

Six-Nations Smart Cities Forum

Insights from discussions at National Departmental level to explore common agendas on smart city developments and assess what more could be done individually, and perhaps more importantly, collectively.



Workshop Report
28th April 2014
London



EXECUTIVE SUMMARY

A core group of public officers representing six EU member states who are committed to, and involved in, 'smart city' developments came together to identify common needs and evaluate how best these could be addressed together.

The group was joined by representation from the European Commission's European Innovation Partnership (EIP) on Smart Cities and Communities, a new initiative led by three Directorates (Energy, Transport, ICT).

The logic of the workshop was to explore synergies between countries that are advanced in smart city developments, large economies, or 'integrator' nations – recognizing that a smaller group can make more rapid progress, and that individual endeavors only is insufficient.

In doing so, each nation shared their approach to smart cities. Although countries have different contexts, we share a common set of 'big challenges' (resource, waste, competitiveness, aging, urban mobility etc.) and all recognize the vital role that cities play in addressing these – particularly given high levels of urbanization. We also recognize that activities at city-level only will be suboptimal, that this may leave smaller cities and towns at a significant disadvantage, and therefore ensuring a suitable national context within which cities can thrive is a vital role of national departments and agencies.

Thus, policy, programmes, market development, funding mechanisms, research, standards and the like are critical tools to put in place – at national level, and above.

The sharing of national context and experiences revealed a number of common themes, and also leading practices. The desire to accelerate progress, and shape the smart cities market was very evident. Cities and national political leaders need hard evidence from smart city examples to build confidence and drive progress. Working across government departments; between public and private sectors; and causing collaboration between cities presents real challenges, however this vital to resolve. In support of this new business models and procurement practices must be developed and proven. And underpinning a common approach, standards must become more prominent.

The cities market is different, cross-cutting, and comprises multiple interconnected systems. We can no longer shy away from this complexity. It is time to address this, and so leading practice from leading nations becomes a vital ingredient.

Subsequent workshop discussions in break-out groups identified a number of common priority topics where ongoing sharing of experience would be beneficial. It also revealed scope for a common approach – notably where it could deliver faster better outcomes for our cities, and could also help make European industry more competitive on a global stage.

The priority themes that can and should be tackled at national governmental levels included:

- **Getting leadership engaged** on the smart city agenda
- **Closing the gap** between lead cities and the less fortunate (and larger number of) cities
- **Business models** that can foster cross-sector working and cross-city collaboration
- **Standards**, protocols and Performance **Indicators**

Specific actions and recommendations have been made for each area.



The conclusion was that continued dialogue, and joint action would be beneficial, and there was an in principle commitment to make this happen. The EC EIP 'Invitation for Commitment' process was noted as a potential and suitable basis to express this intent.





1 WORKSHOP LOGISTICS

1.1 PARTICIPATION

	Name	Organisation	Email
EC	Matthias Reddmann	European Commission, DG CNECT	Mathias.REDDMANN@ec.europa.eu
France	Caroline Porot	Association des maires des grands villes de France	c.porot@grandesvilles.org
	Anne Charreyron-Perchet	Office of the General Commissioner for Sustainable Development	Anne.Charreyron-Perchet@developpement-durable.gouv.fr
Germany	Dr Joreg Mayer-Ries	Federal Ministry for the Environment, Nature, Building and Nuclear Safety	joerg.mayer-ries@bmub.bund.de
	Dr Eckhart Hertzsch	Fraunhofer Institute for Building Physics IBP	eckhart.hertzsch@ibp.fraunhofer.de
NL	Mercede de Miguel	Dutch Digital Urban Agenda (DSA)	merce@digitalestedagenda.nl
Spain	Ana Perez Sanchez	State Secretariat of Telecommunication and Information Society	aperezs@minetur.es
	Francisco Javier Garcia Vieira	Red.es	francisco.garcia.vieira@red.es
Sweden	Magnus Enzell	Ministry of Enterprise, Energy and Communications	Magnus.Enzell@gov.se
	Lars Arell	Ministry of Social Affairs	Lars.Arell@gov.se
UK	Paul Hadley	Department of Business, Innovation and Skills (BIS)	paul.hadley@bis.gsi.gov.uk
	Ben Hawes	BIS	ben.hawes@bis.gsi.gov.uk
	Liam Macpherson	BIS	liam.macpherson@bis.gsi.gov.uk
	Corin Wilson	UK Trade and Investment	corin.wilson@ukti.gsi.gov.uk
	Damien Smith	Cabinet Office	Damien.Smith@Cabinet-Office.gsi.gov.uk
	Alice Balbo (Lunch)	Future Cities Catapult	abalbo@futurecitiescatapult.org.uk
-	Graham Colclough	Facilitator	Graham.colclough@outlook.com

