



**MAJOR CITIES OF EUROPE
IT USERS GROUP**

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Place	Florence
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1. SCOPE OF THE MEETING

Proposer Details

Name	Gianluca Vannuccini
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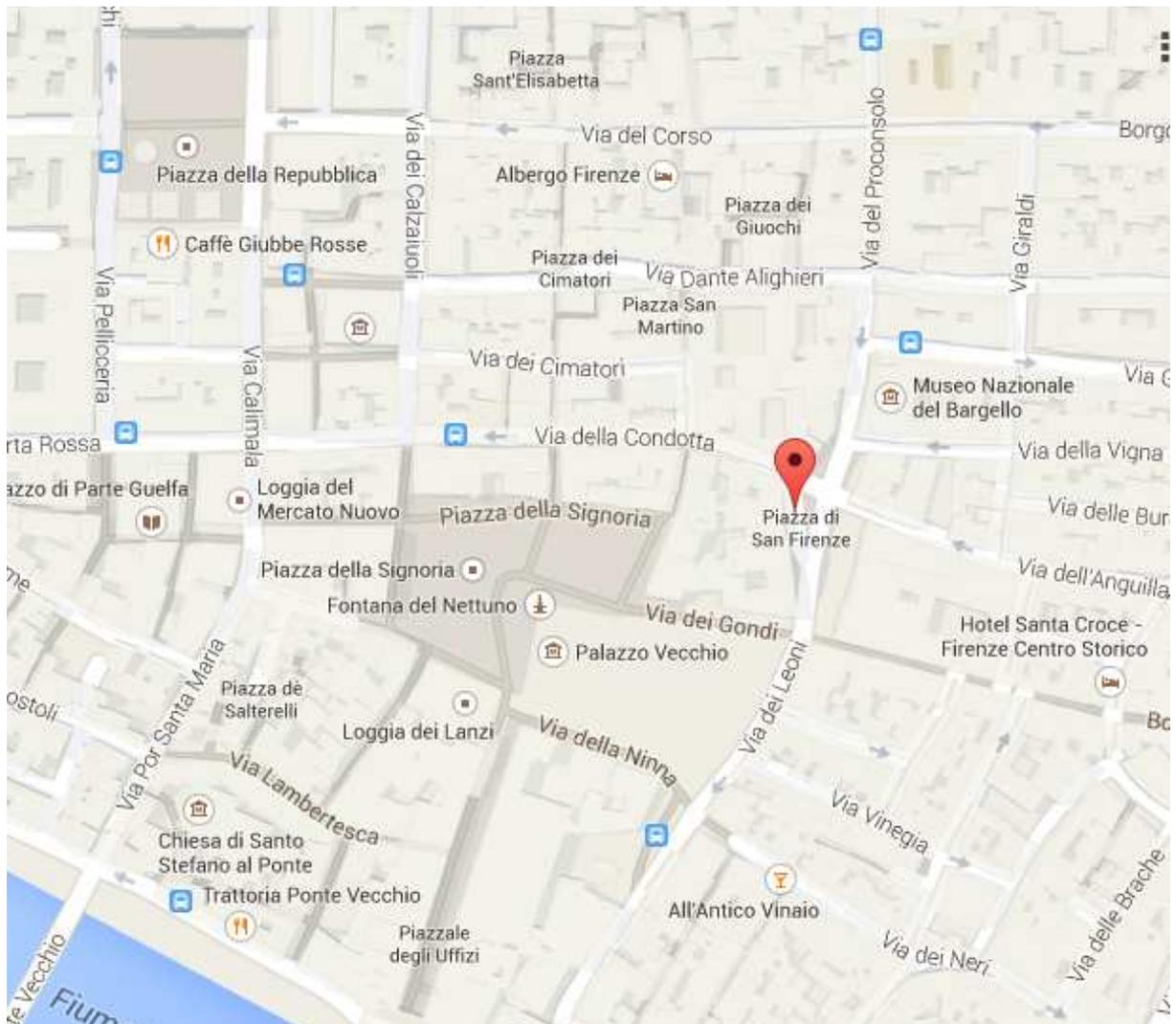
Workshop Details

