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D1.11 Urban Mentoring Experiences of Mentor Cities and replication possibilities

WP1, Task 1.3

Transition of EU cities towards a new concept of Smart Life and Economy



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Task description	<p><i>Task 1.3 Capacity Building: Coaching & Mentoring</i> is a task led by Cartif (CAR) where an innovative methodology is defined to ease the access to cooperation in common matters linked to the sustainable urban development. The task proposes an open innovative urban coaching-mentoring process to let cities have an assessment of their transformation and producing a self-analysis to understand and detect the most replicable solutions. Main subtasks are: ST1.3.1) Selection of areas of interest and coaching process for each city. Coaches are selected within the consortium by (TEC, CAR, NBK and VTT), considering areas of interest and expertise. Coached assessment by topic through meetings, interviews, workshops, etc. ST1.3.2) Benchmarking of areas and selection of Mentoring city: A number of good practices are selected for mentoring purposes and several partners/cities from lighthouse and follower cities are selected as mentors to do an assessment of their transformation and producing a self-analysis to understand and detect the most replicable solutions. Mentors lead this task addressed to cities (lighthouses, followers and Cities 'Network). ST 1.3.3) Mentor cities will organize study visits to present their projects. This subtask aims to exchange information and foster collaboration. ST1.3.4) Staff Exchange: in this subtask participating cities will define an adequate framework to promote knowledge transfer between cities. Staff will move through the mentoring activity to gain experience, share knowledge and foster collaboration. These experiences will lead to analyze in depth the replicability potential of solutions.</p> <p>The deliverables related to this task are: D1.10.- Urban coaching: Description of coached areas and their selection for Mentoring [TEC] (M18) D1.11.- Urban Mentoring: Experiences of Mentor Cities and replication possibilities [TEC](M36)</p>		
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Abbreviations and Acronyms

Acronym	Description
mySMARTLife, mSL	Transition of EU cities towards a new concept of Smart Life and Economy
CAR	Fundación Cartif
LHC	Lighthouse Cities
FC	Follower Cities
HAM	Freie und Hansestadt Hamburg
HEL	Helsingin Kaupunki
NAN	Nantes Métropole
TEC	Tecnalia
D	Deliverable
SCC	Smart Cities & Communities
NGV	Natural Gas Vehicle
RES	Renewable Energy Systems
OEMOF	Open Energy Modelling Framework
PV/RE projects	Photovoltaic/Renewable projects
ESCO	Energy Service Companies

1. Executive Summary

The aim of this deliverable is to describe the mentoring activity which delivers the study visits and exchanges among cities. The concept of the SCC1 (Smart Cities & Communities) call was thought for making possible a quick replication from lighthouse to follower cities. Similarly, many ongoing actions in the SCC1 Lighthouse Network are focus in trying to replicate interventions by providing information, exchanging experiences, etc. However, it is difficult to measure the success of these actions. In mySMARTLife project a different approach has been used based on an innovative urban coaching-mentoring activity. This document presents an introduction to this methodology presenting which are the key aspects to be considered, and the second phase of its implementation: the mentoring activity. This is understood to be the basis for capacity building and staff exchange. In brief, and by chapter, follows up the description of the content of this deliverable:

Chapter 2 “Introduction”, explains the purpose and the target group of the activity, the contribution of partners to activity development and the relation of the deliverable with other activities of the project. It contextualizes the activity and its purpose within the project.

Chapter 3 “Description of the proposed methodology” includes an explanation of the urban coaching-mentoring methodology (key aspects) as well as the steps for its implementation. There is also a reference to the coached topics or areas and the criteria used for the evaluation of projects. These are the key factors for developing an objective selection of projects of interest. Upon the selection, the mentor cities are presented.

Chapter 4 “All mentoring sessions are presented”. The four so far deliver by the time of writing this deliverable (in Nantes, Rijeka, Bydgoszcz and Helsinki) and foreseen agenda for the session in Hamburg in March 2020.

Chapter 5 “Conclusions” outlines main conclusions related to the methodology after the evaluation by participants. It is also a summary of the main goals achieved.

Chapter 7 “Annexes” includes the template for doing the evaluation after each mentoring session. Formats are the same for all sessions but the content changes slightly. For avoiding duplication of material only the evaluation form of the Nantes session is included.

2. Introduction

The Urban Coaching-Mentoring activity started early in the project with the aim to achieve exchange and information sharing between partners. Not only for cities but mostly devoted to promote the possibility of discussion among them about common interests, problems, barriers, achievements, etc. A framework to foster staff exchange out of common interests. However, the activity has been available to all partners from the project as well as to local companies that showed interest in presenting and sharing their projects.

In order to facilitate the exchange this innovative methodology establishes replicability and innovation as key factors to select areas of interest. First by self-analysis of replicability and scalability potential of their most interesting projects and second by making them participate directly in the evaluation process and selection of most interesting topics and projects for the mentoring activity. This deliverable explains the later sessions delivered in selected Mentor Cities but it is worth to address some important aspects of the whole process.

2.1 Evaluation process and selection of Mentor Cities

The evaluation process for the selection of the Mentor Cities started with a self-analysis of topics and projects based on replicability, innovation and efficiency. Up to 31 projects were presented by the six participating cities: 9 in Efficient Building (Energy), 6 in City Infrastructure, 8 in Mobility and 8 in Non-Technical Actions. By topic a coach made an evaluation and a first selection based on the replicability, innovation and efficiency criteria. Later the same process was followed by requesting each city to name also an evaluator within their city council per topic. This allowed to analyze the interest of cities for each project and get technical people involved in the process from the beginning for later exchanges. Finally, a workshop was delivered (Helsinki, February 2018) to the Cities' Network in order to also get their feedback about these projects and their interests (more than 20 cities participated in this workshop).

With all the information coaches made a final selection of projects for the Mentoring phase. It must be noted that in the selection a number of aspects were considered. For instance, in the case of smart lighting 4 different projects were submitted. Their evaluation presented differences in terms of innovation (in business models or services). However, these innovations are not so replicable and sometimes they can even become a barrier. In this case, the evaluation suggested that all 4 projects could be part of the Mentoring activity to open a discussion about these facts (innovation versus barriers and efficiency). Something similar happened to projects in the e-mobility (bus fleets) where the most interesting is the exchange on common problems.

Out of this process, the following cities were selected as Mentor Cities:

- 1.- Mobility Topic: City of Hamburg**
- 2.- Energy Topic: City of Nantes**
- 3.- Non-Technical Actions: City of Helsinki**
- 4.- Smart Lighting: City of Bydgoszcz**
- 5.- ICT and City Infrastructure: City of Rijeka**

All this process was accounted in Deliverable D1.10 which gathers all the information related to all projects, the full evaluation process, etc. And what is more important it describes how and why the cities were selected for these topics.

2.2 Target group

The main target group is the cities participating in the project (both lighthouse and follower cities) but technical partners can participate as well. The activity has also been opened to other cities that belong to the Cities Network.

What makes different this methodology compared to other exchange events is the early implication of technical staff in the activity. Many times, cities participate in workshops and seminars about different topics. Usually attended by project managers or politicians with a wide perspective of possibilities but limited technical knowledge. Through the proposed methodology, mySMARTLife mobilizes technical people who can discuss more effectively about the barriers (legal, technical, economic, etc.) and possibilities out of presented themes. The discussion and information exchange is, hence, more effective and during the mentoring activity participants are also grouped by their expertise and responsibilities within their municipality. The manager or the Maintenance chief of the Municipal Bus company will feel more comfortable confronting his/her problems and exchanging solutions with similar ranked people from other cities. And the results are more interesting for everybody.

Having this into account, the challenge has been to present mentoring sessions that could really be of interest for these technical people. Bear in mind that there are many barriers (e.g. language barrier is a very problematic one or just the possibility to accommodate agendas for everybody) that the sessions try to overcome by selecting the right involvements. This has been a closed work between the coordinator of the activity, host cities and participants.