1.2 OBJECTIVES

Three principal objectives were set and agreed:

1. Share and inform national approaches to the 'smart cities' agenda
2. Outline practical steps to collaboratively address common agenda items
3. Develop '10 suggestions' that can be taken into the European Innovation Partnership (EIP) process



1.3 AGENDA

Start		Content
9:00	Context Scan	Arrival, welcome and introduction to the day
9:30		Country Approaches – brief overview from each country based on EIP Operational Plan ‘landscape sheets’
10:45		Coffee Break
11:00	Priorities Focus	Breakout Session 1 (2 groups) Conversation focused around what each country is doing, how they are positioned, what their challenges are, what they can learn from others, and where/how they could work together for mutual benefit.
12:30		Feedback
13:00		Lunch
13:45	Action Plan	Breakout Session 2 (4 groups) Discussion to define what actions should be taken following the conversation in the morning.
15:15		Refreshments
15:30		Feedback from second breakout session. Discussion as to next steps. Close.

1.4 VENUE

BIS Conference Centre
1 Victoria Street
London, SW1H 0ET



2 INTRODUCTIONS

Paul Hadley, as BIS host, welcomed delegates to London and thanked them for attending. Delegates were reminded that Chatham House rules were in place and their contributions would not be attributed.

Introductions were made by each representative, where their organization played in the smart city agenda nationally, their role, and what they sought from the workshop.

Graham Colclough was requested to facilitate the subsequent workshop discussions.



3 COUNTRY LANDSCAPES

Each nation was invited to introduce their current position in the smart cities landscape. The EIP Operational Plan was noted to include a number of Country Landscape sheets which provide basic information and context for each nation. The following notes capture the key points:

3.1 UNITED KINGDOM

- The UK has set up a Ministerial Smart Cities Forum, bringing together representatives of business, academia, local and national government to identify the barriers to success and develop and evidence solutions.
- The UK has a non-uniform governance structure for local administration, and a large number of central government departments that address urban matters. The Forum thus provides a valuable means to debate the common agenda.
- The Government is supporting the British Standards Institute in the development of a programme of smart cities standards, taking a portfolio approach that focuses on 'horizontal' cross-cutting guidance more than traditional vertical, siloed material.
- In appreciation of the challenges that exist in the area, the Future Cities Catapult has been set up to tackle urban innovation and bring together business, cities and academia to develop solutions. The Future Cities Catapult is one of seven "Catapults" set up the Technology Strategy Board, the UK's innovation agency, to tackle sector specific challenges.

