

Deliverable D8.1: Agenda and programme for cooperation with the SCC community

WP8 Task 8.1

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¹ PU = Public

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Abbreviations and Acronyms

Acronym	Description
BoC	Board of Coordinators
COST	European Cooperation in Science and Technology
EERA-JPSC	European Energy Research Alliance – Joint Programme Smart Cities
IEA	International Energy Agency
JPI	Joint Programme Initiative
KPI	Key Performance Indicator
M&E	Monitoring and Evaluation
PED	Positive Energy Districts
SCC	Smart Cities and Communities
SCC LG	Smart Cities and Communities Lighthouse Project Group
SCIS	Smart Cities Information System
WP	Work Package

ATELIER project partners (WP8 and coordinators)

Acronym	Description
AUAS	Amsterdam University of Applied Sciences (WP8 coordinator)
CAR	Fundacion Cartif (WP6 coordinator and WP8 partner)
CoA	City of Amsterdam (coordinator ATELIER and WP1 and WP4 coordinator)
CoB	City of Bilbao (WP5 coordinator)
DEUSTO	University of DEUSTO
PSI	Paul Scherrer Institut (WP9 coordinator)
SEZ	Steinbeis Innovation GmbH (WP10 coordinator)
TEC	Fundacion Tecnalia Research & Innovation (WP2 coordinator)
TNO	Nederlandse Organisatie Voor Toegepast Natuurwetenschappelijk Onderzoek (WP3 coordinator)
WAA	Stichting Waag Society (WP7 coordinator)

Executive Summary

The main objective of collaboration with SCC and smart city projects is to enhance the value created by ATELIER and these other projects. The collective impact is greater than the impact of individual projects. ATELIER WP8 coordinates the collaboration. This report introduces our agenda and programme.

Our approach to collaboration is based on the following principles:

- Overcoming existing barriers to collaboration, including promoting coordination between platforms and programmes, and securing sharing of detailed information on PED demonstration projects.
- Moving from the sharing of information to actual collaboration.
- Promoting the evaluation of multiple projects as a portfolio, and increasing the evidence basis for conclusions and recommendations.

In WP8, six complementary channels for collaboration are pursued:

1. Participation in existing and emerging collaborative platforms on smart cities and PEDs, for example the Smart City and Communities Lighthouse Project Group.
2. Multilateral exchange and cooperation between SCC projects, for example the Community of Practice of Dutch Lighthouse Cities.
3. Bilateral exchange with other SCC projects.
4. Collaboration with other smart city platforms and networks, for example the Covenant of Mayors.
5. Knowledge management and exchange of information.
6. Participation in events organized by SCC networks or others.

The work programme comprises six main tasks:

- Task 8.1 Establishing a common agenda and programme for cooperation. This activity is concluded, as reported by this deliverable.
- Task 8.2 Implementation of a collective learning programme. ATELIER will contribute to the programming and participate in the following smart city and PED learning platforms: SCC LG, JPI on PEDs, and the Smart Cities Marketplace.
- Task 8.3 Implementation of a collective research programme. ATELIER will contribute to the programming and participate in the following smart city and PED research platforms and programmes: IEA Annex 83 and EERA JP Smart Cities.
- Task 8.4 Sharing experiences on the demonstration projects. ATELIER will actively share the experiences on the PED demonstration projects with platforms that aim to collect and disseminate information on projects. This includes SCC LG, IEA Annex 83 and Smart Cities Marketplace, including the former SCIS).
- Task 8.5 Participation, presentations and contributions to smart city platforms and network meetings and activities. ATELIER will participate with selected smart city platforms and network meetings, under coordination of SCC LG.
- Task 8.6 Update annual evaluation reports on cooperation and update annual programme for WP8.

1. Introduction

The European Commission and the Smart Cities and Communities network (SCC) are increasingly aware that strengthened cooperation between SCC projects and other smart city projects will increase the impact of the individual projects. This was reflected by the conditions in the call text that projects should spend at least 5% of the budget on external collaboration.

In ATELIER, WP8 *Collaboration with Smart Cities and Communities* coordinates the collaboration and strengthening of existing smart city networks and platforms. Amsterdam University of Applied Sciences (AUAS) leads this work within ATELIER.

We have started our work by engaging with all existing and new collaborative platforms on smart cities in general and Positive Energy Districts (PED) in particular. We have learned how other ongoing SCC projects have interpreted this task and which activities are carried out. Most importantly, we are developing our vision and approach to collaboration as well as project objectives and benchmarks.

Our agenda and programme for collaboration, presented in this report, reflects our findings and answers the questions: How can ATELIER profit from collaboration and what can we bring to the SCC community? Finally, how can this collaboration be best organised?

Guide for the reader

Chapter 2 maps the existing and emerging platforms and programmes for collaborative learning and research. Chapter 3 presents our objectives and target groups. In Chapter 4, ATELIER's approach and principles for collaboration are introduced. These are incorporated in the six complementary channels for collaboration (Chapter 5). The report closes with the work plan (Chapter 6).



2. Existing and emerging platforms and programmes

ATELIER will participate extensively in the existing, emerging, and international platforms on smart cities and PEDs. This is an important channel and approach for cooperation, given the potential and benefits in engaging a large number of smart city projects. We have witnessed over the last year that existing platforms, like SCC, are rapidly developing and gaining strength and that new platforms provide additional opportunities for collaboration. However, this raises some challenges in coordinating ATELIER's involvement, avoiding overlaps and setting priorities.

We recognize that these platforms and programmes differ in context, focus and participants. Some are more research orientated; others focus more on dissemination. However, there is a risk of overlap, inefficiencies in tasks and differences in methodology that would make comparison of results difficult. We will actively support the efforts in coordination.

So far, ATELIER is involved in most of these (emerging) initiatives. However, over the next year the R&I programmes will start and significant input will be needed for ATELIER to actively engage. We expect that the activities under these platforms will be further developed over the coming months. ATELIER's work plan will be updated on the basis of the programming of these platforms.

2.1. SCC Lighthouse Project Group (SCC LG)

The current projects are pro-actively working together as the Smart Cities and Communities Lighthouse Group (SCC-LG). This consists of a strategic board, the BoC and Task Groups, which work in the areas of Business Models and Finance, Communication, Dissemination, Replication, Monitoring, Data and Policy.

The SCC-LG has formalised collaboration through a Manifesto signed by the coordinators and updated yearly. The SCC-LG is self-organised and the coordinators are sharing the work amongst themselves to ensure coordination of joint activities/horizontal aspects. Each project chairs the Board of Coordinators (BoC) for six months in rotation with Vice-Chairs in support.