It has also been taken into account ongoing meetings such as general assemblies of the project and technical meetings. More partners are involved in these meetings and, as result, the mentoring activity can be arranged in a different way. Description of each mentor session will show these differences in scope and target groups.

2.3 Contributions of partners

The following Table 1 depicts the main contributions from participant partners in the development of this deliverable.

Table 1: Contribution of partners

Participant short name	Contributions
TEC	Deliverable leader, coordination of deliverable, delivery of workshops.
CAR	Lead partner of task T1.3
HAM, HEL, NAN, BYG, PAL, RIJ plus most of technical partners	Participation in the Mentoring Sessions
TEC, CAR, NBK, VTT	Coachers: evaluation of projects and dynamization of workshops by topics.
SEZ	Preparation of workshop with Cities Network

2.4 Relation to other activities in the project

The following Table 2 depicts the main relationship of this deliverable to other activities (or deliverables) developed within the mySMARTLife project and that should be considered along with this document for further understanding of its contents.

Table 2: Relation to other activities in the project

Deliverable Number	Contributions
D1.10	This deliverable explains the coaching activity and selection process of the Mentor Cities.
D6.7, D6.8, D6.9, D6.10, D6.11	Participation of follower cities in the coaching and mentoring activity guarantees an early stage involvement in the project for sharing best practices and projects. This is an input to the selection of interventions for the techno-economic analysis and for their replication plans.
D6.14, D6.15	The participation of the Cities Network in the coaching and mentoring task is one core activity for their involvement.
D 7.1	Study visits and prepared material can be shared with Lighthouse Project Network
D8.7	Mentoring activities and staff mobility will enrich the communication and dissemination messages of the project

3. Description of the proposed methodology

The general purpose of the activity is to facilitate capacity building and staff exchange in the project. But behind this purpose lies the aim of fostering better replication and scalability actions. This is very challenging. There are many barriers to replication and scalability. But urban coaching and mentoring methodology can improve exchanges that should drive the enhancement of deployments taking advantage of synergies and experiences. This methodology allows information flows and personal knowledge that ease cooperation. It is a first step to overcome many of the barriers to a replication process.

The methodology has been thoroughly described in deliverable D1.10 but in this chapter a brief description will be added for comprehensiveness of the document by itself. First it must be said that a critical issue is the engagement of the cities and partners. This is something that can only be achieved if they are involved from the beginning of the process and if they can really consider the topic as something of interest.

Engagement started by requiring to cities a self-analysis of their projects. Each city was requested to analyze based on replicability potential projects that could be of interest for other cities. Different areas of interest (topics) were set up and, at least, one project per area was selected by each city. This is a process for self-consciousness of the type of interventions deployed in the city and evaluation of their scalability before considering any replication. Not successful projects in terms of scalability may be more difficult to replicate.

All projects were evaluated. First by a selection of coaches (one per area or topic), second by the cities themselves and third by other cities that provided other point of view. The evaluation was done based on replicability, innovation and efficiency with an objectively grade system. Again, this step was meant to involve cities in the process by making them name technicians or specialists by area for the evaluation. This involvement allowed to explore other interventions and possibilities for replicability at their city. A total of 31 projects were presented to the evaluation. By topic, the number of projects is: 9 in Efficient Building (Energy), 6 in City Infrastructure, 8 in Mobility and 8 in Non-Technical Actions.

Finally, with the information from the evaluation, coaches made the decision of choosing Mentor cities. Selected cities by topic of interest have been:

- Efficient Building (Energy): Nantes, France
- ICT: Rijeka, Croatia
- Smart Lighting: Bydgoszcz, Poland
- Non-Technical Actions: Helsinki, Finland
- Mobility: Hamburg, Germany

It must be said that during the mentoring process the city of Palencia suggested that they would also like to be a mentor city. By the time of writing this deliverable the coordinator of the activity is working with them in the definition of the topic and agenda that could be of interest for participants. If accepted and delivered it will be reported in the next Periodic Report.

4. Mentoring Activities

Follows up a description of the mentoring activities delivered in the frame of mySMARTLife project. Each of them has been adapted to the topic, participants and circumstances of each mentor city. But a common description will follow by addressing the agendas, participants and main conclusions drawn by the evaluation. Most interesting part is the possibility of opening collaboration frameworks between cities to explore further exchanges. With this aim an evaluation questionnaire¹ has been produced where specifically this matter is asked. Nevertheless, during the mentoring process the coordinator of the activity has participated in all activities in order to have face to face interviews for understanding these possibilities and interests.

It must be noted that these sessions have produced many presentations of interest. All this material is available for all partners in the project through the common repository. Availability of the material guarantees that, participating or not, these sessions can be accessible for all partners.

4.1 Efficient Buildings (Energy): Nantes, France

First Mentoring session took place in Nantes, France on March 7th, 2019 after the General Assembly of the project. Local host, Nantes Metropole, coordinated the agenda and study visit with the lead partner of the task. Taking advantage of the meeting, although as a separate event, the session gathered a high number of participants from the consortium and from the network of cities that showed interest in mySMARTLife project. Therefore this first mentoring session, also because of the topic, brought not only high interest from the participants but also the possibility of exchanging with cities outside of the project.

As part of the Energy mentoring session energy kiosks were installed displaying posters with information related to energy projects (district heating, PV/RE projects, energy management systems, etc.). Attendees had the chance to go around and exchange with project leaders about their interests. This activity was extended for over the mentoring session so that meeting breaks could provide a good opportunity for sharing. In an informal way there was the opportunity to get a general overview and request further information if interested. The advantage is the possibility of selecting the projects of interest and get first-hand information.



Figure 1: Energy Kiosks

¹ Included in Annex

4.1.1 Agenda

The session was distributed in two main blocks. The first one with the aim of introducing several projects of interest in Nantes in the Energy topic and the second one with two site visits for different groups.

Presented projects:

- **Digital boiler: Data to heat in social housing**

The main idea of the project is to combine the need for cooling data servers with recovery part of this heat for other users. In the case of Nantes, Stimergy² company has installed a digital boiler to reduce the energy needs of social houses (about 19MWh/year that covers about 40% of energy needed for hot sanitary water). Buildings can “rent” space for data servers and take payment by reduction of energy bills. This is a type of project with high replication possibility.

- **MIN solar plant: How to deal with complex solar projects involving citizens in the funding**

This is an example of business model that beyond legal regulatory framework found a way to be deployed in Nantes. Specially by involving citizens in the shareholders equity of the company. There is a lease contract of the panels by which they can provide electricity for the cooling needs. The contract is for a long term (30 years) and with an average price of 15c€/kWh. There is an intermediate company called Cowatt who owns 25% of the equity and represents engaged citizens. The project is being very successful in the engagement process by raising all needed funds in a very short time.



Figure 2: Marine Buron & Marjolaine Force presenting the project

- **Solar cadaster**

Information related to the solar potential of all buildings has been integrated in the Urban Platform (GIS format). This is a layer that allows building owners to get information on the solar potential of their roofs and the potential savings it could generate. The tool also establishes links to certified solar companies and

² <https://stimergy.com/>

the local energy agency so that building owners can contact them and request a bid. This is a tool with different potentials: in one hand for providing a service to the citizens (building owners) about the potential of photovoltaic energy and in the other hand by “regulating” the companies that can make a certified installation. The tool itself only provides information on certified companies but this is a way of letting out companies that are not certified. There is a high replicability potential for the tool.

- **District heating modelisation & decision aiding tool**

This is a tool that can assess the impact of a district heating (cost, energy, CO₂, etc.) and inform about its optimization. The tool gathers information from the monitoring of substations and produces a model of the district heating where different scenarios can be tested. Operator can optimize the thermal grid saving energy and maintenance costs. So far the tool is not ready for market yet. The developer is IMT Atlantique³.