3.2 SWEDEN

- Sweden has 290 local unified authorities, each with the same powers regardless of size or whether or not a major city is in the area. Ministries are 'thin' in comparison to many other countries. The focus is thus on developing the right policies for smart cities.
- Sustainable cities and communities has been in focus since 2008, although ICT has not been an explicit agenda item in that – though does cover some aspects
- 15 hurdles / challenges were tabled as agenda items for resolution
- While Sweden is interested in smart cities and digital in general it currently does not have a dedicated smart cities team in Government. The lead for urban matters rests with the Ministry of Social Affairs (including e.g urban infrastructure); and the ICT ('smart') agenda with the Ministry of Enterprise, Energy and Communications. A Digital Agenda for Sweden has been launched, including twenty-one regional agendas. The strategy puts citizens at the center as it seeks to develop Sweden's digital capabilities.
- "My Sweden" has been launched as a Government app/cloud based system to allow citizens to access Government digital services; this is built around the life-event concept, and attention is placed on the mobile channel.
- Currently only Stockholm could be regarded as a 'smart' city in Sweden; progress of the tier 2 cities is however of more concern.
- There is a desire to promote the Sjeste eGov lab (in Stockholm) as a hub for IT.

3.3 NETHERLANDS

- The Netherlands' cities landscape comprises of four 'big cities', thirty-two 'second-tier' cities of a hundred thousand plus population, and other smaller towns.



- The Ministries are working together closely in the digital sphere with the Digital Urban Agenda (DSA) organization providing the link between central Government and cities.
- The G4 & G32 cities have collaborated and developed eight key themes to take forward and develop a digital 'smart city' approach. These include: working; living; safety; care; green; open; our city; policy/law. Eight cities lead on these themes for the collective.
- There is strong, clear communication of the work going on in these projects, allowing for clear management of the solutions to be developed.

3.4 FRANCE

- The role of central government in France is very strong. Nine areas of investment for the future have been identified and centrally funded programmes have been established. These include a number of themes very relevant to the urban agenda (mobility, digital, energy & buildings, grids, cities for the future, tourism, health, and education).
- Local Government, together with Industry, is co-financing projects across France worth approximately €200m.
- A report has been commissioned for the Prime Minister seeking demonstrators, particularly addressing issues in low income areas.
- Export of solutions targets countries like China, Brazil, Turkey and Morocco.
- The Association des maires des grands villes de France represents the French cities approach to digital and following the recent local elections they are now able to push this agenda.
- A number of French cities (eg Lyon, Nice, Grenoble) have considerable smart city experience; although experience suggests that projects take too long and face considerable obstacles (city silos, cross-sector working and collaboration)
- Three main challenges have been identified:
 - Moving from experimentation to wider implementation of projects
 - Setting in place the right business models for success
 - Legal and institutional barriers (eg procurement drives separation between parties, yet needs require integration and collaboration)

3.5 GERMANY

- Due to the federated structure of Germany, the national Government is hesitant to do more than provide some funding for smart cities work. Cities play a very strong role and operate independently.
- Some reorganization is taking place in central government presently as regards roles associated with smart city (e.g. transport, buildings; digital infrastructure).
- Germany is highly urbanized (85%+), with multiple small 20,30,50k popltn towns and cities. The urban agenda must rise in prominence; and it is recognised that tier 2-3 cities will face challenges.
- There are many challenges for smart cities that have to be considered including poverty, climate change and energy. Urban challenges are clearly seen as a common European (indeed global) agenda, which also presents opportunities to export ideas and solutions that are relevant.
- It is important to recognize that smart is not sustainable by itself but part of a greater approach. Smart is the investment instrument, and sustainability the goal. Considerable prior initiatives have been in place addressing the sustainability and integrate urban agenda.



- Cities, citizens and business have a strong influence on the role of Government around smart cities.
- Standards for smart cities do not need to be industry focused but should be shaped in a socially and politically acceptable way.
- The Morgenstadt (city of tomorrow) national platform has been established with three ministries, a stakeholder platform and 90 experts. Four working groups have been established to tackle issue of smart cities, notably: energy; climate; transformation and governance; and systemic city research across sectors.

