Results Intake workshop: City report

1st step toward the Transformation Agenda

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October 28th, 2013

Content

1 Introduction

1.1 Reminder about Intake Workshop objectives and impacts on WP2

The **intake workshop objective is to prioritise 3 to 5 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 and PESTLEGS 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 committee local stakeholders with the TRANSFORM project and the drafting of the TA.

Transform Project 2013
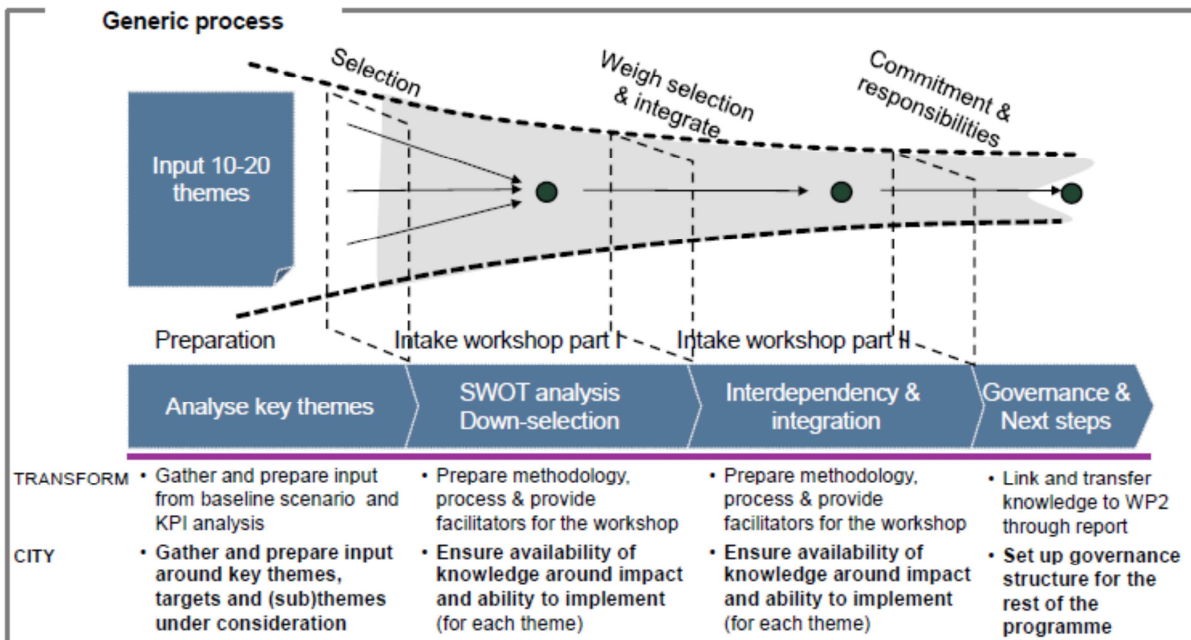
1.2 Objective of the Intake Workshop City report

The main objective of this report – to be filled in by each city, after their intake workshop, and send to the WP2 team … 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 3-5 themes selected, to have insight in how each city sees the Transformation agenda as a product (3-5 themes = minimum, other elements like?) as well as to identify the strategy for working on the TA and the 3-5 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 3-5 themes selected (incl. a detailed description of each theme);*
- *Explanations detailing why these themes have been selected;*
- *A PESTLEGS and SWOT analysis of the 3-5 themes;*
- *Description how the Intake Workshop and Transformation Agenda fits to the Viennese strategy process*
- *List of participants to the intake-workshop.*

2 Themes to be addressed by the TA

2.1 Down-selection of the themes

Long list of 10-20 themes

The down-selection process has been done before the Intake Workshop, in the context of Vienna´s Smart City Framework strategy (see below). These themes should be incorporated by the TA, but the precise content of TA goals is yet to be determined (for a short resume of relationship between TA and Framework strategy see below).

Given this context, the process of down-selection, rather than being described in terms of quantitative funneling of topics, consisted in a qualitative re-definition of an existing set of questions and targets.

N°	Theme	Descriptions/comments
1	Mobility	Modal split: 14% of motorized and 86 % of non-motorized transport by 2050; by 2030, 30% by public transport and 12% walking and biking. Increasing share of public transport in commuter traffic(within the wider agglomeration) By 2030, urban mobility should be 50% CO_2 free, 100% by 2050. Decreasing CO_2 emissions city freight by 2050
2	Energy	50% of CO_2 reductions per head by 2030 , 80% by 2050 30% of energy supply from renewables, 50% by 2050 Increasing energy efficiency
3	Buildings	Increasing energetically relevant retrofit rate to 3% p.a by 2020 for residential and non-residential buildings Near zero energy –standard for new buildings by 2015,2018

How these themes were selected?

