



Results Intake workshop:

City report

***1st step toward the Transformation
Agenda***

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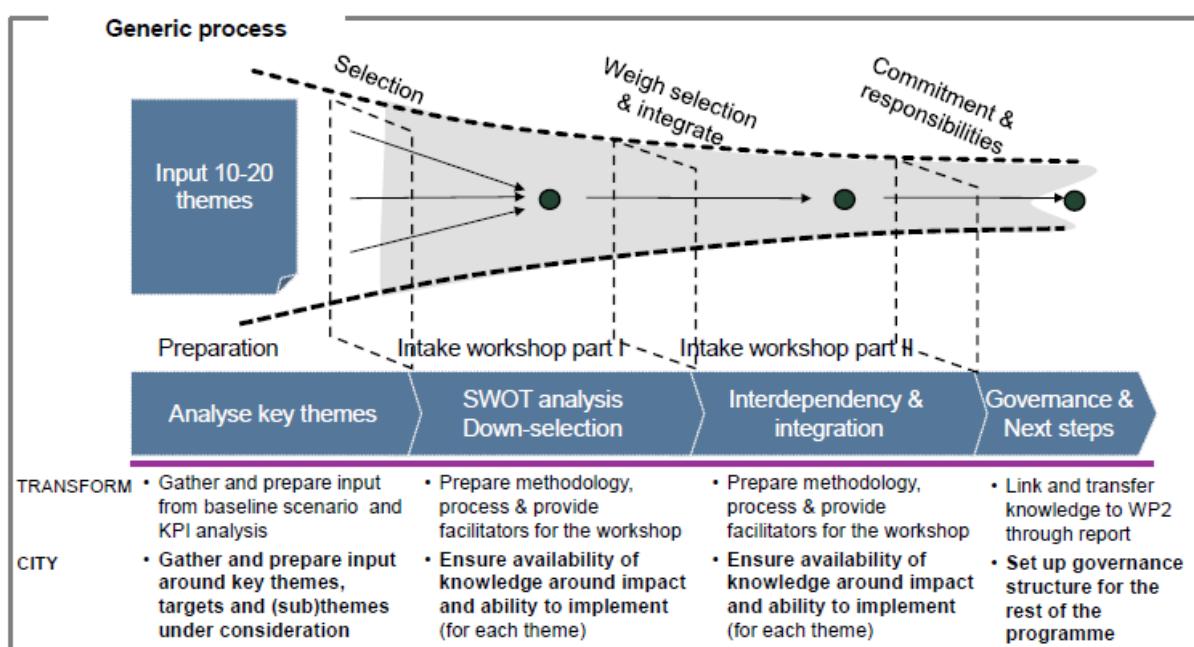
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1 Introduction

1.1 Reminder about Intake Workshop objectives and impacts on WP2

The **intake workshop objective is to prioritise 6 themes each city wants to work on within its Transformation Agenda**. To do so, each city has been through a down-selection process. For each one of the selected themes a SWOT analysis has been made to identify main barriers and opportunities, the city will have to work on in order to improve its energy documents and reach targets. Last but not least, intake-workshops has been the opportunity to involve local stakeholders with the TRANSFORM project and the drafting of the TA.



1.2 Objective of the Intake Workshop City report

The main objective of this report – to be filled in by each city, after their intake workshop, and send to the WP2 team 20 days after the intake, is to compile the outputs of the intake workshop (content wise), to set-up the context for each one of the 6 themes selected, to have insight in how each city sees the Transformation agenda as a product (6 themes = minimum, other elements like?) as well as to identify the strategy for working on the TA and the 6 themes with local stakeholders (methodological & governance issue) in the next phase until November 2014. The combination of reports will provide material (together with status quo reports) for the strategic working group and for the organization and identification of key considerations meetings.