Workshop Title	Implementing innovation in your City: the real issues behind the myth
What areas/topics will the workshop consider?	The workshop will consider the main practical issues that a City Administration needs to address when trying to implement innovation through ICT in the City. We will try to go beyond stereotypes and technology-makers brands and myths, catching the practical issues and the concrete best patterns that work best in the most advanced Smart Cities in Europe.
What are the objectives of the workshop?	The workshop will address the following issues: what are the governance models adopted to implement innovation strategies by the most advanced cities in this field? Which approaches work better and which are proved to be failing when involving the public bodies surrounding the City? How to go beyond the pilot with private stakeholders? Which economic sustainability models for innovation "after the prototype" are proved to be more successful all over Europe?
What are the expected outcomes of the workshop?	The Cities having more experience on this field will highlight their successful and failed approaches, the common patterns capable to be reused over different context will be drawn out from the discussion, thus producing guidelines for Cities to follow when dealing with a smart city or a digital strategy.

<p>What value will participants gain from attending the workshop?</p>	<p>Participants will share their experience, best practices and main unsolved issues, trying to conceive together affordable patterns for digital strategies.</p>
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2. MEETING VENUE

Logistics	
Location	Florence, Tribunale San Firenze, Sala della Musica
Proposed Date	March 13 th , 2015
Airport(s)	Florence, Amerigo Vespucci Airport Pisa, Galileo Galilei airport Bologna, Guglielmo Marconi airport



3. PARTICIPANTS

- Rosanna Garassino – City of Genova
- Anna Migliaro – City of Genova
- Eduard Martin Lineros –City of Barcelona
- Gerhard Langer – City of Zurich
- Carolina Cirillo – City of Roma
- Barbara Pralio – Torino Wireless
- Gianluca Vannuccini – City of Firenze
- Lorenzo Perra – City of Firenze
- Antonio Ponzo - City of Empoli
- Eduardo Miera – City of San Sebastian
- Jon Brokes – City of Bristol
- Benedetta Squittieri – City of Prato
- Paolo Boscolo City of Prato
- Luke Loveridge – City of Bristol
- Brian Curtis – City of Dublin
- Claudio Forghieri – City of Modena
- Glyn Evans – Major Cities of Europe
- Alessandra Barbieri – City of Firenze
- Elisabetta Piccioli – City of Firenze
- Silvia Chillà – City – City of Florence
- Giorgio Prister – Major Cities of Europe

4. AGENDA

09:00 - 09:30

- Welcome by Lorenzo Perra – Vice mayor of the City of Firenze
- Welcome and program of the day by Giorgio Prister – president of Major Cities of Europe
- Participants introducing each other

09:00 - 11.00 Moderator – Giorgio Prister

- Digital Renaissance in Florence by Lorenzo Perra
- Barcelona European Capital of Innovation iCapital by Eduard Martin
- Torino Smart City planning, strategy, roadmap and implementation by Barbara Pralio
- The STEEP project: Smart integrated planning with a co-production approach – joint presentation by San Sebastian, Bristol and Firenze

11:00 - 11-15 Coffee

The participants part in two groups:

NB: we suggest that the cities represented by more than one participant divide themselves in each of the two groups

11:15 – 13:00

Group one – Moderator Glyn Evans – participants: Torino, Firenze, Empoli, San Sebastian, Dublin, Modena

- Empoli mentions its initiatives about public-private partnership and about PopUpLab an experience for the unused buildings
- Torino and Firenze give more insights about the governance of their innovation initiatives
- San Sebastian mentions its Governance of Innovation about the Integrated Telecommunication Manager about SmartKalea and iSare SmartGrid
- Dublin and Modena cover their point of view related to the governance of innovation

Group two – Moderator Giorgio Prister – participants Genova, Roma, Zurich, Barcelona, Prato, Bristol

- Zurich presents the Implementation & outcome of the citywide IT-Strategy
- Barcelona gives more insights about the governance of their innovation initiatives
- Bristol will present Bristol is Open
- Roma mentions briefly their Change management project about the introduction of e-invoicing
- Genova presents the situation of its IT.

13:00 – 14:00 Light lunch

14:00 – 16:30 Moderator Glyn Evans

- Reconvene together; report each group’s discussions, findings and proposals
- Presentation about “Innovation: Overcoming the barriers” overall recommendations by Glyn Evans
- Final discussion, wrap up and close of the workshop

5. MEETING MINUTES

Hereafter the minutes about the main topics discussed during the meeting.