The table below lists the current participation of ATELIER partners in the Task Groups

Table 1. Participation of ATELIER partners in SCC LG Task Groups

BoC	Frans Verspeek, City of Amsterdam. Mark van Wees, AUAS (alternate)
Business Models and Finance	Matthieu Grosjean (SEZ)
Communication	Bettina Remmele (SEZ)
Replication	Estefania Vallejo (CAR), Julia Planko (AUAS)
Monitoring	Tom Kober (PSI), Cristina Martín Andonegui (DEUSTO)
Data and Policy	Cristina Martín Andonegui (DEUSTO)

The new SCC secretariat will become operational soon supported by the SCALE project which is expected to strengthen the work under the BoC Task Groups². The creation of a large scale, long-term support for the Lighthouse group will give the group a stable governance and logistical/organisational structure and will guarantee that best use is made of results of seven generations of Lighthouse projects. It aims to maximise positive impact at European scale beyond the duration of Horizon 2020.

Support	Scale	Promote/Extend	Small step, big leap !
<p>News way of working with the SCC-LG group</p> <p>Supporting the SCC-LG group to maximize the program impact at the European level</p> <p>Set-up more structured process and support to increase the impact of the SCC-LG combining mid term vision and agile implementation</p> <p>Set-up a governance providing more visibility and sustaining in the long run the SCC-LG</p>	<p>Accelerate the replication and the upscale of the pilots and the solutions through a city tailored approach (roadshow, demand aggregation...)</p> <p>Accelerate the dissemination and knowledge sharing through a joint roadmap and tools</p>	<p>Extend the outreach through partnerships with key network such as the COM</p> <p>Organise the participation of SCC-LG groups to strategic events</p> <p>Develop a joint brand and online outreach of the network</p> <p>Advocacy collecting and providing insights from the SCC-LG to decision-policy makers</p>	<p>Peer-to-Peer support</p> <p>Scale grant for ad-hoc replication</p> <p>Mobilising key expertises</p>

Figure 1. Activities in support of SCC-LG by the SCALE project ³

The new governance structure will include the following main actors:

- A. Board of coordinators (all coordinators of active SCC projects).
- B. Working groups: Selected members from ongoing SCC projects and external experts.
- C. SCC city coordinators group: Gathering all coordinators at city level (around 100 coordinators, the majority of which will not overlap with the overall-SCC project coordinators).
- D. SCC experts' group: A group of professionals belonging mainly to (ongoing and finished) SCC projects.

ATELIER is represented already in A and B. The city coordinators of Amsterdam and Bilbao will participate in C. Selected ATELIER experts will apply for expert positions under D.

SCC LG, with support of the new Secretariat, will:

1. Organize meetings and events and promotion of networking and exchange of best practice.
2. Provide technical support and content.
3. Establish partnerships for ad hoc replication and dissemination.
4. Support outreach.

² Civiesco – an ATELIER partner – is also a key partner in SCALE.

³ Presentation of the SCALE Project at the SCC LG Board of Coordinators Online Meeting 24.09.2020.

We note that the new work programme of SCC LG will provide a very suitable means for achieving ATELIER's goals on collaboration. This includes the following:

- A thorough consolidated analysis (updated regularly and frequently) on highlights, results and impact achieved and knowledge produced within the SCC projects.
- A joint impact assessment on achieving (climate) goals.
- A thorough consolidated analysis (updated on regular basis) of SCC-relevant business models, investment (i.e. beyond the co-funding of the EC-Grant) and financing solutions and approaches.
- Regularly report on the success and challenges of lighthouse solutions in a synthetic and easily accessible manner.
- Produce at least 10 specific reports on key topics of SCC interest to be defined during the course of the contract.
- Support SCC projects to enhance a more structured collaboration among Fellow Cities with increased positive impact.

2.2. Smart Cities Marketplace

The Smart Cities Marketplace is the result of a recent merger of the EIP-SCC Marketplace of the European Innovation Partnership on Smart Cities and Communities⁴ and SCIS Smart City Information System⁵

Six Smart City Action Clusters from the EIP-SCC with more than twenty Initiatives underneath will remain, while the platform will remain open for new topics and Initiatives. The latter are stakeholder owned “projects” of the platform, many of which have established their own networks and concrete implementation roadmaps – in partnership with large industrial players, SME's, researchers and city officials.

The Action Clusters currently cover six areas of interest and serve as centres of knowledge for all stakeholders interested in any of these six areas:

- Built Environment and Sustainable Districts;
- Sustainable Urban Mobility;
- Integrated Infrastructures and Processes;
- Integrated Planning, Policy and Regulation;
- Citizen Focus;
- Business Models and Finance.

The work done by the Smart Cities Information System to collect and disseminate the accumulated learnings from various Smart City initiatives will continue under the new initiative⁶. The new SCC LG secretariat will facilitate collaboration with the Marketplace of the European Innovation Partnership on Smart Cities and Communities. The implication for ATELIER is that our engagement with the Smart City Marketplace will run through SCC LP as well as deliver a direct contribution to the activities of the Marketplace. See the figure below.

⁴ <https://eu-smartcities.eu/>

⁵ <https://smartcities-infosystem.eu>

⁶ <https://eu-smartcities.eu/news/welcome-smart-cities-marketplace>



SCALE and EIP SCC events organisation

'Matchmaking-as-a-Benchmark'

In collaboration with EIP-SCC / SCIS run a specific recognized, qualified and certified cross-point investment platform matching Offers & Demands pointing at the concretization of Smart City projects.

SCALE:

- Providing support and framework for cities, Lighthouse projects, and Follower Cities at events, workshops and webinars:
 - Provision of content cross-project
 - Agenda and speaker setting
 - Collaborative and participatory approach implementation
 - Moderation and framework setting
 - Dissemination across networks

EIP SCC :

- Engaging cities, industry and financiers in interest matching activities
- Building solutions and facilitation are the two main tasks of the Marketplace to help deliver investments
- Supporting events organization and dissemination across Marketplace networks



Figure 2. Proposal cooperation with EIP SCC ⁷

2.3. EERA Joint Programme Smart Cities ⁸

Description

The European Energy Research Alliance (EERA) covers the whole range of low-carbon energy technologies and addresses systemic topics. The topics of the EERA Joint Programmes are aligned with the EU SET-Plan, which defines the new European R&I energy related agenda covering the European energy system as a whole and going beyond the 'technology silos' concept.

