

Market Place

of the European Innovation Partnership on
Smart Cities and Communities



Roadmap 2017

**Supporting Action Clusters'
Initiatives to deliver business cases
and scale them up**

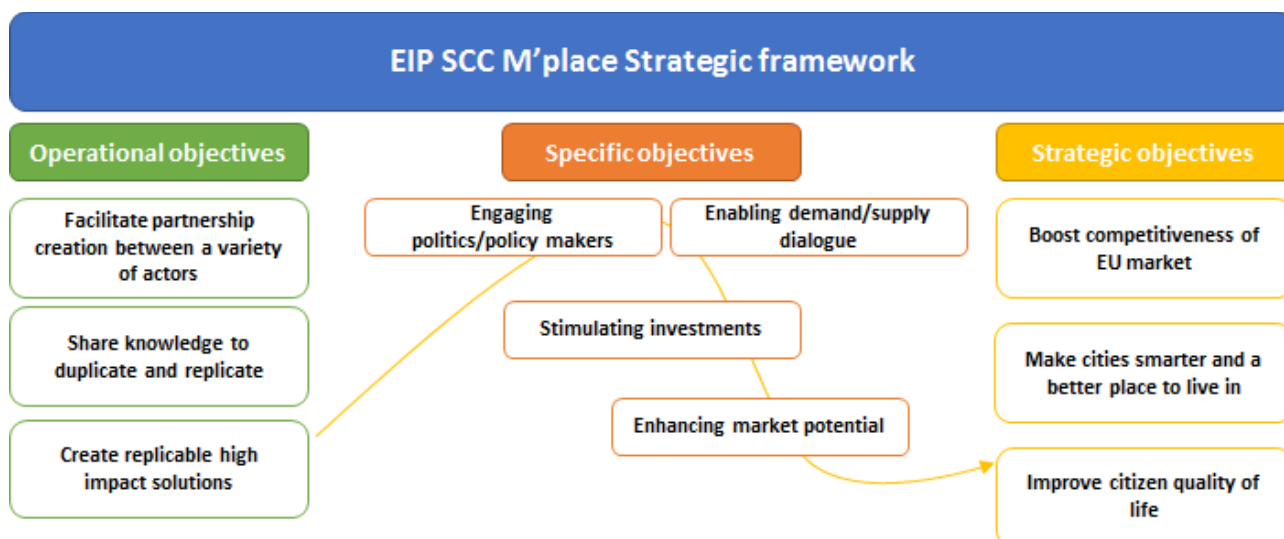
1 The Marketplace Strategic framework

1.1 Towards 2020 - From knowledge creation to projects




The EIP SCC Market Place aspires to be the place where demand can meet supply for city solutions. It will bring together municipal actors and their demand, physically and virtually, with supply from investors, technology providers and financiers, who can meet each other and lay the foundation for actual investments in on the ground solutions.

In order to turn the strategy into action effectively, a set of KPIs is proposed to select projects fitting with the Market Place's purposes, measuring their contribution to achieve them and monitor their progress. Projects happen within the realm of Initiatives as the framework is applied in a particular city (or cities) setting. We are also aware that the vast majority of smart city projects are happening outside the Market Place.







Figure 1 – The Marketplace Strategic Framework



In this context, the attractiveness of the Market Place needs to be enhanced to act as a magnet for case studies that wish to show case. As well, it shall be of reference for those budding projects which are looking for guidance, similar implementations in progress (e.g. to aggregate demand, or to seek solutions or finance) and for all stakeholders, from the supply-side and from the enablers (e.g. financial institutions).

OBJECTIVES	KEY PERFORMANCE INDICATORS
OPERATIONAL	
 Facilitate partnership creation between a variety of actors	Number of private and public actors actively involved ¹ in the Market Place around Initiatives
 Share knowledge to duplicate and replicate	Number of events where Initiatives/business cases are presented, people involved in such events
 Create replicable high impact solutions	Number of business/use cases created in the Market Place

¹ Stakeholders will be considered as 'involved' when active and pro-active participation is demonstrate towards the cluster/initiative main activities and goals (for instance, participation to events, contribution through information exchange, active participation on the platform).



OBJECTIVES	KEY PERFORMANCE INDICATORS
SPECIFIC	
 Engaging politics/policy makers	Number of MS's representatives, European Parliament's members, EC's Commissioners and high level staff involved in events
 Enabling demand/supply dialogue	Number of matchings facilitated in the Market Place
 Stimulating investments to unlock market potential	Amount of investments influenced ² through the Market Place – design and implementation stage
STRATEGIC	
 Boost competitiveness of EU market	Quantitative and/or qualitative value added to the EU market (e.g. direct and indirect job creation)
 Make cities smarter and a better place to live in	Number of cities where smart solutions are applied thanks to the Market Place, by solution ³
 Improve citizen quality of life	

2 The three-year plan

2.1 How the Marketplace's success will look like

Within the 2017-2019 term, the **EIP SCC Market Place shall position itself as the place where either physically or virtually demand of innovative solutions from cities' actors' and supply from investors, technology providers and financiers meet each other.**

Success will be measured against **two main KPIs⁴**:

-  **€1b investment committed** in innovative solutions for smart cities and communities
-  **300 cities engaged** across the EU.