Starting plenary session

Who	What	Refs
Lorenzo Perra	The Deputy Mayor welcome the participants to the workshop, He thanks MCE for organizing this WS in Florence. Florence wants to share experiences on SMART CITY implementation. This is important in a period like this one where doing more with less is a must. Also finding ways to involve private sector in SMART CITY activities is important.	
Giorgio	Thanks Lorenzo for introduction. He mentions a UK city where the motto is “to avoid to do less with less” He stresses that the event is not a conference but a WS so interaction is the most important aspect. So he asks to all attendees to interrupt and intervene when necessary. Presents the profile of MCE and the value proposition to its members. Presents the agenda for the day Asks participants to introduce themselves Invites all participants to attend the next MCE conference in Hamburg next June	Att.1
Lorenzo Perra	Presents the “Digital Renaissance in Florence” project Considering that Florence is well known from his renaissance period all around the world the project tries to make leverage on this in city innovation initiatives too. Associating “renaissance” word to Digital is to indicate that we want to “renew” “innovate” (this is the meaning of renaissance) a new reality thanks to the technology. Renaissance too was based on technology. Lists all public actors that are involved in SMART CITY implementation activities in Florence He illustrates the initiative named “Manifesto for digital Florence”	Att.2
Eduard Martin Lineros	Presents the experience in innovation in Barcelona States that Barcelona has a strategic framework for innovation Mobility, Open Government and SMART CITY are the three pillars of Barcelona city council	Att.3

	<p>SMART CITY project is mainly aiming to improve the quality of life of citizens not just be a winner in such activity or just test technologies.</p> <p>BIG data for the city collected by Barcelona City Council for possible applications</p>	
Giorgio	Ask to better clarify the way Barcelona was able to make cooperating many public and private actors in the parallel session later. And also how the control innovation processes. These are points to be covered in the parallel sessions	
Barbara Pralio	<p>Presents Torino approach to SMART CITY planning</p> <p>Torino has 2 Foundations one to manage the SMART CITY planning and one to manage ICT innovation researches: Torino SMART CITY and Torino Wireless</p> <ul style="list-style-type: none"> - Involvement of all interesting bodies - Participation of all actors as people (SMILE project – producing the SMART CITY master plan) - Creating skills for involved staff through training <p>A key point was how to fund permanently the SMART CITY initiative and projects. They started with EU funding in the planning phase. The procurement of SMART CITY projects is mainly based on PPP.</p> <p>Linking all projects present in the metro area is one of the key points achieved in Torino area.</p> <p>In addition, communication to citizens is important to inform them about the projects status and to make them aware that city is getting smarter</p>	Att.4
Eduardo San Sebastian	<p>Presents STEEP project</p> <p>It aimed mainly to create a methodology to manage SMART CITY plan definition starting from the experiences of the involved cities.</p> <p>They also produced open source and on-line tools to support that methodology.</p>	Att.5
Jo Bristol	<p>Explains how they were involved in the STEEP project and illustrates the methodology the followed in SMART CITY planning.</p> <p>The Bristol SMART CITY project is mainly a Smart Energy project</p>	Att.5
Alessandra Florence	<p>Florence participates in STEEP with the main objective to achieve a specific CO2 emission reduced level.</p> <p>They are currently in the participatory phase of the methodology</p>	Att.5

Coffee break

Who	What	Refs
Giorgio	Wrap-up what has been achieved in the morning and leave the floor to Glyn	
Glyn	<p>Explains how to act during the workshop and summarizes the main topics covered by presentations and to be discussed in next sessions:</p> <ul style="list-style-type: none"> - Governance - Sustainability (financial mainly) - PPP (why private could make profit with SMART CITY) 	
Giorgio	Organizes the following work in parallel groups	

Group 1 discussion

Who	What	Refs
Claudio	development of local Digital Agenda, started last year thanks to regional	