In other words, the present report will address the following issues:

- *The list of the 6 themes selected (incl. a detailed description of each theme);*
- *Explanations detailing why these themes have been selected;*
- *A SWOT analysis of the 6 themes;*

- *Mapping of the actors (in terms of competencies, assets,...) that will be involved in the making of the TA (probably one per theme);*
- *TA governance: a description of the process (methodology, timelines, stakeholders involvement, number of meetings per themes, etc.) on how the city will lead the making up of its TA (at least until November 2014, when draft deliverables per city is due, but ideally for the whole process);*
- *List of participants to the intake-workshop.*

2 Themes to be addressed by the TA

2.1 Down-selection of the themes

Genoa used three sources for the down-selection process:

- I. **Smart Goals:** goals chosen by Mayor, Alder people and Directors of the Municipality
- II. **SEAP Actions**
- III. Smart City Vision as summarized in the **Smart City Decalogue's Ten Points**

During the IW participants, divided in six working groups, were invited to:

1. Analyze Smart Goals and confront them with Smart City Decalogue
2. Analyze SEAP actions and confront them with Smart Goals
3. Prioritize Smart Goals
4. Draw SWOT Analysis of Six Priority Themes

Long list of 21 themes

Smart Goal	Detailed goals
Developing sustainable mobility	Support new smart buses change municipality's cars into smart ones promote electric mobility Energy savings in Cemeteries New smart mobility Promote electric mobility
Smart reorganization of mobility	Lower school entrance and exit traffic smart mobility for goods in and from for the city promote bike and pedestrian lanes
Developing Services for Citizens	Improve ICT Communication with handicapped' families on line youth services easier website on line present/absent Texting families on line registrar Post offices register services Transparency on Municipality's actions Green Point in Palazzo Verde ICT One Access Commercial Activities Teller On line and decentralized services Multi modal payments Post offices register services
ICT	Data collecting and managing Sensors mapping ICT street classification information on deceaseds' locations online personnel movements ICT management of Learning

	"Used" electronic platforms for procurement
	WI-fi in Palazzo Rosso
	promote touristic visits to Staglieno
	App for dedicated tours for handicap
	Georeferentiated historic mapping
	integrated ticketing
	Integrated App
	ICT emergency warning to families
	hydrogeologic risk monitoring
	review alert system
Safety & Security	Total evacuation in case of risk
	Risk evaluation in Urban Plan
	ICT Safety alert system
	safety in Matitone, specially for handicapped
	lower energy impact of canteens
	RAEE recycling
Waste Management	Recycling factory
	Reuse old PCs
	Recycling small electronic devices
	Modifying Building Regulations
	georeferentiation Urban Plan
	Smart things in all calls
	involve Mobility in Urban planning
	use smart criteria in calls
New Smart Processes	Open Data Statistics and more internal data
	ICT management of EU projects
	Smart KPI for strategic and EU planning
	Readability and transparency Financial Statements
	Open Data
New Contracts	Business plan for hydrogeologic risk monitoring
	green procurement
Smart Buildings	Thermostatic valves
	review domotics in museums
	Find smart districts
	involve young people in smart city
New Entrepreneurship	Start-ups with AGSC
	Youth creativity
	extend Creative Cities
Infrastructures	Transport Network for Western Genoa
	Improve urban spaces
Integrated territorial and urbanistic Planning	ICT buildings register for energy and risks
Smart School	Smart School
	other smart schools
Improving Environmental impact - reducing carbon	vertical farm Voltri
	Air Quality Plan

footprint	monitoring and controlling PC emissions
Raising interoperability of systems and services	Informatization Building Single Teller on-line sign up for school canteen Electronic Social Record governance interoperability
Developing Internet of Things	Smart Pole ICT communication on barriers extending wi-fi to foreigners Integrated Smart touristic tours
Energy Efficiency in Buildings	Energy efficiency actions in schools Energy efficiency Muma Albini, Matitone MuMA energy efficient Energy Efficiency in Buildings Energetic Audits Energy Efficiency in public buildings review energy consumption in museums
Spreading RES	mini-windmill in sports center Sequestered solar panels Study micro self-produced energy in social housing Sequestered solar panels
Deamterialization	Dematerialization public contracts and private agreements
Smart Lighting	LED Fax online Led in Chiessone museum

How were these themes selected?

The Mayor asked all Alder people to produce at least three Smart Goals. Meetings were organized between the Smart City Coordinator Alderman Oddone, the Genoa Smart City Association, the Smart City office, the Organization and Planning Department and each Alderperson with his/her directors. A list of 111 Smart Goals were produced which were then grouped into 21 Smart Goals

2.2 Description of the 6 themes

For each theme, explain the motivations that lead to this choice and what this theme could contain of possible concrete actions, as examples (maximum 1 page/theme).