3.6 SPAIN

- There are more than eight thousand 'cities' in Spain although more than seven thousand five hundred of the cities have populations or less than twenty thousand. This disparity in size has led to a discussion of smart regions and smart communities, rather than purely smart cities.
- Considerable on the ground activity is in place in a number of leading Spanish cities.
- The Spanish Digital Agenda includes 9 implementation plans. The 10th will be smart cities, and currently includes three main areas:
 - Smart City Forum: working with Ministries and a self-organised network of ~50 cities to set up a forum.
 - Co-Finance Initiatives: Help has been provided to finance cities and develop their smart capability. A study is in place to support development of appropriate strategies.
 - Develop ICT around Smart Cities: Support is being provided to the ICT sector to develop capability. This includes: open data initiatives and demonstrators; FIRE (EC project) research initiatives; open communities for software development
- Red.es has been made responsible for some technical issues in cities, and is running a call for proposals in May/June to drive action.
- There continues to be issues around normalisation / standardisation. The Spanish association of standards presently has 5 groups working on smart city topics – e.g. metrics

3.7 EUROPEAN COMMISSION

- The European Innovation Partnership for Smart Cities and Communities was established in 2013. A Strategic Implementation plan was launched in 2013 supported by the Hi-Level Group. The Operational Plan has been developed by the Sherpa Group and provides more detail.
- The EIP goals are to accelerate, scale up and demonstrate impact in smart cities. Taking an integrated approach, collaborating and finding common solutions will provide the means to achieve these goals.
- The Horizon 2020 call for proposals is a funded mechanism to underpin these ambitions, and includes a number of related opportunities: lighthouse smart city demonstrators being prominent amongst these.
- The desire is to access and bring together a number of different funding sources (eg Structural Funds; EC R&D budgets; EIB funds; Private Investment, and indeed national/city funds to make a marked impact.



- Work is underway to understand the various city networks in place across Europe and seek to advise and align.
- An invitation has been made for partners to work with the Commission to produce a tangible result between now and 2020 (the focus is more on initial years). This “Invitation for Commitment” broadens from the ~50 involved Sherpa organisations to a much greater community, and will be backed up by an online market place to find and match people, services and businesses.
- Action Clusters will be set up to move common agenda items forward.

ACTION:

1. *Updating the EIP Country Landscape sheets, based on the discussion, was agreed as a basic and swift means to support structured and informed comparison, and support ongoing dialogue between countries. Who: Graham Colclough, also via the EIP Sherpa process.*



4 BREAKOUT 1: IDENTIFYING “PRIORITIES”

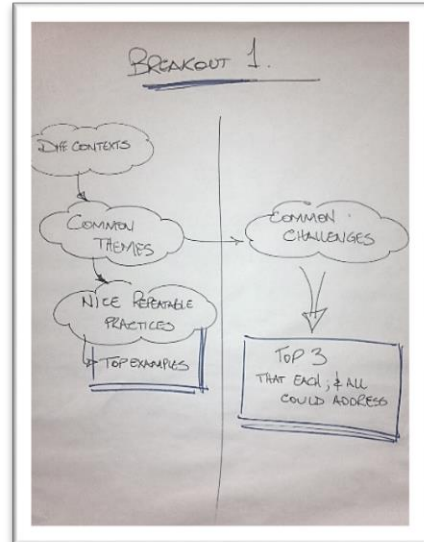
4.1 EXERCISE PURPOSE

The landscaping clearly highlighted a significant number of common themes, and several shared challenges; despite considerable contextual differences between the countries.

Some of the common themes have been tackled by countries generally with different approaches, offering useful scope for learning. Some challenges clearly remain un-tackled to a large extent by all countries.

The breakout work thus sought to:

1. Identify the common themes
2. Identify some ‘nice practices’ within countries that could be captured and shared, and potentially adopted / adapted in others
3. Prioritise the key challenges that each and all countries would benefit from resolving.

