



European Innovation Partnership for Smart Cities & Communities EIP-SCC

6-Nations Smart Cities Forum

Smart Cities National Market Blueprint

Ver 3, March 2016

Summary

An Assessment Tool (page 12) to help National Governments determine what priorities and interventions they might make to improve the functioning of their Smart Cities Market; for the benefit of their citizens, and businesses – based on experience captured from the 6-Nations SC Forum members.

Theme	Level 1 Nascent	Level 2 Emerging	Level 3 Coordinated	Level 4 Programmatic	Level 5 World Leading
Policy / Strategy / Plans	<ul style="list-style-type: none"> Limited urban policies exist – no 'smart' overlay No smart city policy or strategy in place No specifically assigned resources 	<ul style="list-style-type: none"> Deep-level urban / smart city planning Recognised agreed urban priorities Jointed Gov smart urban policies Local misaligned plans across tiers Resource in place, however dispersed Some targets in place, not aligned 	<ul style="list-style-type: none"> Clear policy priorities for smart cities Broadly aligned / various strategies for smart city Targets in place, not owned Gov plans support wider city Opinion (of evidence) based 	<ul style="list-style-type: none"> Evidence-based policies well established for smart cities Clear effective international strategy Established & resourced initiatives to support market development 	<ul style="list-style-type: none"> Clear vision & strategy for smart cities Goals & targets for smart linked to sustainability & resilience International benchmarks for sustained market devlpt thru policy Dynamic strategy & planning process
Governance / Organisation	<ul style="list-style-type: none"> No real understanding of 'smart city' No governance mechanisms in place Clear misalignment between Dept's / between Gov and Cities / Industry No formal resource in place Evident risks remain unmanaged 	<ul style="list-style-type: none"> Informal political & officer support for smart cities, from various officers Clear roles within Gov, Cities, Industry, & Academia Trade actions from a quarter to take smart city roles 	<ul style="list-style-type: none"> National body established to steer across sectors, not effective Gov engages investors coherently Champions & ambassadors in place 	<ul style="list-style-type: none"> Clear aligned political will to support smart city Championing in field & society Established & resourced multi-party governance Crystal clear roles for smart cities 	<ul style="list-style-type: none"> Cross-Gov alignment, and ownership Absolute clarity of roles across all sectors for (smart) cities Highly effective multi-stakeholder collaboration to deliver vision Future capability needs planned
Programmes / Funds	<ul style="list-style-type: none"> Little targeted funds for smart cities Activities occasionally & tactically led at city level Issue-resolution-based department action on smart city matters Disengaged investment community 	<ul style="list-style-type: none"> Smart city market activity Gov funded Little collaboration amongst cities & with Gov to fund projects Smart city projects loosely outlined & funded Clear appetite for international funds 	<ul style="list-style-type: none"> Competitions broadly coordinated & actively pursued by breadth of cities Gov engage investors coherently to foster smart SME development & financing of (smaller) cities Funds put to specific priority themes 	<ul style="list-style-type: none"> Gov co-owned demand aggregation to benefit (smaller) cities & industry Programmed demand-side convening Various funding mechanism support market, with agile business models 	<ul style="list-style-type: none"> Dynamic multi-sector cascaded smart city programme of initiatives Multiple funding sources, betting domains (also society involved) Market incentivized through value drivers towards sustainable goals
Market Engagement	<ul style="list-style-type: none"> Any smart city activity is industry led or mostly driven from initiatives Limited local smart city activities, not support Cities not engaged / exposed to smart city opportunities 	<ul style="list-style-type: none"> Smart city market activity Gov funded Investors coherently fund city Few smart city references captured or shared Identified of capabilities & gaps Clear international perspective 	<ul style="list-style-type: none"> Common understanding of smart city Interventions to steer demand-side at thematic level only Gov appropriate using innovation international strategy for smart city investment and export 	<ul style="list-style-type: none"> City groupings/networks/associats engage & align cities to nation goals Programmed demand-side convening Active issue/domain specific industry networks, collaborating with cities Innovation thru multi-party collabtn 	<ul style="list-style-type: none"> Active feed from society to steer market development Market affects & is effective internationally Gov role is pure priority convening and need is limited to horizon topics
Enabling	<ul style="list-style-type: none"> No real national-level guidance on smart cities; any standards used by industry in absence of city knowledge Limited / no research to support smart city market National market only focus 	<ul style="list-style-type: none"> Smart city market activity Gov funded Investors coherently fund city Few smart city references captured or shared Identified of capabilities & gaps Clear international perspective 	<ul style="list-style-type: none"> Gov support to develop knowledge & agreed key capability gaps Priorities in place for standards confirmed against common needs Research programmes clearly targeted to common smart city needs 	<ul style="list-style-type: none"> Highly effective targeted R&D activity Portfolio of guidance and standards Speak to all key stakeholders Internationally respected academics & assocns influence market devlpt Knowledge captured & shared fluidly 	<ul style="list-style-type: none"> Agile & swift cycle of structured knowledge feeds market evolution Swift cycle of guidance and standards development – influencing worldwide National research bodies influence international smart city developments
Monitoring	<ul style="list-style-type: none"> No coherence of measurement to align smart cities priority objectives No common metrics reported Central smart city metrics No real culture of performance and recognition of smart potential 	<ul style="list-style-type: none"> Smart city market activity Gov funded Investors coherently fund city Few smart city references captured or shared Identified of capabilities & gaps Clear international perspective 	<ul style="list-style-type: none"> Smart seen to be central to 'business as usual' city operations Business case-based decisions on smart city initiatives Common set of smart metrics agreed Gov-led international comparisons 	<ul style="list-style-type: none"> Demonstrable value through Gov-level smart city interventions Net gains clearly demonstrated Common set of metrics compared 'Businessness' (gap) across market is monitored / evidenced 	<ul style="list-style-type: none"> Clear monitoring of societal goals No gap of concern: large-to-small city Sustained quantum impact (inter-) nationally thru Gov smart city actions Worldwide perspective to comparison & monitoring



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1 INTRODUCTION

1.1 PURPOSE

This paper presents a tool developed by the 6-Nations Smart City Forum – a commitment (#6746) under the EIP SCC – and offers a ‘blueprint’ that can be used by any nation to support the development of their smart cities market. It addresses in particular those initiatives that are the choice of Central Governments, and form a major shaping force for the development of their markets. This is in the context of a number of priorities and initiatives that the 6-Nations Smart Cities Forum has in process.

1.2 CONTEXT: THE 6-NATIONS SMART CITIES FORUM

The 6-Nations Smart City Forum brings together a manageable number of progressive &/or large EU Member States on the smart city agenda, to make practical progress on important matters where Governments can act to increase the productivity of their cities marketplace. Members include: Austria (AT), Germany (DE), Spain (ES), France (FR), The Netherlands (NL), and Britain (UK).

The group begins with the position that:

- National governments continue to strive to find the best means to address a crescendo of challenges facing their cities, and learn how best to use ‘smart’ technology-enabled solutions to transform socio-economic and environmental outcomes;
- Nations have their own national and regional governance structures – so solutions and learning must respect different contexts;
- Towns and cities across Europe have different priorities, and different capacities to engage – however,
- Opportunities continue to evolve as technologies advance, and adapted to serve city needs.

So, change and diversity are characteristics of the “smart cities” policy area. However, it equally appears true that:

- Most urban challenges are found in many places – *systemically*, cities do have similar forms;
- Towns and cities can and should learn from each other, within nations and across the EU, to imitate successful results, replicate effective business models, and collaborate to achieve economies of scale and improve certainty;
- National governments can learn from each other about cost-effective policy approaches and delivery mechanisms that their cities can exploit to make good use of smart solutions.