Since its creation eight years ago, EERA Joint Programme Smart Cities (EERA JPSC) and its participants have contributed significantly to research and innovation in smart cities – both in the development of fundamental research, innovation and co-creation with city and industry partners and in showcasing the importance of research and innovation in a field that is more and more prone to high Technology Readiness Levels (TLR) demonstration projects.

In EERA JPSC, universities and research institutes from across Europe cooperate with industry, cities and citizens to support innovation and demonstration projects with knowledge-based experimentation and fundamental research, to deliver quality and impact and to ensure scalability and replicability of locally developed and tested solutions/processes. The figure below summarises the research programme on PEDs.

⁷ Presentation of the SCALE Project at the SCC LG Board of Coordinators Online Meeting. 24.09.2020

⁸ <https://www.eera-sc.eu/>

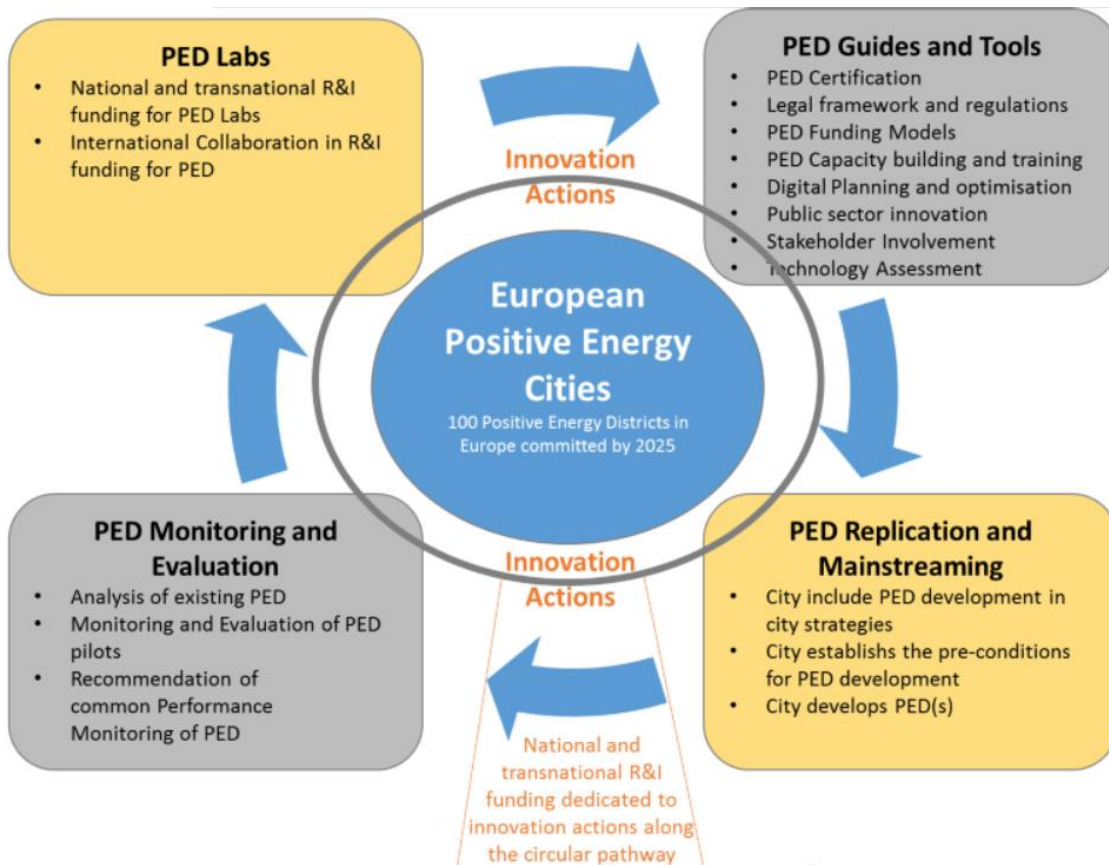


Figure 3. Research strategy of EERA-JPSC⁹

Benefits for ATELIER

EERA is an established cooperation programme, its aim being to achieve the SET-Plan's highly ambitious target of developing 100 Smart Positive Energy Districts in Europe. Key issues are addressed that are very relevant for ATELIER.

Approach to participation

The ATELIER partners AUAS and TNO are members of the EERA Joint Programme Smart Cities. ATELIER engagement will be coordinated with the engagement in IEA-Annex 83, as both are research-oriented and the scope of the research seems to overlap.

In practical terms, AUAS will co-organise a side event with EERA at the Urban Futures conference in Rotterdam (June 2021)

⁹ R&I Report. SET-Plan Action 3.2 IWG / PED Programme Meeting, Online, 16 June 2020. Presented by Annemie Wyckmans, NTNU, R&I Chair / EERA JPSC Coordinator

2.4. IEA EBC Annex 83 Positive Energy Districts ¹⁰

Description

The International Energy Agency Energy in Buildings and Communities (IEA-EBC) is an international energy research and innovation programme in the buildings and communities' field. It enables collaborative R&D projects among its 26 member countries.

This R&I programme will start in January 2021 and run for 4 years. Its objectives are:

1. Map the relevant city, industry, research, and governmental (local, regional, national) stakeholders and their needs and roles to inform the work for Objectives 2, 3, 4 and 5.
2. Create a shared in-depth definition of PED by means of a multi stakeholder governance model.
3. Develop the needed information and guidance for implementing the necessary technical solutions (on building, district and infrastructure levels) that can be replicated and gradually scaled up to the city level.
4. Explore novel technical and service opportunities related to monitoring solutions, big data, data management, smart control and digitalisation technologies as enablers of PEDs.
5. Develop the needed information and guidance for the planning and implementation of PED's including both technical planning and urban planning, including economic, social and environmental impact assessment for various alternative development paths.