The curve below portrays a preparatory ramping up during 2017, a number of pilots to prove the investment model in 2018, and finally focusing on a replication in 2019.

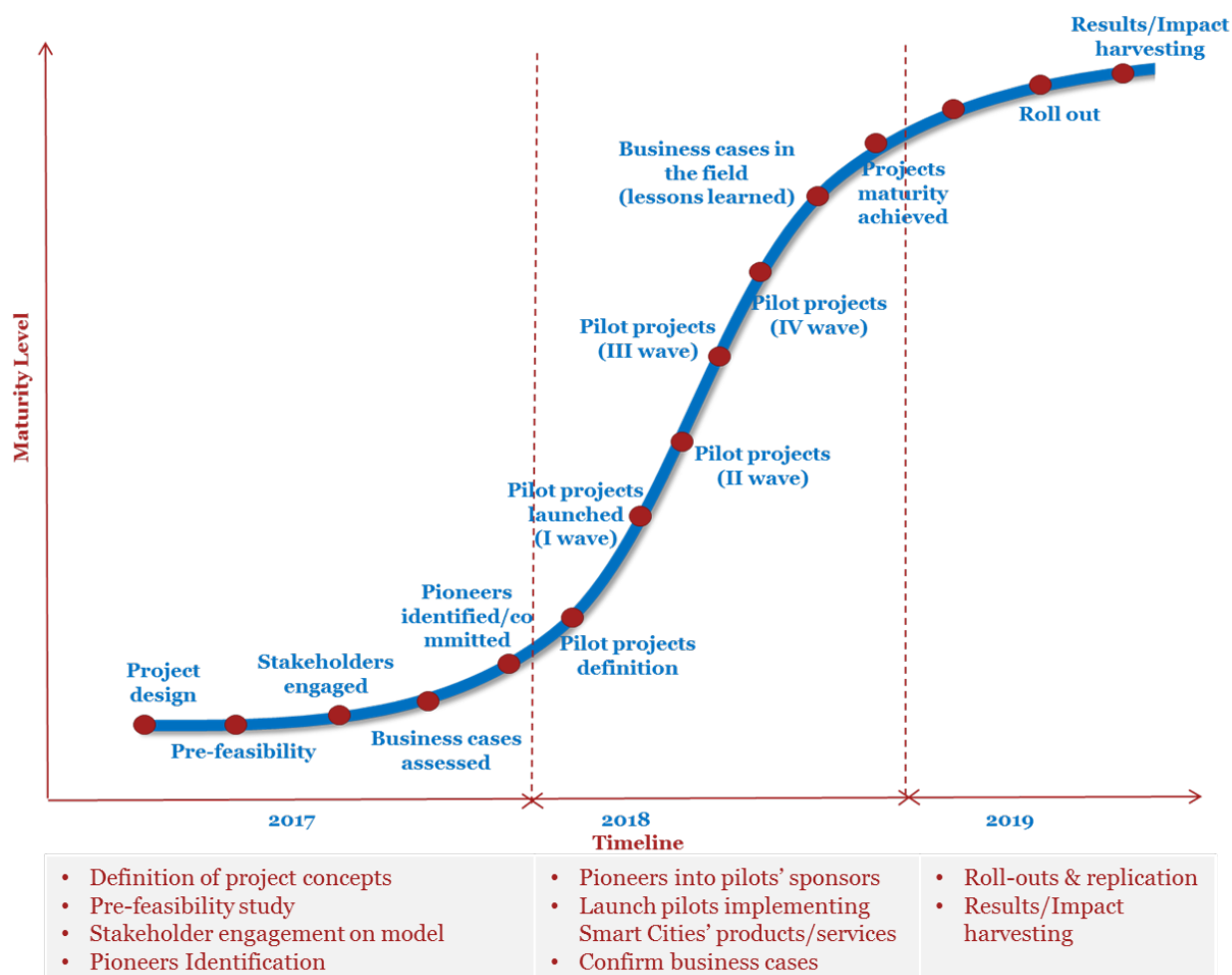
2017	2018	2019
<ul style="list-style-type: none"> • Project concepts defined • Pre-feasibility study • Stakeholder engagement on model • Identify Pioneers (Municipalities, Utilities, Investors, etc) 	<ul style="list-style-type: none"> • Transform Pioneers into sponsors of pilots • Launch pilots implementing new Smart Cities's products/services • Confirm business cases 	<ul style="list-style-type: none"> • Roll-outs and replication • Results/Impact harvesting

² Investments would be counted in both cases, if created within the marketplace by successful applicant initiatives and if triggered by any activity of the Market Place.