For latest information on the Forum: <https://eu-smartcities.eu/content/six-nations-forum-0>

This paper aims to note common conditions within which national “smart cities” policies are being developed, to offer a means to assess current and desired positions, and to offer possible ways forward.

1.3 CONTENT OVERVIEW

This paper firstly addresses:

1. **Context** – exploring four significant features of the cities landscape that have a major bearing on the effectiveness of our response to the future cities agenda, and more specifically the role that Central Governments can play, and actions that they can take in shaping their markets. These features being:
 - i. **The urban market is predominantly represented by mid and small cities**; yet we let our focus too often sway towards the larger cities. **It is for central government to**



- consider and represent the small and medium cities** that are often under-capacity and/or struggle to influence supply markets;
- ii. **Cities often focus on their differences**, for various reasons including differentiation within nations and regions. However they are, in a systemic sense, very similar, and all face a growing and common set of challenges: most of these will be shared to some extent with some or most others cities; **and they can be convened (with support of central government) to focus on their similarities**;
 - iii. **“small cities; Big Industry”** – asymmetric and dysfunctional markets and engagement channels exist, which is inefficient and ineffective for both supply and demand; exacerbated by a lack of commonly accepted terms and taxonomies to enable replication of successful models. **Central government can help rebalance markets**;
 - iv. **Shifts of power between cities and central government** continue to be observed (devolution in some member states); introducing complexity in relationships; and **resulting in capacity gaps** of potential concern.

The paper then goes on to table the:

2. **National Smart Cities Market BLUEPRINT** – a framework and tool that can help to:
 - Structure the thinking of principally Central Government bodies, individually and more importantly, collectively;
 - Support situational analysis and visioning;
 - Point to emerging good practices, and sources for trusted learning;
 - Inform choices and decisions of Central Government and other key stakeholders that play a vital role in ensuring a vibrant (smart) cities market in their Member State;

...and finally the paper proposes a:

3. **Way Forward** – by which the 6-Nations SC Forum commit to further test and benefit from the thinking, and support its dissemination and exploitation across Europe

As further context we have embraced the ISO **“working definition” for smart cities**. It makes very clear the ‘call to arms’ to make step-change in approach and outcomes; it recognises the integrated holistic nature of cities (identifying four inter-dependent themes), and the overall market; and it separates and positions data and technologies as key enablers.

A Smart City should be described as one that...

***...dramatically increases the pace at which it improves its sustainability and resilience,
...by fundamentally improving (i) how it engages society, (ii) how it applies collaborative leadership methods, (iii) how it works across disciplines and city systems, and (iv) how it uses data and integrated technologies,***

...in order to transform services and quality of life for those in and involved with the city (residents, businesses, visitors)

ISO Smart City Definition, July 2015



2 CONTEXT

This section elaborates on the four areas of context noted above.

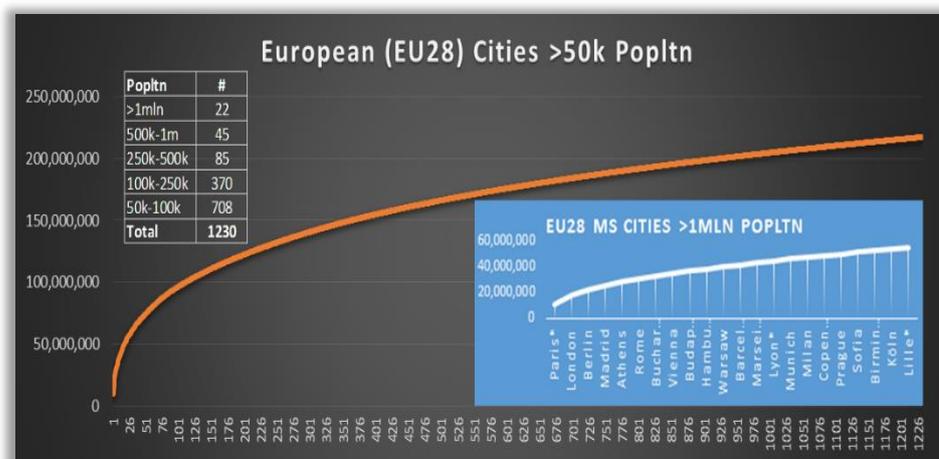
2.1 THE URBAN MARKET IS REPRESENTED BY MID AND SMALL CITIES; YET OUR FOCUS TOO OFTEN IS ON THE LARGE – THERE IS A CAPACITY GAP OF CONCERN

There are 1,230 cities in Europe with populations more than 50,000. These house 217 million (43%) of Europe’s total population of 507 million. Yet Europe is 74.6% urbanized, which means there is a further ‘long tail’ of yet smaller cities and towns.

A city of 50,000 generally has history, brand, presence, leadership, civic capacity, and a sense of pride of place for those that live in it. So all 1,230 consider themselves important.

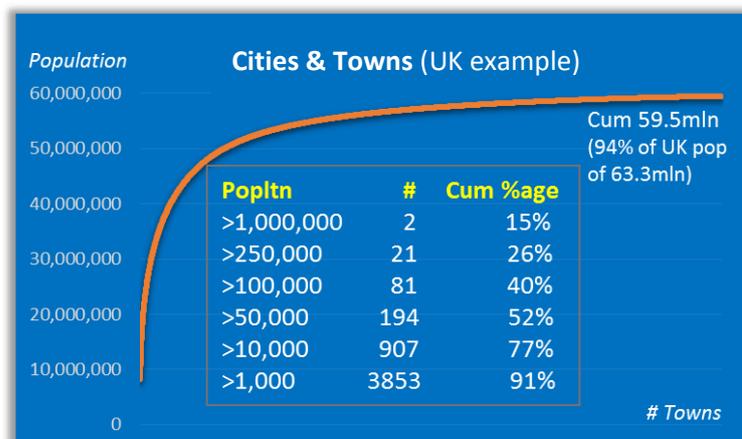
However those that are at the forefront of our mind; those that have (inter) national visibility and influence, tend to be a very much smaller list of larger cities.

This picture is illustrated in the accompanying diagram.



Considering matters at a Member State level, one can more easily appreciate the situation for the smaller cities and towns. This is shown for the UK in the following illustration which takes urbanization down to a level of places with 1,000 population – still one could argue of a scale where there is a sense of pride of place – clearly with very much less capacity and control of their destiny. Here the graph captures more than 90% of the total national population.

The message is clear: small and mid-sized cities matter. They represent around 65% of the total population of Europe (with a cut-off of 50,000), and much more when one considers smaller towns and villages. There are thousands of them. They are capacity constrained and in many settings are not in control of their destiny. They too can benefit substantially from ‘smart’ approaches: indeed arguably more so as it is very likely that they are not at an advanced stage of maturity.



Who looks out for smaller cities? And what role does and should Central Government play in supporting them? Some national governments may decide that their role is not to support (only the) leading cities, who have the capacity to innovate and engage; it is more important to ensure that the broader mass of others are able to advance fast, to share needs, aggregate demand, and replicate successes.



2.2 CITIES ARE, IN A SYSTEMIC SENSE, VERY SIMILAR — YET CITIES FOCUS ON THEIR DIFFERENCES; HOWEVER THEY ALL FACE A GROWING AND COMMON SET OF CHALLENGES

The current scale of, and future outlook for, societal and urban challenges are now all well-rehearsed, certainly in the context of most public administrations. And they are typically all real challenges that are faced by every city. The difference is only in the relative priority and degree of exposure.