The programme is structured as follows ¹¹

1. Subtask A: Definitions and context
 - Activity A1: Definition development
 - Activity A2: Development of a classification of PED typologies
2. Subtask B: Methods, Tools and Technologies for Realizing Positive Energy Districts
 - Activity B1: Mapping technical solutions
 - Activity B2: Smart solutions
 - Activity B3: Modelling, simulation and optimization tools
3. Subtask C: Organizing principles and impact assessment
 - Activity C1: Economic Assessment
 - Activity C2: Environmental assessment
 - Activity C3: Humanities and social impact assessment
4. Subtask D: Demos, implementation and dissemination
 - Activity D1: Demonstration cases
 - Activity D2: Planning and implementation methodology
 - Activity D3: Dissemination

¹⁰ <https://annex83.iea-ebc.org/>

¹¹ <https://annex83.iea-ebc.org/subtasks>

Benefits for ATELIER

The IEA Annexes are research oriented. Annex 83 addresses all issues that have been identified by ATELIER as of importance for collaborative research on PEDs. Also, the programme has global coverage with participants from outside Europe. This brings in a broader range of experience with PEDs beyond the EU. The duration of the programme (4 years) coincides perfectly with the duration of the ATELIER project.

Approach to participation

Three ATELIER partners: AUAS, PSI and CAR participate on behalf of the Netherlands, Switzerland and Spain. CAR leads task B1 (Mapping technical solutions), in which AUAS also participates. Subtask C is also of interest to ATELIER. PSI will be involved in task C2.

Collectively the three partners will coordinate and facilitate the involvement of other ATELIER partners in the research activities.

2.5. JPI Joint Programme Initiative on PEDs ¹²

Description

JPI Urban Europe was created in 2010 to address the global urban challenges of today with the ambition to develop a European research and innovation hub on urban matters and create European solutions by means of coordinated research. The programme “Positive Energy Districts and Neighbourhoods for Sustainable Urban Development” aims to support the planning, deployment and replication of 100 Positive Energy Neighbourhoods by 2025 and is joined by 20 EU member states. The Programme is conducted by JPI Urban Europe, and involves stakeholders from R&I funding networks, cities, industry, research organisations and citizen organisations. In order to achieve the aim of transnational research coordination and cooperation, JPI prepare and facilitate calls for research and innovation projects.

Currently, JPI Urban Europe engages 20 countries, out of which 14 are members: Austria, Belgium, Cyprus, Denmark, Finland, France, Germany, Italy, Latvia, the Netherlands, Norway, Slovenia, Sweden, and the United Kingdom, and six are observers: Estonia, Poland, Portugal, Romania, Spain and Turkey, as well as the European Commission.

The Programme provides:

1. Multi-stakeholder platform developing implementation pathways;
2. Exchange of information, experiences and visions with other European cities, forming a network of European Positive Energy Cities;
3. Funding of concrete initiation projects.

Benefits for ATELIER

While the agenda of this platform is relevant for ATELIER, the limitation of the platform is the partial coverage of EU member states (Spain is not a member). In addition, JPI Urban Europe is currently developing a proposal for a European Partnership on Driving Urban Transition to

¹² <https://jpi-urbaneurope.eu/ped/>

be funded under Horizon Europe.¹³ This will be an important new platform for smart city projected (expected start 2022).

Approach to participation

Both CAR and AUAS are partners in this platform. ATELIER will contribute to the drafting of annual information booklets and to JPI White Papers. Further participation will be explored.

2.6. COST Action Positive Energy Districts European Network¹⁴

Description

European Cooperation in Science and Technology (COST) is a funding organisation for the creation of research networks, called COST Actions. The network dedicated to scientific collaboration, complementing national research funds.

CA19126 - Positive Energy Districts European Network intends to drive the deployment of PEDs by harmonising, sharing and disseminating knowledge and breakthroughs on PEDs across different stakeholders, domains and sectors at the national and European level. It will establish a PED innovation eco-system to facilitate the open sharing of knowledge, exchange of ideas, pooling of resources, experimentation of new methods and co-creation of novel solutions across Europe. Additionally, this COST Action will support the capacity building of new generation PED professionals, Early Career Investigators as well as experienced practitioners. A COST Action is organised by a range of networking tools, such as meetings, conferences, workshops, short-term scientific missions, training schools, publications and dissemination activities. Funding covers the cost of COST Action networking.

Benefits for ATELIER

The COST Action will provide a network and resources for ATELIER partners. This could complement ATELIER's involvement in the collaboration platforms, such as SCC LG and Annex 83.

Approach to participation

ATELIER's participation in the COST Action will be further discussed. The main priority for the coming year is the participation in the collaborative research and learning platforms listed above. As soon as these are established, the additional participation in COST will be addressed.

¹³ <https://jpi-urbaneurope.eu/news/invitation-to-co-design-a-programme-on-urban-transitions/>

¹⁴ <https://www.cost.eu/actions/CA19126>

3. Objectives and target group for collaboration

This WP is dedicated to cooperation with other Smart City and Community projects funded under Horizon 2020 as well as with existing and emerging platforms for collaborative research and common learning. The main objective of collaboration with SCC and smart city projects is to enhance the value created by ATELIER and these other projects. The collective impact is greater than the impact of individual projects. The actions of this WP will contribute to the replicability of the smart solutions tested in the individual projects, the impact of the results and the dissemination to cities throughout the EU (WP10).

The following sub-objectives are distinguished for this WP:

1. Create added value to the individual SCC projects by regarding the SCC projects, in particular PEDs as a portfolio.
2. Promote ATELIER efficiency and effectiveness by using and building on the proven approaches of other projects and common activities
3. Learn and benefit from past results
4. Strengthen the validity of ATELIER conclusions and recommendations

In addition, ATELIER has adopted the Lighthouse Projects Cooperation Manifesto on the basis of which the SCC LG cooperates, including: ¹⁵

- Mainstreaming Smart City solutions, by working together to show case them to decision makers and shifting Smart City technologies out of the private and technical sectors and into the public mainstream, giving confidence to the market and share learning and capacity building to enable replication in similar urban environments;
- Find a swifter route to replication through demand aggregation and mass market adoption, offering value to cities and industry across EU;
- Create value for money, gaining internal efficiency and maximising the value of funds received by the projects and demonstrating that smart approaches deliver a real external return of investment and can drive the market value;
- Provide joint ideas and evidence to support future policy and regulatory change in the Lighthouse Cities.

The purpose of WP8 is to establish the channels and to facilitate the cooperation of ATELIER with other SCC projects. First, the direct target group of WP8 comprises those parties that are actively involved in cooperation:

- The partners of the ATELIER project throughout the WPs that will benefit from collaboration with other SCC projects
- The partners of other SCC projects that will benefit from collaboration with the ATELIER projects

Secondly, indirectly, all target groups of the collective SCC programme will benefit as they will get access to the results of other SCC projects.