1. SUSTAINABLE MOBILITY
2. SUSTAINABILITY AND RENEWABLE ENERGY SOURCES
3. SMART BUILDING (PRIVATE AND PUBLIC)
4. NEW ENTREPRENEURSHIP
5. ENABLING INFRASTRUCTURES
6. INTEGRATED PLANNING

Theme 1	
Name of the theme	MOBILITY
Category	Transport
Description of the theme	Developing and reorganizing smart mobility
Contribution to main KPI: - Energy demand reduction - CO2 reduction - Renewable energy production - Energy efficiency	Thanks to the adhesion to the Covenant of Mayor initiative and to the drawing up of the Sustainable Energy Action Plan (SEAP), the city of Genoa is nowadays developing a strategy for more sustainable transport system in city. Local transports in Genoa city are less pronounced (in comparison to the National average) which is evidence of the relatively high exploitation of public transports by inhabitants (approximately 43% of the population); According to the SEAP's actions, for increasing energy efficiency, municipal and public transport fleets will be replaced with more environmentally friendly vehicles. Other actions addressed to energy demand and Co2 reducing are the improvement of the intermodal transportation system and its quality. The impact of the foreseen actions is about -5% of Co2 reducing.
Value of the theme: - Environmental - Economic - Social	All
Other motivations for selecting this	The theme was selected by participants in the IW because it's an absolute priority for the city.

theme	
Municipality involvement/ competencies	Mobility, Commerce, Urban Planning, Organization, Environment and Energy, Smart City
Key-actors	Municipality, Transport companies, Port Authority, Commerce, Business, Citizens, Schools, associations, municipii. Their interest is to move better, each with different perspective
Other actors	
Interaction between stakeholders	This is the main reason of the AGSC's involvement of citizens' associations. Moreover, past experiences in participation of Local Council's (Municipii) communities could be better capitalized (e.g. Green Apple Mela Verde)

Theme 2	
Name of the theme	SUSTAINABILITY AND RENEWABLE ENERGY SOURCES
Category	Energy Supply
Description of the theme	<p>The Theme is about the development of Sustainability actions and the increasing of Renewable Energy Sources production in the territory of Genoa in accordance with the EU commitments on the reduction of greenhouse gas emissions connected with energy generation and consumption .</p> <p>The main challenges of this theme is strengthening and development of the use of RES in order to improve and increase the energy amount from renewable sources reducing at the same time the CO2 emissions.</p>
Contribution to main KPI: - Energy demand reduction - CO2 reduction - Renewable energy production - Energy efficiency	Even in this case, through the Covenant of Mayor initiative and SEAP finalized to the energy demand and CO2 reduction, Renewable energy production and energy efficiency increasing, Genoa's Municipality had set several actions addressed to the RES improvement, mostly about solar and wind energy, hydropower and biogas (from landfill and sewage treatment)
Value of the	Environmental & Economic

theme:	
- Environmental - Economic - Social	
Other motivations for selecting this theme	The Sustainability and Renewable energy sources theme has been selected due to the increasing awareness of the GHG and environmental impact reduction . This theme is strongly connected through the environmental empowerment to the one point of the Genova Smart City's Decalogue "Mediterranean , beautiful and full of light"
Municipality involvement/competencies	Urban Planning, Environment and Energy, Smart City
Key-actors	Municipality and Port authority (as territory actors) energy/grid operators (as supply and management actors), private companies (plants installation, commerce, etc.).
Other actors	
Interaction between stakeholders	Through the Genoa Smart City Association (AGSC) a strong interaction on this topic is constantly carried on.

Theme 3	
Name of the theme	BUILDINGS
Category	Existing buildings and Public Land Use
Description of the theme	<p>We deal with both the improvement of the energy performance of the existing building as well as with the construction of new, smart buildings.</p> <p>The main challenges are:</p> <ul style="list-style-type: none"> - increase citizens awareness on energy consumption of buildings and therefore increase the demand for low energy buildings. - Increase building managers ability to cope with energy efficiency projects - Create financial schemes for building renovation - Increase professionals and planners ability to design