Cities behave highly individualistically. In some senses this is very natural; they all have distinct character and personality. Yet, like humans, they are similar. Cities behave competitively, also understandably, as they have learned to compete for growingly scarce public funds; compete to attract (high-end) industry, and the people and skills to support their economies. This is healthy and good. Cities *must* be competitive. However, should they always *compete*?

Given the growing and chronic nature of the challenges, and the sheer numbers of cities in any member state, what can be done to move the vast mass of (less capable) cities forward at an increased pace of development, such that we address and resolve these challenges at a pace that significantly overtakes the escalation of the problems?

What role can Central Government Departments play in addressing the systemic common opportunities? How can competitiveness best coexist with collaboration – between cities within a Member State, and between cities in different Member States?

2.3 “SMALL CITIES; BIG INDUSTRY” — AN ASYMMETRIC & SOMEWHAT DYSFUNCTIONAL MARKET

We have seen decades of merger and acquisition in Industry. The result of which is that many global Industry players exceed the financial scale of Member States – let alone their cities!

Cities (particularly smaller ones) that approach the market and assume that (particularly bigger) industry players are taking them seriously may need to rethink their position. Yes, they are buyers, ‘the client’, yet the share of attention and the quality of deal that they will get is most certainly influenced by their relative size.

This lopsided, asymmetrical market which is highly heterogeneous and fragmented on the demand side, and very much more consolidated on the supply side – and which is large, very large in aggregate – is fundamentally dysfunctional. (Indeed, in overall public sector terms, the cities market is significantly larger than the central government market; yet the latter get much greater attention from large Industry – consider, for instance, Defense contracting).

There is of course a counter perception: the “Ballerina cities”; those that typically are of a significant size (>½ million pop) and generally seen to be more advanced in terms of ‘smart’ initiatives. They flirt with Industry; and are courted by Industry. They offer testing grounds for (big) industry innovations; with the promise of this supporting scale market capture for Industry. Yet the competition that cities are so eager to engage in, and the natural bespokeing that tends to take place in the solutions that Industry implements in these cities all too often leads to disappointment.

What then is the lot of the SME? There is a growing realization of cities that SMEs really matter, they feed innovations, and they must nurture them. Sometimes this is through a genuine recognition of the commitment that they have to their city, and the innovation that they can bring (or at least they think they can bring). Sometimes however it is merely as it is the fashion to be seen to support the SME. And fashions can at times be taken to extremes.

Cities are the market; and ‘smart city’ is a significant and growing market – analysts can demonstrate scale and growth for both – yet cities *individually* will not most effectively shape this market.

What role then do Central Governments play in rebalancing market dynamics, and supporting a new and more productive market model?



2.4 SHIFTS OF POWERS BETWEEN CITIES AND GOVERNMENT; COMPLEXITY OF RELATIONSHIPS; AND RESULTING CAPACITY GAP OF POTENTIAL CONCERN

Relationships between Central Governments' and their cities tend to be tense in most every country; and fraught with 'stand-off' behaviours. It would not typically be characterized as a true open dialogue and partnership. Given all the above, this is clearly not helpful if the thesis is there is a growing need to re-shape the market.

Many European Member States (of which the 6-Nations offer good exemplars) are presently wrestling with a devolution agenda in some form: the delicate balancing act of agreeing powers with their cities. Giving up power is hard; acceding to power can likewise be hard. And in a context of complexity and intense chronic challenges it can result in very real risks.

Local capacity to competently and confidently take up new powers is not sufficiently in place; certainly not at scale. Gaps in leadership; gaps in digital competence; gaps in financial / commercial skills and resource availability; gaps in innovation ability; gaps in societal engagement, and more, abound.

This shift in powers is a trend that we cannot ignore, and we must plan for.

What makes it all the harder is the complexity that exists within Central Government. So passing of powers; of funds; of policy; of targets; and of programmes is something that needs considerable coordination. Presently Central Government Departments operate with a clear focus towards their *functional* domain areas – quite naturally. Cities however are microcosms that straddle *multiple* domains. So presently the relationship between an individual city and collective Central Government is convoluted. Likewise the perspective from a single Central Government Department, as it views the cities market, is that of mass fragmentation.

The cities agenda is one of cross-cutting, transversal challenges – more so as data and modern technologies play an increasingly important role.

Working across the vertical functions (silos) is more the future of transformed city operations, so we must resolve and make clear how the future operating model can be made to work. Toss in political cycles; a preponderance to focus on (hide behind?) organisational structures; and the pressing nature of daily business, and the challenge of providing clarity around a new model can be seen as profound.

However, inaction is inappropriate, so Central Government plays a formative role in providing that clarity and that roadmap of transition. Are adequate measures in place to clarify the complex relationship between government and cities?

This is the context within which the 6-Nations operate, and the working assumption is that it exists to a greater or lesser extent in all EU Member States: i.e. there is sufficient commonality of needs; context and priorities, that all can individually learn from some core collective knowledge. Thus any good or leading practices, and indeed any learning from failures, if shared, can help not only each of the six nations, they can help inform all countries.

It is with this in mind that we have created the following blueprint.



3 BLUEPRINT

3.1 PURPOSE

The three core objectives this smart cities national market blueprint seeks to serve are to:

1. **Provide an intuitive tool that Member States can rapidly apply¹ to assess where they currently stand, and determine the priorities and interventions that may help them advance – better and faster – and with more confidence, to a desired state**
2. **Offer a structured model that can help align activities in Central Government within any EU Member State as regards their national smart cities market, and through this help clarify developments to their cities**
3. **Provide a consistent frame of reference for capture of practices, tools, and learning that can be contextualized and shared within a trusted network of the core 6-Nations Member States and more broadly across Europe**

3.2 GENESIS OF THE FRAMEWORK

The process followed in the early work of the 6-Nations involved: sharing of national context and challenges; sharing of priorities; sharing of practices – certainly good, and some less so; and development of a common set of priorities.

On the latter point, the priority themes that emerged that can and should be tackled at national governmental levels included:

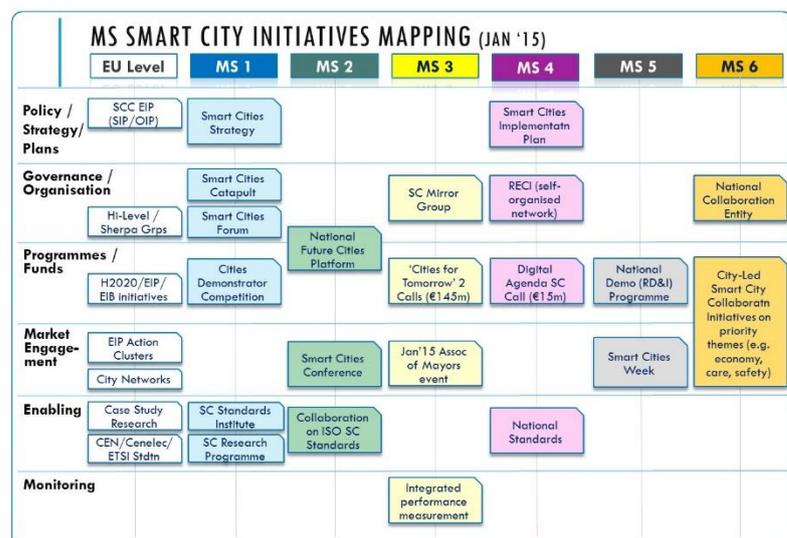
- a) **Engaging Leadership and developing ‘Political will’** on the smart cities agenda
- b) **Closing the Gap** between lead cities and the less fortunate (and larger number of) cities
- c) **Developing Business Models** that can foster cross-sector working and cross-city collaboration
- d) **Ensuring Standards, protocols and Performance Indicators** are in place

Further discussion uncovered additional points of note, including:

- e) Improving the **clarity of role of Central Government Departments**, particularly for those priority needs and activities of cities where central government plays a natural lead role
- f) The recognition that there are **multiple city networks** in Member States and that greater transparency of these, and support to them might help improve individual and collective effectiveness to the benefit of cities (their members).