³ A list of solutions will be developed at the Cluster/initiative level. Depending on the cluster type solutions can be technological/normative/social.

⁴ For the first KPI on investments, a flexible interpretation will concern horizontal clusters, as contrarily to verticals cannot directly boost investments.

Figure 2 – The EIP SCC Marketplace's projects uptake in 2017-2019



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3 Roadmap 2017

3.1 Targets and actions for 2017

In order to satisfy the overall strategic goals, the EIP SCC Marketplace shall in general:

1. **play the role of a network of networks**, establishing connections with all the other EU initiatives fostering investments in a Smart City environment (e.g. Covenant of Mayors, Horizon 2020, Smart Cities and Communities Lighthouse Projects - SCC01);
2. **involve actors purposefully**, ensuring that all the actors (**Municipalities**, representing the demand side, **Technology providers, utilities, industrial players**, supply side, **Regulators**, contributing to removing barriers hampering investments, **Financiers**, financially contributing to developing projects) are involved;
3. **engage in credible projects**, by applying a maturity model approach, in order to check the gap between conception and delivery. This is an approach which sees a shift in focus to those initiatives which have the business cases supporting real city projects;
4. **test business cases**, by a reality check where all the technical, financial and regulatory conditions are demonstrated;

⁵ A pre-feasibility study is intended as a preliminary analysis on technical, and/or economic, and/or regulatory aspects to assess and justify the possibility of implementing a project.

5. **engage “Pioneers”**, as actors who commit themselves to bring business cases forward and implement them in their domain, under a given schedule;
6. **facilitate project results’ dissemination** (multiplier effect).

Based on the drivers presented above, operational activities for 2017 shall pursue:

1. **Partnership creation:**
 - Doubling the number of active participants to the Market Place, referring to 2016 as baseline;
 - Creating **project ‘hubs’** on implementation of each mature Initiative in at least **10 pioneering Cities**.
2. **Share knowledge to duplicate and replicate::**
 - **Doubling** the number of **website visitors**;
 - **Doubling** the number of active participants to Action Clusters and initiatives;
3. **Create replicable high impact solutions, :**
 - assessing all the related business **of mature Initiatives**
 - Identifying **Pioneers Cities** as the administrative and geographical scenario of implementation.

To this purpose, the Market Place shall become the **leading platform** for understanding (and documenting) city needs, bringing stakeholders together, building the tools that support an innovation pipeline, and directly supporting individual networks and projects that are *en-route* to realisation.

The Market Place shall **involve cities and communities of all sizes** who can commit themselves to be leaders, testbeds of innovative solutions for industry players.

Thus, it shall **involve industry across the board**: ranging from the manufacturers of innovative solutions (who want to learn what works for cities, as well as market their products and services) to providers who want (co-)develop (sometimes in partnership with city authorities).

Finally, the Market Place will **involve enablers**, including financiers, city experts, business consultants, in such a manner as to close the loop and close deals around innovative solutions for aspiring smart cities and communities. We believe that transactions of this order must withstand the test of financing, and thus have a solid business case that is supported by a market analysis and which gives an edge to leaders who are excited to top city innovation benchmark(s).

Among specific objectives for 2017, we intend to reinforce the engagement strategy as well as focus on enabling the dialogue. To achieve the latter, we aim to

- to involve Directors General of DG ENER, DG MOVE and DG CONNECT in the presentation of the Initiatives able to generate bankable projects in the Action Clusters meeting on **20th June 2017**
- to involve Commissioners of DG ENER, DG MOVE and DG CONNECT in the presentation of the Pioneers Cities in the next General Assembly the **12th of October 2017** .
- promote at least **30 meetings/webinars** among Municipalities, Industry players, Banks/Funds,
- promote at least 2 business matching events to be organised during the Action Clusters meetings and the General Assembly days.

Annex to the Roadmap
Action Clusters
State of Play



Integrated Infrastructures & Processes

Action Cluster Leader: Graham Colclough
Action Cluster Manager: Claudia de Angelis



State of Play - Roadmap 2017 vs baseline and potential upscale - Integrated Infrastructure - **Humble Lamppost** Initiative

The Initiative was launched in Dec 2014. It focuses on building a component based open integrated solution for smart lampposts. The goal is 10mln in EU cities.
Reported engagement State of Play 2016: 15 cities + 17 city clusters + 10 industries + 4 academia & other EU networks