	<p>smart buildings</p> <p>The expected outcomes and impacts are:</p> <ul style="list-style-type: none"> - lower energy bills and lower CO2 emissions - homes that are more comfortable to live in
Contribution to main KPI: - Energy demand reduction - CO2 reduction - Renewable energy production - Energy efficiency	Each energy efficiency measure that can be promoted at city level has a different impact on consumption. So, the contribution will depend on the measures that will be chosen to be inserted in the building regulation for implementation. For example the installation of thermostatic valves or special windows or insulation. We have calculation tools which give us the possibility to calculate the impact of each measure on the overall consumption of existing buildings.
Value of the theme: - Environmental - Economic - Social	The performance of buildings has a strong impact on: <ul style="list-style-type: none"> - environment: lower CO2 emissions, lower air pollution. The impact will be calculated by figuring the change in energy consumption levels. - economy: new revenues for building companies, installers and professionals. At this stage it is very difficult to assess precisely..
Other motivations for selecting this theme	The quota of energy consumption related to buildings within Genoa energy balance
Municipality involvement/competencies	Urban planning: design of new, smart or ZeB buildings Private buildings: works authorization; promotion of energy efficiency solutions through new building regulations Public works: to renovate/maintain public buildings
Key-actors	Politicians, urban planners, architects and engineers, installers, builders.
Other actors	Building managers, citizens
Interaction between stakeholders	A specific platform will be created for private building renovation on the basis of the model “Condomini intelligenti” – Smart dwellings. Also using AGSC

Theme 4	
Name of the theme	NEW ENTREPRENEURSHIP
Category	None and all: it is cross cutting to all categories.
Description of the theme	Considering the present economic crisis and Genoa's decreasing and ageing population, new forms of creating and conducting business in the Six Chosen Themes need to be found and supported, especially for young people. Environmental awareness should not only be one of the topics in which to create new business but also a cross cutting theme supported in all new enterprises.
Contribution to main KPI: - Energy demand reduction - CO2 reduction - Renewable energy production - Energy efficiency	New Entrepreneurship should have a special focus and consideration on all four
Value of the theme: - Environmental - Economic - Social	Economic Social
Other motivations for selecting this theme	Genoa's transition from an industrial city to a tertiary one, focused on high-tech and cultural tourism needs a new innovative approach.
Municipality involvement/competencies	Smart City for an overall support of the process and interaction with Genoa Smart City Association Economic Development Youth Policies
Key-actors	Municipality, Job Center, Trade Unions, Associations, Chamber of Commerce, Port Authority, Region, University, Research Centers,

	Start Ups, Big Companies, Civil Society
Other actors	other potential new businesses
Interaction between stakeholders	Municipality, Job Centre and AGSC could be the promoting actors

Theme 5

Name of the theme	ENABLING INFRASTRUCTURES
Category	Existing buildings, Waste Management, Public Land Use, Water, Energy Supply, Transport THEME
Description of the theme	<p>The enabling infrastructures theme has been selected, by all stakeholders participating in the IW, because they represent the basic technology platform to develop an urban environment in a "Smart" way. The enabling infrastructures are crucial to catalyzing progress in areas where energy production and distribution; mobility and transport; information and communication technologies (ICT) are closely linked and offer new opportunities to provide added value services, for citizens and Public Administrations. The enabling infrastructures are at the core of a Smart Cities; they represent the basic platform to enable new innovative services, as promoted also by the European Smart City Stakeholders Platform, aimed to:</p> <ul style="list-style-type: none"> • Increase the quality of citizens life; • Enhance the efficiency and competitiveness of the neighborhood; • Move towards the sustainability of cities by improving resource efficiency and meeting emission reduction targets. <p>For example, the Smart Electricity Grids represent one of the main "Enabling Infrastructures". Smart Grids allow to integrate in the electricity networks the RES production, enable new value added services to the final customer (by increasing their awareness about energy consumptions), and fostering the Active Demand functionalities. Having a Smart Grids, also the development of electric mobility through the "Smart" integration of recharging infrastructures in the electricity network must be realized ensuring the overall safety of the electric system.</p>
Contribution to main KPI: - Energy demand reduction - CO2 reduction	<p>The presence of "Smart Urban Infrastructures" have a positive correlation with all the main KPIs:</p> <ol style="list-style-type: none"> 1) Energy Demand reduction and optimization by enabling In Home Energy Management Services and Active Demand functionalities. 2) CO2 reduction through the electric vehicle roll out and

