </ul>	<ul style="list-style-type: none"> <li>- Auditorium</li> </ul>
10:55 – 11:55	<b>Political leadership: Discussion among Mayors driving the twin transition</b> <ul style="list-style-type: none"> <li>- Topic: Discusses with political leaders from mentor cities and representatives from EU institutions on how cities and their political leadership can drive the twin transition at city-level</li> <li>- Panel with mayors:               <ul style="list-style-type: none"> <li>- Ricardo Rio, Committee of the Regions, Member of the Green Deal</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Public audience</li> <li>- ICC community</li> </ul>	<ul style="list-style-type: none"> <li>- Plenary</li> </ul>	<ul style="list-style-type: none"> <li>- Auditorium</li> </ul>

Timing	Session	Participants	Meeting format	Room allocation
	<p>Going Local Working Group, Mayor, City of Braga</p> <ul style="list-style-type: none"> <li>- Prof. Dr. Diana Pretzell, First Deputy Mayor, City of Mannheim</li> <li>- Kieran McCarthy, Committee of the Regions, Covenant of Mayors Ambassador, Lord Mayor, City of Cork</li> <li>- Lauri Inna, Mayor, City of Pori</li> <li>- Hubert Gambs, Deputy Director General, Directorate General for Internal Market, Industry, Entrepreneurship and SMEs</li> </ul>			
<b>11:55 – 12:05</b>	<b>Group photo</b>			
<b>12:05 – 12:20</b>	<p><b>Keynote speech</b></p> <ul style="list-style-type: none"> <li>- Suzana Carp, Deputy Executive Director, CleanTech Europe</li> </ul>	<ul style="list-style-type: none"> <li>- Public audience</li> <li>- ICC community</li> </ul>	<ul style="list-style-type: none"> <li>- Plenary</li> </ul>	<ul style="list-style-type: none"> <li>- Auditorium</li> </ul>
<b>12:20 – 13:10</b>	<p><b>Collaborations propelling cities forward</b></p> <ul style="list-style-type: none"> <li>- Topic: Addresses integrated multi-level governance with private sector involvement, including technology and clean tech solutions providers but also from various sectors that have committed to decarbonise. The session also addresses how the private sector can contribute with financing the transition</li> <li>- Panel with city leaders and business leaders from industry               <ul style="list-style-type: none"> <li>- Sascha Bloemhoff, Strategic Marketing Director, Niaga, Chairman of the Supervisory Board, Action</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Public audience</li> <li>- ICC community</li> </ul>	<ul style="list-style-type: none"> <li>- Plenary</li> </ul>	<ul style="list-style-type: none"> <li>- Auditorium</li> </ul>

Timing	Session	Participants	Meeting format	Room allocation
	<p>Network GasTerug, Amsterdam Region</p> <ul style="list-style-type: none"> <li>- Catrine Norrgard, Senior EU Public Affairs Advisor, City of Gothenburg</li> <li>- Henric Rhedin, Director External Research &amp; Exploration, Volvo Cars</li> <li>- Kurt Pommerenke, Project Manager – Smart City and New technologies, Economic Development Agency, City of Dortmund</li> <li>- Louise Storgaard Nielsen, Project Coordinator – Sponsor &amp; Sustainability, Aalborg Culture and Congress Centre, City of Aalborg</li> <li>- Piero Pelizzaro, Director, State Property Agency, Italy</li> </ul>			
<b>13:10 – 14:00</b>	<b>Lunch break and networking</b>			- Restaurant
<b>14:00 – 14:50</b>	<p><b>Financing the green and digital transition</b></p> <ul style="list-style-type: none"> <li>- Topic: Testimonies and best practice examples of making city economies and societies more sustainable, resilient and prepared for the green and digital transitions. Questions addressed include where more targeted incentives needed?</li> <li>- Fireside chat: How cities can benefit from EU and national financial frameworks?               <ul style="list-style-type: none"> <li>- Adrienn Bokányi, Vice Mayor, City of Szombathely</li> <li>- Pantelis Koukos, Lead expert, representing City of Chalkida</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Public audience</li> <li>- ICC community</li> </ul>	- Plenary	- Auditorium