¹⁵ nws.eurocities.eu/MediaShell/media/LighthouseProjectsCooperationManifestoSigned.pdf

4. Our approach to collaboration

The approach to collaboration in ATELIER is based on the following three considerations:

1. Addressing the barriers for collaborations;
2. Moving from information sharing to collaboration;
3. Moving from individual SCC PED projects to SCC PED R&I portfolios.

4.1. Overcoming existing barriers to collaboration

The benefits of collaboration between smart city projects are widely recognised. Nevertheless, in practice it is not straightforward to establish and implement the modalities and activities for cooperation. The experience in the 1st ATELIER year of implementation has identified specific barriers to collaboration that need to be addressed. In this section the barriers are presented in combination with the approach to address them

Parallel and overlapping SCC/PED cooperation platforms

In chapter 2, existing and emerging platforms are described. Some topics are addressed by different platforms potentially resulting in overlap and redundancies. Examples are the mapping/inventories of PED pilots and monitoring approaches.

ATELIER will use two approaches to address this barrier: First, partners that participate in these platforms will actively support the platform management/coordination to secure coordination in the platforms' programming. Secondly, ATELIER partners are represented in all relevant platforms, so they can contribute to the exchange of information between platforms.

Difference in projects' approach to sharing draft deliverables

The project deliverables are an important source of information to other projects. Some projects will publish draft reports or discussion documents based on drafts, while others focus on publishing the deliverables after approval by the EC only. From the perspective of collaboration, the first approach is much better, because the approval of deliverables often takes a long time.

Barriers in sharing detailed information on PED pilots and PED innovations

On the basis of the high level summarized information published on PED pilots and PED solutions, at first glance they appear the same. However, the valuable information that will be needed to compare the different design and approaches to PEDs requires a more detailed exchange of information. Only then can the set of PED pilots be evaluated as a portfolio.

Our approach is, therefore, first of all, to ensure that the information of the ATELIER PED pilots is shared in as much detail as possible, taking account of confidentiality, in order to serve as a good example. Secondly, we will actively support and participate in the activities of the collaboration platforms that aim to collect this data. This includes SCC LG, JPI and IEA Annex 83.

Difficulty in mobilising ATELIER's partners to engage in collaboration

Project partners are concentrating on their main tasks in the projects, and have limited time and resources to engage in other activities. They may not recognise the direct benefits of collaboration for their core activities. In ATELIER, however, some work packages were already engaged extensively during year 1 and experienced the added value. For example, monitoring and evaluation has benefited much from the references provided by earlier projects and peer-to-peer exchange with other partners.

Our approach in mobilizing the project partners is as follows. First, the partners involved in WP8 will actively inform all project partners on possibilities and developments in collaboration (UAS, CAR, Cities of Amsterdam and Bilbao). This is done with an internal newsletter from WP8 distributed among all partners, and frequent consultation of project partners and WPs. WP8 will identify specific topics in the work packages that could benefit from collaboration. Secondly, they will facilitate the identification of best practices in ATELIER and their external presentation.

4.2. Moving from information sharing to collaboration

We distinguish between four (preliminary) levels to collaboration. Through a range of dissemination activities, information on the projects, including results, is shared with the outside world (level 1). The typical approach will be publications on the project website. Information sharing between projects is more effective if the information is demand-driven (level 2). For instance, if specific questions are answered by providing information additional to the publications through bilateral or multilateral exchanges. The 3rd level is more collaborative as projects contribute to activities organized by other projects. Only the 4th level can be called collaboration in a strict sense: common and shared results and outcomes. Examples are the shared reports produced under SCIS and other platforms.

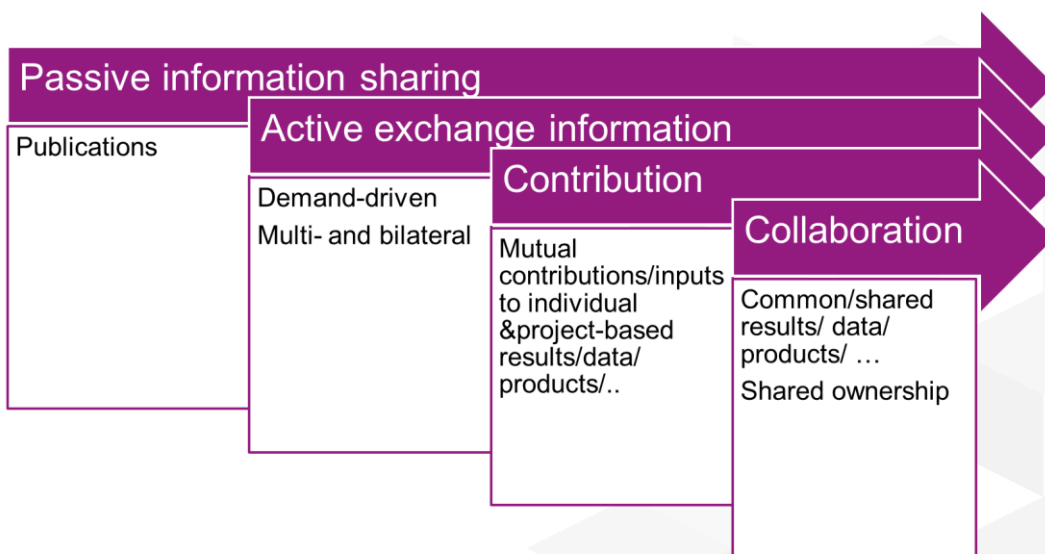


Figure 4. The four levels of collaboration

In ATELIER, our ambition is to engage on all levels and to contribute to extending the most active collaboration activities.

1. Publications - ATELIER aims for a high intensity of publications, also on the basis of interim project results;
2. Active exchange information. ATELIER will identify topics and opportunities where a mutual exchange of specific information will benefit both the ATELIER project and other projects. This goes beyond the information already published;
3. Contribution. ATELIER actively responds to requests for contributions to publications and shared activities organised by other projects and platforms;
4. Collaboration - achieved through ATELIER's participation in the collaborative learning and research platforms and programmes.

4.3. Moving from individual SCC PED projects to SCC PED R&I portfolios

As a first step towards a portfolio approach we need to harmonise the Monitoring and Evaluation (M&E) approaches. This will allow us to compare the results and conclusions of the PED demonstration projects and the other innovation related project activities, such as, the lessons learned from PED roll-out, scale up, and replicability approaches, the exploitation of PED innovations, and stakeholder engagement. This does not mean we should all use the same list of KPIs, but it should be possible that on the basis of the M&E results of the individual projects, a meta-assessment could be done on the basis of the full portfolio.