Modena	<p>funding</p> <p>they had meetings with citizens, who appreciated them and still ask them to keep continuing on such a participatory process</p> <p>then they had meetings with stakeholders, each one in each meeting said they were glad just for talking about the issues</p> <p>they made a survey on how citizens are using mobile, and innovation: on one side population is worried about such media, then on other side they are attracted</p> <p>they have a website explaining citizens more than 30 projects in Modena</p> <p>the idea is to improve awareness, in the different fields, mobility, energy, etc</p>	
Glyn	<p>He stresses the potential of using twitter, FB and other common-usage tools to engage with people, rather than specific custom platforms</p>	
Antonio Empoli	<p>Now in Empoli they are doing the analog work, the digital will come next. Analog innovation is important like digital innovation.</p> <p>They are studying the different sectors in the city and trying to understand how to innovate.</p> <p>First they experienced a partnership between public and private on leather production re-visualisation.</p> <p>25% of worldwide production of hand-made leather is in Empoli. They don't have generation turnship, all resources are at the senior level, they don't have juniors in this field. They needed a school to build this craftship expertise, and funded this school with a private industry, for 15 students.</p> <p>On Monday they'll start the school to valuate this expertise in leather, passing on the skills to the next generations</p> <p>Second example is in the re-use of existing buildings: in the center, many stores are vacant, to create a new "shock" in the center. They organised, during Christmas period, a matching between locations and new ideas for business, with the temporary store approach, for 3 weeks. 10% of these businesses remained in Empoli after the trial.</p>	
Brian Dublin	<p>Dublin is more and more service-driven, customer-driven, he confirms that their citizens want better quality of life, which is analog.</p> <p>They are shifting from technological solutions to service and customer-driven.</p> <p>Ireland is the second larger exporter of software in the world.</p> <p>They have lots of companies working in Dublin, but they want them to work for improving the quality of life of citizens.</p> <p>How practical and impactful what was a private research center doing in Dublin was for citizens life?</p> <p>Started working with SMEs, have many ideas, but have no money, no PPP, so Dublin started to think at how to fund such SMEs to help them.</p> <p>They want to procure by challenges, like Barcelona. Are publicly getting the challenges and let people work for Dublin.</p> <p>People and companies fund what they need, cities were built without asking for funds. You eliminate the risks and uncertainties of innovation by doing pilots.</p> <p>Are they doing pilots for important things? They want to start doing pilots for the critical things.</p> <p>Politicians need to define the priorities to decide the critical real-life analog sectors of the city where it is useful for the city to do pilots.</p> <p>They now do pilots to drive economic activity in the city.</p>	
Eduard San Sebastian	<p>Another important question to be asked is: "what strategic projects may be developed by companies and which by the city council?". For San Sebastian, public lighting is demonstrated to be an important focus area.</p>	
Luke	<p>The key is to co-produce services, they have a laboratory for testing services (Bristol Is</p>	

Bristol	Open is an example, high-speed fiber-optic, wifi network built together with citizens. need to start learning from pilots, evaluating which are sustainable and which are not	
Brian Dublin	need to follow where the money goes, the pilots that produce fruitful business models are those which are successful	
Barbara Turin	They had very important feedbacks from engagement processes. It is very important to talk the same language of citizens.	
Glyn	from Bristol and Turin it may come out that government is not necessarily the owner of some processes in the city. Not necessarily the public needs to have the good idea, public need to support the implementation, then stakeholders and business need to have business models	
Gianluca Florence	- existing digital services are not widely known: they needed to shake the awareness of the city on the digital services available to them - need to stimulate business: use large companies and public-organised events (such as hackathons, seminars on innovation, on digital services, etc) to make Florence attractive and thus stimulating business and networking for local SMEs - realised that new digital services are required by citizens, not just eGov, but even an info on an event or a post on twitter can be considered an useful service, or an open dataset letting a company doing its business, so we need to test new digital solutions to offer new kind of services, despite the current lack of funds Solutions? <ul style="list-style-type: none"> • EU projects, • public calls for sponsorships, that are limited-time but can stimulate ideas and new businesses even for local small SMEs, so • and what? New PPPs, new sharing economy models? 	
Claudio Modena	The more the digital space connected with the physical space will be a power in the hands of people, the more we will see that cities change completely, giving this power to be used in the hands of citizens	
Glyn	It's about sustainability of smartness, where you want to be smart needs to be a core theme of your city agenda and it must be a core theme for stakeholders and for citizens . engage with stakeholders about things that they are concerned on, on a daily basis if a city has to engage, it has to be on a core theme for the city	
Florence	to make useful services and to really impact life of people, you need not to work alone, not just the city council, not just the region, but all together, that's why we are doing such partnerships	