<ul style="list-style-type: none"> - Renewable energy production - Energy efficiency 	<ul style="list-style-type: none"> the reduction of networks losses 3) RES production by increasing the hosting capacity of the grid 4) Energy Efficiency by improving the heating and cooling systems as well as the energy efficiency in buildings
Value of the theme: <ul style="list-style-type: none"> - Environmental - Economic - Social 	<ol style="list-style-type: none"> 1. Environmental: CO2 reductions and a better quality of urban environment 2. Economic: new services for citizens and the possibility to activate a new “green growth” at local level fostering by new services 3. Social: creation of Green Jobs and social inclusion
Other motivations for selecting this theme	Enabling infrastructures are essential for the Smart City Transformation process to take place; also raising awareness on this fact
Municipality involvement/competencies	Being a cross-cutting theme several department shall be engaged from the urban planning to the transport planning – from the energy and environmental department to the ICT department (database management)
Key-actors	Energy DSO (gas and electricity) – citizens – car manufactures – ICT provider – constructions companies
Other actors	
Interaction between stakeholders	Taking into account the huge number of stakeholders to be involved a common platform could be put in place, or the AGSC be used to that purpose

Theme 6	
Name of the theme	INTEGRATED PLANNING
Category	The Integrated Planning includes all six themes (and others) Existing buildings, Waste Management, Public Land Use, Water, Energy Supply and Management, Transport
Description of the theme	Smart Cities need an integrated approach linking various plans and focusing them towards common, agreed-upon goals. Planning instruments include: Urban Plan (PUC – Piano Urbanistico Comunale) SEAP

	<p>Municipality's Internal Planning (RPP)</p> <p>Mobility Plan</p> <p>Territorial Planning (regional and inter-regional)</p> <p>Integration is even more essential in a culture not accustomed to it and should lead to very positive results, saving resources, energy, improving overall quality of life and simplifying work for all actors.</p>
<p>Contribution to main KPI:</p> <ul style="list-style-type: none"> - Energy demand reduction - CO2 reduction - Renewable energy production - Energy efficiency 	<ul style="list-style-type: none"> - Energy demand reduction: integrated planning can strongly reduce the overall demand by compensating excess of demand and supply, and informing and agreeing with customers on different consumption models - CO2 reduction: better planning can lead to significant reduction - Renewable energy production: integrated planning can support, promote and privilege RES reducing peaks and need for fossil fuels - Energy efficiency: the city seen as a system can strongly improve in this field <p>N.B.: measurement of this Action is quite difficult to asses as it will produce a long term benefit stemming from various integrated and connected sources</p>
<p>Value of the theme:</p> <ul style="list-style-type: none"> - Environmental - Economic - Social <p>see above</p>	<ul style="list-style-type: none"> - Environmental - Economic - Social
Other motivations for selecting this theme	
Municipality involvement/competencies	Municipality Mayor, planning, mobility, energy and environment, Internal planning, smart city departments
Key-actors	Municipality, Region, State, Port Authority, Civil Society, Business
Other actors	
Interaction between stakeholders	a strong participation process will be needed with the Mayor's strong commitment as a starting point

2.3 SWOT analysis of each of your selected themes.

Theme	Strength	Weakness	Opportunity	Threat
Mobility	<ul style="list-style-type: none"> -Transversal competences among industry /university /public administration -Spread knowledge of the territorial characterization -System of infrastructures (in compliance with the regulatory masterplan) -Technological know-how within the association Genova Smart City -Mobility urban plan (PUM) -Public administration's leading role towards private companies -Infomobility (already developed) 	<ul style="list-style-type: none"> -Lack of interaction between public administration's offices - difficult connection between priorities' selection process and political commitment -Static society towards innovative changes -Data collection problems (different and sometimes incompatible sources) -Architectural barriers -Geomorphologic diseases -Aging public transport's fleet 	<ul style="list-style-type: none"> -Alignment to European programs (Horizon2020) -Improvement of the intermodal transport system -Development of new transversal relationships (liaisons) (Transform project) -Participation of the citizens to the public decisions (ex. Urban Center, experiences of debat publique) -Decision Support System -Problem solving know-how -Turn over of the public transport fleet 	<ul style="list-style-type: none"> -Lack/rationalization of economical resources -Difficult development from start-up initiatives to ordinary praxis -Normative uncertainty -Lack of training's offer according to market request -Absent dialogue between innovative and older public services