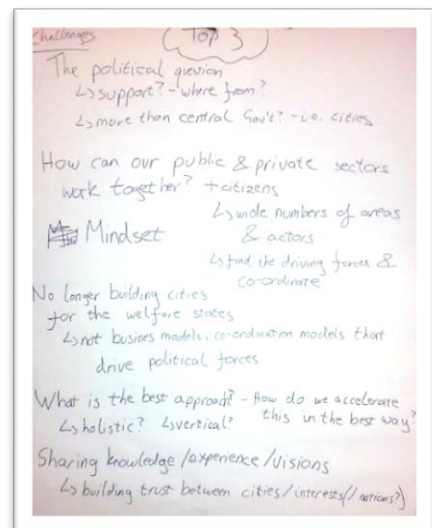


Two groups were formed with country representation spread between the groups; addressing the same task.

4.2 GROUP 1

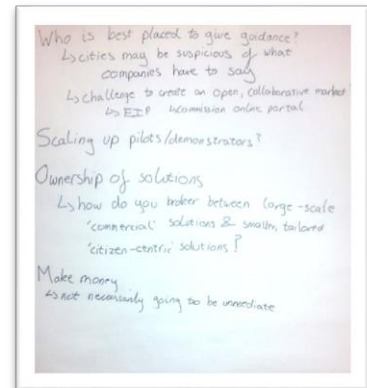
The principal points of note from the discussion included:

- **Political support** is essential for smart cities to succeed. Central governmental support will not prove enough, it is important for local support to achieve a wide buy in. Clarity as to where the topic sits (ownership) is vital.
- **Governance and decision** making must be both top-down *and* bottom-up. Historically cities have been built for the welfare state – i.e. co-ordination models for political purposes. There is a need to accept that is no longer the approach that is being taken.
- **Collaboration**: It is important for citizens, the public and the private sectors to work together across the wide variety of areas covered, find the driving forces that exist and co-ordinate action.
- **Acceleration is needed**, and sharing of knowledge, experiences and visions amongst those involved is required to set the basis to accelerate progress.





- **Culture and Business Models.** A challenge exists to create an open and diverse conversation, moving past suspicions, to allow parties to work together (e.g. PPP; IP ownership). Who is legitimate to give good practice advice? Cities often distrust industry.
- **Scale:** There is a challenge to broker between large-scale 'commercial' solutions and smaller, tailored 'citizen-centric' solutions.
- **Demonstrators** need to be scaled up to show real value. Transferable examples and the right framing conditions are needed so that cities can recognize where they fit in.
- **Commercial realities:** We have to remember that the end goal of Industry stakeholders is to make money, and to do so may not be possible immediately.

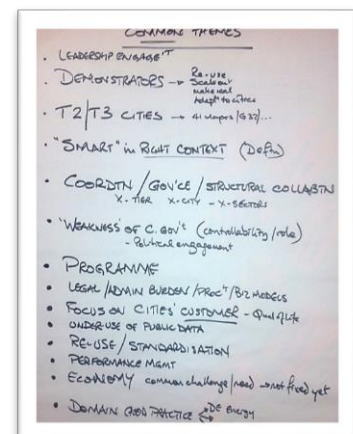


4.3 GROUP 2

The principal points of note from the discussion included:

Common Themes

- **Leadership** engagement
- **Demonstrators**
 - Re-use; Scale-out; Make real; Adapt for cities
- **Tier 2-3 cities** support: the NL G32+; French 41+ Mayors, and beyond
- **Coordination / Governance / Structural Collaboration**
 - Cross-Tier, cross-City, cross-Sector
- "Smart" in the right context – a **definitional** issue, and a **perception** (thus reality) challenge
- Weaknesses of **Central Government**
 - Political engagement
 - Level of controllability of the smart city agenda
 - Appropriateness and acceptance of role by cities
- National smart cities **Programme** – most nations are wrestling with setting one up
- Setting **Enabling Conditions**: Legal / "Red Tape" – Admin Burden / Procurement / Business Models
- A real focus on the cities' **customers** as the new locus of attention – residents quality of life; thriving businesses; returning visitors
- Under-use of **public data** – much noise and activity, though lack of 'industrial scale' value
- Re-use of common solutions – **standardization**
- **Performance management** of the city as a system (as opposed to silo performance measures)
- **Economic Vitality** – a common chronic major unfixed challenge
- Recognition that there exists (national) **pockets of domain leading practice** that could be tapped into by others (eg DE energy; UK data; Swe/Fr sustainability...)