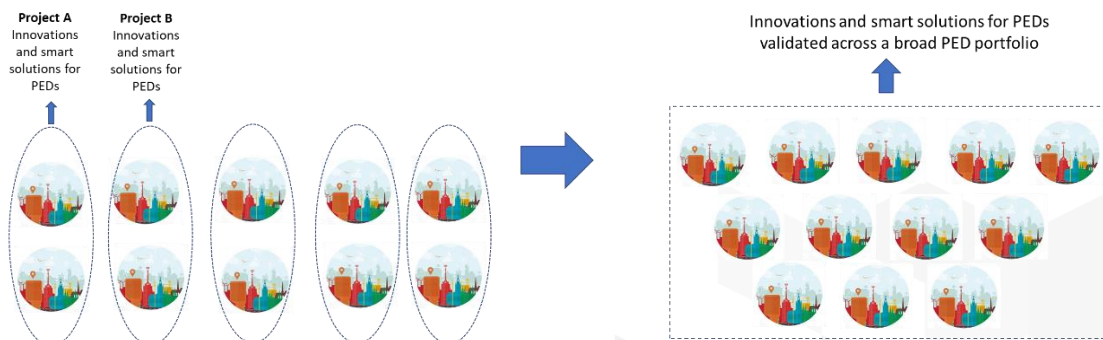


Figure 5. The need for a portfolio approach to SCC PED projects

This is difficult to achieve as it requires a more detailed information exchange between projects and a higher level of cooperation is needed. Our approach in promoting a portfolio approach is as follows:

1. ATELIER will actively participate in SCC LG, as this platform aims to secure assessment on portfolio level of SCC projects and to harmonise M&E approaches;
2. The M&E framework for ATELIER considers best practices of SCC projects and is harmonised as much as possible with other projects;
3. In the evaluation of ATELIER (coordinated by AUAS under WP9), the results of ATELIER will be compared to the results of other PED projects.

5. Six channels for collaboration

In ATELIER, a set of six complementary channels for collaboration are distinguished. This are the basis for the work plan for WP8.

Channel 1. Engaging in existing and emerging collaborative platforms on smart cities and PEDs

A growing myriad of European and global platforms aim to promote and facilitate collaborative learning on smart cities, and more particular PEDs. These are listed in Chapter 2, as well as our approach to engagement.

Channel 2. Multilateral exchange and cooperation between SCC projects

The more projects are involved in a platform; the more difficult the actual collaborative work could become. Also, SCC projects can be very different in type of PED innovations and different city contexts, as well as different interests in collaborations. Therefore, ATELIER will establish and support smaller scale collaboration with a selection of like-minded SCC PED projects. A SCC community of practice is established among SCC cities in the Netherlands, and a similar initiative among SCC Lighthouse Cities in the Basque region. This will allow peer-to-peer cooperation between partners in different projects, for instance those that develop the monitoring and evaluation frameworks.

Channel 3. Bilateral exchange with other SCC projects

In addition to the established platform, the bilateral exchange between individual projects is an effective method to exchange and collaborate. These are based on specific topics of common interest, and (personal) contacts between project partners. In the first year of ATELIER, this has proven particular fruitful on the topic of the monitoring and evaluation. Peer-to-peer discussions were held with among others experts from the projects IRIS and +CityxChange.

Channel 4. Collaboration with other smart city platforms and networks

The collaboration with other smart city networks and organisations should be coordinated among projects. SCC LG has a strong ambition to take on this coordinating role and strengthen partnership to be supported by the new SCALE project.



Engagement strategy with network and organizations

Key:

Already involved

To engage

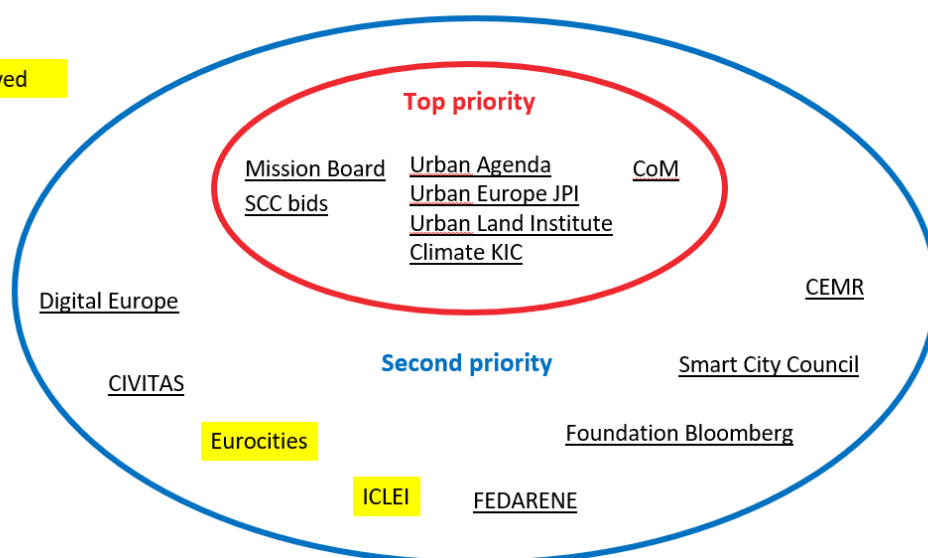


Figure 6. Proposal for engagement strategy by SCALE Project ¹⁶

The Covenant of Mayors (CoM) has been identified as a key future partner for SCC LG. ¹⁷ The graph below shows the specific activities under this partnership. ATELIER will pro-actively contribute to these activities.