			<ul style="list-style-type: none"> with more environmentally friendly vehicles -Smart paradigm internalization -increasing awareness by citizens 	
Sustainability and Renewable Energy Sources	<p>Local and national politics commitment</p> <p>Environmental impact reduction (mainly thermal renewals)</p> <p>Governance (AGSC)</p> <p>Existing institutional and private actors within the territory, with technological capabilities, able to work in network</p> <p>Ability in taking advantage of real opportunities (heat and electricity from treatment plants exhaust gas)</p>	<p>Administration/authorization procedures</p> <p>Difficulty in finding appropriate economic/financial contractual models</p> <p>Difficulty in obtaining funds (Stability Pact)</p>	<p>Forte interesse nazionale/UE</p> <p>Existence of incentives</p> <p>Development of new entrepreneurship</p> <p>Favorable environmental conditions (Sun, Sea, Wind, Water, etc.).</p> <p>Local industrial network, considerable research in Energy topic</p> <p>National/EU strong interest</p>	<p>Incentives randomness</p> <p>Investment difficulty (credit access)</p> <p>Weak awareness of citizens (agreement)</p> <p>Mistrust in using waste as an energy source</p>
Smart Public Building	<p>Shared political and technical views on the issue among various stakeholders</p> <p>Presence of frameworks such as Smart City Association and Covenant of Mayors</p>	<p>Low knowledge at citizens level (and low care)</p> <p>Communication issues</p> <p>Obsolete infrastructures and</p>	<p>Dwellings as local economic development engine</p> <p>Involvement and awareness of the</p>	<p>Public officers not understanding the process</p> <p>Too bureaucratic National incentives t</p>

	<p>Consumption mapping and cadastre Technological infrastructures Industrial cultural background</p>	<p>plants Lack of financial resources Public tendering process system Not enough qualified building companies and professionals Lack of a culture for planned maintenance and standard application Heritage Protection Offices not involved</p>	<p>personnel (organisation improvement) Efficiency as resources generator EU and national financial resources PPP – New contractual models</p>	<p>Lack of specific financial mechanisms Too many limitations deriving from buildings protection</p>
Smart Private Building	<p>Shared political and technical views on the issue among various stakeholders Presence of frameworks such as Smart City Association and Covenant of Mayors Creation and Implementation of the “Smart Dwellings” model Strong involvement of all the stakeholders having to do with the “city” topic Technological infrastructures</p>	<p>Low knowledge at citizens level (and low care) No specific bank loans or financial tools Legal barriers preventing interventions in dwellings (see recent legal changes) Not enough qualified building companies and professionals</p>	<p>Dwellings as local economic development engine Potential new skills and expertise (green dwellings managers, energy diagnosis makers, etc.) Family savings Improved quality of life Environmental improvement Dissemination of the “Smart dwellings” model (increasing)</p>	<p>Citizens rather not understanding the potential Too many limitations deriving from buildings protection Difficult access to loans by dwellings Big players could take more advantage of the process than the local SMEs (eg. Green deal – GB)</p>

			Genoa's and its companies' visibility)	
New Entrepreneurship	Strong municipal political commitment Open governance of Smart Process University's high quality Port AGSC Characteristics: climate, livability, heritage	low business risk taking attitude low innovation attitude high age rate lack of levers and specific tools at all levels low communication to citizens capacity few and spread-out funding	Social capital (cooperatives, associations, etc.) Municipal companies (Waste, Transport, Maintenance) as actors in Smart City process Erzelli Sci-High-Tech Park PPPs	Discontinuity in municipal governance Genoa is a peripheral and isolated city (transport/connections) excessive bureaucracy to open new business high management costs (rents, etc.)
Integrated Planning	PUC/PRT city internal expertise Subsidiary decentralized network Presence of companies of national relevance Harbour Presence of associative networks Concentration of industrial and research expertise (IIT) Genoa Smart City Association (AGSC) Inter-institutional dialogue Beauty of the area Infrastructure network vision Integration of internal expertise	PUC/PRP possible divergences Delays in decisions Economic crisis and support to medium-sized enterprises Fragmentation of associative network Population aging (facilities and costs) Dated technological facilities dated Right/laws complexity Natural and anthropic territory fragility	PUC/PRP integration Historical and touristic potential Polycentrism Science & Technology Park (Erzelli) Community legislation Territory quality Coordination of infrastructure planning Territorial expertise	Lack of PRT financial and managerial autonomy Super ordinary legislation Centralized decision-making centers Loss of competitiveness Social integration crisis Right/laws uncertainty Events due to climate change Lack of external dialogue