As part of initial landscaping, information was collected on the **initiatives of note** that each Member State had instigated. Mapping these resulted in a 6-layer structure (see illustration); being:

1. Policy / Strategy / Plans
2. Governance / Organisation
3. Programmes / Funds
4. Market Engagement
5. Enabling
6. Monitoring



Note 1: Application of the Blueprint can be by individual, moderated group, or peer-to-peer



The mapping highlighted various gaps and inconsistencies which offered immediate value for individual members – for instance the lack of a smart city strategy; or the misalignment of C.Gov Ministries.

It also highlighted the value of certain interventions – for instance government seed-funded competitions to excite the market.

And it highlighted some telling gaps across most all countries as regards enabling themes – the likes of standards, and monitoring (metrics).

This simple six-layer model forms the basis of our Blueprint.

3.3 THE BLUEPRINT FRAMEWORK

Here we elaborate the six-layer model and provide for each layer (i) a summary description (ii) the characteristics of leading practice and (iii) examples from 6-Nation members. An *Initial Thoughts “Jotting Pad”* table (section 3.5) follows these descriptions and can be used to capture first views on the context of a particular country’s circumstances whilst reading the descriptions (and prior to completing the more rigorous Assessment Tool).

3.3.1 Policy, Strategy, and Plans

Description

Development of coherent policies to steer the smart cities market consistent with national priorities and existing urban agenda(s); and the provision of clear goals and targets.

Deliberation (involving public, private, and academic / institutional stakeholders), and publication of supporting strategy or strategies that direct actions in the relevant sectors to influence market evolution.

Establishing more practical national and departmental level plans and programmes, and provision of adequate resources that underpin the overarching smart city strategy.

<i>Leading Practice Characteristics</i>	<i>6-Nation Examples</i>
<ul style="list-style-type: none"> • A strategy that provides clear direction on market evolution • Clear alignment of strategy to national urban & other policies • Goals and targets established and communicated • Documented multi-year and annual detailed plans 	<ol style="list-style-type: none"> UK smart cities paper for Industrial strategy ES Smart cities strategy and detailed Implementation Plan

3.3.2 Governance & Organisation

Description

Clear definition of accountabilities and responsibilities of key stakeholders, notably in Central Government, at political and administrative levels.

Identification of the various involved organisations and their relative relationships in delivery of the strategy.

Description of the key capabilities and resources within these bodies.

<i>Leading Practice Characteristics</i>	<i>6-Nation Examples</i>
<ul style="list-style-type: none"> • Delineation and alignment of roles amongst C.Gov Depts 	<ol style="list-style-type: none"> UK Smart Cities Forum, chaired by Cities Minister



<ul style="list-style-type: none"> • Single accountability for agenda at political level • Provision and alignment of support networks for cities • Management of critical skills gaps 	<ul style="list-style-type: none"> ii. ES National Smart City Advisory Council, constitutionally established iii. DE/UK Cities Institutes (Fraunhofer/FCC) iv. FR Smart Cities Mirror Group v. NL DSA & cross-networks collaboration vi. ES RECI self-organised government sponsored smart cities network
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3.3.3 Programmes & Funds

Description

National (and key regional) priority programmes that support delivery of the strategy. Often initiating actions to kick-start a new wave of thinking and activities. Such programmes may include: research; capacity building; competitions; and the like.

Provision of national level funds to inject action and pace in market development, incl: seed funds, priority theme funds, re- aligned (scale) Dept funds towards ‘smart’ urban priorities; match-funding with investors and / or Industry and / or cities.

<i>Leading Practice Characteristics</i>	<i>6-Nation Examples</i>
<ul style="list-style-type: none"> • Alignment of funds from (inter)national public and external sources • Co-funding mechanisms of significant scale to impact city infrastructures and services • Competitions (funded) and awards programmes • Development and testing of new business & funding models 	<ul style="list-style-type: none"> i. FR ‘Cities for Tomorrow’ (€145m calls) ii. UK Future Cities Demonstrator (€30m); and Urban IoT competition (£10m) iii. ES National Future Cities Platform and competition incentivising collaboration between cities iv. DE National Future Cities Platform v. NL multi-city collaborations on 8 priority initiatives vi. AT national RD&I demonstrator programme

3.3.4 Market Engagement

Description

Actions that are explicitly intended to engage the demand-side (i.e. cities; city networks); supply side (Industry); society (e.g for participatory change – resource sustainability; healthy living, etc), and other parties (e.g. academia to stimulate innovation).

Such actions may involve publicly funded conferences, publications, and events; as well as publicly-convened/inspired/supported though externally funded activities.

Support to internationalize national industry in support of local economy.

<i>Leading Practice Characteristics</i>	<i>6-Nation Examples</i>
<ul style="list-style-type: none"> • Assessing common priority city-needs and aligning these with Dept programmes & research • Communicating the meaning, benefits, and opportunities • Supporting and promoting demand aggregation initiatives • Clear communication of C.Gov roles & accountabilities to cities 	<ul style="list-style-type: none"> i. AT Smart Cities Week ii. DE Smart Cities conference iii. ES / UK smart city competitions that explicitly incentivize private sector match funding iv. FR Assoctn of Mayors engagement event



3.3.5 Enabling

Description

Management of knowledge and learning; identification of key capability gaps and development of skills.

Development of guidance, protocols and standards.

Commissioning of specific research, and establishment of an overall smart cities research programme.

Support to international knowledge exchange, collaboration, and benchmarking activities.

<i>Leading Practice Characteristics</i>	<i>6-Nation Examples</i>
<ul style="list-style-type: none"> • Foresight research studies on market evolution • International SDO collaboration on guides, practices & standards • Structured best practice evidence-based thematic case capture 	<ol style="list-style-type: none"> UK Gov Office of Science Future Cities research DE / ES / FR / UK / NL mobilization of national standards organisation, and collaboration with CEN & ISO UK Cities Standards Institute (CSI); standards tier structure, and portfolio plan

3.3.6 Monitoring

Description

A coherent and implementable set of metrics that can support temporal assessment for cities; can demonstrate progress towards intended strategic goals; and evidence various forms of value to principal stakeholders.

The process by which these are monitored and reported, and can inform fair comparison.

The appropriate incentivisation of performance.

<i>Leading Practice Characteristics</i>	<i>6-Nation Examples</i>
<ul style="list-style-type: none"> • Clear set of common targets • Development of foresight, and inclusion of external reference input • Evaluation of learning to inform (new) policy measures • Applied, monitored, and reported-on performance, comparing with goals set that support transformation 	<ol style="list-style-type: none"> FR integrated performance measurement

3.4 ACCESS TO EXEMPLAR PRACTICES

The EIP_SCC Marketplace includes a collaborative space for 6-Nations members to share in-process materials. Once agreed, these assets are made open for public access.

