



**SMARTER
TOGETHER**

Smart and Inclusive
Solutions for a Better
Life in Urban Districts

Report on Peer-to-Peer Knowledge Exchange Network and Workshop

Deliverable D.2.1.1

Version 1



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Table of contents

EXECUTIVE SUMMARY.....	7
1. Concepts of Knowledge Exchange Network and Peer-to-Peer Learning in SMARTER TOGETHER .	8
2. Knowledge Carrier	13
2.1 Main Objectives.....	15
2.2 Development of the Knowledge Carrier.....	15
3. Analysis of 1 st Peer-to-Peer Workshop in Lyon	17
3.1 Results of 1 st Common Reporting and Input for 1 st Workshop	17
3.2 Output of 1st Peer-to-Peer Workshop	20
3.2.1 Output of Peer-to-Peer Workshop “Citizen Engagement”	20
3.2.2 Output of Peer-to-Peer Workshop “Holistic Refurbishment”	20
3.2.3 Output of Peer-to-Peer Workshop ”District Heating & Renewables”	21
3.2.4 Output of Peer-to-Peer Workshop “Data Management Platform & Smart Services” ..	22
3.2.5 Output of Peer-to-Peer Workshop “E-Mobility Solutions”	22
3.2.6 Output of the Cross-Topic Peer-to-Peer Workshop	23

List of figures

<i>Figure 1 : Main events and milestones within WP2.....</i>	<i>12</i>
<i>Figure 2: Mock-Up of the Knowledge Carrier [modified].....</i>	<i>13</i>
<i>Figure 3: Reference interface Berlin Business Location Centre by virtualcitySYSTEMS.....</i>	<i>14</i>

Glossary

CMS	Content Management System
PV	Photovoltaic
WP	Work Package

SMARTER TOGETHER BENEFICIARIES

N°	Organisation name	Short name	Country
1	Lyon Confluence	SPL	France
2	Lyon Metropolis	GLY	France
3	HESPUL Association	HES	France
4	Toshiba	TSF	France
5	Enedis (formely known as Electricité Réseau Distribution France)	ERDF	France
6	Enertech	ETC	France
7	City of Munich	MUC	Germany
8	Bettervest	BET	Germany
9	G5-Partners	G5	Germany
10	Siemens Germany	SIDE	Germany
11	Spectrum Mobil	STA	Germany
12	Securitas	SCU	Germany
13	City of Vienna	VIE	Austria
14	BWS Gemeinnutzige	BWSG	Austria
15	Wiener Stadtwerke	WSTW	Austria
16	Kelag Wärme	KWG	Austria
17	Siemens Austria	SIAT	Austria
18	Sycube Informationstechnologie	SYC	Austria
19	Austrian Post	POST	Austria
20	Fraunhofer	FHG	Germany
21	Austrian Institute of Technology	AIT	Austria
22	Energy Cities	ENC	France
23	Gopa COM	GPC	Belgium
24	University of St Gallen	UNISG	Switzerland
25	Technical University of Munich	TUM	Germany
26	Deutsches Institut fuer Normung	DIN	Germany
27	Algoé	ALG	France
28	City of Santiago de Compostela	STC	Spain
29	City of Sofia	SOF	Bulgaria
30	City of Venice	VEN	Italy



EXECUTIVE SUMMARY

Within the HORIZON 2020 Lighthouse Project SMARTER TOGETHER, knowledge exchange and peer-to-peer learning play a key role in order to involve various stakeholders, enable exchange of ideas and best practices and to co-creatively develop solutions to existing challenges. Thus, Work Package 2 (WP2) is dedicated to the co-creation of smart city solutions and Task 2.1 (T2.1) aims at developing a knowledge exchange network as well as an iterative peer-to-peer learning process. The peer-to-peer learning process in SMARTER TOGETHER is defined as a four-step approach and consists of:

- **Common Reporting:**
Gathers relevant information from all implementation projects/solutions at three points in time during the project duration
- **Project Books:**
Documents all implementation projects/solutions and their development over time; is updated three times based on Common Reporting inputs
- **Knowledge Carrier:**
Visualises the development of all implementation projects/solutions over time as well as their improvements; is updated three times based on Common Reporting inputs
- **Peer-to-Peer Knowledge Exchange Workshops:**
Take place three times over the project duration and address the challenges and risks occurring across cities and thematic fields which were identified in the Common Reporting; enable co-creation of solutions

The Deliverable at hand describes the iterative peer-to-peer learning process applied in SMARTER TOGETHER, presents the concept of the Knowledge Carrier in more detail and gives insights into the first Common Reporting period as well as the first Peer-to-Peer Workshop which took place from June 28th-30th, 2017, in Lyon.