Study Visit:

The study visit was organized with different site visits. The number of participants were distributed in groups so that the number in each visit could be fair for making questions, available space, etc. These are the sites visited:

- Digital boiler in L’Oiseau des Îles

This is a new building (2012-2013) in an area of new developments. The building hosts 24 collective dwellings with individual balconies and 6 individuals houses with terrace.

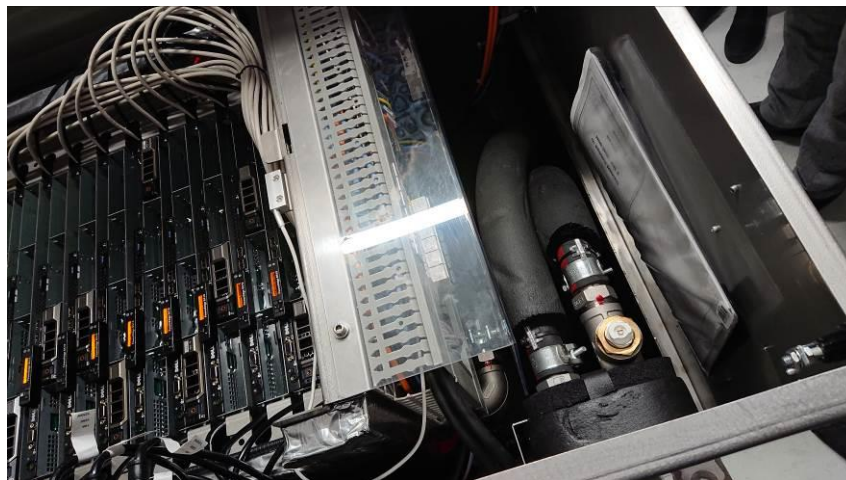


Figure 3: Digital boiler installed in L’Oiseau des Îles

It is estimated that the digital boiler will recover 19 MWh/year, which is about 40% of the energy needed for hot sanitary water of the building.

- District heating Plant

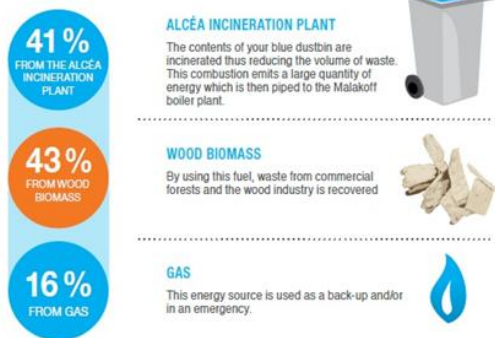
In 2012 ERENA extended the district heating network and built two biomass plants. Nowadays there is an installed capacity of 208MW, with a network of 85 km and provides heating and hot water to over 16.000

³ <https://www.imt-atlantique.fr/en>

homes and a large number of public buildings. The site visit was to the Malakoff Biomass Plant which is part of the Centre Loire Heat Network.

THE ENERGY SOURCES OF THE MALAKOFF BOILER PLANT

Three sources of energy are used to supply the Malakoff boiler plant : Heat resulting from incinerating household waste, wood and natural gas.



THE CENTRE LOIRE HEAT NETWORK

The MALAKOFF and the CALIFORNIE boiler plants supply the Centre Loire heat network.

1 THE MALAKOFF BOILER

The Malakoff boiler plant supplies the city centre and the north of Nantes, and the east and the centre of the Ile de Nantes region. In summer, it supplies the whole Centre Loire network.

2 THE CALIFORNIE BOILER

The Californie boiler plant operates from October to April. It supplies the territories of Sud-Loire and the western part of Ile de Nantes.



Figure 4: Some data on the Malakoff boiler Plant

- AFUL Chantrerie Biomass boiler Plant

The AFUL Chantrerie counts several public institutions, companies and universities gathered around a common project. Most of the members are located nearby and are willing to participate in the energy transition of the area. One of the first project was The Chantrerie biomass boiler plant and 3,3 km of heating network. Was built in 2010 with two biomass boilers (2,5 MW each) and a 5MW gas boiler. Most of the wood is local. This plant is currently operated by Cofely (Engie) and it is a good example of successful business model.



Figure 5: Chantrerie biomass boiler plant

- Minerve- Power to gas Plant

In 2018 entered in operation this Power to gas Plant in Chantrerie. The aim of the plant is to storage energy from renewables which production is intermittent. For the storage, the renewable energy is converted into synthesis methane. This is a demonstrator project with the participation of different institutions. So far it powers a vehicle (NGV mobility) for the AFUL Chantrerie, the project main sponsor, as well as the gas boiler and the biomass boiler room of the Chantrerie site in Nantes.

4.1.2 Participants

The number of participants in the mentoring activity was very high due to the presence of the Cities' Network and many technical partners from the project. About 45 people participated in this first mentoring session. Not everybody from the energy field but all with interest in presented projects.



Figure 6: During presentations and during the site visit

4.1.3 Evaluation of the session:

For the evaluation of the session, a questionnaire was prepared and participants were requested to fill in and send it to the lead partner of the activity. Only 15 questionnaires were received out of the 45 participants. The number can be considered representative enough for the evaluation.

As topics of interest most of the participants pointed out the study visits, specially the digital boiler as something with high replicability. Overall, study visits provided a better understanding of the projects than just presentations. There was access to more technical people and many questions could be answered during the visits.

Regarding the level of information gained during the activity about 87% answered that their expectations were met and that this information will be useful and applicable in their work.

In terms of innovation, the project related to digital boiler was named in most of answers. Novelty of the project was highlighted by many participants and they considered a reasonable replication potential for their cities.

4.2 ICT: Rijeka, Croatia

Second Mentoring session took place in Rijeka, Croatia on May 28th, 2019 as a one day event gathering experts from project's cities in the ICT field.

Rijeka bases its development in a digital transformation. On its way to becoming a smart city their focus in the ICT field makes them a good mentor city in a number of issues. For instance, the city was awarded as the most transparent city in Croatia in 2011, 2012 and 2014 and in 2013 was awarded for its public sector leadership and innovation. This transformation is ongoing and is based in the digitalization of some citizen services, deployment of infrastructure (data centres, platforms, broadband and Wi-Fi) and smartization of public services by crossing data from different sources (GIS, departments, etc.). Several local companies have been part and will be part of this transformation process and some of them were also considered as of interest for the mentoring activity. The private-public collaboration in the development of ICT tools, deployment of infrastructure, etc. is also a remarkable aspect for the discussion. How to involve them? What can they offer? Is it only a business matter? ...

But the mentoring session also offered the possibility of knowing some success stories from Hamburg and Helsinki providing a wider picture of possibilities and enriching the discussion among the experts. Both cities presented several projects in the coaching part of the activity and some of these projects were highly evaluated. Therefore, both cities were requested to prepare specific presentations so that experts could discuss about them.



Figure 7: Meeting place in Rijeka


4.2.1 Agenda

The session was prepared together with the host city considering participants and how to make the most out of the available time considering travel arrangements. This is one of the barriers as a full day agenda requires in many cases three working days (two days just for travelling). Many people can not attend such programmes by leaving their offices for so long time. Either the offer of the programme is very interesting or it will be difficult a high participation.



On the other hand, the topic can be very visual by seeing alive demos of the services (management systems, platforms, apps, etc.). But from the point of view of a site visit it was considered that a single place with a good internet connection could allow to make good presentations and foster the discussion.

Bearing all this in mind the agenda was prepared for half a day so that presentations and live demos could take place in a single spot. This guaranteed a higher number of presentations and avoided wasted time by going from one place to other.