Timing	Session	Participants	Meeting format	Room allocation
	<ul style="list-style-type: none"> <li>- Panel with EU and national initiatives for cities:               <ul style="list-style-type: none"> <li>- Gergana Miladinova, Deputy Head of Unit on Inclusive growth, urban development &amp; territorial development, Directorate-General for Regional and Urban Policy, European Commission</li> <li>- Andrea Colombo, Economist, Recovery and Resilience Task Force, Service Department Recovery and Resilience Task Force, Secretariat-General</li> <li>- Bianca Faragau, Policy Officer, European Investment Bank</li> <li>- Philip Hawkins, Policy Officer, Low Carbon Solutions, Research &amp; Low Carbon Technology Deployment, Directorate-General for Climate Action, European Commission</li> </ul> </li> </ul>			
<b>14:50 – 15:00</b>	<b>Presentation of the remaining programme for the ICC community</b> <ul style="list-style-type: none"> <li>- Jennifer Baker, moderator of the session</li> </ul>	<ul style="list-style-type: none"> <li>- ICC community</li> </ul>	<ul style="list-style-type: none"> <li>- Plenary</li> </ul>	<ul style="list-style-type: none"> <li>- Auditorium</li> </ul>
<b>15:00 – 15:55</b>	<b>Sector path sessions</b> <ul style="list-style-type: none"> <li>- Cities will connect with the sector path group providing a first overview of the sector of choice and deep dive on concrete challenges</li> <li>- A total of five separate workshops will be organised in parallel, with core and mentor cities grouped per sector. As cities have selected their sector, the sessions</li> </ul>	<ul style="list-style-type: none"> <li>- Sector path coordinators</li> <li>- ICC core cities</li> <li>- Sector experts</li> </ul>	<ul style="list-style-type: none"> <li>- Parallel workshops</li> </ul>	<ul style="list-style-type: none"> <li>- Culture &amp; creative industries: River 3</li> <li>- Tourism: River 6</li> <li>- Construction &amp; Built environment: River 1</li> <li>- Energy &amp; renewables: Cinema</li> </ul>



Timing	Session	Participants	Meeting format	Room allocation
	will offer a general presentation of the scope of each path and offer advice on Local Green Deals under each sector			- Mobility & transport: Press room
<b>15:55 – 16:10</b>	<b>Break</b>			- Restaurant
<b>16:10 – 17:00</b>	<b>Thematic challenges and solutions</b> <ul style="list-style-type: none"> <li>- Topic: Presentations on concrete challenges and solutions related to funding, procurement, reskilling and social economy with the development of LGD partnerships</li> </ul>	<ul style="list-style-type: none"> <li>- ICC core cities</li> <li>- Thematic coordinators</li> <li>- Thematic experts</li> </ul>	<ul style="list-style-type: none"> <li>- Parallel workshops</li> </ul>	<ul style="list-style-type: none"> <li>- Finance: Auditorium</li> <li>- Social economy: River 1</li> <li>- Procurement: River 3</li> <li>- Reskilling: River 6</li> </ul>
<b>17:00 – 17:30</b>	<b>Lead expert check-in</b> <ul style="list-style-type: none"> <li>- Discuss the progress of the first four chapters of the report, brainstorm on track choice, and review activities for the day 2 programme</li> </ul>	<ul style="list-style-type: none"> <li>- ICC core cities</li> <li>- Lead experts</li> </ul>	<ul style="list-style-type: none"> <li>- Meetings between Lead experts and core cities</li> </ul>	<ul style="list-style-type: none"> <li>- Riverside with assigned meeting point numbers</li> </ul>
<b>17:30 – 18:00</b>	<b>ICC Community Check-in</b> <ul style="list-style-type: none"> <li>- How to use the contact list &amp; workspace</li> <li>- How to use ICC communication tools</li> <li>- Q&amp;A with ICC Core Team</li> <li>- Communication Ambassadors have 15min extra check-in</li> </ul>	<ul style="list-style-type: none"> <li>- ICC core cities</li> <li>- Communication Ambassadors</li> </ul>	<ul style="list-style-type: none"> <li>- Plenary</li> </ul>	<ul style="list-style-type: none"> <li>- Auditorium</li> </ul>
<b>17:30 – 18:30</b>	<b>Lead expert feedback session</b> <ul style="list-style-type: none"> <li>- Lead experts interact with DG GROW and EISMEA, provide feedback about cities performance and their own ICC experience</li> </ul>	<ul style="list-style-type: none"> <li>- Lead experts</li> </ul>	<ul style="list-style-type: none"> <li>- Meeting between lead experts and representatives from the European Commission</li> </ul>	<ul style="list-style-type: none"> <li>- Cinema</li> </ul>
<b>18:00 – 19:15</b>	<b>Networking Reception with finger food</b>			<ul style="list-style-type: none"> <li>- Restaurant</li> </ul>