1. Concepts of Knowledge Exchange Network and Peer-to-Peer Learning in SMARTER TOGETHER

The HORIZON 2020 Lighthouse Project SMARTER TOGETHER aims at developing smart, innovative and replicable solutions and methods for tomorrow's cities which fit the needs of various stakeholders. Therefore, Work Package 2 (WP2) is dedicated to involve those stakeholders, foster systematic knowledge exchange among them and enable a co-creative process to jointly develop solutions.

In Task 2.1 (T2.1), a knowledge exchange network was established to bring all stakeholders – Lighthouse and Follower Cities, research and industrial partners as well as external stakeholders (e.g. citizens) – together, and an iterative peer-to-peer learning process was defined. This learning process aims at:

- Establishing a common ground of information regarding all thematic fields and projects addressed in SMARTER TOGETHER,
- Supporting constant knowledge exchange across cities and thematic fields,
- Stimulating cross-silo-thinking,
- Identifying shared challenges,
- Discussing lessons learned and best practices, and
- Enabling the co-creation of solutions.

In order to meet the targets, a four-step-approach was defined:

- **Common Reporting**

The Common Reporting builds the back-bone of the peer-to-peer learning process and presents itself as a sophisticated questionnaire addressing following issues with regard to the respective implementation project:

- General Information (objectives of the project, project partners)
- Implementation Status
- Process Drivers
- Process Barriers
- Corrective Actions
- Risks and Challenges
- Lessons Learned and Recommendations

The Common Reporting gathers all necessary information for the Work Packages 2, 6 and 10 and is, thus, as streamlined as possible in order to minimize the reporting effort for the project responsible within SMARTER TOGETHER. The Common Reporting is carried out three times during the project duration in the Project Months 16, 21 and 27. Thereby, the city main contacts of each Lighthouse City are asked to compile the requested information together with the implementation project responsible. The approaches how to exchange knowledge between the city main contacts and the implementation project responsible vary from city to city, depending on the resources at hand as well as the project structure. The filled questionnaires then are submitted to the project coordination team where the input gets pre-processed for each Work Package (2, 6 and 10). The WP2 related input is forwarded to the WP2 lead partner who conducts a cross-topic analysis to identify common challenges which occur across topics and cities. In addition, the WP2 lead partner compiles an overview of the input for each thematic field and sends the information to the corresponding WP2 task lead. Subsequently, the WP2 task leads analyse the gathered information. In addition, the gathered information feeds into the update of the Project Books and in the Knowledge Carrier and builds the basis for the peer-to-peer workshops.

In the Deliverable at hand, the results of the first Common Reporting due in Project Month 16 is presented in Chapter 3. In addition, the Common Reporting questionnaire is attached to this document. All questions related to WP2 are marked accordingly.

■ **Project Books**

The Project Books are a central part of WP2 and provide the knowledge base for the peer-to-peer exchange across cities and thematic fields. For each thematic field (each represented in a WP2 task) there is a respective Project Book providing relevant information (e. g. aim of the solution/project, short description, current status, challenges, lessons learned, etc.) with regard to all projects and solutions implemented in the Lighthouse Cities. The aim of the Project Books is threefold:

- Documentation of all projects and solutions, available to all project partners
- Supporting peer-to-peer learning processes and bringing together experts from different implementation projects and Lighthouse Cities

- Helping to understand the applicability of the WP1 best practices and recommendations.

The Project Books are updated based on the information gathered in the Common Reporting in Project Months 18, 24 and 30.

By having a better understanding of single projects and solutions it is easier to find similarities, identify shared challenges, jointly discuss solutions and reflect own projects. The Project Books, thus, support the peer-to-peer learning process very efficiently.

As the Project Books are a central part of the Deliverables corresponding to the Tasks 2.2 to 2.6, the Project Books will not be described in more detail in the Deliverable at hand.