OBJECTIVES	KEY PERFORMANCE INDICATORS	PwC BASELINE 2016	Source	2017 Goals
OPERATIONAL				
Facilitate partnership creation between a variety of actors	Number of private and public actors involved in the Market Place around Initiatives	21 (5 public authorities, 8 industries, 1 consultancy, 5 research organization, 1 European Insti, 2 others), only 5 are in the mailing list.	Get involved in the EU smart cities website	
Share knowledge to duplicate and replicate	Number of events where Initiatives/business cases are presented, people involved in such events	100s at conferences; ~50 at specific events	AC lead	
Create replicable high impact solutions	Number of business cases created in the Market Place	0	AC lead	
SPECIFIC				
Engaging politics/policy makers	Number of MS's representatives, European Parliament's members, EC's Commissioners and high level staff involved in events	0	AC lead	
Enabling demand/supply dialogue	Number of matchings facilitated in the Market Place	Demand-side aggregation focus with 3 clusters, SCC01s. Brought demand & supply together in Eindhoven (poor facility; no progress)	Minutes of the meetings	
Stimulating investments	Amount of investments influenced in the Market Place – design and implementation stage	0	AC lead	Influence investments for 300.000 HLs
STRATEGIC				
Boost competitiveness of EU market	Quantitative and/or qualitative value added to the EU market (e.g. direct and indirect job creation)	0	AC lead	
Make cities smarter and a better place to live in	Number of cities where smart solutions are applied thanks to the Market Place, by solution	Not estimated	AC lead	
Improve citizen quality of life	Indicators referring to the dimensions of QoL (material living conditions, productive activity, health, education, social interaction, economic/physical safety, governance & rules, natural and living environment, citizen well-being due to smart solutions implementation)	Not estimated	AC lead	

Humble Lamppost Initiative - 'How to get there'

2016 Accomplishments

- **Market Engagement**
 - Demand: Engagement of all SCCo1 coordinators; Ongoing challenging engagement with City Clusters
 - Supply: Eager, tho not presently in focus
 - Investors: EIB, EEEF, Bouwfonds, GIB and others
- **Visibility of Initiative**
 - Considerable use of HL as EIP-SCC Quick Win potential
 - Several trade journal articles (3-6)
- **Content**
 - DIN HL Use Case Specification
 - ShC – Use Case & Business model capture
- **Pipeline and Deals**
 - Focus on SCCo1s and Clusters continues to prove a challenge

2017 Plan

- **Market Engagement**
 - SCCo1 Taskgroup to increase demand side aggregation; Pan-London to engage local scale; original city-clusters to seek completion
 - InnoSupp bid in process to stimulate supply (SME) activity
- **Visibility of Initiative**
 - Pavilion Event to bring HLG champion; conditioned Demand, Supply & Investors together
 - Continued conference, events etc using HL as quick win e.g.
- **Content**
 - Adopt/Adapt DIN Spec
 - Finalise & exploit ShC Demand Side 'Toolkit'
- **Pipeline and Deals**
 - Market / Procurement analysis to inform plans / targets
 - SCCo1s as incentivised demand
 - Pavilion to stimulate pre-procurement activities
- **Priority Needs**
 - HLG Champion to support top-down market stimulation (get out from under the technical lighting engineers / finance / Ops discussions only)
 - Resource to get initiative over the 'chasm'; stimulate collaboration in the market
 - Continued EC / INEA coaching of SCCo1s

State of Play - Roadmap 2017 vs baseline and potential upscale - Integrated Infrastructure - **Urban Platform** Initiative

The Initiative was launched on early 2015. It focuses on a common open set of tools to support scale adoption within cities of urban platforms. Demand, Supply & Standards focus. The goal is **300 million European citizens** served by cities with competent urban data platforms.

Reported engagement State of Play 2016: 24 cities +2 cities networks + 37 industries + 7 academia & other EU networks

OBJECTIVES	KEY PERFORMANCE INDICATORS	PwC BASELINE 2016	Source	2017 Goals
OPERATIONAL				
Facilitate partnership creation between a variety of actors	Number of private and public actors involved in the Market Place around Initiatives	~100: 40-80 cities (depending on measurements); 45 Industry; + others	AC Lead	
Share knowledge to duplicate and replicate	Number of events where Initiatives/business cases are presented, people involved in such events	6** events in 2016 (BCN EXPO, calls, f2f etc); involving ~250 people	AC Lead	
Create replicable high impact solutions	Number of business cases created in the Market Place	0	AC Lead	
SPECIFIC				
Engaging politics/policy makers	Number of MS's representatives, European Parliament's members, EC's Commissioners and high level staff involved in events	0	AC Lead	
Enabling demand/supply dialogue	Number of matchings facilitated in the Market Place	Unassessed	AC Lead	
Stimulating investments	Amount of investments influenced in the Market Place – design and implementation stage	Not assessed	AC Lead	
STRATEGIC				
Boost competitiveness of EU market	Quantitative and/or qualitative value added to the EU market (e.g. direct and indirect job creation)	Not assessed	AC Lead	
Make cities smarter and a better place to live in	Number of cities where smart solutions are applied thanks to the Market Place, by solution	Not assessed	AC Lead	
Improve citizen quality of life	Indicators referring to the dimensions of QoL (material living conditions, productive activity, health, education, social interaction, economic/ physical safety, governance & rules, natural and living environment, citizen well-being due to smart solutions implementation)	Not assessed	AC Lead	