The process of selecting the themes to be worked through during the Intake Workshop was dominated by the consideration to assure the greatest possible fit with the city of Vienna´s Smart City framework Strategy.

Given that some of the more strategic and general questions related to urban energy supply are currently discussed at other points of the city´s policy-making apparatus,

the ambition of the Intake Workshop was to narrow down the themes to the other levels with a more specific focus on buildings and multi-modal mobility.

It is within these constraints that the themes (1) Existing building stock, (2) New Buildings and (3) Mobility were selected and specifically adapted for the Intake Workshop.

2.2   Description of the 3-5 themes and minutes of Intake Workshop

The following section will give a brief outline of the three themes- new buildings, existing buildings and mobility- treated during Intake Workshop as well as a summary of the discussions that took place.

The aim of the Workshop was to develop and define, on the basis of a SWOT analysis on the first day, concrete fields for further intervention and potential measures within the context of a PESTLEGS framework.
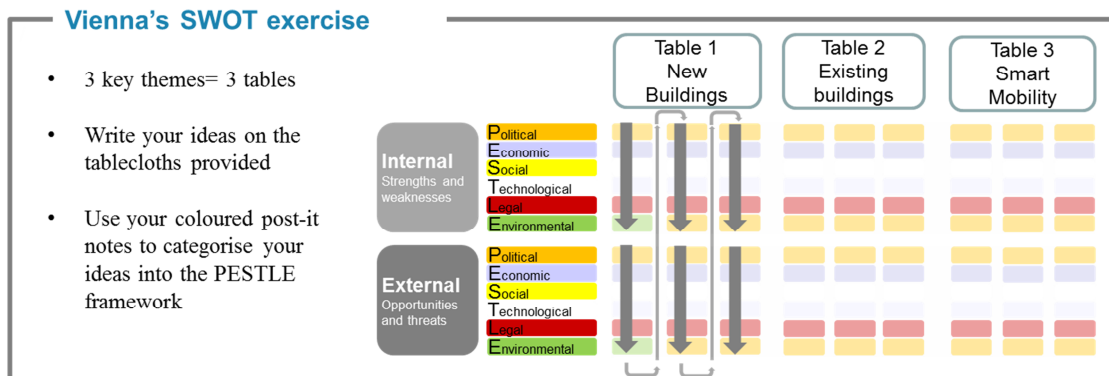
Existing Building Stock

Participants

> Renate Cizl (Wohnfonds Wien- main funding institution for retrofit and quality assurance and technical management of public funded housing projects)
> Sarah Fanninger (TINA Vienna)
> Stephan Hartmann (MA 18)
> Christian Kudym (Wiener Wohnen- management of publicly owned housing projects)
> Donia Lasinger (WWTF- foundation for science, technology and innovation in Vienna)
> Barbara Saringer-Bory (ÖIR- Austrian institute for spatial planning)
> Michael Sattler (MD-KLI, municipal directorate for climate affairs)
> Andrea Schnattinger (Wiener Umweltanwaltschaft- politically autonomous public safeguard for climate affairs)
> Monika Sturm (aspern Seestadt Forschungsgesellschaft - Siemens AG)

Andrea Wagner (GGr. Wohnen, Wohnbau, Stadterneuerung- municipal business group for housing and urban renewal

Summary of discussion

Motivations for selecting the theme

In terms of urban energy performance, changes to the existing building stock promise to have the highest overall impact. Also, given the necessity to apply supranational norms, it is a policy field that dominates other city-wide strategic considerations and thus provides a useful touching point for external stakeholders to the Smart City Framework Strategy.

Status quo and main challenges are as follows:

- 83% of housing stock is residential; 80% built before 1976; very high percentage of social housing as compared to other cities;
- Main challenges: low quality of thermal infrastructure; responsibility for housing technologies with owner which makes intervention difficult; discrepancy between actual (1%) and expected (3%) energetic retrofit per year.

The discussions around Vienna´s existing building stock were largely structured around the possibilities to increase the energy performance in the socially subsidized and social housing sector (due to the particular attendees). There is a positive commitment towards goals, but a lack of effective implementation so far.