- **Knowledge Carrier**

In addition to the Project Books, the Knowledge Carrier is a key tool in WP2, and the technological 'front-end' of the peer-to-peer learning process. Fed with information gathered in the Common Reporting and compiled in the Project Books, the Knowledge Carrier enables a three-dimensional visualisation of project specific information:

- City level: General information on the concepts, objectives and visions of the Lighthouse Cities
- Thematic level: Specific information such as recommendations, challenges or best practices per thematic field (defined in WP1)
- Solution level: Presenting the project status over the whole development cycle for all implementation projects

The concept of the Knowledge Carrier as well as its current development status is reported in more detail in Chapter 2 of the Deliverable at hand.

- **Peer-to-Peer Workshops**

During the lifetime of SMARTER TOGETHER, three peer-to-peer workshops will take place, one in each Lighthouse City. The timing of the workshops is aligned with the Common Reporting process to be able to address the identified challenges and risks of the implementation projects during the workshops. The aim of the workshops is to:

- Enable constant knowledge exchange across thematic silos and cities,
- Jointly discuss occurring challenges and risks and co-create solutions for implementation projects,
- Share lessons learned and best practices,
- Transfer knowledge from the Lighthouse Cities to the Follower Cities to support replication of success stories, and
- Learn from each other.

Each workshop takes three days and contains:

- One workshop slot for each thematic field, addressing challenges occurring across cities, plus
- If necessary additional slots to intensify discussions of specific issues and challenges occurring in the respective thematic field,
- One or two workshops for challenges occurring across thematic fields and cities, and
- Site visits at the hosting Lighthouse City corresponding with the identified challenges, providing best practices.

During the workshop slots, risks and challenges identified in the Common Reporting are addressed. If necessary and helpful, external experts can be invited to broaden the minds, provide insights in possible solutions for common challenges and initiate the co-creation of novel solutions for existing challenges.

In Chapter 3 of the Deliverable at hand, the first peer-to-peer workshop, which took place in Lyon from June 28-30, 2017, is described in more detail.

Together, the Common Reporting, the Project Books, the Knowledge Carrier and the Peer-to-Peer Workshops build the iterative learning process in SMARTER TOGETHER. In the picture below and for a better understanding, the most important project meetings and milestones within WP2 are presented on a time axis.