Urban Platform Initiative – ‘How to get there’

2016 Accomplishments

- **Market Engagement**
 - Demand: LoI with 40-80 cities signed up; SCCO1 ‘advice’ from EC to link with UP EIP initiative; conference references
 - Supply: Active network of ~45 MoU signees working on content
 - Standards: ESPRESSO activities
- **Visibility of Initiative**
 - BCN Nov EXPO Panel on UP (100 attendees); May GA Workshop (100 attendees)
- **Content**
 - DS: delivery of City Needs Spec; Leadership Guide; Mgmt Framework (draft)
 - SS: delivery of Ref Arch
 - ESPRESSO delivery of Ref Arch & Stds mapping
- **Pipeline and Deals**
 - No specific activity

2017 Plan

- **Market Engagement**
 - Proposal to cross-SCCO1s collaboration to set up Taskgroup
- **Visibility of Initiative**
 - DS: multi-city workshops for LG/MF to mobilise (1 complete; DE & NL proposed)
- **Content**
 - Planned DIN Spec on UP Ref Arch (mid yr)
 - Planned BSI Publication of UP Ldrshp Guide & Mgmt F’work
 - Continued development of Mgmt F’work
 - Standards: Engagement of ISO/IEC/ITU + DIN, BSI etc
 - Further capture of targeted listed content
- **Pipeline and Deals**
 - SCCO1s should help stimulate action
- **Priority Needs**
 - Accelerated adoption of UP initiative deliverables (by market and SDOs-stds)
 - Capture and advertising of compelling evidence-based cases
 - Continued EC / INEA coaching of SCCO1s

Sustainable Districts and Built Environment

Action Cluster Leader: Paul Cartuyvels
Action Cluster Manager: Dario Colozza



State of Play - Roadmap 2017 vs baseline and potential upscale - Sustainable Districts AC Positive Energy Blocks

The Initiative was launched at the AC meetings in February 2016. It is very much focused in project building. Field visits increase awareness on Positive Energy Blocks and explore collaboration opportunities with key actors. **Reported engagement State of Play '16: 31 (12 cities + 10 industries + 9 academia & EU networks).**

OBJECTIVES	KEY PERFORMANCE INDICATORS	PwC BASELINE 2016	Source	2017 Goals
OPERATIONAL				
Facilitate partnership creation between a variety of actors	Number of private and public actors involved in the Market Place around Initiatives	48 25 not considering "web subscriptiona"	Mailing list + Web subscription	+15% increase
Share knowledge to duplicate and replicate	Number of events where Initiatives/business cases are presented, people involved in such events	2 events with an average of 28 participants - 1 field visit at Hikari in Lyon	Minutes of meetings	+15% increase
Create replicable high impact solutions	Number of business / uses cases created in the Market Place	Hikari as Pioneer Project 2: Guadalupe and Martinic	Case study*, Desktop analysis	3: Vienna, Munich, Milan, Helsinki
SPECIFIC				
Engaging politics/policy makers	Number of MS's representatives, European Parliament's members, EC's Commissioners and high level staff involved in events	Not measurable	NA	Not measurable
Enabling demand/supply dialogue	Number of matchings facilitated in the Market Place	0	Desktop analysis	10
Stimulating investments	Amount of investments influenced in the Market Place – design and implementation stage	Not Available	No source	Not available for 2017
STRATEGIC				
Boost competitiveness of EU market	Quantitative and/or qualitative value added to the EU market (e.g. direct and indirect job creation)	Not yet	Desktop analysis	
Make cities smarter and a better place to live in	Number of cities where smart solutions are applied thanks to the Market Place, by solution	Not yet	Desktop analysis	Not available for 2017
Improve citizen quality of life	Indicators referring to the dimensions of QoL (material living conditions, productive activity, health, education, social interaction, economic/physical safety, governance & rules, natural and living environment, citizen well-being due to smart solutions implementation)	Not yet. Hikari is a pioneer	Details on Hikari Project	Not available for 2017

State of Play - Roadmap 2017 vs baseline and potential upscale - Sustainable Districts AC Deep Retrofitting/Small Giants Initiative

The Initiative has ambassadors in England and the Netherlands. The purpose of the group is to have an ambassador per country. To achieve this, they are currently talking to possible ambassadors in Sweden and Portugal. Currently, the focus of the initiative is to support the roll-out of Positive Energy Blocks in small to medium size cities.

Reported engagement State of Play 2016: 27 (14 cities + 4 industries + 9 academia & relevant EU networks).