Examples of National Leading “Nice Practices”

- Demonstrator Set-Up – NL model of collaboration (the 8-topics)
- Collaboration / Coordination
 - the UK Smart City Forum process
 - the French 41 Mayors association
 - NL G4 / G32 alignment with Central Government
- Open / Common Data
 - EU GIS data as an example of where we have been very successful at a European level – how to learn from; find a topic, and repeat such success in a city context

Agreed Priority Common Challenges

- I. Understanding – Sustainability as the (business / outcome) goal; and Smart as the means
- II. Support for Tier 2-3 Cities
- III. Cross-Sector & Cross-Tier working
- IV. International Market for SC Solutions – shaping and developing the market & defining the ‘European Advantage’
- V. Educating and Engaging Leaders
- VI. Standards & Protocols
- VII. (EU) Indicators



4.4 KEY EMERGING INSIGHTS

The **breadth of challenges** faced by cities is significant and daunting.

The **role of central government** in relation to cities was seen to be particularly challenging to address. Notably getting **political and professional leaders to own the agenda**, as urban matters are by their nature cross-cutting.

Different country contexts suggested that different approaches may be entirely valid, however there are certainly common agenda items, some of which every country and their cities are wrestling with: supporting (local and European) **economic competitiveness** on a global stage being one example.

The desire to **accelerate progress** was very evident.

The need to be able to point to **solid evidence-based smart city examples** was also a common burning need. The lack of which detracts from engaging leadership.

Cities (notably the less developed / smaller ones) are cautious about **working with industry** due to a lack of trust and confidence. And are also not used to **working in collaboration**; and/or find the means to enable collaboration beyond a local level hard to address in a sustainable manner.

This is not helped by a **lack of common approaches and standards** that can enable particularly the smaller cities to be able to engage swiftly and successfully with the market.

New business models that can help bring sectors and cities together are sorely needed; and current barriers (notably procurement legislation) must be resolved to help make this so.



5 BREAKOUT 2: "ACTION PLAN"

5.1 EXERCISE PURPOSE

Four topics were agreed to be addressed as a result of the synthesis of the initial breakout discussions:

1. Getting Leaders engaged on the Smart Cities Agenda
2. **Closing the Capability Gap** between advanced/large (tier 1) and less advanced tier 2-3 cities
3. **Business Models** that can foster cross-Sector working and cross-City collaboration
4. **Standards** Protocols and **Indicators**

Each group discussed (i) the Problem (ii) Solutions / Options and (iii) Suggested Actions.

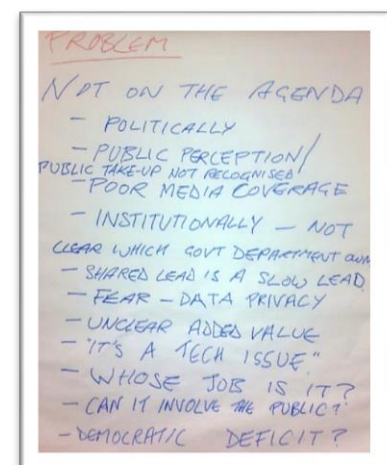
The focus was on things that Central Government Departments should tackle in particular, and would be legitimate in doing so. And on identifying things where there would be a network effect in tackling together.