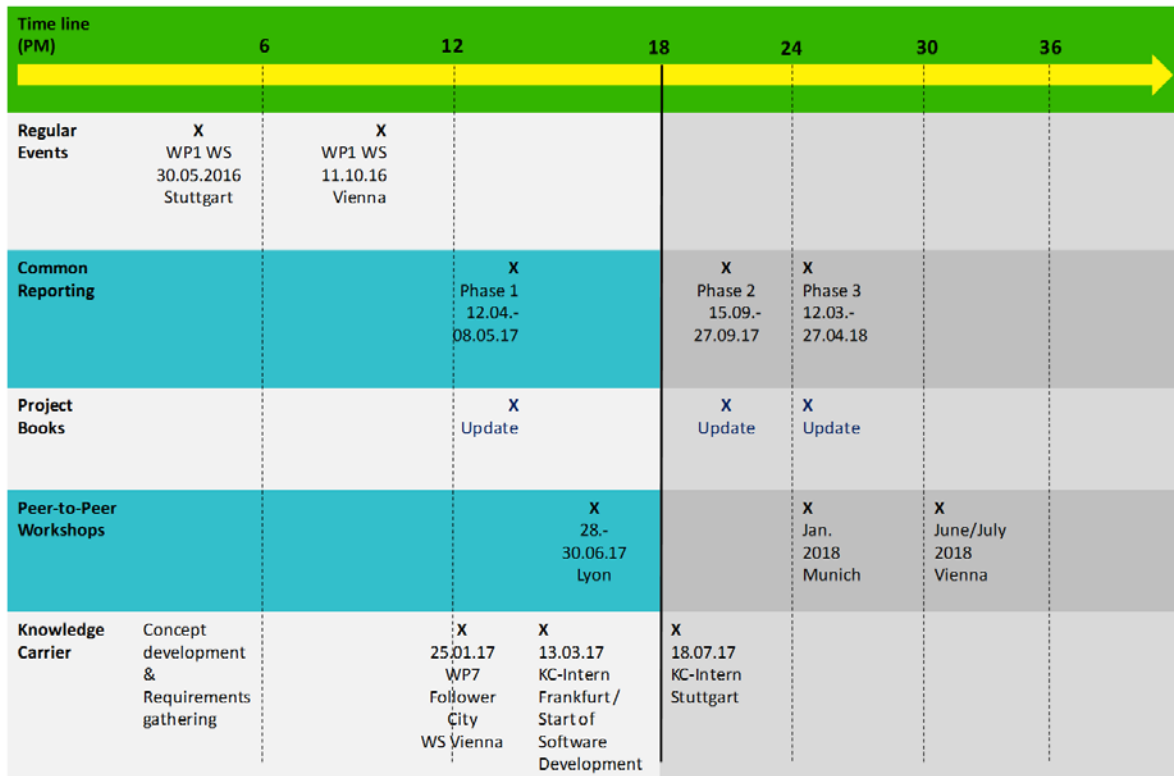


Figure 1 : Main events and milestones within WP2

The Deliverable at hand further details the concept of the Knowledge Carrier, its main objectives and development (Chapter 2), and analyses the first peer-to-peer workshop (Chapter 3).

2. Knowledge Carrier

The Knowledge Carrier provides the knowledge base for a fruitful peer-to-peer knowledge exchange across cities and thematic fields as well as among local stakeholders and experts. The aim of the Knowledge Carrier is to document and visualise the development of the implementation projects over time, beginning with the start of SMARTER TOGETHER, and visualising the progress at predefined points of measurement (Project Months 18, 24 and 30). Thereby, the Knowledge Carrier and its respective content build on the Project Books which are to be updated in the same time steps.

For the frontend development and design, the German provider for 3D spatial data infrastructures virtualcitySYSTEMS was contracted. Therefore, a set of mock-ups was developed to illustrate the concept of the Knowledge Carrier (see Figure 2 below).

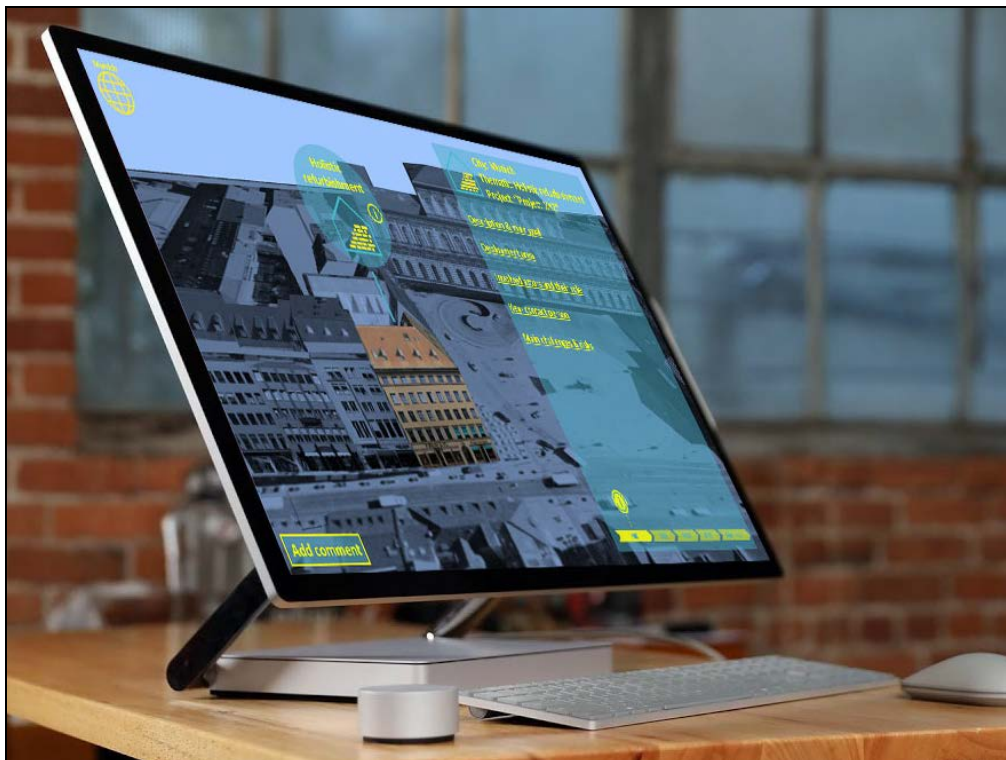


Figure 2: Mock-Up of the Knowledge Carrier 1[modified]