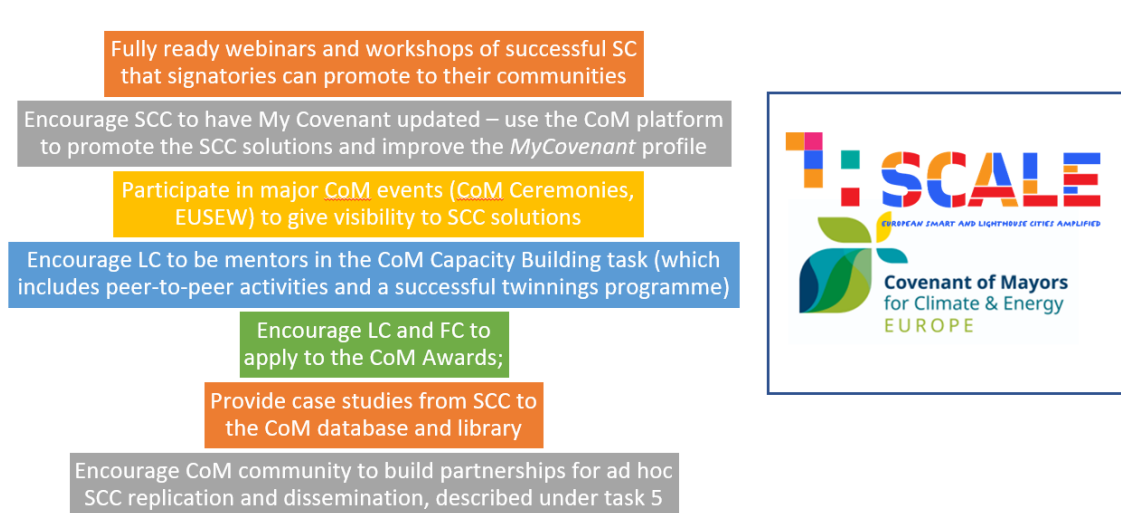


Figure 7. Measures to strengthen to cooperation between SCC LG and the CoM¹⁸

¹⁶ Presentation of the SCALE Project at the SCC LG Board of Coordinators Online Meeting. 24.09.2020

¹⁷ <https://www.covenantofmayors.eu/>

¹⁸ Presentation of the SCALE Project at the SCC LG Board of Coordinators Online Meeting. 24.09.2020

Channel 5. Knowledge management and exchange of information

We note that much can still be improved on in regard to the access to results and experiences of past and ongoing SCC projects. The project websites are a first key access point for information on ongoing projects. A quick scan of the SCC projects websites shows large differences between projects. Some have published extensively, while other websites of projects ongoing for years already remain ghostly empty. We welcome therefore the initiative of platforms to collect these deliverables (e.g. SCC LG), but we will take initiative to individually contact projects for further information on specific areas.

One of the tasks of our WP on collaboration is to make this information available to the project partners within ATELIER. In ATELIER we aim to practice what we preach by making (interim) results available in the form of discussion notes, topical papers, post and draft reports through the website and other channels.

ATELIER aims to generate new knowledge in a wide range of areas relevant for the design, implementation and replication of PEDs. We do this through monitoring and evaluation of the PED demonstrations, specific research activities, engagement with stakeholders, and collaboration with other projects. This is done through all work packages. In section X, we have explained that information and knowledge exchange between projects, PED practitioners and stakeholders throughout Europe is essential in adding value to the results in individual projects, and for the replication of validation of PED solutions. We distinguish between different categories of knowledge and sharing, complementary to the project deliverables of ATELIER.

1. **Scientific publications (peer reviewed).** The most thorough and in-depth channel for reporting the results of the research on PEDs in ATELIER is through peer reviewed scientific publications. Although the # of publications is not a very accurate indicator for the scientific value of the research, it is simple and straightforward. The academic and research partners of ATELIER will play a leading role.
2. **Public papers and conference contributions (non-peer reviewed).** ATELIER will publish a wide range of papers in the shape of opinion papers or the presentation of (interim results). In addition, we contribute to seminars and conferences through presentations and seminars. These publications are a more rapid and flexible approach in sharing knowledge and, thus, complement the project deliverables and scientific publications.
3. **Info-packages on PED smart solutions.** ATELIER will produce a series of info-packages on specific PED smart solutions. These are concise, provide a brief background, present case studies and best practices. They include recommendations for city planners and other stakeholders on the replication of the smart solution.

The table below provides an indication of the number of publications by evaluation domain and WPs during the course of the ATELIER project. Many of these publications will be co-authored by several work packages, as well as be co-publications with other SCC projects. The targets are based on the volume of knowledge that we expect will be the output of ATELIER, and a comparison with best practices in knowledge sharing of older SCC projects.

Table 2. Indicative number of potential ATELIER publications (from all WPs)

Domain	Scientific publications (main or co-author)	Papers and conference contributions	Info-packages on smart solutions
Energy (EE, RES and flexibility)	5	15	5
Mobility	3	5	3
Environment	1	5	2
Economic impact and business development	1	10	4
Social impact and citizen engagement	2	10	5
Upscaling, replication and governance	2	10	5
Cross-cutting	1	5	1
Total ATELIER	15	65	25

Channel 6. Participation in smart city events

In the 1st year, ATELIER has actively participated in several events, as speaker, co-author or otherwise.¹⁹ We will continue to do so. In cooperation with WP10, an agenda is maintained and published on the ATELIER website. A particular task of WP8 is to engage the ATELIER partners to actively participate, depending on the topics and support them.

The participation of ATELIER in events as well as other cooperation should be coordinated with other SCC projects for reasons of effectiveness and efficiency. This coordinating role will be taken by the SCC LG platform, supported by the SCALE project. This includes:²⁰

1. Streamline presence at events
 - From organisational and content point of view
 - From external communication point of view
2. Coordinate all projects, their presence and external communication
 - Common branding, communication products
 - Common presence and voice
 - Common information and communication
3. Improve collaboration with other initiatives
 - Bank on the common dissemination potential
 - Bank on thematic cross-links and overlap
 - Bank on continuity

The Urban Future Conference in Rotterdam is a key event for ATELIER because of its proximity to the Lighthouse City Amsterdam (June 2021).²¹ The location will allow participants to visit the Lighthouse City Amsterdam. ATELIER will participate in multiple ways. AUAS will

¹⁹ Examples are: Barcelona City Expo 2019 and SustainablePlaces 2020

²⁰ Presentation of the SCALE Project at the SCC LG Board of Coordinators Online Meeting. 24.09.2020

²¹ <https://www.urban-future.org/>

organise a side-event together with EERA, and a group of SCC projects will cooperate on participation as well.

Finally, WP8 will engage with the international networks that the ATELIER Lighthouse City and Fellow Cities participate in currently. Under WP6, an inventory was made of these network activities. The cities will be supporting in these activities and in new engagements, in compliance to the objectives of the cities. This will contribute to the capacity building in the fellow cities



6. Work plan for collaboration

6.1. Main tasks

In this section we review the definition of the tasks under WP8 as detailed in the proposal. Our evaluation of our activities in the 1st year and the growing number of collaboration platforms recently requires an update to the description of these tasks.