<https://eu-smartcities.eu/content/six-nations-forum-0>

3.5 INITIAL THOUGHTS: “JOTTING PAD”

The table overleaf provides a place for the reader to capture initial thoughts on challenges, opportunities, and possible actions, whilst reading and internalizing the 6-layer model.



Table 1: INITIAL THOUGHTS: “JOTTING PAD”: Use to capture views against each theme (these can be revisited after completion of the assessment)

Theme	Description	Key Challenges Faced	Opportunities Emerging	Possible Actions
Policy / Strategy / Plans	<i>Development of coherent policies to steer the smart cities market consistent with national priorities and existing urban agenda(s); and the provision of clear goals and targets. Deliberation (involving public, private, and academic / institutional stakeholders), and publication of supporting strategy or strategies that direct actions in the relevant sectors to influence market evolution. Establishing more practical national and departmental level plans and programmes, and provision of adequate resources that underpin the overarching smart city strategy.</i>	•	•	1.
Governance/ Organisation	<i>Clear definition of accountabilities and responsibilities of key stakeholders, notably in Central Government, at political and administrative levels. Identification of the various involved organisations and their relative relationships in delivery of the strategy. Description of the key capabilities and resources within these bodies.</i>	•	•	2.
Programmes / Funds	<i>National (and key regional) priority programmes that support delivery of the strategy. Often initiating actions to kick-start a new wave of thinking and activities. Such programmes may include: research; capacity building; competitions; and the like. Provision of national level funds to inject action and pace in market development, incl: seed funds, priority theme funds, re- aligned (scale) Dept funds towards ‘smart’ urban priorities; match-funding with investors and / or Industry and / or cities.</i>	•	•	3.
Market Engagement	<i>Actions that are explicitly intended to engage the demand-side (i.e. cities; city networks); supply side (Industry); society (e.g for participatory change – resource sustainability; healthy living, etc), and other parties (e.g. academia to stimulate innovation). Such actions may involve publicly funded conferences, publications, and events; as well as publicly-convened/inspired/supported though externally funded activities. Support to internationalize national industry in support of local economy.</i>	•	•	4.
Enabling	<i>Management of knowledge and learning; identification of key capability gaps and development of skills. Development of guidance, protocols and standards. Commissioning of specific research, and establishment of an overall smart cities research programme. Support to international knowledge exchange, collaboration, and benchmarking activities.</i>	•	•	5.
Monitoring	<i>A coherent and implementable set of metrics that can support temporal assessment for cities; can demonstrate progress towards intended strategic goals; and evidence various forms of value to principal stakeholders. The process by which these are monitored and reported, and can inform fair comparison. The appropriate incentivisation of performance.</i>	•	•	6.



3.6 SMART CITIES NATIONAL BLUEPRINT ASSESSMENT

Highlight the statements that feel appropriate (individually; moderated group; or peer-to-peer) to identify current state, and set desired state (with logical time horizon)

Theme	Level 1 Nascent	Level 2 Emerging	Level 3 Coordinated	Level 4 Programmatic	Level 5 World Leading
Policy / Strategy / Plans	<ul style="list-style-type: none"> Limited urban policies exist – no ‘smart’ overlay No smart city policy or strategy in place No national (smart) city plans or goals No specifically assigned resource 	<ul style="list-style-type: none"> Dept-level urban / smart city planning Recognised agreed urban priorities Disjointed Gov smart urban policies Tactical misaligned plans across tiers Resource in place, however dispersed Some targets in place, not aligned 	<ul style="list-style-type: none"> Clear policy priorities for smart cities Broadly aligned & various strategies for smart city matters Targets in place, partially owned Gov plans support med/small cities Opinion (cf evidence) based policies 	<ul style="list-style-type: none"> Evidence-based policies well established for smart cities Clear effective international strategy Agile goal & strategy setting Aligned programme of initiatives to support market development 	<ul style="list-style-type: none"> Clear vision & strategy for smart cities Goals & targets for smart linked to sustainability & resilience International benchmark for sustained market devlpt thru policy Dynamic strategy & planning process
Governance/ Organisation	<ul style="list-style-type: none"> No real understanding of ‘smart city’ No governance mechanisms in place Clear misalignment between Depts, & between Gov and Cities / Industry No formal resource in place Evident risks remain unmanaged 	<ul style="list-style-type: none"> Informal political & officer support for smart cities, from various quarters Unclear roles within Gov, as seen also by cities, Industry, & investors Sporadic actions from various quarters to take smart city roles 	<ul style="list-style-type: none"> National body established to steer across sectors, tho part effective Clear aligned roles across Gov, fitting cities priorities & communicated Key issues and key risks identified Champions & ambassadors in place 	<ul style="list-style-type: none"> Clear aligned political will to support smart city movement: nationl to local Championing from the field & society Established & respected multi-party governance body; well resourced Crystal clear roles for smart cities 	<ul style="list-style-type: none"> Cross-Gov alignment, and ownership Absolute clarity of roles across all sectors for (smart) cities Highly effective multi-stakeholder collaboration to deliver vision Future capability needs planned
Programmes / Funds	<ul style="list-style-type: none"> Little targeted funds for smart cities Activities occasionally & tactically led at city level Issue-resolution-based department action on smart city matters Disengaged investment community 	<ul style="list-style-type: none"> Smart city market activity Gov funded Little collaboration amongst cities & with Gov to develop joint projects Smart city programme loosely outlined, & tactically funded Cities compete for international funds 	<ul style="list-style-type: none"> Competitions broadly coordinated & actively pursued by breadth of cities Gov engage investors coherently to foster smart SME development & financing of (smaller) cities Funds put to specific priority themes 	<ul style="list-style-type: none"> Gov convened demand aggregation to benefit (smaller) cities & industry Gov funds used to trigger & steer market financing Various funding mechanism support market, with agile business models 	<ul style="list-style-type: none"> Dynamic multi-sector cascaded smart city programme of initiatives Multiple funding sources, befitting domains (also society involved) Market incentivized through value drivers towards sustainable goals
Market Engagement	<ul style="list-style-type: none"> Any smart city activity is industry led, or mostly driven from international Limited local smart city industry activities, not supported strategically Cities not engaged / exposed to smart city opportunities 	<ul style="list-style-type: none"> Smart cities seen as experimental and non-essential – lethargy on topic Supply led smart city developments Misaligned supply and demand Obvious disengagement of society No clear international perspective 	<ul style="list-style-type: none"> Common understanding of smart city Interventions to convene demand-side at thematic levels only Gov appropriately seeding innovation International strategy for smart city investment and export 	<ul style="list-style-type: none"> City groupings/networks/assoctns engage & align cities to nation goals Programmed demand-side convening Active issue/domain specific industry networks, collaborating with cities Innovation thru multi-party collabtn 	<ul style="list-style-type: none"> Active feed from society to steer market development Market affects & is effective internationally Gov role is pure priority convening and need is limited to horizon topics
Enabling	<ul style="list-style-type: none"> No real national-level guidance on smart cities; any standards used by industry in absence of city knowledge Limited / no research to support smart city market National market only focus 	<ul style="list-style-type: none"> Smart city market activity Gov funded Investors cautious to fund city actions Few smart city reference cases captured or shared Identification of capability gaps on demand & supply side partly resolved 	<ul style="list-style-type: none"> Gov support to develop known and agreed key capability gaps Priorities in place for standards confirmed against common needs Research programmes clearly targeted to common smart city needs 	<ul style="list-style-type: none"> Highly effective targeted RD&I activity Portfolio of guidance and standards that speak to all key stakeholders Internationally respected academics & assoctns influence market devlpt Knowledge captured & shared fluidly 	<ul style="list-style-type: none"> Agile & swift cycle of structured knowledge feeds market evolution Swift cycle of guidance and standards development – influencing worldwide National research bodies influence international smart city developments
Monitoring	<ul style="list-style-type: none"> No coherence of measurement to align smart cities to priority outcomes No common or adequately reported central smart city metrics No real culture of performance and recognition of smart potential 	<ul style="list-style-type: none"> Sporadic use of metrics for smart city measurement Business cases for obvious smart city opportunities captured (typically financial metrics only) Percentage gain of ‘smart’ recognised 	<ul style="list-style-type: none"> Smart seen to be central to ‘business as usual’ city operations Business-case-based decisions on smart city initiatives Common set of smart metrics agreed Gov-led international comparisons 	<ul style="list-style-type: none"> Demonstrable value through Gov-level smart city interventions Societal gains clearly demonstrated Common set of metrics compared Inclusiveness (gap) across market is monitored / evidenced 	<ul style="list-style-type: none"> Clear monitoring of societal goals No gap of concern: large-to-small city Sustained quantum impact (inter-) nationally thru Gov smart city actions Worldwide perspective to comparison & monitoring