¹ <https://i.ytimg.com/vi/9NhyDiiaXic/maxresdefault.jpg>

The final design of the web interface will consist of two main elements: 1) a three-dimensional map of the respective lighthouse city district, allowing for a free movement within the model for the user, and 2) an overlay consisting of the contextual knowledge collected with the help of the Project Books, providing users with information on the project status of all implementation projects/ solutions in the respective district. Further, by including a timeline, the user will be able to track the changes and process steps of the projects visually (in the 3D-model) and content wise (Project Book information).



Figure 3: Reference interface Berlin Business Location Centre by virtualcitySYSTEMS

The operation of the system is designed as easy and intuitive as possible, providing a web-based frontend, allowing for multi-touch navigation and offering multiple languages (German, English, French). In addition, a content management system (CMS) was developed based on the open source CMS DRUPAL. The common reporting provides the structure and feeds the CMS with content, allowing all project partners to use the gathered information for their services and needs (e.g. Web-page or Knowledge Carrier). The content management system was developed by the project partner GOPA.com.

2.1 Main Objectives

The Knowledge Carrier tries to accomplish the following main objectives:

- Visual documentation for all project partners and local experts: everyone gets to know the other projects and is enabled to understand current challenges and best practices in an illustrative visual form
- Support of peer-to-peer learning processes, which will bring together experts of the different projects in order to work on yet unresolved problems and compare them with similar ones
- Helping understand the three different levels of action (city, thematic field, project) and allowing to track their development over the course of the project

The Knowledge Carrier provides deep insights into the development and implementation processes of innovative city projects, targeting city representatives and experts within SMARTER TOGETHER as well as the outside world, and enables them to understand potential challenges and to identify promising solutions. Therefore, the Knowledge Carrier is an important tool for replication of best practices and successful solutions.

2.2 Development of the Knowledge Carrier

In order to fit the needs of city administrations, both the Lighthouse Cities and as well the Follower Cities were involved in the design of the Knowledge Carrier, bringing in different demands and use-cases. The cities constantly stated their requirements for the Knowledge Carrier before and during the development phase. The deliberative practice with the cities took place through presentations and surveys in meetings and events supported by telephone conferences and firm WP2-arrangements.

Since the beginning of SMARTER TOGETHER, several workshops with the cities have been carried out. Already in May 2016, a first concept of the Knowledge Carrier was presented at the WP 1 workshop in Stuttgart. The resulting feedback formed the basis for further development of the concept and laid the foundation for the city's determination of requirements.

Within the framework of the requirements analysis, the definition of key end-user groups was of utmost importance. Both, Lighthouse as well as Follower Cities named particular experts and city employees as a relevant end-user group. In addition, the

Lighthouse Cities addressed employees working in the field, being responsible for the implementation of the projects, as a relevant target group as they face the problems of implementation directly and can especially profit from peer-to-peer and cross-city exchange and learning. The Lighthouse Cities, on the other hand, named a more strategical user-group, preparing decisions and proactively preventing possible risks in designing future cities.

This detailed definition of requirements was made separately for the Lighthouse Cities (WP 1 Workshop, October 2016, Vienna) and the Follower Cities (WP 7 Workshop, January 2017, Vienna).

As far as possible, all defined requirements of the Lighthouse and Follower Cities were taken into account during development. Since the start of software development in March 2017, Fraunhofer together with GOPA.com and virtualcitySYSTEMS have developed a broad concept for the Knowledge Carrier.

The first prototype was presented during the Peer-to-Peer Workshop in Lyon in June 2017.

3. Analysis of 1st Peer-to-Peer Workshop in Lyon

The 1st Peer-to-Peer Workshop took place from June 28th-30th, 2017, in Lyon and built on the findings of the 1st Common Reporting, carried out in the Project Months 15 to 16. In the following, the results of the 1st Common Reporting and the output of the Peer-to-Peer Workshop are presented.