Urban coaching & mentoring activity

In mySMARTLife project, as part of the capacity building task we developed an innovative methodology based on urban coaching and mentoring. All cities in the project participated in presenting their most replicable projects based on topics such as: efficient buildings, city infrastructure, non-technical actions and mobility. Projects were grouped into these four topics to evaluate them by experienced coaches and by the cities themselves. 31 projects were presented and evaluated in this process and the result was the preparation of 5 mentoring sessions:

1. Efficient buildings & Energy in Nantes
2. Smart Lighting (city infrastructure) in Bydgoszcz
3. ICT services in Rijeka
4. Non-technical actions in Helsinki
5. Mobility in Hamburg

ICT Session in Rijeka

ICT is a wide topic in SmartCities strategy. There are many issues related to platforms and services at different layers: from data capture (sensors, data sources, etc.), to architecture, data governance, monetization, open data, open APIs, ... When analysed at the coaching phase in mySMARTLife project with partner cities, several projects/interventions from this topic were evaluated. The city of Rijeka was selected considering that their SmartCity Strategy is focused in ICT projects and therefore there are a number of solutions of interest that can be shown in this field. Nevertheless, the session will be complemented with presentations from other partners in the project to offer a general vision over some of the many aspects of the topic.

Rijeka

Partner in mySMARTLife project, the city of Rijeka is located in the Kvarner Bay by the Adriatic Sea in Croatia. City population is about 129.000, and the Metropolitan area almost 250.000. The city was selected as European Capital of Culture for 2020.

Points of interest

- Presentation of ICT projects by mySMARTLife partners.
- Exchange of experiences and open discussions
- SmartCity strategy based on ICT interventions.
- Presentations from local companies

Figure 8: Agenda of the Session

Presented projects:

- **SmartCity Strategy based on ICT**

This is an introductory presentation of the Strategy in Rijeka in their digital transformation process. The introduction was provided by Zeljko Juric, Head of the ICT department of the City. It is a good example of how ICT can be the main pillar of the transformation process and how energy, mobility, citizen engagement, etc. are articulated based on ICT tools and deployments. One of the goals of the city is the development of a competitive economy based on the society of knowledge and new technologies. A main goal where ICT is at its core.

- **Smart Energy Management**

City of Rijeka has a long history on sustainable development. One of the first Croatian cities that signed the Covenant of Mayors in 2010. As part of their compromise, the city produced a SEAP with 42 measures and an expected total reduction of 32% compared to the based year. With the purpose of monitoring the performance since 2008 the city joined the “Systematic Energy Management” project implemented in Croatian cities. The project brought the monitoring and energy management system on energy consumption in the buildings owned by the City. Data is based on monthly reading of consumption for 118 buildings owned by the City.

Some other projects, such as iUrban are providing extra capacities. City’s bigger buildings are equipped with smart meters which in real time provide data

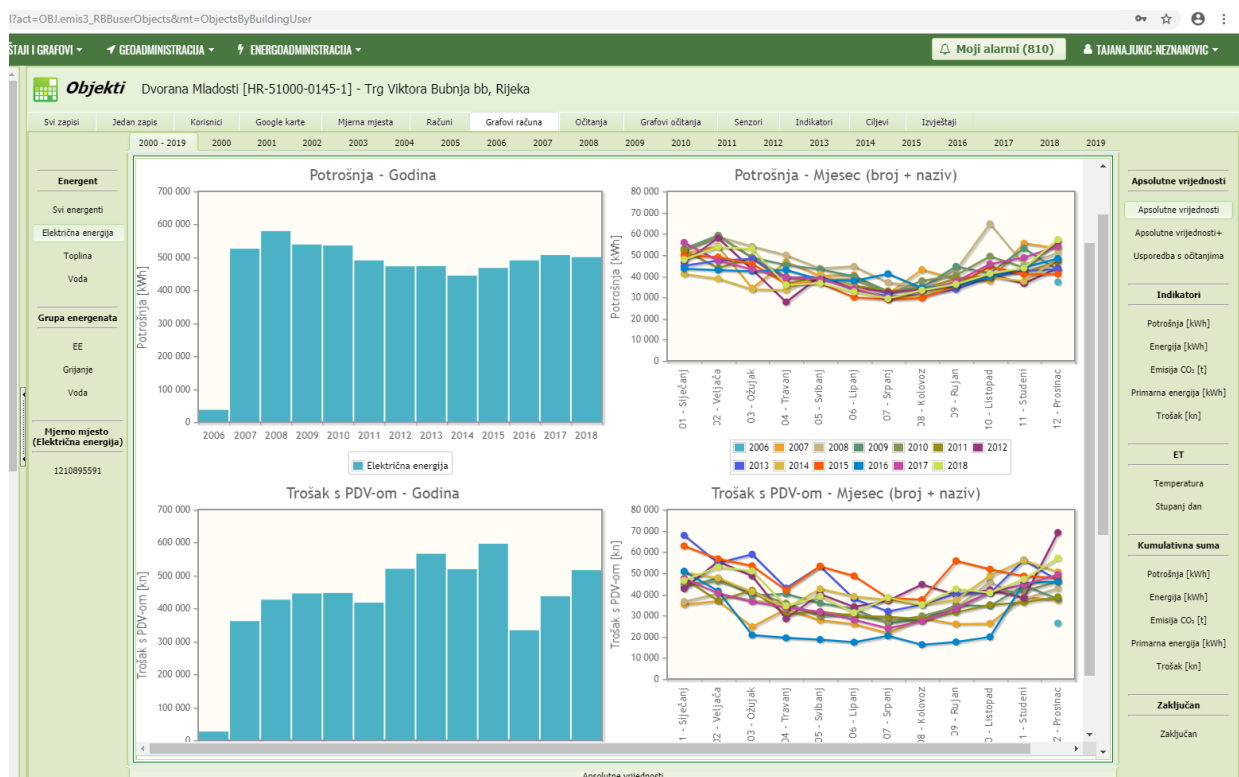


Figure 9: The Energy Management System

- **Citizen Collaboration Platform**

Through an Interreg project called Urban Inno⁴ the city of Rijeka developed a Citizen Collaboration Platform. This European funded project focuses on maximizing innovation potentials of urban ecosystems by developing and implementing new participatory methods and tools to engage end-users in innovation processes with the objective of having educated and motivated users. In the case of Rijeka, the project produced an on-line tool which enables communication and interaction with citizens, primarily on gathering ideas and proposals for use of City-owned infrastructure objects, real-estates and other public spaces. It is addressed to three main target groups: 1) elderly people, 2) young people, and 3) civil associations and engaged citizens. The final version of the platform already includes several participatory programs.

The project was presented by Damir Medved from Ericsson Nikola Tesla, a company that is providing the technical knowledge to the city in the design, development and deployment of the solution.

- **Competence Center**

The Center of Competence (CoC) for smart cities is an innovation cluster established for the purpose of connecting companies and research institutions on research and development projects in order to develop new marketable products in the thematic area of smart cities. This initiative will allow the commercialization of scientific-research achievements of R&D projects and the development of competencies within 3 thematic areas of the Smart specialization strategy (S3) (energy, mobility and security). So far, 36 new products are ready for market, 8 IP rights have been registered and over 50 new places created. The initiative is funded by the EU.

As part of the initiative a number of projects developed in this frame were also presented: Connected traffic (platform for aggregation of data as a function of the decision-making in urban transport and urban mobility), 4DII (integrated 4D system for monitoring of infrastructures), Surnimo (open e-roaming platform for EV charging locations, parking system, etc.), Living (personal assistant that provides information on weather, traffic accidents, criminal events, etc.), Modesty (city portal for open data and urban API developers), etc.

- **INDIGO**

Developed with EU funding INDIGO aims to contribute to a reduction of over 45% of primary energy consumption by system management strategy (maximize energy efficiency and minimize energy cost) of district cooling systems. This is a tool developed by VTT although it was introduced by Timo Ruohomaki from City Council of Helsinki. It allows evaluating alternative district cooling system configurations, its economic performance and an optimisation model based on OEMOF framework.

- **Urban Data Platform in Hamburg**

The Urban Data Platform in Hamburg is a conceptual approach, aimed to connect present and future IT-systems or IT-services, so that they not only know of each other but can exchange data. It is also aimed at enabling interwork and share logical and analytical capabilities, and inform, prepare decisions, assist in decision-making processes or make decisions.