Table 3. Main tasks in WP8

Task	Original description	Updated description
Task 8.1 Establishing a common agenda and programme for cooperation.	Completed (this deliverable 8.1)	The agenda will be updated annually
Task 8.2 Implementation of a collective learning programme.	This will include the organisation of master classes, online seminars, etc, with participation of partners from participating projects. The topics will be determined by all projects involved. We propose a.o. replicability, PED development, and City Vision development as topic for common learning.	ATELIER will contribute to the programming and participate in the following smart city and PED learning platforms: SCC LG, JPI on PEDs, and the Smart Cities Marketplace
Task 8.3 Implementation of a collective research programme	This will be based on research team with participants of different projects around topics of common interest. The research is complementary to the research carried out in the individual projects and focus on the synthesis of research results.	ATELIER will contribute to the programming and participate in the following smart city and PED research platforms and programmes: IEA Annex 83 and EERA JP Smart Cities
Task 8.4 Sharing experiences on the demonstration projects.	This task will identify areas of common interest and facilitate exchanges between projects. The tasks involve partners from the LHs that are closely involved in the implementation of the demonstration activities.	ATELIER will actively share the experiences on the PED demonstration projects with platforms that aim to collect and disseminate information on projects. This includes SCC LG, IEA Annex 83 and Smart Cities Marketplace, including the former SCIS)
Task 8.5 Participation, presentations and contributions to selected smart city platforms and network meetings and activities.	We will participate in the meetings of the existing Smart Cities and Communities projects, fulfilling certain tasks that are coordinated from these smart city meetings.	ATELIER will participate to selected smart city platforms and network meeting, under coordination of SCC LG.
Task 8.6 Annual evaluation reports on cooperation and update annual programme	The progress in implementation of smart city project will be fast and the resulting learning curve will be steep. This implies that an annual evaluation of the cooperation programs and their update is necessary.	Unchanged

6.2. Involved partners in WP8

AUAS is leading WP8 and contributes to all tasks. CAR is the main contributor. The cities of Amsterdam and Bilbao contribute to various activities. In addition, SEZ and Zabala are involved in a supporting role in specific activities. Finally, all ATELIER partners will be involved in specific collaboration activities, depending on their role and expertise.

Table 4. Role of all WP8 partners

WP8 partner	PM	Role in WP
AUS	39	WP lead. Coordination cooperation with SCC LG. Participation in research and learning platforms. Creation content on ATELIER results for dissemination
CAR	27	Coordination and participation. Coordination of participation platforms and programmes (shared with AUS). Creation content on ATELIER results for dissemination
CoA	19	Representation ATELIER. Participation in platforms, Data and experience on Amsterdam PED demo
CoB	12	Participation in platforms
SEZ	7	Knowledge sharing. Event coordination. Participation in platforms and programmes. Exploitation of ATELIER result
ZAB	5	Support data and experiences on Bilbao demo

6.3. Relation to other ATELIER work packages

This WP is linked to all WPs in the project. For instance, common lessons learned on developing City Visions will be produced, incorporating the experiences of all SCC projects (WP2). Cooperation will increase the knowledge and evidence base for the PED Innovation Atelier. In particular, in the track on new economic models (WP3). Replication tools and methodologies from all previous SCC projects will be shared to support the development of Replication and Upscaling plans and to overcome the barriers (economic, climatic, legal, and cultural) that may appear when designing a PED. We will share tools and methodologies as well as shared and coordinated research and surveys on citizen and stakeholder engagement (WP7). The table below provides more details:

Table 5. Relation between different work packages

WP	Relation to WP8	Responsible partner for cooperation with WP8
WP1 Project Management	The City of Amsterdam, as project coordinator, represents ATELIER, in particular in the BoC of the SCC LG	Frans Verspeek (project coordinator)
WP2 City Vision 2050	The WP exchanges its experiences with the research and learning platform, facilitated by WP8	TEC
WP3 PED Innovation Ateliers	The innovations resulting from the Ateliers will be disseminated. The Ateliers will profit from best practices in other projects	TNO
WP4 & WP5 PED demonstrations in Amsterdam and Bilbao	Both WPs will provide detailed information on the PED demos and share these, through WP8	Coordinator WP4 and WP5
WP6 PED Replication and Upscaling	This WP benefits from best practices. WP6 partners participate in thematic activities in the research and learning platforms	CAR
WP7 Citizen and Stakeholder Engagement	This WP will profit from. WP7 partners participate in thematic activities in the research and learning platforms	AUS
WP9 Monitoring, Impact Assessment and Evaluation	The ongoing project-to-project exchange on monitoring and evaluation will continue. WP9 partners participate in thematic activities in the research and learning platforms	AUS
WP10 Communication, dissemination and exploitation	The event agenda will be coordinated WP8 and WP9. WP8 will support dissemination of ATELIER results through its networks. WP8 creates content for dissemination and exploitation.	SEZ, AUS

6.4. Work plan month 13-24

The bar chart below shows the work plan for the coming year. The plan will be updated in line with the programming of the platforms and programmes, in which ATELIER will participate. In particular, this concerns the planning of the SCALE project supporting SCC LG and IEA Annex 83, both expected to start in January 2021.

Table 6. ATELIER's planning for WP8 (M13-24)

Month	13	14	15	16	17	18	19	20	21	22	23	24
	Nov/20	Dec/20	Jan/21	Feb/21	Mar/21	Apr/21	May/21	Jun/21	Jul/21	Aug/21	Sep/21	Oct/21
Task 8.1 Establishing a common agenda and programme	completed											
Task 8.2 Implementation of a collective learning programme												
SCC LG / Scale	Programming	Implementation										
JPI Joint Programme Initiative on PEDs	Programming	Implementation										
CoP NL and Basque cities	Implementation											
Task 8.3 Implementation of a collective research programme												
IEA Annex 83			Implementation									
EERA JP			Participation									
Smart Cities Marketplace												
Task 8.4 Sharing experiences on the demonstration projects												
Collection info on ATELIER demo design												
Exchange SCC LG, IEA Annex 83, a.o.												
Task 8.5 Participation, presentations and contributions in smart city events												
Events coordinated by SCC LG/SCALE												
Urban Futures Conference Rotterdam												
Other events (tentative)	1			2				3,4,5			6	
Task 8.6 Annual evaluation reports on cooperation and update annual programme												
Smart City Live Barcelona	1											
Covenant of Mayors Investment Forum	2											
EUSEW (June - Brussels)	3											
UrbanFutures Rotterdam June	4											
SUSTAINABLE PLACES (June -)	5											
NORDIC EDGE Expo (September-Stavanger)	6											