Group 2 discussion

Who	What	Refs
Gerhard Langer	Presents the ICT governance and organization in Zurich City Council They are in the process (ahead) to re-centralize all ICT resources in a unique centre. The ICT planning is connected to the political level through a group of councillors that monitors the ICT activity and interacts with the ICT management. . Paolo: Asks which is the situation concerning the relation between the ICT and City Council and the other actors in the perspective of SMART CITY and digital agenda. Gerhard says external cooperation is just starting. In particular with energy company. The topic of innovation in the perspective of SMART CITY is not a key topic in Zurich now. The savings is at moment the main issue in city innovation.	Att.6
Eduard Martin Linerós	Barcelona is implementing a similar consolidation project for ICT. We are trying to provide the same solution to all departments of the city and introducing new systems for SMART CITY solutions in an integrated manner with the existing traditional systems. Giorgio asks about governance.	

	<p>A deputy mayor is leading the projects and there is an “informal” CIO. This is more a chief of Information & innovation Officer. The two things need to be integrated..</p> <p>Giorgio asks about the main issue to be solved:</p> <p>The internal change management is the main issue.</p> <p>They are still reporting (as ICT dept) to many people inside the administration because the centralisation of ICT is still on going</p> <p>In addition, innovation has 4 different directors in different areas: ICT, Social services, Culture and Economic Development. Moreover, ICT must “serve” everyone.</p>	
Carolina Cirillo	<p>Introduces the objectives of ICT in the perspectives of the City objectives.</p> <p>Giorgio asks about plans for involvement of citizens in this change process.</p> <p>Carolina lists the main actions toward citizens in term of ongoing projects (Wi-Fi, mGov, queue reduction)</p> <p>Concerning internal change the main challenge now is e-Invoicing that will be mandatory in Italy for PAs starting from April 1st. She explains the challenge of the change management. For most employees innovation is not considered as an opportunity but as additional workload. Specific incentives have been introduced to solve the issue</p>	Att.7
Jon Brokes	<p>Illustrates which kind of issues they found in implementing SMART CITY projects.</p> <p>Among the energy related SMART CITY projects, he explains lessons learnt in smart energy project.</p> <p>(see slide about that)</p> <p>To overcome the lack of trust by citizens in respect to the city council on the specific topic the City Council used local associations and intermediaries having higher trust level towards citizens. This happens in places already established explicitly for participation.</p> <p>He also illustrates the “Bristol is Open” project.</p>	Att.8
Rosanna Garassino	<p>Presents the way they have organised ICT services.</p> <p>ICT dept and another targeted dept are sharing the responsibility of innovation projects.</p> <p>Political level is trying now to rearrange the issues to avoid overlapping.</p>	Att.9

Lunch

Who	What	Refs
Giorgio	<p>Summarizes the main outcomes of the Group 2 discussion:</p> <ul style="list-style-type: none"> - PPP how to get the things running. There were no clear answers. The business case is not clear for private companies to invest in SMART CITIES. They are interested in having pilots mainly in large cities like Barcelona because it may become a replicable solutions and because of the visibility of such cities - Examples of leadership in administration - Example of Barcelona in which there are 4 different responsibilities in innovation - Cultural barrier in cooperation among different organisations - CIO ... what is its role in Smart Cities innovation ? - Change management: how it is managed in the different cities. - Rome: Employees seem to look at innovation as a workload instead of an opportunity - Bristol: illustrated some common issues and how they faced them 	
Glyn	<p>Summarizes the Group 2 outcomes:</p> <ul style="list-style-type: none"> - Citizens engagement - Innovation and digitalization 	