		Orography Air quality Complexity of decision-making processes Lack of internal intersectoral dialogue	integration	
Enabling Infrastructures	<p>Political Commitment</p> <p>Industrial leading role in bringing, in the city context, the technological know-how as well as the needed investments</p> <p>Increase the synergies with the existing technological research districts</p> <p>Highly technological level of some infrastructures</p>	<p>Slow decision making process</p> <p>Slow local permitting procedures</p> <p>Local economic context</p> <p>Lacking of internal interoperability and information exchange</p> <p>Fragmentations of the main players</p>	<p>Institutional cooperations (National, Regional, EU) on investment policies (e.g. structural funds)</p> <p>Strong interests at National and EU level</p> <p>Regional Smart Specialisation</p> <p>Standardisation</p> <p>Growing digitalisation of the population</p>	<p>National economic context</p> <p>Climatic and morphological complexity of the territory</p> <p>High average age (over 65)</p> <p>Long period for the projects implementation and costs expansions</p>

3 TA process, method and governance

3.1 Process and Method

While other cities were thinking about their future and development paradigm concerning smart urban evolution, Genoa chose the way of the building up of a strategic vision by means of an integrated planning, a strong commitment of the City Council around crucial matters of debate and the constitution of an Association (Genoa Smart City association AGSC) in order to set out a process in a coordinated way. AGSC is composed by the Municipality, Enel and University of Genoa as co-founders and about 90 members (enterprises, people associations, territorial and research entities). AGSC is the reference organism for all the activities related to the overall strategy carried out by the Municipality but also by the most relevant local stakeholders.

The process of the implementation of the TA will be due to the achievement of these following goals:

Economic development creates jobs, starts virtuous cycles

Sustainability is not a goal, it's a duty towards our children: we are temporarily borrowing our planet and are responsible for giving it back whole and healthy

research and hi-tech must work together, starting from smart networks such as smart grids, ICT, infrastructures but also cultural and social networks, in order to retrieve and improve ancient values

Local Governments have the right level of involvement and responsibility, as well as contact with people. The process only takes place if strongly pushed with constant connection and focus towards the common goal

Integrated planning requires an overall vision putting together diverse instruments, going from urban planning, to ICT, to mobility plans, to health issues and all issues must be integrated in a unique procedure aiming towards an improvement of quality of life

- Institutions: City of Genoa, Province, Region Liguria, Chamber of Commerce, Port Authority
 - Business: over 80, big, small and medium
 - Research: University, including all faculties, other research institutes
 - Finance: Bank
- People: it is the people who can express needs, hopes, goals to be included as pillars of the smart city process.

For putting together strategic vision and concrete actions, Genoa proposes the following approach:

- **Stakeholder involvement:** Institutions: involving and including the whole institution, both at a political and technical level, reviewing goals in a smart city perspective

- **Companies:** networking, informing, signing Memorandums of Understanding through which each company develops a specific topic and presents a free feasibility study
- **Research:** both technical and other faculties proposing smart solutions, studying the vision and strategies, funding, awareness creation
- **Finance:** finding innovative tailor made solutions
- **People:** participating in the process highlighting needs and working together in search of possible solutions

3.2 Governance/Participation

Genoa started the transformation process in 2010 by creating Genova Smart City Association (AGSC) which involves:

- Institutions:
 - Municipality
 - Region Liguria
 - Province of Genoa
 - Port Authority
 - Chamber of Commerce
- Research
 - University
 - Other research centers
- Business
 - Big
 - SME
- Associations
 - Trade unions
 - Industrial association
- Civil society
 - Charities
 - Science Festival