4 PROPOSED WAY FORWARD

4.1 6-NATION ACTIONS

The commitment of Member State Department resource to this EIP initiative must firstly deliver value to those Member States:

1. **Test and prove the Assessment Tool** – individual actions within Member States, informed by peer-to-peer dialogue (to share learning and provide informed and more independent perspective)
2. **Continue to package and share the leading practices identified**
3. **Establish coherent smart city strategies and long-term plans** (3-5 yrs) within the 6 Member States as a foundation for each, and a set of exemplars for broader comparison and learning
4. **Draft annual plans** for each MS that can be shared and compared

4.2 PROPOSED BROADER EU ACTIONS

With delivered value within 6-N Member States, there is an ambition to offer support beyond the 6-Nations Member States:

1. **Communicate progress on the tool and 6-Nations activities at the EIP_SCC General Assembly** in Eindhoven under the Dutch Presidency, on May 24th 2016
2. **Deploy the Blueprint Assessment Tool**
 - a. On a voluntary basis, through the EIP process; with webinars/workshops as is deemed appropriate.
 - b. Making improvements and adding content (eg case capture, etc) as is appropriate
3. **Set Targets**
 - a. **Operational:** to establish coherent national smart city strategies within all 28 MS that address all relevant layers of the blueprint, and that can identify desired advances in maturity level
 - b. **Strategic:** checked against EIP & EU targets (sustainability, employment, etc)

Of note, a complementary initiative involving a group of eastern EU Member States is newly underway, to bring together other like-minded clusters of nations that can collaborate in a similar fashion to the 6-Nations, to help support swift deployment of good practices. Member States presently involved include (“4C+”): Poland, Czech Republic, Slovakia, Hungary, Romania, Bulgaria,...

Other 6-Nations initiatives, presently in discussion or underway, will complement this and be shared as the tools and learning from this work emerges.

4.3 PEOPLE TO CONTACT

The 6-Nations SC Forum are available to collaborate and assist. In the first instance however please contact either of:

6-Nations SC Forum Convener:

- Graham Colclough, UrbanDNA, graham.colclough@UrbanDNA.eu; +44 771 031 3944

European Commission EIP sponsor:



- Mathias Reddmann, DG CNECT, mathias.reddmann@ec.europa.eu, +32 (229) 54713

National 1st Points of Contact (6-Nation Smart Cities Members)

- AT: Austrian Federal Ministry of Transport, Innovation & Technology, Innovation Directorate.
Susanne Meyer, susanne.meyer@bmvit.gv.at, +43 1 711 62 - 65 2933 or
Hans-Günther Schwarz, hans-guenther.schwarz@bmvit.gv.at, +43 1 711 62 - 65 2932
- DE: BMUB (Federal Ministry of Environment, Nature Conservation, Building & Nuclear Safety)
Ralf Schulze, ralf.schulze@bmub.bund.de, +49 30 18 305-6180
- ES: Minetur (Ministry of Industry, Energy, Telcoms & IT, Tourism)
Francisco Javier Garcia Vieira, francisco.garcia.vieira@red.es, +34 91 417 98 61
- FR: MEEDM (Ministry of Ecology, Energy, Sustainable Development)
Anne Charreyron-Perchet, anne.charreyron-perchet@developpement-durable.gouv.fr,
+33 1 40813473
- NL: Ministry for Infrastructure & Environment (I&M) DG Spatial Development & Water
Willemieke Hornis, willemieke.hornis@minienm.nl, +31 70 4561556
- UK: Department for Culture Media & Sports (DCMS)
Ben Hawes, ben.hawes@culture.gov.uk, +44 (0)20 7211 2850; Sec'y of UK Ministerial Forum



5 ANNEX 1: INFORMATION SOURCES

5.1 ANNEX 1: INFORMATION SOURCES MAPPED TO 6-LAYER MODEL

There are a number of specific examples cited in this document. The national contact points will be familiar with these documents and how they have been developed and introduced within their markets.

The majority of these documents are public documents that can be accessed through url links provided in the table below. Some have been made available on the EIP_SCC Marketplace in the 6-Nations area.

This is a live process, and good practices will emerge from multiple sources: within and beyond the 6-Nations, and including references outside of Europe. Updates will generally be made to the EIP Marketplace site to seek to keep people advised.

The tables below provide this information presented according to the 6-layer model

Policy / Strategy / Plans	Information Source
UK smart cities paper for Industrial strategy	https://www.gov.uk/government/publications/smart-cities-background-paper
ES Smart cities strategy and detailed Implementation Plan	

Governance/ Organisation	Information Source
UK Smart Cities Forum, chaired by Cities Minister	http://bit.ly/1g7OY0w
ES National Smart City Advisory Council, constitutionally established	
DE/UK Cities Institutes (Fraunhofer/FCC)	http://www.nationale-plattform-zukunftsstadt.de/index.php https://futurecities.catapult.org.uk/
FR Smart Cities Mirror Group	
NL DSA & cross-networks collaboration	http://digitalestedagenda.nl
ES RECI self-organised government sponsored smart cities network	http://www.redciudadesinteligentes.es/

Programmes / Funds	Information Source
FR 'Cities for Tomorrow' (€145m calls)	http://www.territoires.gouv.fr/IMG/pdf/dossier_ecocite_oct2013_v20131206_light-2.pdf
UK Future Cities Demonstrator (€30m); and Urban IoT competition (£10m)	https://www.innovateuk.org/documents/1524978/2138994/Solutions+for+Cities+-+An+analysis+of+the+Feasibility+Studies+from+the+Future+Cities+Demonstrator+Programme/5d8ad270-4623-4057-a0e8-2e303033122f
ES National Future Cities Platform and competition incentivising collaboration between cities	http://www.boe.es/boe/dias/2014/06/27/pdfs/BOE-A-2014-6751.pdf
DE National Future Cities Platform	
NL multi-city collaborations on 8 priority initiatives	



AT national RD&I demonstrator programme	http://www.smartcities.at/founding/climate-funds-initiative-on-smart-cities/4.-call-en-us/ http://www.smartcities.at/founding/climate-funds-initiative-on-smart-cities/
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Market Engagement	Information Source
AT Smart Cities Week	http://www.smartcities.at/service/veranstaltungen/smart-cities-week/
DE Smart Cities conference	
ES / UK smart city competitions that explicitly incentivize private sector match funding	
FR Assoctn of Mayors engagement event	