	<ul style="list-style-type: none"> - How to sustain the implemented innovations - We need to speak with citizens with their language and try to cover their interests - Customer's driven vs. service driver innovation - Sustainability of "smartness" in the administration. To be a key point in the city agenda is crucial to survive. 	
All	<p>Discussion about the sustainability of SMART CITY and innovation across changing of political colour of the administration.</p> <ul style="list-style-type: none"> - The usage of intermediaries in innovation can help to make the projects surviving in political changes - Too often SMART CITY and innovation projects are only "pilot". While they should look at long term effects so they can survive. <p>How to ensure that an investment made by one administration is respected by the next elected one?</p> <p>Politicians say that the things that are working will continue while what is not working will be stopped for sure. So an important element for long term sustainability is to implement well those projects so that they will remain operational in spite of the changing political leadership.</p> <p>Commitment must not be kept alone, build and foster a steering board at the commitment level (both political and technical).</p> <p>The management structure of Zurich (with a political committee) can ensure the survival of the decision along the time.</p> <p>If the project is not providing concrete results in long time, but will release concrete and used service/results in short time it will be maintained also along political changes.</p>	
Glyn	<p>Presents some ideas about overcoming barriers to innovations.</p> <ul style="list-style-type: none"> - Innovation is a process - Promoting culture of innovation is more important that promote innovation projects - Do projects because there are needed by citizens and not because there is a bid with money - Involve citizens in the design process - Involve citizens to help build the business case - Make info circulating and ensure feedback loop - Be clear on project status and scope (pilot / full rollout) 	Att.10
Giorgio	<p>Make the example of Vienna that involved people in defining digital agenda. How to choose the sample to ensure representation of the population.</p> <p>Offering citizens alternative in business cases is not simple but it is necessary to make them conscious about impact of all options.</p>	
Eduard Martin Lineros	<p>Says that it is important to involve citizens in different way depending on the kind and scope of the project (e.g. pilot or full rollout)</p> <ul style="list-style-type: none"> - Fab labs and demo test (for pilot) - Other instruments for different purposes 	
Glyn	<p>Correct usage of Social Network to know citizens' expectation not only formal involvement in participation coded processes.</p> <p>Keeping politicians' leadership in programmes</p> <p>Be able to focus on value/outcomes not just cost/savings</p>	Att.10
Giorgio	<p>The problem of how to make PPP taking place is still open. Asks Barcelona about how</p>	

	<p>the things are going there. Why companies are happy to cooperate? For which reasons?</p> <p>Answer. They create a Foundation (Barcelona Institute of technology) as PPP that receives also public money. So companies think to have a good environment for research and get results (because they are in Barcelona, a big city with high reputation) and because the funding can sustain the research activity. However, in running a full rollout project can be different because Companies need to find a return in what they are doing.</p>	
Giorgio	<p>The issue is how to replicate successful PPPs in innovation in other territories.</p> <p>An idea could be to engage utilities, because they have to invest in the city anyway and this context is present in each type of medium city, this could be replicable in other reality.</p> <p>A discussion about opportunities offered by Open Data / Big Data took place. Business analytics of data gives the opportunity to explore new services and business opportunities across many pillars of the city administration and also outside it by associating public data, data from utilities and also from private organisations</p> <p>Open Data. should be seen also as an asset offered also to companies that are making research on data analytics.</p> <p>Data and bigdata are another replicable asset on which every city could start PPP and prototypes</p> <p>Cities could invest in defining a Chief Data Officer who could analyse data, evaluate how to drive out business and value from data, and so they could make PPP out of data.</p> <p>Zurich: cities have not only bigdata to offer as assets to call for innovation and initiatives, but also easy access to permits, easy access to facilities.</p>	
Glyn	<p>Open data is seen, at least in UK, something that is less important now in term of business.</p> <p>While Big data is seen as big potential for many application fields. Also in health care prevention and research, or in social services.</p> <p>The quality of Open data is more important that quantity that has been the main focus till now. So we need Data Science and Knowledge experts more that an Open data publisher because the quality is more important than quantity.</p>	
Glyn and All	<p>Glyn asked to make an exercise: let's suppose that the new elected lord mayor will ask you: tell me in 1 minute what I should do to make my city become a SMART CITY.</p> <p>The attendees where split in 4 groups to elaborate an answer and the all provided their possible replies to lord mayor.</p>	

The workshop closes at 15:58

Minutes of meeting and related handouts will be published on the Major Cities of Europe web site.

The last presentation used bay Glyn Evans (Att.10) to summarize the workshop achievements contains a set of sentence that can also be seen as a set of "lessons learnt" by the interesting and fruitful discussion during the workshop.

6. ATTACHMENTS

- Att.1 Giorgio Prister- presentation of the program of the day
- Att.2 Lorenzo Perra - Florence presentation
- Att.3 Eduard Martin Lineros – Barcelona presentation
- Att.4 Barbara Pralio - Torino Presentation
- Stt.5 STEEP project presentation
- Att.6 Gerhard Langer - Zurich presentation
- Att.7 Carolina Cirillo - Rome presentation
- Att.8 Jon Brokes – Bristol presentation

- Att.9 Genova presentation
- Att.10 Glyn's presentation