According to the participants the strengths of Vienna are mainly situated with its traditionally strong local leadership in the provision of a renter-oriented model for urban housing. Rigid and fragmented legal structures and the complexity of the funding systems for retrofit have been defined as the major obstacles for smart development in this thematic area. In addition, participants thought that there was a general lack of economic incentives for retrofit measures. While participants pointed out that there is vast amount of high quality data available on the subject, it was also mentioned that not enough is done to make this data available to wider publics. For more detail, please find the PESTLEGS in the following section.

Opportunities were, amongst others perceived in the general trend towards a pluralization of the energy market and the harmonization process on the European level. The main threats were defined in relation to the budgetary pressures associated with the financial crisis.

As an outcome of these discussions, the following themes and associated measures were defined for further strategic interventions during workshop:

- **Publicly funded of socially rented and private housing:** separating budgets for existing and newly build energy investment, cost benefit analysis of additional costs from upgrading to "smart" standards compared to standard retrofit; proportional increase of funding with quality of retrofit, "bulk purchasing" of energy (UK example); establishing smart city criteria for developers' competition.

- **Non-funded retrofitting measures:** option for duty to retrofit; duty to connect to district heating network;

- **Participation: information, public awareness:** raising awareness with dedicated focus groups(children, facility managers, building technicians), Expansion of consulting and information strategies on the local level, using building certification as an instrument of awareness creation; competition between companies as marketing measure; "Vienna Heat Map"; making cost benefits of energy savings more transparent, marketing exemplary function of city.

New Buildings

Participants

> Monika Sturm (aspern Forschungsgesellschaft)
> Andrea Wagner (municipal business group for housing and urban renewal)
> Bernd Vogl (MA 20- municipal department for energy)
> Ulf Skirke (Behörde für Stadtentwicklung und Umwelt Hamburg)
> Renate Cizl (wohnfonds Wien- main funding institution for retrofit and quality assurance and technical management of public funded housing projects)
> Waltraut Schmid (Austrian Energy Agency/TINA Vienna)

Summary of discussions

Motivations for selecting the theme
Intervention in the quality of new buildings promises to have high an impact in terms of marginal utility. At the same time, it is, given the expected population increase, a somewhat pressing issue, with question of housing affordability traditionally dominating discussions

Status quo and main challenges are as follows:

- Based on predictions, the city of Vienna hast o build around a 100 000 new housing units to come to terms with population dynamics,
- Need for re-definition of energy performance standards, especially on the level of city districts in combination with decentralized energy supply systems. Challenge to come up with an integrated strategy to buildings, energy and energy systems

The discussion around new buildings was mainly focused on governance and legal measures.

The main strength of Vienna was found in the good starting conditions of the city, with a comprehensive strategic vision, building standards and funding opportunities for new buildings traditionally in place. However it was also mentioned that this

existing system can only rigidly adapt to the exigencies of an increasingly localized and pluralized energy market, and this concerns legal, political as well as technological areas of intervention (see PESTLEGS in the followings section for more detail).

Opportunities have been detected in the further process of EU harmonization, the promise of new technologies and the wider integration of spatial and energy planning instruments. The competition law of the Eu was also perceived as a threat to the local market, along with the uncertainty associated with the development of international energy prices.

As an outcome of these discussions, the following themes and associated measures were defined for further strategic interventions during workshop:

Local energy market and local network for construction fields (> 1000 residential units): easing conditions for using rooftops for PV; citizen owned solar power stations; smaller units of territorial governance(1000 residential units); possibility for house owners to produce energy for own energy expenses; "licences light model" (UK), more extensive technical and quality management on the administrative side.

Integrated energy planning through master planning on district level: better quality assessment of energy savings; establishment of decentralized management of energy; improved legal framework for energy storage and feed-in; determining legal responsibility of city in electricity market.

Cost-benefit analysis of building standards (taking into account energy costs) : researching and encouraging use of new technologies; legal and financial incentives for high performance energy buildings; more research concerning data and behavior of users to get better estimates of associated costs and benefits.

Mobility

Participants

      Ina Homeier (MA18- municipal department for spatial planning)
      Gregory Telepak (MA18)
      Susanne Fabian (MA21- municipal department for land use and zoning permissions)
      Manfred Mühlberger (ETA- energy consulting firm)
      Michaela Truppe (ETA)
      Joshua Bird (ARUP- international consulting firm specialized in built environment)
      Joost Brinkmann (Accenture- international consulting firm)
      Steiner Marianne (Stadt Wien municipal directorate for the coordination of climate affairs)
      Gigler Ute (AIT Austrian Institute of Technology)
      Raimund Henriette (Wiener Umwaltanwaltschaft- politically autonomous public safeguard for climate affairs)

Waltraud Schmied (Austrian Energy Agency/TINA Vienna-international marketing and positioning of urban technologies from Vienna)

Summary of discussions

Motivations for selecting the theme

Mobility is a crucial issue in terms of achieving energy targets, with high and long tradition of strategic public intervention.