5.2 GETTING LEADERS ENGAGED ON THE SMART CITIES AGENDA

Problem

- Smart Cities not on the Political / Public Agenda
 - Not sufficiently seen as a topic on the political agenda – the current silo / domain attention is 'easier' to go with; so changing and working in a horizontal manner is hard and may run political risks. Is this a problem that when solved will deliver political gain?
 - Not sufficiently high on the agenda of public perception – or rather the link between 'smart' solutions and better societal outcomes has not been made
- Communications and marketing
 - Insufficient; and not communicating the right messages
 - Media coverage still about technology failures; not enough about smart city successes
- Governance
 - Not clear institutionally which Dept owns the integrated agenda
 - A shared lead is a slow lead
- Where's the Value?
 - The added value of smart is less clear
 - It's a 'technology' issue (cf a business value)
- Risk
 - Fear – eg data privacy
 - Incentive to take risk is insufficient (given unclear added value)
- Democratic positioning - How to involve the public





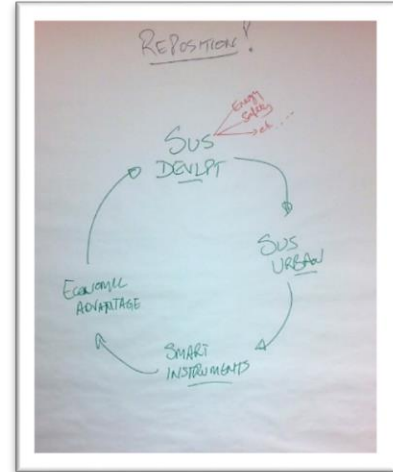
Solutions / Options / Actions

1. Run "Cities Challenges"

- Kite-Marking; Awards; Benchmarking; Competitions

2. Reposition the topic – improve communications

- Focus on selling the *Aim*: sustainability, livability, public safety & security, energy savings,...
- From *sustainable development*, to sustainable *urban development* – to *smart instruments* – to *economic advantage*
- Tell Better Stories – for leaders, media, public – making it meaningful at an individual level
- Communicate the benefits realized – aimed at the target audience
- Stop talking about 'futuristic technology' (smart phones are now present day and real and help communicate the step-change)
- Surface the fears about surveillance and address them better



2. Improve Case Study capture

- More structured and consistent (less anecdotal)
- Make benefits visible, shared and accessible

3. Identify Target Policies and Services

- Those that will be most affected – perform a mapping exercise

4. Governance

- Be prepared to release some powers

5.3 CLOSING THE CAPABILITY GAP (TIER 2-3 CITIES)

Problem

- Defining 'tier' in this respect did not necessarily equate to the size of the city. Tier more accurately reflected the level of local integration of services; local political will / strategy to develop smart services; local enthusiasm and buy-in to smart goods and services to improve the city and citizen experience.
- In most countries it is recognised that Tier 2 & 3 cities represents the most significant proportion of the national population, so collectively this is a very important group
- Access to funds: larger cities would however usually have more money / resource available to them to distribute as they saw fit to smart initiatives; and more expertise in governance.
- Pro-activity / Agility: some smaller cities may have more autonomy to develop innovative governance and finance models to develop smart initiatives rapidly.
- The strap line for Central Government assistance was to, "Provide the Opportunity to be Smart".



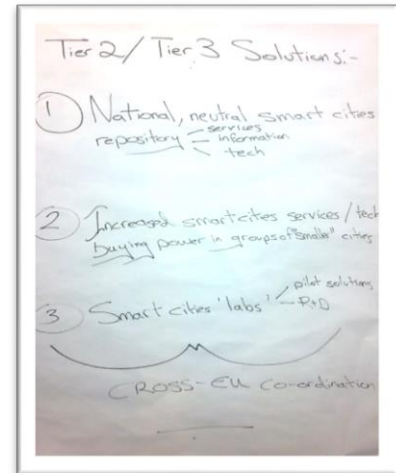
Solutions / Options / Actions (closing the capability gap)

1. A Neutral (National) Repository of Solutions to inform and build capacity

- Develop a national repository/library of information/services/case studies around smart cities to assist other cities to educate themselves in how to develop and operate smart systems - the national government could do this.