## 4.2 Day 2 – 24 November

Timing	Session	Participants	Meeting format	Room allocation
09:00 – 09:30	<b>Welcome coffee</b>			- Restaurant
09:30 – 09:35	<b>Presentation of the day's programme</b> - Jennifer Baker, moderator of the session	- ICC community	- Plenary	- Auditorium
09:35 – 09:45	<b>Welcome</b> - Igor Kalinic, Head of Sector, Competitiveness & Internationalisation, Unit I.02 SMP / SME Pillar, EISMEA	- ICC community	- Plenary	- Auditorium
09:45 – 11:15	<b>Local Green Deal training</b> - Cities learn the main tools to frame their LGD partnerships with LGD experts, mentor cities and sector experts	- Local Green Deal Coordinator and Local Green Deal Trainers - ICC core cities - ICC mentor cities - Lead experts	- Plenary & separate training sessions	- Plenary - LGD group 1: Auditorium - LGD group 2: River 1 - LGD group 3: River 3 - LGD group 4: Press room - LGD group 5: Cinema
11:15 – 11:45	<b>Break</b>			- Restaurant
11:45 – 13:15	<b>Parallel sessions:</b> - <b>Local Green Deal coaching (advanced track cities):</b> Cities bring niche challenges to the LGD trainers and receive tailored guidance on how to face them - <b>Core city &amp; Lead Expert working time – sharpening the LGD strategy and partnerships (foundational track cities):</b> Time	- Local Green Deal Coordinator and Local Green Deal Trainers - Sector coordinators - ICC core cities - ICC mentor cities - Lead experts	- Plenary & separate coaching and working time sessions	Local Green Deal coaching: - River 1 - River 2 - River 3 - River 4 - River 6 Core city & lead expert working time:

	allocated for Core cities and their Lead experts to discuss and reflect on the city's LGD strategy and LGD partnerships. Drawing on the LGD training, the session is scheduled to allow to distil the LGD training information, ask questions and help further drive ambitions and impactful Local Green Deals			<ul style="list-style-type: none"> <li>- Riverside</li> <li>- Auditorium</li> <li>- Cinema</li> <li>- Press room</li> </ul>
<b>13:15 – 14:00</b>	<b>Lunch break and networking</b>			<ul style="list-style-type: none"> <li>- Restaurant</li> </ul>
<b>14:00 – 15:15</b>	<b>Peer-to-peer review</b> <ul style="list-style-type: none"> <li>- Peer review of proposed Local Green Deal partnerships among a group of 2-4 core city peers and with mentor cities. Take time to receive / provide verbal feedback, facilitated by Lead Experts</li> </ul>	<ul style="list-style-type: none"> <li>- ICC core cities</li> <li>- Lead experts</li> <li>- ICC mentor cities</li> </ul>	<ul style="list-style-type: none"> <li>- Separate peer-to-peer review sessions</li> </ul>	<ul style="list-style-type: none"> <li>- Auditorium: Groups 1-3</li> <li>- River 1: Groups 4-6</li> <li>- River 3: Groups 7-9</li> <li>- Press room: Groups 10-12</li> <li>- Cinema: groups 13-15</li> </ul>
<b>15:15 – 15:20</b>	<b>Wrap up</b> <ul style="list-style-type: none"> <li>- Jennifer Baker, moderator of the session</li> </ul>	<ul style="list-style-type: none"> <li>- ICC community</li> </ul>	<ul style="list-style-type: none"> <li>- Plenary</li> </ul>	<ul style="list-style-type: none"> <li>- Auditorium</li> </ul>
<b>15:20 – 15:30</b>	<b>Closing remarks</b> <ul style="list-style-type: none"> <li>- Anna Athanasopoulou, Head of Unit G2, Proximity, Social Economy and Creative Industries, Directorate General for Internal Market, Industry, Entrepreneurship and SMEs</li> </ul>	<ul style="list-style-type: none"> <li>- ICC community</li> </ul>	<ul style="list-style-type: none"> <li>- Plenary</li> </ul>	<ul style="list-style-type: none"> <li>- Auditorium</li> </ul>
<b>15:30 – 17:00</b>	<b>Advisory Board meeting</b>	<ul style="list-style-type: none"> <li>- Advisory Board members</li> </ul>	<ul style="list-style-type: none"> <li>- Meeting between Advisory Board members and</li> </ul>	<ul style="list-style-type: none"> <li>- Press room</li> </ul>

		- DG GROW and EISMEA representatives	representatives from the European Commission	
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