Status quo and main challenges are as follows:

- Modal split: 40%public transport, 27% cars, 6% bikes(with high potential)
- Goal: increasing the share of public transport
- Satisfying sufficient capacity and quality of public transport service in a growing urban agglomeration?
- Increasing share of bilking and walking
- Increasing Multi-modal split , planning for better points of intersection between available means of transportation

The focus of the discussion rested very much on the potential of multimodality in public transport, especially related to walking and cycling, as well as the future organization of core-periphery commuter traffic.
The main strengths in this thematic area were located in high quality of the existing network, its affordability and the traditionally strong public intervention in the area. While a degree of openness towards alternative modes of transport such as walking and cycling or car-sharing is in principal given, there exist legal hurdles for the integration of these in the current system. Main weakness were perceived in the absence of qualitative transport links between city and periphery, adequate infrastructure for cycling and the overall fragmented nature of policy making.Also it was pointed out that there exists little to know strategic for the sustainable regulation of freight transport in the city,
Opportunities in this area are large- be it form the positive development of user behavior, the expansion of travel demand management systems and the growing efficiency of new technologies. Threats were mostly perceived in limited budget for interventions and the constrains that a growing and ageing population imposes on the system.

As an outcome of these discussions, the following themes and associated measures were defined for further strategic interventions during workshop:

Mobility in the region: tolling of main corridors into city, incentives for park and ride, raising consciousness for the mobility costs of localization preferences; mobility management for firms, decreasing costly expansion of motorways

Multimodality: multimodal ticketing and centralized management of multimodality, providing the hardware(bike parking spaces, space) for increasing multimodality, increasing car sharing supply through higher parking fees and replacing existing

parking spaces with car sharing, increasing connection between city bikes and public transport and expansion of existing system.

Biking: free intake of bikes in public transport, biking highways, separation of biking and walking corridors, providing qualitative biking stations, information on the benefits of biking

2.3 Description of the TA of your city: what will the city produce (other elements)

For a rough description of the quantitative targets of the Smart City Framework strategy and their contribution towards KPIs, please see the table in section 2.1. These targets provide a framework for the TA that will still need to be politically validated and does do not yet reflect its precise targets

We are still working on a list of measures, also taking into consideration the valuable contributions during the Intake Workshop. A list of suggestions for measures collected per thematic area during the Intake Workshop as the outcome of the SWOT/PESTLEGS can be found above.

2.4 SWOT analysis through PESTLEGS filter of each of your selected themes.

Theme 1 - *Existing Building stock*					
	Leading question	Strength	Weakness	Opportunity	Threat
Political	Is the intervention political supported?	Strong political will and long tradition of funding for retrofit Support of EU Agenda			
Economical	Is the intervention economically feasible? (is there a business case)?		Complexity of funding system Lack of economic incentives for retrofit	Crisis as incentive to invest in the energy performance of existing building	Financial Crisis as lack of budget

			Owner- renter dilemma		
Social	Will the intervention be socially accepted?			Stronger consciousness of benefits(financial) of retrofit and new financial models that would decrease costs	Decreasing affordability of housing as a consequence of many factors
Technical	Is the intervention technically feasible?	Quality of data	Lack of data transparency	Development of better technologies	
Legal	Is the intervention in coherence with the existing legal framework, is it impacted by any legal barrier?		Legal issues using solar panels on roof tops

Complexity and fragmentation of ownership structures, veto right against retrofit | | |
| Environmental | Has the intervention impact on energy reduction, energy efficiency, renewable energy and/or CO_2 reduction? | Energy efficient district heating system

Potential for solar panels on roofs | | | |
| Governance | Are all relevant stakeholders involved in the planning process? | | | | |

Spatial	Is spatial design (space and program) part of the intervention?	Higher density and potential for further densification , good public transport accessibility			