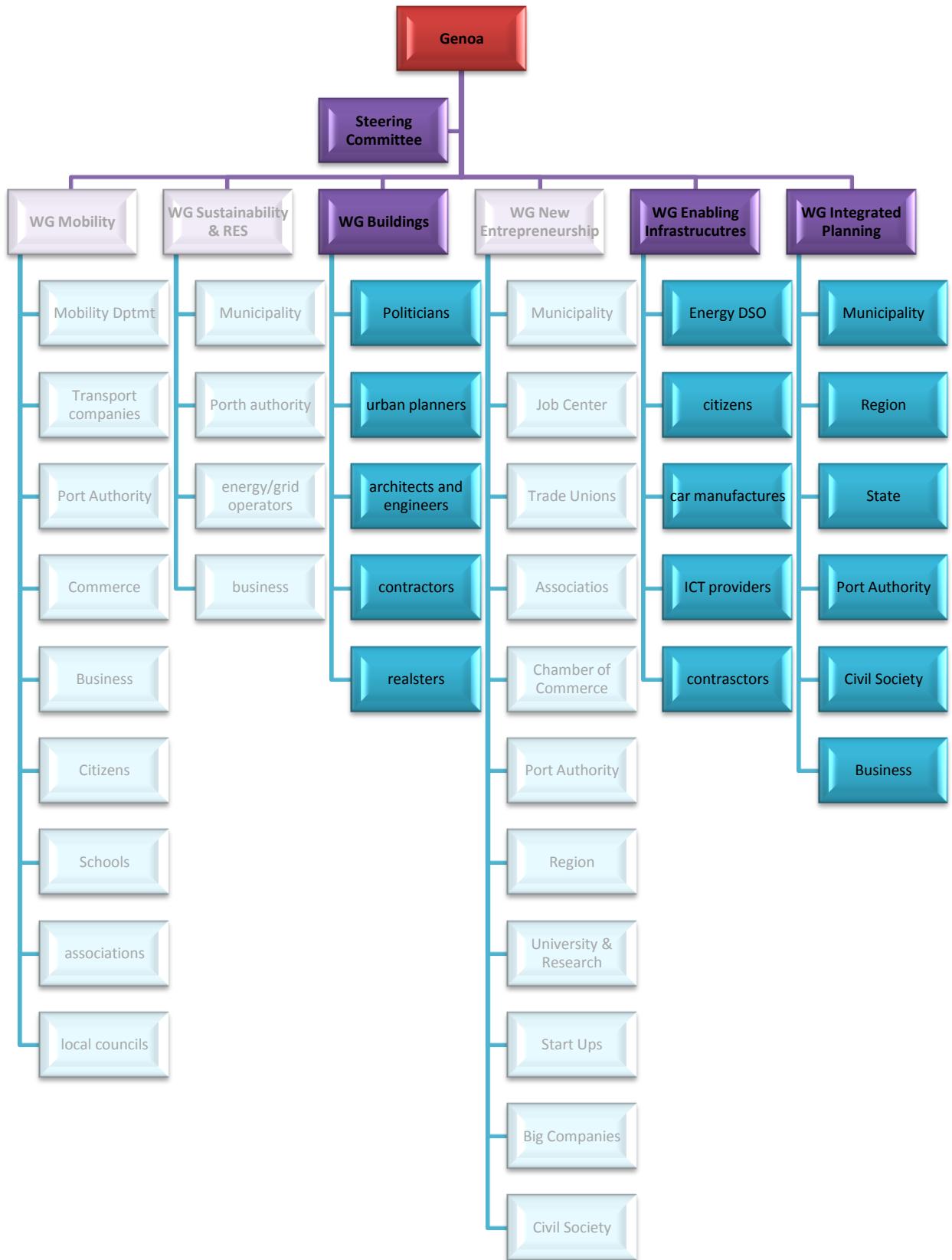
The Association is chaired by the Mayor holding a golden share.

It has the specific goal of promoting the transformation process and facilitates the realization of projects and integration among stakeholders.

Considering Italian characteristics and participation processes, actual involvement of citizens will be mediated through the AGSC so as to avoid “Nimby” participation and manage concrete and focused meetings/discussions/projects.

The exact involvement process is still being defined.

The Municipality has also adopted a Memorandum of Understanding system of involving companies, which carry out a free concrete action, such as energy audit, or feasibility study or small experiment; this consents companies to understand the way in which the Municipality works and vice versa let bureaucracy interact with business.



4 Participation to the Intake workshop

4.1 List of participants (circa 70 persons)

- Municipality of Genoa (All Department)
- Municipio (Local Council) Ponente
- Region Liguria
- Province of Genoa
- Chamber of Commerce
- Genova Smart City Association Board management
- University of Genoa
- Research Centers
- Big Enterprises
- SmallMedium Enterprises
- Association
- Trade unions
- Industrial association

4.2 Do you think the intake workshop has been a success for stakeholders' commitment?

The Intake workshop was a starting point of stakeholder cooperation and involvement within the TA making, because the stakeholder defined together the 6 key themes to analyze and develop.

The best IW's results was, out of doubts, the good cooperation, involvement and discussion between the different stakeholder (Public bodies, companies, Research etc). The presence and strong commitment of politicians and municipal workers was a definite asset.

Once the Mayor has approved results from IW and proposed steps, Transform team will start organizing TA Working Groups.

5 Transform added-value

We expect Transform methodology, results and partnership to help foster and promote the transformation process and involvement of all players.

The new integrated planning approach to city growth needs to be known and acquired by all stakeholders and we expect the TA and Transform to be the right lever