3.1 Results of 1st Common Reporting and Input for 1st Workshop

Based on the filled questionnaires (one per implementation project), a spreadsheet including all inputs was compiled and the challenges were analysed. The spreadsheet is also attached to this Deliverable. It appeared that the degree of detail varied significantly from city to city. In addition, the compilation of the Common Reporting took the cities longer than expected and, as a consequence, the time to prepare the first Peer-to-Peer Workshop content-wise was too short. As a lesson learned, the second Common Reporting period will start a month earlier, ensuring to have enough time for the workshop preparation.

Anyhow, it became clear in the first Common Reporting period that the following challenges occur across cities in the respective thematic field:

Citizen Engagement

- Lack of public interest in citizen labs
- Lack of diversity of stakeholders participating in the citizen labs

Holistic Refurbishment in Smart Districts

- Activation of private home-owners (cross-link to Participation)
- Argumentation to win home-owners for refurbishment projects (cross-link to Participation)
- Feasibility studies: comparison with regard to parameters relevant for decision making
- Typical refurbishment actions in public housing: communalities vs. differences

District Heating & Renewables

- Availability of data and technical interoperability with data management platform (cross-link to Urban Data Platform & Smart Services)
- Argumentation to win home-owners to install PV systems (cross-link to Holistic Refurbishment)

Data Management Platform & Smart Services

- Development of proper use cases and linked, feasible business models
- Data collection and implementation, management and financing of requirements
- Implementation of feasible data privacy and governance concepts

E-Mobility Solutions

- Development of feasible, innovative business models

In addition to the challenges occurring across cities in the five thematic fields, following shared problems were identified across topics:

- Tender regulations and procurement for smart city solutions
- Coordination processes within city administration

Based on this first analysis, the WP2-Task Leads were asked to identify the most relevant issue to be discussed during the Peer-to-Peer Workshop in Lyon. Following topics were put on the agenda:

- **Citizen Engagement:** How to attract broad public interest and involve diverse groups of citizens? Input statement and open discussion
- **Holistic Refurbishment in Smart Districts:** Feasibility studies: presentation of feasibility study per city, comparison and discussion
- **District Heating & Renewables:**
 - Photovoltaic:
 - new business models for PV in smart cities
 - data collection of PV production
 - argumentation to convince homeowners
 - District Heating:
 - smart substations, IT infrastructure & data collection
 - argumentation to convince homeowners to connect to the district heating
- **Data Management Platform & Smart Services:** Data management challenges in general, presentation of current status of concepts in each Lighthouse City, open discussion and co-creation of solutions
- **E-Mobility Solutions:** Charging infrastructure and related business models: open discussion and exchange

As a challenge occurring across thematic fields and cities, **tender regulations and procurement** was placed on the workshop agenda, addressing EU-wide tendering, strict tender criteria, CE-certification, documents and language specifics and local regulations as concrete hurdles. Further, a second cross-topic workshop was performed in order to identify additional yet not reported common challenges and to specify the identified ones.

3.2 Output of 1st Peer-to-Peer Workshop

This chapter provides an overview of the outcomes of all thematic and cross-topic workshops of the first Peer-to-Peer Workshop.

3.2.1 Output of Peer-to-Peer Workshop “Citizen Engagement”

The main question of the workshop was how to attract broad public interest and involve diverse groups of citizens? Therefore, the benefits and challenges for a city’s co-creation process and how to foster participation and ownership were discussed. Furthermore, motivational and communicational issues were seen as crucial. In Munich’s input statement, the activation and motivation of locally concerned citizens to act as co-creators for smart city innovations and the respective communication channels were emphasised. Lyon’s representatives presented their successful approach of creating a club called “ElectrYc” to enhance motivation and participation of citizens in the district as well as to make technology more accessible. The aim of ElectrYc is to inform users how much electricity is being produced and how much is being used locally. It also enables residents, employees and users of the Confluence district to adapt their energy consumption accordingly. Vienna’s approach is to communicate clearly the personal use of the smart city innovations to every citizen and their families, to stay as visible as possible in the district and to offer highly interactive activities. Approaching immigrants as well as citizen groups who are not very technology affine and are relatively uneducated was identified as challenging in Vienna’s project area.