Theme 2 - *New Buildings*					
	Leading question	**Strength**	**Weakness**	**Opportunity**	**Threat**
Political	Is the intervention political supported?	Commitment to strategic goals and vision	Lack of decentralized management	New instruments for integrated energy and spatial planning	
Economical	Is the intervention economically feasible? (is there a business case)?		Cost efficiency of waste heat recovery		Development of international energy prices
Social	Will the intervention be socially accepted?	Affordability of housing	Lack of behavioral adaption to passive house standards		
Technical	Is the intervention technically feasible?	Quality of district heating system, distribution; waste heat recovery	Lack of interface between buildings and energy network		
Legal	Is the intervention in coherence with the existing legal framework, is it impacted by any legal barrier?	High building standards ;	Legal boundaries to local energy markets	Nearly zero Buildings - EU	Possible restriction of funding for socially rented housing through EU competition policy
Environmental	Has the intervention impact on energy reduction, energy efficiency, renewable energy and/or CO_2 reduction?	Low Co2 Emissions per inhabitant as compared to other cities	Lack of lifecycle approach	Geothermy, Groundwater energy	
Governance	Are all relevant stakeholders involved	High commitment to	Fragmented nature of		

		coordinated set of actions in the new building sector	governance of whole urban agglomeration(city periphery)		
Spatial	Is spatial design (space and program) part of the intervention?				

Theme 3 - *Mobility*					
	Leading question	**Strength**	**Weakness**	**Opportunity**	**Threat**
Political	Is the intervention political supported?	Long tradition of strategic planning in public transport	Difficulty of decision-making process: multiplicity of concurring interests. Transport planning and Wiener Linien running under different political leadership		
Economical	Is the intervention economically feasible? (is there a business case)?	Affordability of public transport tickets	Budgetary restrictions in the financing of public transport	EU principle " user , polluter pays"	Financing agreements between city and federal level lead to suboptimal decisions in transport planning Limited budgets
Social	Will the intervention be socially accepted?	Comfortable and attractive system	Low acceptance of Car pooling	Decreasing share of motorized vehicles per inhabitant	Population and traffic growth

		Acceptability of free floating car sharing services	Multimodality for old people and families	Increasing acceptance of biking Potential of ICT Turn towards travel demand management Turn towards sharing	Ageing population
Technical	Is the intervention technically feasible?	Quality of available transport grid and infrastructure City bike system Open Data initiatives	Gaps in public transport Insufficient connections between city and periphery , especially at night and on weekends Number of E-Vehicles: lack of infrastructure Lack of space for walking due to high percentage of space dedicated to parking Low quality of bicycle parking infrastructure	e-mobility increases , e-delivery for companies	
Legal	Is the intervention in coherence with the existing legal framework, is it impacted by any legal barrier?		Building code foresees minimum number of parking lots per housing		

| | | | unit, pushing up cost for housing and hindering alternative forms of mobility

No legal requirement to implant bike stations in residential housing | | |
|---|---|---|---|---|---|
| Environmental | Has the intervention impact on energy reduction, energy efficiency, renewable energy and/or CO_2 reduction? | | No concept or strategy for urban freight transport , topic off the radar | | |
| Governance | Are all relevant stakeholders involved in the planning process? | Public transport utility companies are for the most part directly owned by the city. | Lack of integrated approach of mobility and spatial planning | | |

| Spatial | Is spatial design (space and program) part of the intervention? | | Lack in cycling highways between city center and periphery | Compact city structure and quality of built environment guarantee for attractive walking routes

Tendency to invest in quality of public space | |
|---|---|---|---|---|---|

3 TA process, method and governance

3.1 Process and Method

In order to produce the Transformation Agenda, the city will have to work on the 3-5 themes with local stakeholders. Starting from the Intake workshop, cities will have about one year to work on the 3-5 themes with the objective to come up with concrete measures, business plan and stakeholders commitment.

In this section, could you describe the process you will be going through to ensure that work will be achieved by the end of the project (methodologies, timelines, number of meetings, participation methodologies, etc.)

If needed you can describes on specific process per theme depending of its focus, involved stakeholders and local constraints.

Reminders:

- *June 2014: First draft of the TA, to identify where things are going well, where cities are facing difficulties and what additional support would be needed.*
- *November 2014: Deadline for the final version of the TA*