⁴ <https://www.interreg-central.eu/Content.Node/URBAN-INNO.html>

Owned developed Platform for breaking up data-silos, looking to integrate standardisation and data governance as key questions, and thinking in new concepts of data management. Among others and as example some services running in the platform: traffic information system, digital participation system, automated traffic volume assessment, traffic light forecast, GeoNetBake (live information on construction sites), etc.

The presentation was introduced by Michael Fisher, head of the Urban Data Hub.

4.2.2 Participants

The number of participants in the mentoring activity was 13, but four out of the six partner cities were represented (all but Bydgoszcz and Nantes who could not attend). Participants were experts in the field of ICT and the discussion turned very fruitful. Same barriers were seen in many cases and applied solutions were a very interesting feedback in the exchange.



Figure 10: Some of the participants in the session

4.2.3 Evaluation of the session:

After the session the evaluation questionnaire was circulated among participants. Seven out of the 13 participants sent their evaluation.

Three presentations obtained the highest interest: The Center of Competence (CoC) as a good example of how to implement a SmartCity Strategy based on ICT, the Urban Platform from Hamburg as self-developed platform meeting main challenges of such a type of SmartCity Platforms and finally the Energy Management System that allows monitoring of public buildings in Rijeka.

As a weak point of the session, the lack of a site visit was pointed out. Several participants suggested that a site visit to see working some of the systems would have been very interesting.

The overall assessment of the activity obtained a 4 out of 5 and according to 86% expectations were met and learnings will be applied, somehow, in participants work.



4.3 Smart Lighting: Bydgoszcz, Poland

Third Mentoring session took place in Bydgoszcz, Poland on June 13th, 2019 as a two-day event with Smart Lighting as topic.

During the coaching phase up to 4 projects were presented in the topic of Smart Lighting showing more than specific interest a consideration of high replicability potential. Europe's Smart Lighting market accounted for near 2.000M€ in 2017 and a growth of 20% is expected between 2018 and 2024. It is a growing market with increasing added values for citizen. New concepts related to circular economy, intelligent lighting systems, human centric lighting and LEDification are opening a whole new solution possibility shifting the purpose from cost to its use.

After the evaluation and considering the interest of the cities a specific session devoted to smart lighting was prepared. The aim, the possibility of exchanging experiences in a very specific issue that probably has been approached from very different points of view. Sharing reasons for approaching this topic one way or the other helps to understand how to obtain added values on scalable solutions. All cities have Smart Lighting as an on-going intervention for the next years, hence, learnings from other cities may perfectly be replicable and adapted to specific contexts.



Figure 11: The host city of Smart Lighting session, Bydgoszcz

4.3.1 Agenda

Considering that the topic of the mentoring session was Smart Lighting, when deciding the agenda, the study visit was the biggest concern. In order to make it interesting smart lighting working was one of the priorities and this required a night visit. Therefore the agenda was distributed in three main sections: First a meeting with several presentations and a roundtable of cities where they discussed about the benefits and barriers of deploying smart lighting, second the site visit at night to see the street lights working and finally the following day another site visit was prepared to the RES Demonstration Center at the Mechanical School.



Presentations of interest:

- Smart Lighting in Bydgoszcz

Street lighting in Bydgoszcz depends on Municipal Roads and Public Transportation Board. This department made a first introduction explaining the modernization of the lighting system. In 2015 about 7.300 luminaires were changed into LED, 164 control cabinets modernized and each light point equipped with individual logic controller. Main advantage of the control system is the ability to quickly respond to lighting failures, the lighting regulation, analysis of energy parameters, easier management through remote control and more control implemented on the power line. About 65% reduction in energy demand has been obtained as a consequence of this deployment.

A second presentation by APANET Green System followed up. This is a local company that helped the City Council with the deployment. This is a good example of a partnership. Some of the features of the new system were introduced: Openness to ensure choosing the best solution with open communication protocols (based on LonMark International) which allows the expansion of the system using any standardized solution from other manufacturers. And two products designed by APANET the luminaire control and the segment controller.

Finally, a presentation of the control platform showed how the data is acquired from each point, how can be controlled and its status in real time.

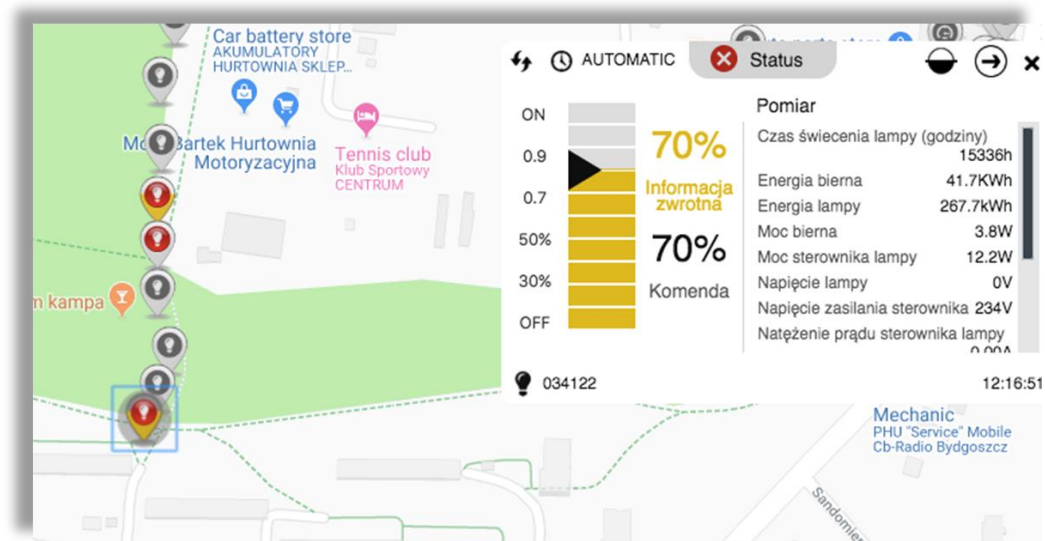


Figure 12: One of the Street Lights in the platform. Image from APANET presentation

- Smart Lighting in Palencia

In the city of Palencia public lighting accounts for almost 50% of the energy consumption of the City Council. It costs annually 1,2M€ and 10.107 MWh. Important figures that required a close attention to how to tackle the problem and find a solution to reduce not only the energy consumption but also the cost. There are over 11.000 lighting points and 149 control boards.

In 2012, the city decided to change about 1/3 of the lights (3.139 lighting points and 33 control boards) with and ESCO agreement. With an initial investment of 1,8 M€ and a period of 12 years the contract provided savings of 548.000€ and 871Tn/CO₂ avoided every year. The change also allowed a point to point control.

Several learnings from this process were shared: Regarding the ESCO model this is a solution when the City Council does not have enough funding for doing the change by themselves. But savings are much bigger if the change is implemented with the City Council's own investment. Palencia has gone through the renewal of other parts of their lighting system with their own resources and they have proven this statement. Another important learning comes from how to prepare a tender for the ESCO model. High quality prescription is required and this must be transferred into the bidding documents in a correct way. The case of Palencia is an example of how to prepare these type of bidding processes.

- **Smart Lighting in Nantes Metropole**

Nantes Metropole represents over 630.000 citizens (grouped in 24 cities including the city of Nantes). This is a vast network with 94.734 light point and 1.950 control cabinets maintained by 4 private operators and 1 public. The yearly budget of the system goes over 5M€ and 41,77GWh of electricity consumption. A number of projects for optimizing the service by reducing the energy consumption and cost are on-going in the Metropole area. Two were presented:

- Public lighting optimization: This is a cost driven solution, interoperable, that produces energy savings and through the monitorization an optimization of the maintenance that reduces bills. The system is based on communicating sensors deployment and a supervision platform for the monitoring and control. For the testing an area of 65 luminaires has been selected where Flashnet's InteliLIGHT system has been deployed.
- Lam@Nantes: This is a solution tested with a FM-RDS light network. The solution provides a radio coverage to the monitoring and control of the light points and can be compatible to other RDS-Light solutions from other manufacturers.
- Interactive Data Light: In this case several sensors are integrated in the lampposts: presence detection for optimizing the consumption, noise or weather conditions among them. This solution allows to combine data for providing more efficient management.