3.2.2 Output of Peer-to-Peer Workshop “Holistic Refurbishment”

In this workshop, the common topic was to discuss feasibility studies concerning refurbishment practices in the Lighthouse Cities. The environment for such construction projects is very challenging due to little time for planning and preparation phases. Therefore, the peer approach focused on the expertise on planners and builders. The two main questions discussed in the workshop were how to setup the framework (legal/strategic/...) to enable holistic refurbishment and how to setup a project (measures/participation/...) to ensure holistic refurbishment? In the end, Holistic Refurbishment is a very ambitious objective and therefore it is necessary to make the right decisions from the very beginning. The most important decisions are made in the very early stage of the planning phase.

The following five steps should work as a guideline to ensure Holistic Refurbishment:

- Set up a focus area with clear objectives
- Set up clear objectives for the focus area
- Focus on the right objects (key buildings)
- Define desired measures and influence decision making
- Set up an evaluation and monitoring process

Following common problems were identified: in owner-occupied housing estates, it's mostly not possible to find a majority (generally between 50%-70%, depending on the country) for refurbishment. Trust is the most important resource in the work with ownership-communities. Finally, it's crucial to focus on the right objects. The lower the standard of a housing estate, the higher is the chance that the ownership-community will vote for refurbishment.

3.2.3 Output of Peer-to-Peer Workshop "District Heating & Renewables"

The overarching topic of the workshop was to discuss and exchange ideas about business models, data collection and arguments to convince homeowners of district heating and photovoltaic plants in Lyon, Munich and Vienna. Special attention was paid to main bottlenecks and lessons learned. Right before the discussion, participants attended two technical visits: the PV systems of the A3 block, a positive energy block under construction in the Lyon-Confluence area, and a new smart substation of the Lyon-Confluence district heating.

In Lyon-Confluence, the use of PV systems is obligatory due to the city's guideline to build positive energy buildings. Both, PV and district heating data are going to be connected to the Grand-Lyon Data platform. Whereas, in Munich PV was presented as an option for refurbishment and their business model is based on self-consumption. Vienna is still discussing business models and data collection, while planning to install three PV systems. In the heating sector, there are several new business models under experimentation in Vienna, such as the waste heat from a data centre, the integration of solar thermal heat and the connection of dwellings on the return pipe of the district heating.

As a conclusion of this first workshop, attendees proposed new topics to be discussed at the next Peer-to-Peer Workshop in Munich: Virtual Power Plants, collective self-consumption of PV, connection on the return pipe of the district heating and integration of waste heat from data centre.

3.2.4 Output of Peer-to-Peer Workshop “Data Management Platform & Smart Services”

The general objective of the workshop was to discuss status updates on the data management platforms in the Lighthouse Cities. Lyon presented the background and architecture/concept of the data platform and the on top realized Community Management System. Munich is currently developing the concept for rolling out the lampposts in the demo region (Neuauubing) in the city. These lampposts will provide different monitoring/sensor data, which will also be included in the data platform. In addition, Munich envisions a so-called Data Gatekeeper, a tool to provide decision-makers and operational staff with a workflow structure to data collection and publication. Then, Vienna presented its current draft for their data platform. The plan is to integrate monitoring data and geo-referenced data. For instance, monitoring data is going to be collected in refurbished buildings, bike sharing stations or smart lampposts, while geo-referenced data might be received from the address register of buildings and the energy providers.

Another common issue is the search for sound business models and use cases for data implementation because especially in the beginning/realisation phase of a data platform, no direct monetary effect can be absolutely determined or ensured. Therefore, it was commonly agreed that the term “benefit model” would be more suitable for describing the effects of data platforms and smart services. In the long-term, these benefits would end up in a monetary based business model by means of selling data/information or reducing costs.

3.2.5 Output of Peer-to-Peer Workshop “E-Mobility Solutions”

This workshop was dedicated to public charging infrastructure and related business models, which had been identified as a main challenge of all Lighthouse Cities. The workshop’s goal was to discuss specifically public charging infrastructure as seen in projects in Vienna, Lyon and Munich - not private charging points. Too specific technical details were avoided. As all cities already have ongoing activities with public infrastructure without using a profitable business model, it was clear that this engagement is due to non-monetary reasons like citizen or environmental benefits. Therefore, the workshop focused on discussing and finding business models from an economical viewpoint, instead. This generally means cutting costs and/or raise revenues. The workshop design did not allow in-depth analysis, yet helped to provide ideas and a “toolkit” for decision makers. The “business model canvas” was presented as a feasible tool to develop further business ideas. A simplified example showed that – given the expected market development and cost situation in the

upcoming years – it is unlikely to reach profitability by just relying on revenues from energy sales.