The development of Vienna´s Smart City ambitions is founded on the Smart City Framework strategy, providing the holistic vision and regulative ideal for the organization of the transformation process in specifically defined target areas. The Framework Strategy will act as an "umbrella" for particular interests. It's a guideline for adoption and actualization of Vienna's plans, programs and strategies like urban development plans, energy efficiency plans, climate programs, etc. It will be integrative, to ensure coordinated actions of the city's departments, city owned enterprises, entrepreneurs, industry, economy and citizens.
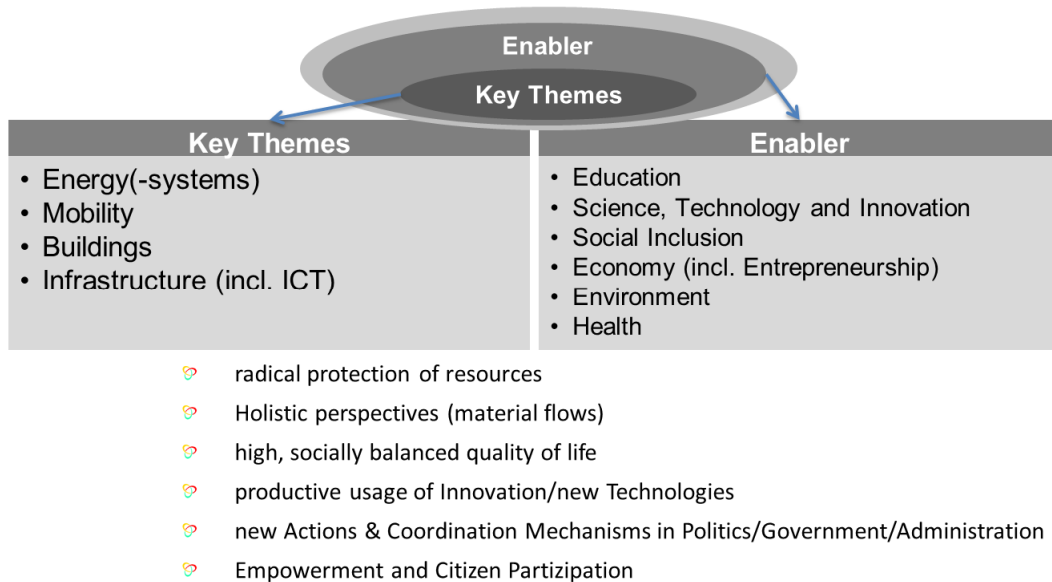
Smart City Wien Definition:

"Smart City Wien is an initiative that addresses a cross-section of the entire city and affects the key themes energy, mobility, infrastructure and buildings. Specifically Smart City Wien describes the development of a city based on

- *radical protection of resources*
- *holistic perspectives*
- *a high, socially fair quality of life*
- *productive use of innovations/new technology*

In this way, the future success of the city will be guaranteed in all respects. A fundamental aspect of Smart City Vienna is the integration and networking of the mentioned key themes. This embraces both, new mechanisms for activities and coordination in regard to policy and administration, but also extends the citizen's freedom of action and empowerment."

It will have a formal status, guaranteed due to adoption by the Viennese City Council. The Strategy will be a Catchy document of about 30 pages. The time horizon is 2050, with certain milestones and reporting periods. Important are a Vision and qualitative and quantitative targets. They should be concrete and measurable, indicators and a monitoring approached will be set.

Key Themes	Enabler
• Energy(-systems) • Mobility • Buildings • Infrastructure (incl. ICT)	• Education • Science, Technology and Innovation • Social Inclusion • Economy (incl. Entrepreneurship) • Environment • Health

- radical protection of resources
- Holistic perspectives (material flows)
- high, socially balanced quality of life
- productive usage of Innovation/new Technologies
- new Actions & Coordination Mechanisms in Politics/Government/Administration
- Empowerment and Citizen Partizipation

Overview of the thematic approach of the Smart City Wien Framework Strategy. To this targets are currently in definition.