2. Smaller City Collaboration to shape the market

- Aggregate smaller cities together to develop and build common solutions that can attract industry interest and innovation; can exploit greater collective buying power; and will accelerate and grow the market for better solutions



3. Smart City Labs

- Develop a European network of Future City Catapult type 'hubs'/'labs' which could focus both on national strategies and practical examples of smart cities and areas of expertise ie. where a particular strength had developed within a city eg. transport, big data.

5.4 BUSINESS MODELS THAT CAN FOSTER CROSS-SECTOR WORKING AND CROSS-CITY COLLABORATION

Problem / Challenge
<ul style="list-style-type: none"> • Business Models is the #1 issue in France • Access to money: how to enable private investment (crowdfunding seems to work only at community level) • 'Demonstrators' don't seem to be moving to scale implementation – are business models a key barrier? • Closed proprietary solutions inhibit progress • Disruptive fast changing market – this is both a positive opportunity, and a cause for concern (risk)
Solutions
<ul style="list-style-type: none"> • 'Platforms' • 'Mesh infrastructure networks', like the German power generation network • A balanced play on smart phones / mobiles
Suggestions
<ol style="list-style-type: none"> 1. Develop standards that support 'platforms' / 'mesh networks' 2. A structured approach to capture the different forms of business model



5.5 STANDARDS, PROTOCOLS; & INDICATORS

Standards & Protocols	Indicators & Metrics
Problem / Challenge	
<ul style="list-style-type: none"> • Vast numbers of standards in existence • Too commercially driven • Often too specific • Guidance provided is not interconnected • Standards take (too) long to produce • Life-cycles of standards don't match market innovations 	<ul style="list-style-type: none"> • Plethora of indicators exist, however key indicators are not defined and agreed • Political problem – poor comparability; and low relevance • Data (quality / availability) is a constant issue • A gap in place between Statistical Offices and users
Solutions	
<ul style="list-style-type: none"> • Greater international coordination • Kill off old defunct standards • Move to 'guidelines' that engage (political) leadership 	<ul style="list-style-type: none"> • Set clearer agreed objectives for comparability • Establish an appropriate mix of qualitative and quantitative indicators
Suggestions	
<ol style="list-style-type: none"> 1 Map standards landscape to highlight interconnections and manage portfolio better (incl retiring old) 2 Improve international coordination 3 Develop different types of 'guidance' (eg leaders guides; frameworks; tech specs) 	<ol style="list-style-type: none"> 1 Agree a few key common metrics 2 Establish data 'openness by default' on core city performance metrics



6 CLOSE

6.1 TACTICAL NEXT STEPS

1. Capture and distribute workshop notes
2. Share presentations and other input

6.2 REFLECTIONS

The general response was very positive to the value of the workshop.

Specific feedback from attendance included:

- Great to have the opportunity to exchange approaches
- Very helpful and interesting – now to figure out who to engage to move things forward
- Keep the discussions broad and strategic
- How to help industry at both national and EU levels (the impact of cities on industry is big!)
- Confirms a common set of challenges; lots to share and learn; how best to manage the process of convergence of thinking
- Need to learn from examples – and from differences
- We're all in the same boat!
- Got lots of policy ideas
- We need now to dive deeper and make things specific, action-oriented, and value adding
- We're entering a new European Commission – how to influence and support new policies

6.3 ONGOING PROCESS

The European Commission will be mapping the various city networks in place across Europe and is seeking to understand how best to support effective and efficient collaboration between nations and regions on this agenda, as part of the EIP process.

The view was that this forum should continue, through informal networking, telephone/video meeting, and/or physical – given the extensive commonality of challenges.

Digging deeper into specific identified topics that the member state C.Gov Depts should legitimately address – like the four discussed – with the appropriate experts from each country was considered a valuable step.

Suggested Way Forward:

1. Continue this pragmatic, action oriented, core group of collaborating leading nations.
 - a. Rotating chair?
 - b. Identify national interest and national experts to address the specifics
2. Consider making a response to the EC Invitation for Commitment along these lines