Enabling	Information Source
UK Gov Office of Science Future Cities research	https://www.gov.uk/government/collections/future-of-cities https://www.gov.uk/government/speeches/internet-of-things-our-future-depends-on-it
DE / ES / FR / UK / NL mobilization of national standards organisation, and collaboration with CEN & ISO	http://www.aenor.es/aenor/normas/ctn/fichactn.asp?codigo=AEN/CTN%20178#.U_sawfl_sQo
UK Cities Standards Institute (CSI); standards tier structure, and portfolio plan	http://www.bsigroup.com/en-GB/smart-cities/

Monitoring	Information Source
FR integrated performance measurement	



5.2 ANNEX 1: INFORMATION SOURCES PRESENTED BY COUNTRY

The table below captures the same references as in annex 5.1 with some additional domain specific detail – presenting them by country; and providing a summary of the content and the impact that this deliverable achieved (NOTE: this data is presently as of end 2014)

MS	Initiative Title	Summary	Impact	Asset Ref
UK	Future Cities Demonstrator Competition	Gov't funded competition, managed by Technology Strategy Board (TSB), offering £24m to winner, & £3m to 3 runners-up. Submissions required self-assessment, and proposal for smart initiatives. Run H2'12-Mid'13. Glasgow won; Peterborough, London, Bristol runners-up.	<ul style="list-style-type: none"> - Mobilised 30 cities (and industry that supported these cities) - Identified common challenges - Provided input to Future Cities Catapult actions 	https://www.innovateuk.org/documents/1524978/2138994/Solutions+for+Cities+-+An+analysis+of+the+Feasibility+Studies+from+the+Future+Cities+Demonstrator+Programme/5d8ad270-4623-4057-a0e8-2e303031122f
UK	Future Cities Strategy	Guiding paper launched by the Minister in Oct 2013 that considers the challenges for cities; looks at the role the smart city concept plays, the opportunities for business and the role of government in strengthening UK capability.	-	https://www.gov.uk/government/publications/smart-cities-background-paper
UK	Future of Cities Research	Gov't Office of Science research programme.	<ul style="list-style-type: none"> - Research project on long term future cities view - Paper on the Internet of Things, expected Nov`14. - Both to inform Government policy and market development. 	https://www.gov.uk/government/collections/future-of-cities https://www.gov.uk/government/speeches/internet-of-things-our-future-depends-on-it
UK	Smart Cities Forum	Joint-Ministerial-chaired SC Forum comprising executives from Cities, C.Gov, Industry & Academia. Meets quarterly. Has Task & Finish Teams in process addressing priority themes of: Biz models; Health & Wellbeing; Mobility; Energy; Data; International.	- Leadership focus on smart city developments, capability, market development, export.	http://bit.ly/1g7OY0w
UK	BSI Smart City Standards	British Standards Institution (BSI) launched a portfolio approach to Smart City guidance in 2012. 7 documents were prioritised. These include: leadership framework (PAS 181), Planning (PAS8101), and input to a SC Leadership Programme.	- First standards now in use. Proposed programme of further standards, developing as city needs are identified.	http://www.bsigroup.com/en-GB/smart-cities/
UK	Future Cities Catapult	One of 7 Gov't funded catapults to support market development.	<ul style="list-style-type: none"> - Publishes information on UK initiatives, research, and sector definition. Further report to come. - Brings together partners to establish joint initiatives, UK and international. 	https://futurecities.catapult.org.uk/
DE	Nationale Plattform Zukunftsstadt - National Platform "Future City"	Joint Platform initiated in the context of the federal gov't's "High-Tech Strategy 2020" (since 2012, one of 10 projects); coordinated by Fraunhofer-IAO and the German Institute of Urban Affairs (Difu, the largest urban research institute in the German-speaking area). Representatives from science and academia, business, and local communities as well as politics are involved. A stakeholder forum and four working groups aim at developing a strategic research agenda until 2015 – not solely focused on "smart cities"; but at an integrated research agenda. Main idea: Better coordination among ongoing programs, and connecting research projects on many different levels.	<ul style="list-style-type: none"> - 100 research institutes/cities/institutions/ companies involved - Research agenda will be finalised Jan 2015 - Research programmes as reaction will start in 2015 	http://www.nationale-plattform-zukunftsstadt.de/index.php



		The ministries of research, of environment (BMUB) and (formerly) of transport and urban development are involved. Possibility to engage (national) leaders (i.e. ministers, academia, companies), however, (future financial) commitment/ further use of results is yet to be clarified.		
DE	ISO on Smart City Definitions / Smart City Roadmap etc	German Industry, science, local authorities associations, non-governmental organisations and German Government are involved in ISO processes on the national, European and international level.	-	
FR	Cities for tomorrow competition	Gov't funded competition to support innovative projects in 19 cities (2012) Focus on urban design, mobility, resource management, energy. Projects co-financed by private and public sector. 94millions euros from the central gov't for a total investment of €3,3 billion. Other Gov't funded competition planned for 2014-2015: - innovative projects in low income areas - demonstrators for energy management in medium size cities - integrated demonstrators (light house projects)	- 146 projects selected- - evaluation underway - identified common obstacles and needs . - Allowed better collaboration between private and public actors	http://www.territoires.gouv.fr/IMG/pdf/dossier_ecocite_oct2013_v2_0131206_light-2.pdf
FR	Mirror group on smart cities	Initiative of the French government managed by Office of the General Commissioner for Sustainable Development to promote exchange of information, facilitate contacts between cities, private companies, state representatives.	- >120 public & private sector people attended the meetings - facilitated the building of consortium for Horizon 2020 calls - Reduced capabilities gap between cities	
ES	First call for Smart Cities of the Spanish Digital Agenda	Gov't funded competition, managed by Red.es offering 15M€ to 15 cities or group of cities of more than 20.000 inhabitants. Submissions required a defined strategic plan and sustainability indicators besides a complete technical description. Initiatives could be presented until October 10 th .	- Demonstrator projects for other cities less developed. - Mobilised at least 30 cities in coordination and cooperation.	http://www.boe.es/boe/dias/2014/06/27/pdfs/BOE-A-2014-6751.pdf
ES	RECI (Red Española de Ciudades Inteligentes)	Self-organized institution for cities over 50.000 inhabitants. They share good practices and develop different proposals related to Smart Cities initiatives.	- Contact point to coordinate cities demands	http://www.redciudadesinteligentes.es/
ES	AENOR: CTN 178	Standardization group related to Smart Cities. It has been launched by the Secretariat of State of Telecommunications and Information Society. Infrastructures, indicators, mobility, government, energy and tourism are the workgroups of this committee.	- Contribute in normalization and standardisation - Related to: ISO/TC 268 and CEN/CLC/SSAAAG	http://www.aenor.es/aenor/normas/ctn/fichactn.asp?codigo_norma=AEN/CTN%20178#.U_sawflsQo