The process is organized by a core group of 15 to 20 persons, involving actors from municipal departments, scientific institutions and with the support of external experts. In Addition there is a broad process of involvement of different actors with the City and its organizations and a lot of external experts and private actors. Also a steering group and an expert group are escorting the process.
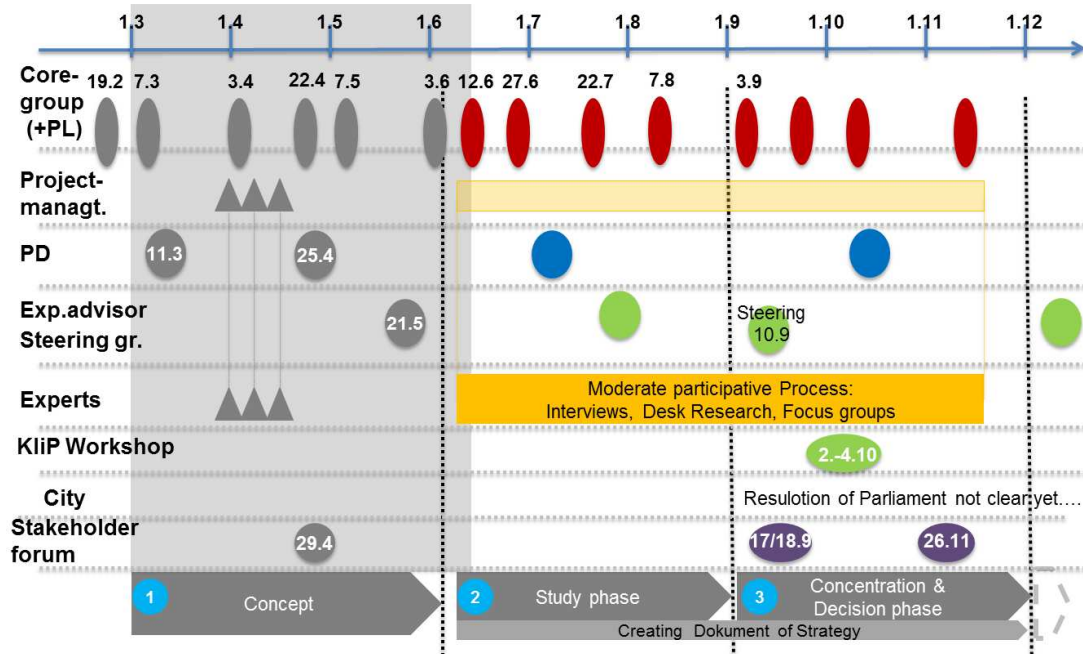
The deadline for this broad strategy is December 2013. The TA will build on the more energy-related aspects of this strategy and thereafter have the function to specify detailed targets, measures and programs. The TA can focus on selected themes of few key themes of the framework strategy to continue working on measures in TRANSFORM and the City's Agenda at the same time.
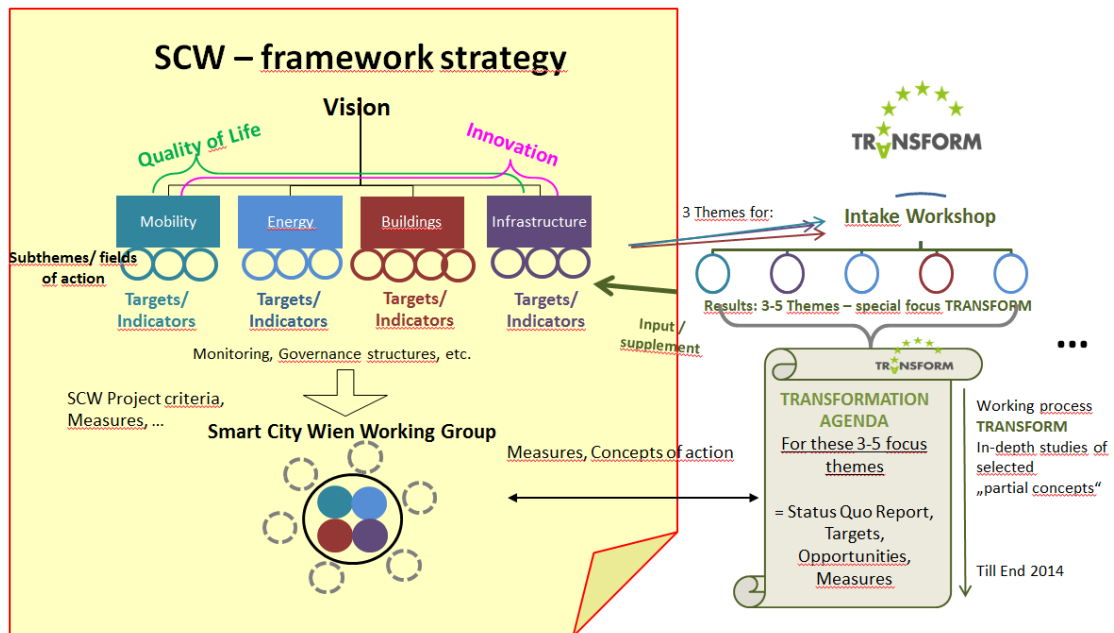
Idea of the working program at project and city level

Given that the TA is partly to be considered as an outcome of the deliberation process taking place in the context of the Framework strategy, it is too early to say at this point what actors will be involved in the TA and how the process will be

structured after the framework strategy has been sealed. Participation processes, like the more than two years running Stakeholderforum, will continue. Other Participation tools and actions are planned and will be developed. This goes along with a media and information campaign, to inform the people in Vienna.