The “De Bono Hats” method was applied, giving a dedicated role to each participant - “the emotional customer”, “the creative”, “the optimist”, “the challenger” and “the facts & figures adherent”. The method fuelled a vivid discussion from different viewpoints in order to achieve balanced results. All participants were equally encouraged to bring in additional ideas for business models. Nevertheless, at the end of the workshop most cities were in favour of a “benefit model”, putting values like environmental protection and quality of life for citizens first. Although it might not result in profitable business models in the end, cities strongly support the idea of providing charging infrastructure as a form of public service.

3.2.6 Output of the Cross-Topic Peer-to-Peer Workshop

In the first Peer-to-Peer Workshop, all project partners and experts were asked to provide feedback on the list of reported common challenges and to cooperatively identify new not yet documented common challenges.

The starting position for this discussion was the list of already reported common challenges:

- Tender regulations and procurement
- Coordination processes within city administrations, project management of partner cities
- Activation of home-owners and convincing arguments
- Early and efficient involvement of stakeholders, e. g. private home owners
- Development of business models

As a result of the discussions among the partners the following set of additional issues was identified:

- Deployment of innovative solutions
- Using subsidies as legislative instrument to push refurbishment activities
- Data privacy (data incorporation of different domains) → identified possible solution within SMARTER TOGETHER: data gatekeeper as common guideline
- Scaling of solutions from project level on municipal and regional level
- Identification of “Door Openers “ (or multipliers) as common challenge as part of the stakeholder management in refurbishment & participation

Further, the Follower Cities named the following challenges in addition to the already named ones:

- Missing leadership/ responsibility for cross-silo topics (such as urban data or sustainable strategies)
- No backing administrative structures, lack of political willingness and no common strategies or visions in order to push cross-silo topics for a sustainable and holistic city development
- Need for low-hanging prove of concept for urban data platforms, e-mobility solutions as well as general co-creation structures on city administration level

The second workshop concentrated on the most common challenge among the cities and thematic topics: Tender Regulations and procurement. The project partners reported a broad set of issues in respect to the topic such as:

- EU-wide tendering
- Strict tender criteria
- CE certification
- Documents and language specifics
- Local regulations for tendering

In order to provide a first insight in current activities in the field, the WP2 leader presented key outcomes of the SmartImpact URBACT project, outlining the relevance of the challenge all among Europe. More importantly by referring to the following SmartImpact focus questions, the SMARTER TOGETHER partners were able to define their needs in regard to procurement and tender processes more precisely:

- What are the benefits of a specific smart city investment?
- What does it cost and why should I spend more money than for a default solution?
- How do I calculate this and sell it to the decision makers?
- Whose money could I use to generate scale? How do I do this?
- How can I trigger innovation through procurement?

Building upon this focus questions, it became clear to the partner cities that they would only be able to answer the procurement questions in a satisfying way if they were able to present working business models and deduce according justifications. Again, referring to the research results of the SmartImpact project and drawing upon the results of the Eindhoven, Manchester and Dublin analysis, the business model concept was discussed very deeply. The SMARTER TOGETHER partner cities agreed upon the need for a different understanding of the concept, replacing the term “business” with the term “benefit” and acknowledging that not all benefits to be achieved by innovative new solutions or services can be measured purely monetary. For example, do e-mobility solution not only provide a business opportunity, rather they enhance the ecological profile of a city by reducing emissions. District sharing boxes for instance are superficially not introduced for business reasons, focussing on social exchange, cohesion and solidarity.

In order to understand how the benefit on the different levels could be quantified and used for procurement justifications, the project partners agreed that it would be of great value to introduce external experts in the field to the next Peer-to-Peer Workshop to be held in January 2018 in Munich.

Further, all identified challenges will be cross-checked with the WP1 Wiki, looking for Best Practices and recommendations to be used as first approaches to solve the identified challenges.