ES	Smart Cities Plan to implement de Spanish Digital Agenda	An implementing plan focused on Smart Cities. It will include both specific actions and coordination activities to achieve the Spanish Digital Agenda's objectives.	<ul style="list-style-type: none"> - Leadership engagement - Legal framework for different coordinated activities 	In progress
ES			-	
AT	National Smart Cities Demo Programme	Gov't funded RDI programme, running since 2010, managed by the Climate and Energy Fund, focus on initiation of major urban demonstration and pilot projects, average annual budget between €8m and €10m, 4 different call priorities: entry-level projects (preparing ground for demo projects), demonstration projects (showing visible implementation measures), supplementary funding to transnational projects (supporting cooperative R&D projects), accompanying measures (offering R&D services), from 2010-2013 total program budget was €23.6m,	<ul style="list-style-type: none"> - 19 Austrian cities have developed a smart city vision (supported by public funding) since 2010 - 8 cities have already started smart cities demonstration and pilot projects according to their vision (Graz, Salzburg, Villach, Weiz-Gleisdorf, Hartberg, Oberwart, Leoben and Rheintal) - mobilisation of cities as active drivers of innovative projects 	http://www.smartcities.at/founding/climate-funds-initiative-on-smart-cities/4-call-en-us/ http://www.smartcities.at/founding/climate-funds-initiative-on-smart-cities/
AT	Smart Cities Week	Biennial 3-days event kicked off 2013, jointly funded and managed by the Austrian Federal Ministry of Mobility, Innovation and Technology and the Climate and Energy Fund, topics of speeches and discussions: national and transnational smart cities strategies and co-operations, EU-funding to urban development, best practice of European smart cities, climate change, social innovations; topics of workshops: funding of multimodal mobility, smart city indicators, gender perspective; supporting programme: briefing on funding programmes, information islands presenting individual smart cities related projects and actions;	<ul style="list-style-type: none"> - in 2013 more than 150 national and international participants - more than 40 (high-level) speakers from Austria, Germany, UK, Netherlands, Denmark, France, Italy, Belgium - keynotes from private and public (EU, national and academic) sector 	http://www.smartcities.at/service/veranstaltungen/smart-cities-week/
NL	DSA Collaboration	A managed network involving the 4 big cities (G4) and 32 over 100k popltn. 8 themes in process each with a city leading a group of cities in co-creating common innovative (digital) solutions for social problems. Awareness is created, shareholders get connected, coalitions are build, implementation is stimulated and best practices are shared. Every theme is coordinated by a partnership of a young urban professionals and an innovator at a municipality. Running for 1,5 years now.	<ul style="list-style-type: none"> - Several innovative projects on theme's economy, healthcare, education are either developed or fuelled by the DSA. Examples are eduroam, E-health for the elderly, Smart Grids, Safe Event Services and Public Wi-Fi (see lines below) 	http://digitalestedenagenda.nl
NL	DSA- Urban Economy	Developing strategic and action based solutions to the unprecedented changes the retail industry is confronted with. Co-developing and promoting an online service for government agencies and entrepreneurs, for permit and licence application and online filing. Both projects are in collaboration with the Ministry of Economic affairs.	<ul style="list-style-type: none"> - Developing action-based solutions for over 10 municipalities. Project and its results are being integrated in a national knowledge platform - "Ondernemingsdossier" is used by 4400 companies, 50 government agencies and 7 industry associations. 	http://bedrijvigestad.digitalstedenagenda.nl/



NL	DSA-Urban Care	<p>This theme works actively to achieve its 4 normative objectives:</p> <ul style="list-style-type: none"> -Health information: citizens have digital access to relevant and trustable information about health, prevention and health care organizations. -Informal care and collective empowerment: . -Health, prevention and care at a distance: citizens have access to health care from a distance. -Self-management: citizens have the ability and are able to design their own care path and treatment, based on their personal preferences and needs. 	<ul style="list-style-type: none"> -Close collaboration Ministry of Health, Welfare and sports. -Exchange of experiences and best practise with over 30 municipalities. -A contribution to online supply-and-demand (of services) websites, citizens can help others with small but significant tasks. 	http://zorgendestad.digitalstedenagenda.nl/
NL	DSA- Urban Education	<p>The focus is maximum utilization of human capital. Objectives are to professionalize and improve the quality of teachers, customize learning on primary schools and to develop and improve the populations E-skills.</p>	<ul style="list-style-type: none"> - Partnerships with the Ministry of Interior and Kingdom Relations and Economic Affairs and education councils. - Over a 100 primary and secondary schools are using the leerKRACHT method to achieve excellent (digital) education. - Scaled up eduroam (international roaming access service) from schools to all public building. 	http://lerendestad.digitalestedenagenda.nl/
NL	DSA-Urban Sustainability	<p>Focus on sustainable energy and sustainable mobility solutions.</p>	<ul style="list-style-type: none"> - Project Smart Grids: 200 active households cocreating with municipalities, Ministry, research institutions and a consortium of companies. 	http://groenestad.digitalestedenagenda.nl/
NL	DSA- Urban Interaction	<p>There are two components: Stimulating and facilitating municipalities to standardise and disclose their data. Exploring possible innovative usage of this data for societal issues.</p> <p>Secondly knowledge gets exchanged between the government and the civil society to stimulate empowerment of the elderly and ill. Furthermore an exploration of the possible added value of IT, to increase civilians self-organizing capacity.</p>	<ul style="list-style-type: none"> - A close collaboration with several Ministry's, mostly the Ministry of Interior and Kingdom Relations for the Open Data projects. - A wide scope of active participants; municipalities, civilians, entrepreneurs and knowledge institutions. 	http://onzestad.digitalestedenagenda.nl/
NL	DSA-Urban Safety	<p>Future Events is the main project, with focus on sustainable usage of ICT and security innovations in public events. The project has an economic return. Events in public space are seen as an opportunity to test new safety techniques and methods; therefore many public-private partnerships formed.</p>	<ul style="list-style-type: none"> - Urban living lab during Life I Live Festival (25 April 2014, 200k visitors, 9 stages throughout the Hague). - Many new public-private partnerships. - TNO research on valorization of innovative (safety) techniques 	http://veiligestad.digitalestedenagenda.nl/
NL	DSA- Urban Red Tape Reduction	<p>Addressing restrictive regulations and administrative burdens that obstruct the development of (ICT) innovations.</p> <p>Developing and promoting the use of (digital) instruments for reducing administrative burdens. Like electronic invoicing, digital identity for companies and research method among entrepreneurs.</p>	<ul style="list-style-type: none"> - Well-attended conferences about digital services for entrepreneurs. - Close collaboration with the Ministry of Interior and Kingdom Relations and Economic affairs and, the Dutch Local Government Association (VNG) and several research institutions. 	http://regelluwestad.digitalstedenagenda.nl/



NL	DSA- Open Networks	Works on the availability of Next Generation Networks (NGN) and its accessibility.	<ul style="list-style-type: none"> - Several nation wide Public Wi-Fi meetings. - Several nation wide meetings for broadband and fibre in the rural areas. 	http://opennetwerken.digitalestedennanda.nl/
Glo bal	City Protocol Society	A NfP society formed by cities, commercial and non-profit organizations, universities and research institutions to develop the City Protocol, a system's approach to rationalize and document, under a shared and interoperable basis, city transformation and solution protocols that are multi-city, multi-culture, multi-partner and scale-free.	<ul style="list-style-type: none"> - Urban Anatomy model developed. Further task groups presently in process of developing outputs 	http://cityprotocol.org/
Glo bal	Standardisation (ISO)	ISO Smart City Strategic Advisory Group set up to recommend alignment needs and plans across all standards development organisations (SDOs), incl CEN/CENELEC/ETSI. ISO Tech Committee (TC) 268 developing guidance on (i) Metrics: new ISO 37120 (ii) Mgmt Framework (iii) Infrastructure.	<ul style="list-style-type: none"> - Alignment between SDOs in process. - Likely recommendation for 3 levels of doc: leadership guide; mgmt. framework; technical spec. 	Report complete not open access yet
			-	