OBJECTIVES	KEY PERFORMANCE INDICATORS	PwC BASELINE 2016	Source	2017 Goals
OPERATIONAL				
Facilitate partnership creation between a variety of actors	Number of private and public actors involved in the Market Place around Initiatives	43 25 not considering "web subscription"	Mailing list + Web subscription	+15% increase
Share knowledge to duplicate and replicate	Number of events where Initiatives/business cases are presented, people involved in such events	2 events with an average of 21 participants, 1 webinar	Minutes of meetings	+15% increase
Create replicable high impact solutions	Number of business cases created in the Market Place	Groningen, Reggio Emilia, some commitments	Desktop analysis	10 more cases
SPECIFIC				
Engaging politics/policy makers	Number of MS's representatives, European Parliament's members, EC's Commissioners and high level staff involved in events	Not measurable	NA	Not measurable
Enabling demand/supply dialogue	Number of matchings facilitated in the Market Place	0	Desktop analysis	
Stimulating investments	Amount of investments influenced in the Market Place – design and implementation stage	Not Available	Desktop analysis	Not available for 2017
STRATEGIC				
Boost competitiveness of EU market	Quantitative and/or qualitative value added to the EU market (e.g. direct and indirect job creation)	Not Available	Desktop analysis	Not available for 2017
Make cities smarter and a better place to live in	Number of cities where smart solutions are applied thanks to the Market Place, by solution	0	Desktop analysis	Not available for 2017
Improve citizen quality of life	Indicators referring to the dimensions of QoL (material living conditions, productive activity, health, education, social interaction, economic/physical safety, governance & rules, natural and living environment, citizen well-being due to smart solutions implementation)	0	Desktop analysis	Not available for 2017

Sustainable Urban Mobility

Action Cluster Leader: Lutz Heuser
Action Cluster Manager: Enrico Gaspari



State of Play - Roadmap 2017 vs baseline and potential upscale - Sustainable Urban Mobility AC EV4SCC Initiative

** 2017 Goals will strongly depends upon the results of the 'Support Contract tender' launched in Autumn 2016.*

The Initiative was launched on 28 January 2016 at the AC meetings, when representative cities signed a MANIFESTO to action in the presence of Violeta Bulc, Commissioner for Transport. **Reported engagement State of Play 2016: 62 (mailing list)**

OBJECTIVES	KEY PERFORMANCE INDICATORS	PwC BASELINE 2016	Source	2017 Goals*
OPERATIONAL				
Facilitate partnership creation between a variety of actors	Number of private and public actors involved in the Market Place around Initiatives	36	Minutes of EV\$SCC Meeting (22/11/16)	n.a.
Share knowledge to duplicate and replicate	Number of events where Initiatives/business cases are presented, people involved in such events	- 8 events (organised), c. 200 number of people	Initiative leader	n.a.
Create replicable high impact solutions	Number of business cases created in the Market Place	1 or 2 (e-fleet and e-buses)	AC Leader	4 (e-fleet, e-buses, e-freight: cargo bikes and heavy tracks)
SPECIFIC				
Engaging politics/policy makers	Number of MS's representatives, European Parliament's members, EC's Commissioners and high level staff involved in events	2 EC' Commissioner Policy Officer. Launch by Commissioner Bulc and COP21 event and commitment led by French Minister	Desktop analysis	1 (general assembly)
Enabling demand/supply dialogue	Number of matchings facilitated in the Market Place	3 or 4 (number of working group)	Desktop analysis	4
Stimulating investments	Amount of investments influenced in the Market Place – design and implementation stage	0	AC Leader	n.a.
STRATEGIC				
Boost competitiveness of EU market	Quantitative and/or qualitative value added to the EU market (e.g. direct and indirect job creation)	(to be quantified) As per the value of lighthouse projects involved in the electromobility	No source	n.a.
Make cities smarter and a better place to live in	Number of cities where smart solutions are applied thanks to the Market Place, by solution	23	Desktop analysis	n.a.
Improve citizen quality of life	Indicators referring to the dimensions of QoL (material living conditions, productive activity, health, education, social interaction, economic/physical safety, governance & rules, natural and living environment, citizen well-being due to smart solutions implementation)	Not available (ELENA Bid might generate some environmental impacts though)	No source	n.a.

State of Play - Roadmap 2017 vs baseline and potential upscale - Sustainable Urban Mobility AC New Mobility Services Initiative

** 2017 Goals will strongly depends upon the results of the 'Support Contract tender' launched in Autumn 2016.*

The Initiative was launched on 28 January 2016 at the AC meetings, when representative cities signed a MANIFESTO to action in the presence of Violeta Bulc, Commissioner for Transport. It focuses on: better integration and management of urban transport, contributing to the development of collective systems for seamless multi-modal mobility (door-to-door) and the creation of an open and collaborative marketplace for new mobility services in Europe.