We expect that the core group will remain the same, with additional expertise in the different thematic areas, but this has not been decided. Certain Working Groups might be installed, and a Government and Governance structure will be defined. For the next steps the framework strategy will contain an organizational roadmap, what to be done to reach the defined targets.

4 Participation to the Intake workshop

4.1 List of participants

We counted about 47 participants, with the organizing team included. Participants stemmed mostly from the municipal regime governing climate affairs, including actors from housing and transport. In addition we received several actors from TRANSFORM partner institutions and partners.

	Name	Organisation			
			24	Madreiter Thomas	Stadt Wien MD - Stadtbaudirektion
1	Altphart Udo	Energie Comfort	25	Manfred Mühlberger	ETA Consulting
2	Bird Joshua	ARUP	26	Mollay Ursula	ÖIR
3	Bock Roman	Wien Energie	27	Pöhn Christian	Stadt Wien MA39
4	Brinkman Joost	Accenture	28	Raimund Henriette	Wiener Umwaltanwaltschaft
5	Christiansen Hans Christian	City of Copenhagen	29	Renate Cizl	Wiener Wohnfonds
6	Cramwinckel Alexander	Accenture	30	Salcher Wolfgang	Bundesdenkmalamt
7	Eigenbauer Andreas	Stadt Wien MD-Strategische Energieangelegenheiten	31	Saringer-Bory Barbara	ÖIR
8	Fabian Susanne	Stadt Wien MA21	32	Sattler Michael	Stadt Wien MD-Klimaschutzkoordination
9	Fanninger Sarah	TINA Vienna	33	Schmid Waltraud	TINA Vienna
10	Fohler-Norek Christine	Stadt Wien MD-Klimaschutzkoordination	34	Schnattinger Andrea	Wiener Umwaltanwaltschaft
11	Gigler Ute	AIT Austrian Institute of Technology	35	Schremmer Christof	ÖIR
12	Gloria Piaggio	City of Genoa	36	Sirke Ulf	City of Hamburg
13	Hartmann Stephan	Stadt Wien MA18	37	Stampfer Michael	WWTF
14	Hinterkörner Peter	Wien 3420 Aspern Development AG	38	Steiner Marianne	Stadt Wien MD-Klimaschutzkoordination
15	Hlava Pia	Stadt Wien MA18	39	Stockinger Lukas	TINA Vienna
16	Höfling Kurt	Wiener Linien	40	Sturm Monika	Forschungsgesellschaft Aspern
17	Höller Martin	Wien Energie	41	Telepak Gregory	Stadt Wien MA18
18	Homeier Ina	Stadt Wien MA18	42	Tiede Lara	Stadt Wien MA18
19	Kinitsch Max	ÖIR	43	Truppe Michaela	ETA Consulting
20	Kirk Paula	ARUP	44	Vavra Johannes	Wiener Netze
21	Kreitmayer Thomas	Stadt Wien MA20	45	Vogl Bernd	Stadt Wien MA20
22	Kudym Christian	Wiener Wohnen	46	Wagner Andrea	Stadt Wien Ggr. Wohnen, Wohnbau und Stadterneuerung
23	Lasinger Donia	WWTF	47	Weiss Dominic	TINA Vienna

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

The primary ambition of the Intake Workshop was to communicate the role of the Smart City framework strategy of the city to major stakeholders in Vienna´s urban governance regime.

Judged purely on the basis of the attendees the set up in this international context has proven to have a draw-in effect for local actors. The Intake Workshop provided the possibility for otherwise segregated actors to meet in a more or less neutral context.

An initial consideration of survey results showed that the message was positively received by those participants that attended most of the Workshop. Given that some of the more influential stakeholders did not partake in the working groups of the workshop, it remains however uncertain whether the message has been received and positively accepted by those stakeholders.

In terms of hard results, the Intake Workshop was certainly valuable in contributing to the refinement of the objectives and possible measures to be adapted for the framework strategy. So far, it is too early to say whether this will ensue in any concrete cooperation or involvement within the TA. On the other hand it was possible to get more in-depth with certain themes, to point out the main challenges. This could provide important results for the linkage between strategy and implementation.

Next steps are the Smart City Week in November 2013, which will give another opportunity to link Smart City Framework Strategy/TA and international context, and the early December 2013, which is an important steering date for the framework strategy and the deadline for the process.