- **Smart Lighting in Rijeka**

In a way the city of Rijeka is a new comer in the management of the public lighting. Until the year 1998 this was handled by the National Government and only after that year the municipality started to take care of the infrastructure. There is a public municipal company created in 2002 and called Energo Ltd. who manages current system. In terms of size there are 15.714 light points with an estimated consumption of 8.334 MWh every year. Most of the luminaires remain being high pressure sodium lights (about 85%).

The city, very slowly and through different projects, has been implementing some changes. For instance, the replacement of 1.100 HPM (High pressure mercury) lights by more friendly HPS (High Pressure Sodium) luminaires. Also by replacing 151 lights in the Eastern part of the city with LED technology including a new power control. But there are other projects on-going and implemented (e.g. project BULB) and this can be an interesting topic in which the city could benefit from the experience of other cities.

- **Smart Street lighting, EU Funding and Business Models**

As a complement to the presentations from the four cities there was also a presentation from a mayor player in the sector. A presentation from Deutsche Telekom as expert in the field who is in fact working with several cities in Europe. The presentation was focused in the business models behind this type of interventions. Several innovative products were also introduced (luminaires, management software, etc.).

Regarding business models, three main references were discussed:

If the city outsources services for a fee: Two models can fall into this frame, the ESCO model and the SPV (Special Purpose Vehicle) model. In both cases the city gets a payment out of savings.

If the city outsources services for a revenue share: This is typical of concession models for parking places for instance.

Data driven business models: Nowadays most discussed model that is not starting yet. Sale of data to third parties is not seen rolling out widely in cities' strategy yet.

- **Round table with all participants**

Moderated by Tecnalía, a discussion round table concluded presentations. Most interesting points related to efficiency of the measures taken by each city were discussed, as well as the propose business models to fund such a type of intervention. Most of cities agree that smart lighting is a very sensitive topic for citizen. It is very much related to security (not only in traffic but also in pedestrian routes), light pollution, etc. different ingredients to be considered in the cocktail. Adding smartness to the network is definitely an interesting step forward but, in many cases, cities do not see the use of it (data, WLAN, etc.). So far, bill reduction by changing into LED is seen as the first step as this is a technology that is rather new. In some cases, the change also means changing the whole network (including poles, etc.) and in these cases the payback of the operation for the City Council is not clear.

One of the barriers seen by City Councils is how to deal with innovations. Many times, innovations are not standardized and this is a problem in the deployment. It needs time to let the innovation penetrate the market and only then expect a massive roll out. The other barrier is that City Council's officials and technicians can not be updated in all new technologies and possibilities. And trusting a private company as technical leader is always challenging. For instance, many of the cities agreed that if budget allows own implementations are more effective and have higher paybacks.

Study Visits:

As explained in the introduction of this session, smart lighting required a night site visit to see the lights working. But the following day it was complemented with another site visit for those who were interested in the energy field. Therefore, there are two main study visits:

- **Smart Lighting in Bydgoszcz**

Starting from the main square the light network was introduced. The type of luminaires and their regulation as well as the benefits of changing into LED were explained. The new system, using a multivendor networked lighting control system, is being working since 2015 covering over 400 streets and 7.200 light points.



Figure 13: Street lighting at main square in Bydgoszcz and one of the traffic roads (Photo from: Pixabay.com)

From the square the study continued by bus to see the lighting system working in the city. The bus stopped to see one of the sections at a traffic road. The new system meets the EU's ISO/MEC 13201 road lighting performance standard. The regulation and control system was explained and how it was possible to add savings by its management. All participants had the opportunity to interact during the visit and make the specific questions related to the type of luminaires, control boards, etc. that had been deployed.

- RES Demonstration Centre⁵

This is a building that integrates different solutions used in low-energy and passive construction. It is equipped with RES installations and serves as a model for future buildings in the city. Heat and cold is generated by air source heat pumps. Electricity is generated by 100 monocrystalline PV panels (each of 100W) and a wind-turbine of 3,0kW. The PV operates off-grid and the energy can be stored in accumulators. When accumulators are discharged the system connects with the regular grid.

Being a passive house standard, the heating demand does not exceed 15kWh/m²y and total primary energy demand can not exceed 120kWh/m²y which is tried to be maintained.

There is a metering and control system covering ventilation and heating system, as well as measuring and reporting many other values: temperature, meteorological factors, wind direction and speed, solar radiation, etc. All these parameters are considered together with the information of the generation units (PVs, wind-turbine, etc.).

The Centre receives a big number of visits as a demonstration site. Not only from professionals but also from many scholars that get to know renewable energy working. There is a guess book where attendees can write their impressions and thoughts about the visit. And, of course, Cartif as lead partner of mySMARTLife project also left few words.

⁵ http://www.razemdlaklimatu.eu/images/dobre_praktyki/Bydgoszcz_en.pdf





Figure 14: The RES Demonstration Centre and the moment of signature in the book

4.3.2 Participants

The number of participants from the project in the mentoring activity was 15 plus a number of students that were invited to the presentations and discussion session. This was agreed to provide them the opportunity to listen to other European cities experiences. In fact, the session was announced in the City Council's website⁶ so that interested local companies or close-by city representatives could attend.

Five out of the six partner cities were represented (all but Helsinki who could not attend). Private companies also participated, local and multinationals such as Deutsche Telekom. Some research institutions as well, hence, the diversity of participants allowed a fruitful discussion on different perspectives. It was interesting to exchange upon the different approaches.

4.3.3 Evaluation of the session:

After the session the evaluation questionnaire was circulated among participants. Eight out of the 15 participants sent their evaluation.

For most of participants the discussion was the most interesting point. It was suggested that for cities innovations taken by cities was the most interesting part as they understand that private companies will always present their innovations and/or products from a market/benefit point of view. There were some innovations of interest related to the control that can be replicable (different behaviours in regular and holiday days), and about citizen engagement for setting light intensity. These are points of interest that can be explored further.

As a weak point of the session some cities addressed the problem of bringing the managers of the network to the session. Either because of agenda problems or because language barriers that keep them far from participating in these events.

The overall assessment of the activity obtained a 4 out of 5 and according to 87,5% expectations were met and learnings will be applied, somehow, in participant's work. One of the answers pointed out that did not meet expectations due to lack of specific knowledge in the field of Smart Lighting. However, all participants agreed in the good organization carried out by the host partner.

⁶ <https://www.bydgoszcz.pl/rozwój/projekty-miedzynarodowe/mysmartlife/>



4.4 Non-Technical Actions: Helsinki, Finland

Fourth Mentoring session took place in Helsinki, Finland on September 20th, 2019 as a half-day event with Non-Technical Actions as topic.

When deciding the topics of interest and following the scheme in mySMARTLife the topic of Non-Technical Actions was chosen for gathering all type of projects related to citizen engagement, participatory processes, planning issues, etc. Projects that developed tools, methodologies or that are successful in stimulating social acceptance and awareness. Cities presented many projects in this field and Helsinki was selected as a mentor city. Mostly because the impressive way in which most of projects were considering the social innovation and citizen engagement aspects.