Reported engagement State of Play 2016: 56 (mailing list)

OBJECTIVES	KEY PERFORMANCE INDICATORS	PwC BASELINE 2016	Source	2017 Goals*
OPERATIONAL				
Facilitate partnership creation between a variety of actors	Number of private and public actors involved in the Market Place around Initiatives	35	Minutes of NMS Meeting (22/11/16)	n.a.
Share knowledge to duplicate and replicate	Number of events where Initiatives/business cases are presented, people involved in such events	- 15 events (organised), n.a. number of people	Minutes of meetings	n.a.
Create replicable high impact solutions	Number of business cases created in the Market Place	2 (OPTICITIES and Myway tools)	Desktop analysis	2 (mobility services app, Private mobility hub)
SPECIFIC				
Engaging politics/policy makers	Number of MS's representatives, European Parliament's members, EC's Commissioners and high level staff involved in events	1 EC' Commissioner. Eindhoven: Commissioner Bulc	Former Initiative Lead	1 (General assembly)
Enabling demand/supply dialogue	Number of matchings facilitated in the Market Place	0	Desktop analysis	n.a.
Stimulating investments	Amount of investments influenced in the Market Place – design and implementation stage	0	AC Lead	n.a.
STRATEGIC				
Boost competitiveness of EU market	Quantitative and/or qualitative value added to the EU market (e.g. direct and indirect job creation)	0	AC Lead	n.a.
Make cities smarter and a better place to live in	Number of cities where smart solutions are applied thanks to the Market Place, by solution	5	AC Lead	n.a.
Improve citizen quality of life	Indicators referring to the dimensions of QoL (material living conditions, productive activity, health, education, social interaction, economic/physical safety, governance & rules, natural and living environment, citizen well-being due to smart solutions implementation)	Not available	No source	n.a.

Business Models, Finance and Procurement

Action Cluster Leader: Nathalie Guri
Action Cluster Manager: Valerio Gori



State of Play - Roadmap 2017 vs baseline and potential upscale - Business Models, Finance and Procurement AC

OBJECTIVES	KEY PERFORMANCE INDICATORS	PwC BASELINE 2016	Source	2017 Goals
OPERATIONAL				
Facilitate partnership creation between a variety of actors	Number of private and public actors involved in the Market Place around Initiatives	32 (10 cities + 9 industry + 13 academia & EU networks).	State of play 2016	35
Share knowledge to duplicate and replicate	Number of events where Initiatives/business cases are presented, people involved in such events	8 event with an average of 20	Desktop analysis and minutes of meetings	6
Create replicable high impact solutions	Number of business cases created in the Market Place	0	Desktop analysis	40
SPECIFIC				
Engaging politics/policy makers	Number of MS's representatives, European Parliament's members, EC's Commissioners and high level staff involved in events	0	Desktop analysis	n/a
Enabling demand/supply dialogue	Number of matchings facilitated in the Market Place	0	Desktop analysis	n/a
Stimulating investments	Amount of investments influenced in the Market Place – design and implementation stage	0	Desktop analysis	n/a
STRATEGIC				
Boost competitiveness of EU market	Quantitative and/or qualitative value added to the EU market (e.g. direct and indirect job creation)	0	Desktop analysis	n/a
Make cities smarter and a better place to live in	Number of cities where smart solutions are applied thanks to the Market Place, by solution	0	Desktop analysis	n/a
Improve citizen quality of life	Indicators referring to the dimensions of QoL (material living conditions, productive activity, health, education, social interaction, economic/physical safety, governance & rules, natural and living environment, citizen well-being due to smart solutions implementation)	0	Desktop analysis	n/a

Integrated Planning, Policy and Coordination

Action Cluster Leader: Simona Costa
Action Cluster Manager: Roberta Maio



State of Play - Roadmap 2017 vs baseline and potential upscale - Integrated Planning, Policy and Coordination AC

The cluster focuses on **smart city policies and regulations needed** to enable large scale implementation and roll-out of smart cities. It aims at providing cities with an adequate set of framework conditions in the policy and regulations' fields to smarten their ecosystem. New governance concepts are required to coordinate and integrate smart city stakeholders (cities, businesses, and research organisations) within the change process so to **identify strengths, weaknesses, opportunities and threats**.