Figure 15: Mentor city for Non Technical Actions – Helsinki (Photo from: Pixabay.com)

4.4.1 Agenda

The agenda of the session was prepared considering two main aspects:

- Time constraints: It was decided to combine the mentoring session with the Review Meeting and the General Assembly planned for September 2019. There was not point in making partners travel twice to same destination in a short time (travel time, costs, etc.). But having the mentoring session together with the Review Meeting and the General Assembly also meant to deliver the session in available timing to let partners participate.
- Visibility of Non-Technical Actions: When preparing the session one doubt was about how to make a visible Study Visit about Non-Technical Actions. Host partner came with the idea of doing the visit to Smart Kalasatama, an on-going transformation process in this district where participation has been very important.

With this in mind, the session was organized in the district of Kalasatama so that in half a day there was the possibility of combining a number of presentations and the site visit to the District. The agenda was prepared for introducing a diversity of projects and initiatives in this topic. The session tried to combine experiences of not only

Helsinki but also from other partner cities. Thus, a wide range of areas were covered. Follows up a description of the presentations and the site visit

Presentations of interest:

- Use of geographic information questionnaire in urban planning

Presentation from Mapita Oy, a Finish SME that has developed a map-based survey tool which facilitates citizen participation. One of the biggest problem is to gather good quality data effectively, why? Because only few people participates, timing is difficult, collected data is invisible, etc. Therefore Mapita came up with Maptionnaire⁷ a tool that create questionnaires, helps engaging a higher number of residents, can read the results and make planning smarter.

Several cases were introduced. For instance, the consultation about how walkable is the city of Helsinki. During one month time 1.600 answers were gathered and over 8.700 routes marked in the map by the people. Unpleasant places along the everyday routes were marked, ideas for improving routes, highlights, etc.

The tool allows a relatively high number of participants with reasonable effort and individual participation is fostered. The system also allows to get localized information that can be integrated in existing systems. On the other side, not everybody is digital, frustration of participants if nothing changes and data manipulation can happened among others.

- Improving citizen debate on challenging issues such as climate change

Introduced by Open Knowledge Finland (Tietokide), the project Kansalaiskide (Citizen crystal) was presented. The project is based in the so-called crystal methodology for creating a shared understanding of complex issues by structuring societal discourse. In the case of Kansalaiskide a tool was developed to follow up the Carbon-neutral Helsinki’s 2035 Action Plan. All 147 actions are continuously updated and can be followed up by citizens. Direct contact with each action manager for providing ideas, request information or inform are let by the tool.

A draft version of the tool is going under testing and in few months will be opened to all citizen.

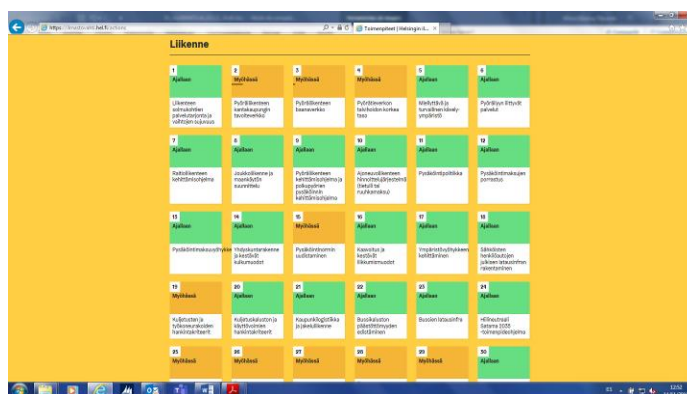


Figure 16: View of the website with the tool

⁷ <https://maptionnaire.com/>

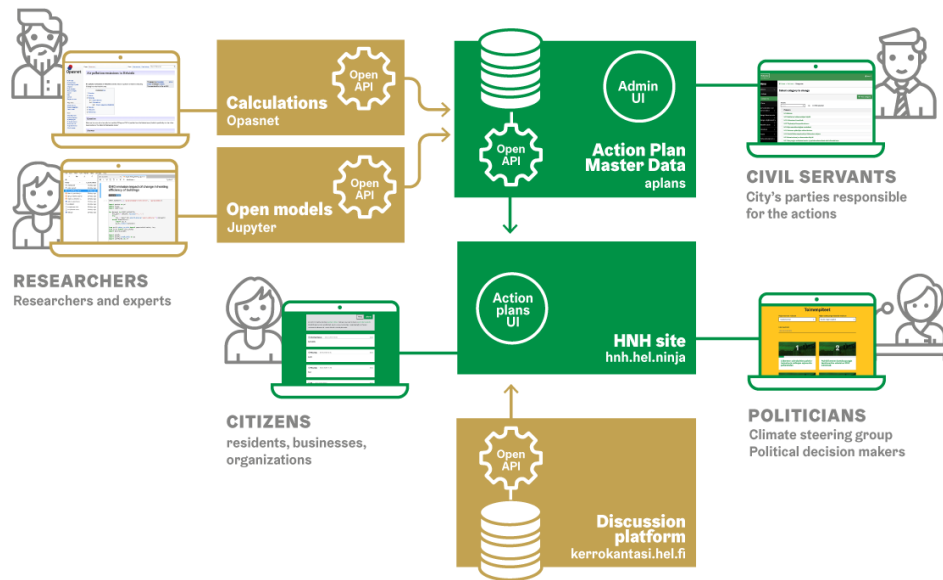


Figure 17: Structured of engagement in Kansalaiskide project

- **Participatory process in urban planning. A case in Hamburg**

Hamburg is a growing city. Every year accounts for 20.000 new inhabitants and about 10.000 new apartments. Construction activity is very heavy, not only for housing but also for development of green areas, new roads, underground services, etc. With such a big urban activity, planning is a must and involvement of citizen increases social acceptance while collecting ideas for implementations.

For Hamburg an early engagement is required. But also to set up the conditions and boundaries of the participation process. For instance, by establishing how the results of the process become part of the plan, who must decide at the end, etc. It is a matter of stating clearly the rules and framework for the engagement process and thus avoid frustration. In terms of methods all apply (Open-Air, In-Door, combine online and offline participation, etc.). The right combination is what makes the process successful.

Several examples were presented: Barnestrafe 42, Oberbillwerder where kids also participated, Weltquartier and Sadtwerkastadt that requires the public participation in urban development projects.

- **Great Debate on Energy Transition⁸. The case of Nantes**

The Great Debate on energy transition aims at enabling the collective identification (together with citizens and stakeholders) of new actions which will enable the territory to achieve the energy transition objectives set for 2030. It is a starting point for the co-production of a Metropolitan shared multi actor roadmap on energy transition. The process started in February 2016 and nowadays is in the implementation phase.

⁸ <https://www.nantestransitionenergetique.fr/>

In terms of results, it is worth to note that there are some impressive figures: Over 200 days of debate, 53.000 participants (physical or virtual through digital participation), including 11.000 contributors involved (having participated in local initiatives, filed individual contributions, worked in a booklet of actors or in one of the 6 communities), 80 labelled events bringing together close to 7.000 people, 1.000 contributions including 160 workbooks, 270 participating organizations, 650 people in the neighbourhood meetings, 42.500 visits to the website and 4.500 account subscribers to twitter/Facebook/Instagram social networks. It is been a massive participation process.

- Agile Piloting – Smart Kalasatama

Agile piloting is an experience developed in Kalasatama district for co-creating a Smart and Sustainable District. The main idea is to accelerate Smart City innovation by procuring prototypes to real environments to be co-created with citizens. This allows testing in real life setting and accelerates new concepts into service, new business and to learn by practice. This is done by opening calls and making a selection based on clear criteria including innovation, scalability, resources, user centric approach, etc. A fast learning curve is expected out of the experience.

Why in Kalasatama? This is a District of nearly 4.000 inhabitants that will be transformed into a District of more than 25.000 inhabitants in the following years (by 2040). New areas are interesting and suitable for innovative services that can be co-created with citizens. The district becomes in an urban lab.

Between 2016 and 2018 21 pilots have been tested in Kalasatama and some were successful. Learnings have been gathered for sharing of best practices and some pilots scaled up in new ecosystems and partnerships.