Reported engagement in State of Play 2016: 45 cities, 20 industries, 23 research and academia

OBJECTIVES	KEY PERFORMANCE INDICATORS	PwC BASELINE 2016	Source	2017 Goals
OPERATIONAL				
Facilitate partnership creation between a variety of actors	Number of private and public actors involved in the Market Place around Initiatives	≥ 50 (30 cities and communities, 5 policy makers, 20 SMEs & consultancy, 5 research organization, 5 other)	State of play 2016 + contact book	50
Share knowledge to duplicate and replicate	Number of events where Initiatives/business cases are presented, people involved in such events	- 2 side events organised (1 webinar, 1 eea workshop)	Working documents	Events: 2 People: ≤50 each
Create replicable high impact solutions	Number of business cases created in the Market Place	0		5*
SPECIFIC				
Engaging politics/policy makers	Number of MS's representatives, European Parliament's members, EC's Commissioners and high level staff involved in events	5	Events contact book	10 (six nations)
Enabling demand/supply dialogue	Number of matchings facilitated in the Market Place	N/A		5*
Stimulating investments	Amount of investments influenced in the Market Place – design and implementation stage	N/A	No source	5*
STRATEGIC				
Boost competitiveness of EU market	Quantitative and/or qualitative value added to the EU market (e.g. direct and indirect job creation)	N/A		
Make cities smarter and a better place to live in	Number of cities where smart solutions are applied thanks to the Market Place, by solution	N/A	No source	
Improve citizen quality of life	Indicators referring to the dimensions of QoL (material living conditions, productive activity, health, education, social interaction, economic/physical safety, governance & rules, natural and living environment, citizen well-being due to smart solutions implementation)	15 (interviews for SCGP)	Working Documents	5*
Facilitate partnership creation between a variety of actors	Number of private and public actors involved in the Market Place around Initiatives	N/A	N/A	

Notes

- The KPIs and the Smart Cities Guidance Package can be licensed in Creative Commons such that the users will be alerting the AC that they have used it
- In 2017 the AC plans to have 5 licensed usages that can effect the pipeline. Which in 2018 would go on to a 'roadshow' in e.g. Italy, Sweden (and Norway) and Austria to generate at least 15 licensed uses.
- The European Commission already makes Integrated Planning a precondition in proposals for LH projects but can start to make a direct reference to the SCGP (licensed).
- Link with the 6 Nations and Lighthouse projects for scale-up. 15 interviews were already held with the LH projects.
- Investments can be made in kind from those who have already been implementing the SCGP to ones who are interested to so do. This might then bring further interest and possibly real monetary investment in the future.

Citizen Focus

Action Cluster Leader: Maria Sangiuliano
Action Cluster Manager: Roberta Maio



State of Play - Roadmap 2017 vs baseline and potential upscale –Citizen Focus

The Citizen Focus Action Cluster focuses on civil society, industries and different governmental dimensions and promotes actions aimed at promoting a citizen inclusive approach to realise public interests at the intersection of ICT, mobility and energy in the urban environment. It consists of initiatives involving citizens and aiming at enabling them with tools and opportunities to create, participate to the decision-making and to solve problems by co-designing solutions.

Reported engagement State of Play 2016: Total 85 (Zabala) - Manifesto signatories: 121 (8)

OBJECTIVES	KEY PERFORMANCE INDICATORS	PwC BASELINE 2016	Source	2017 Goals
OPERATIONAL				
Facilitate partnership creation between a variety of actors	Number of private and public actors involved in the Market Place around Initiatives	≥ 50 (10 cities, 7 Industry and NGOs, 5 policy makers 20 SMEs & consultancy, 22 research organis.)	Manifesto signatories + State of play 2016	+50 (actively engaged) + ≥ 50 reach out stakeholders
Share knowledge to duplicate and replicate	Number of events where Initiatives/business cases are presented, people involved in such events	- 4 side events organised (2 webinar, 1 F2F mtg, Manifesto Conference)	Working group	3 webinar, 1 side event
Create replicable high impact solutions	Number of business cases created in the Market Place	0		10 (social value oriented cases)
SPECIFIC				
Engaging politics/policy makers	Number of MS's representatives, European Parliament's members, EC's Commissioners and high level staff involved in events	5 (City Reps and EC Policy Officers)	Events contact book	10 (MEPs, EIF, etc.)
Enabling demand/supply dialogue	Number of matchings facilitated in the Market Place	N/A		≥ 10
Stimulating investments	Amount of investments influenced in the Market Place – design and implementation stage	N/A	No source	n/a (exploring public side investments stimulated through implementation of Manifesto)
STRATEGIC				
Boost competitiveness of EU market	Quantitative and/or qualitative value added to the EU market (e.g. direct and indirect job creation)	N/A	No source	N/A
Make cities smarter and a better place to live in	Number of cities where smart solutions are applied thanks to the Market Place, by solution	10	Cluster Docs	10 ambassador cities
Improve citizen quality of life	Indicators referring to the dimensions of QoL (material living conditions, productive activity, health, education, social interaction, economic/physical safety, governance & rules, natural and living environment, citizen well-being due to smart solutions)	N/A	N/A	

Notes

- Definition of ‘active stakeholder’: actors actively engaged are those that have either signed the Manifesto or are implementing the Manifesto principles. Involvement in events/discussions are considered as ‘soft engagement’.
- The objective to enable demand and supply dialogue will be pursued through a series of webinars and follow up interviews.