Figure 18: Maija Bergström from Forum Virium making the presentation of Agile Piloting

Study Visits:

Being at the urban lab, Kalasatama District, the study visit consisted in making a walked route along different streets and areas of the district. Several innovations of the district were presented: waste collection system, autonomous bus, smart bench, etc.



Waste collection system which only opens with a key so that can monitor its use by each key holder. This provides a very interesting information that it is being used for understanding better the behaviour and the needs.

Figure 19: Waste collection system in Kalasatama



Smart-bench that through a photovoltaic panel gets energy to charge mobile phone batteries. This type of smart benches is also used for sensing (environmental, social behaviour, etc.) and getting data of interest.

Figure 20: Smart Bench in Kalasatama



The autonomous bus that is running in Kalasatama free of charge for users while getting data related to its performance. The group had the opportunity to talk to “drivers” and understand better the difficulties of such innovation.

Figure 21: Autonomous bus in Kalasatama

4.4.2 Participants

The number of participants from the project in the mentoring activity was 25. All 6 cities were represented and several technical partners as well. As an “extension” of the General Assembly many partners decided to stay one day more to be able to attend the event.

Networking in the citizen engagement area and specially in the field of development of tools for fostering the participation was significative.

4.4.3 Evaluation of the session:

After the session, the evaluation questionnaire was circulated among participants. Only nine out of the 25 participants sent their evaluation. A rather low number compared to previous sessions.

The possibility of networking and getting to know tools for citizen engagement were the two main areas of interest according the evaluation. Citizen participation is something that all cities are integrating in their planning processes but it is very challenging. Exchanging specific experiences with experts in the field lets cities to get ideas for their own contexts.

As a weak point of the session some participants requested some extra time for discussion in smaller groups.

The overall assessment of the activity obtained a 4 out of 5 and according to 77,8% expectations were met and learnings will be applied in participant’s work. All participants agreed in the good organization carried out by the host partner.

4.5 Mobility Actions: Hamburg, Germany

In the field of mobility, the city of Hamburg was selected due to the number of interesting projects that presented in the coaching activity. The session will take place in March 2020 together with the next General Assembly of the project and, therefore, it will be reported out of this deliverable. However, a draft agenda of the event has already been prepared and it is included.



Figure 22: Mentor city for Mobility Actions – Helsinki (Photo from: Pixabay.com)

4.5.1 Agenda

This is a meeting with a broad topic and therefore a high number of participants is expected. On top of that it is as continuation of the General Assembly and the Cities' Network will also participate. Bearing in mind this participation three main blocks have been planned:

- Presentations from other cities: It is planned to deliver few presentations from different cities. At least Nantes and Helsinki explaining not only their interventions in mySMARTLife project but also some other interventions and mobility strategy. In this slot also presentations from cities of the Cities' Network will be included if they are interested. The goal of this slot is to give a general overview of on-going activities on this topic and benchmark how useful they are for the other cities.
- Round table on mobility in Hamburg: Short presentations of several projects in Hamburg will introduce a round table discussion on the city's strategy in the mobility area. The idea is to open a discussion on how the different type of projects can be deployed within the general strategy and what they bring in terms of innovation, replicability and efficiency.
- The third slot will be devoted to the site visit. In this case focused in the e-fleet deployment in Bergedorf. Including the e-bus, e-bikes, EVs, etc. Charging infrastructures and systems.

It is, hence, a full day agenda devoted to mobility that will be reported in the next Periodic Report as Annex.



5. Conclusions

The aim of the activity has been to foster the exchange of staff for opening the possibility of replication. A very challenging goal considering all barriers faced in this type of activities. As a first step, this activity has proposed a methodology to allow exchanges based on self-analysis of projects in several domains. Awareness and benchmarking have granted that cities could evaluate more properly their interest. And participation from experts in each topic has been sought avoiding to discuss only at surface level and trying to get more in deep in the problems and solutions.

Four out of the five sessions have been described in this deliverable. So far, over 100 people have participated from the 6 partner cities plus many technical partners of the project. As described in some cases, even local companies, universities, other cities, etc. have also participated. This is a high number by itself. However, it should be noted that in the vast majority of cases participants are experts in the specific field that each session was analyzing. Therefore the goal of staff mobility has been achieved properly.

The general evaluation of the activity by participants accounts for a 4 in a Likert scale of 1 to 5. Overall evaluation has been very high, and usefulness of the activity has also been very well evaluated. Participants have been able to exchange and discuss on topics of their interest and this provides the good result. In addition, experts in each topic have been able to meet which sometimes is not easy as only project managers attend meetings. Getting to know in person opens other type of collaboration opportunities. For further exchange or for just sharing thoughts. Building upon networking probably delivers better results in the medium and long term.

More than 40 projects have been analysed and shared with participants. Projects that have been selected based on their replicability potential and innovation. Their evaluation is a very interesting exercise to realize the type of projects on-going in other cities and detect projects of interest for their own cities. All materials have been made available through the repository so that it could be reached by all partners. This also opens a collaboration possibility for technical partners, which is a “side effect” of the capacity building activity although equally interesting.

In terms of how the activity can be improved there are some aspects for consideration: Agendas must be organized upon travelling requirements. Good connected cities are easier to visit and more time can be dedicated to the session. Not so well connected cities required longer travelling times and shorter sessions. However, these cities are also interesting and have many initiatives to show. The balance is a difficult exercise and the role of participants is very important to measure and evaluate how to do it properly. Their engagement during the whole activity has been an added value. Time constraints left not enough time in most of the sessions at least from the comments of participants. Although it may be true, it is also because they would spend more time in discussion and networking. When participants enjoy the activity, time goes very quick.

Some projects have already been selected for replication purpose in other cities. They will be accounted in the replication plans that each city is preparing. But there are also some other projects and initiatives that will be the seed for ulterior developments. Adaptation is always needed and recommendable. And the activity guarantees that if needed cities will know who to contact for more information, help, etc.

As a final conclusion it can be considered that the activity has achieved its main goals. For the majority of participants with a very good organization and high level of usefulness for their everyday work. In terms of numbers, the impacts are very high both at participants level and at number of projects and developments. A methodology proven for the right capacity building through exchanges.

6. Annex

mySMARTLife Mentoring Activity in Nantes Evaluation Form

Instructions

Dear partners of mySMARTLife project - it is a good necessary to evaluate the content and organization of the first mySMARTLife Mentoring activity in the Energy field in Nantes, March 2019. Our mentor city, Nantes, has tried hard to make the workshop and also the study tour useful for you. However, we need your feedback to find out what we can do better and how we should organise the following Mentoring activities.

We are grateful for the completion of the questionnaire and for your overall feedback. Please send it by April 19th, 2019.

mySMARTLife Mentoring Activity Evaluation Form

1) What is your overall assessment of the Mentoring Activity in Nantes? (1 = insufficient - 5 = excellent)

1 2 3 4 5

2) Which topics or aspects of the workshop did you find most interesting or useful?

- _____
- _____
- _____
- _____

3) Did the Mentoring Activity achieve its objectives to benefit directly from the experience of the Lighthouse Cities of Nantes?

Yes No

If no, why?

4) Knowledge and information gained from you at the Energy Mentoring Activity workshop?

Met your expectations Yes No Somehow

Will be useful/applicable in my work Definitely Mostly Somehow Not at all

5) How do you think the Energy Mentoring Activity could have been made more effective?

6) Please comment on the organization of the overall event including the study tour (from 1 = insufficient to 5= excellent)

1 2 3 4 5

7) Our next Mentoring Activity is coming up in Bydgoszcz related to Smart Lighting and in Rijeka related to ICT - please give us suggestions (including activities or initiatives you think would be useful, for your city)

8) After the Mentoring Activity in Nantes would your city be interested in further information about any of the projects presented?

- Digital Boiler: _____
- MIN solar plant project: _____
- Solar Cadaster: _____
- District Heating Modelisation: _____

Further comments or suggestions

THANK YOU!