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H2020-LC-SC3-SCC-1-2018

# D8.1 - MAKING-CITY Collaboration Secretariat

**WP8, Task 8.1**  
July 2019 [M8]

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## Abbreviations and acronyms

Acronym	Description
ECCP	Electronic Content Collaboration Platform
PEB	Positive Energy Block
PED	Positive Energy District
SCC1	Sustainable Cities and Communities 1
SDG	Sustainable Development Goal

## Executive Summary

The usual difficulties of collaboration are additionally bigger in this case due to the following facts, which are mainly a consequence of all the political push coming from the Paris Agreement: the UN 2030 Global Agenda and SDGs; the EU Clean Energy for All package, with the outcome of the Directives on Energy Efficiency, Energy Performance of Buildings, Renewables, Governance..., and with the aim of the total decarbonization of the building sector by 2050; the integrated National Energy and Climate Actions Plans; the Urban Agendas with the view of a 2050 City Vision...

It can be said that:

- Never in the past buildings and cities received such large attention.
- The build environment field is continuously evolving, with many initiatives that happen in parallel with MAKING CITY, some of them very relevant, such as the SET (Strategic Energy Technology) Plan, Action 3.2., precisely focussed on PEDs.
- New specific spaces to discuss cities are being created in many organizations, and an outstanding activity is taking place in the field lately.

As, in addition to this, MAKING CITY intends to go beyond collaboration in a strict sense, developing a think tank and an opinion platform, with political influence, a clear Collaboration concept and a substantial foresight exceeding the basic definition of the Collaboration Secretariat becomes necessary already at this initial moment.

In this sense this Deliverable already explores the contents and processes of Collaboration, becoming thus also an advance for the development of the Collaboration Roadmap.

According to the Making City Grant Agreement,

*The Collaboration Secretariat will be created for the definition of the roadmap for the collaborative activities of MAKING-CITY with other projects and initiatives.*

*Based on a map of the prior current related projects and networks, the foundations of this collaboration will be identified at the beginning of the project to guide the collaborative activities and ensure the achievement of fruitful results in the timeline of the project.*

*Such strategy will be defined in close connection to the Coordinator and will include the general objective of the collaboration, the scope which involves areas of action and the corresponding specific objectives, main activities to be executed, the schedule of activities and the organizational structure and functions of each partner within the Collaboration Secretariat.*

*This structure is essential due to the complexity of the project, the number of partners and collaboration targets involved and will be periodically updated according to the progress of the cooperation activities.*

So this deliverable, *specifically consist on the initial description of the objectives, main activities to be executed, schedule of activities, organizational structure and functions of each partner within the collaboration secretariat*

All these points, which are the work of the Collaboration Secretariat, are tackled here, in an order that suits this discourse, including:

- Objectives and role of the Collaboration Secretariat
- Enhanced Collaboration concept, with the description of the different “orbits” of the collaboration platforms: (MAKING CITY itself; the Internal Platform of the SCC1 projects; an external Platform of other projects initiatives and networks; a think tank; an opinion platform with political influence...), and how in MAKING CITY the collaboration is conceived as an iterative and continuously expanding activity, from the inner to the outer orbits.



- Selection of parties to be in connection with and how; instruments for it.
- General Planning.
- Activities to be executed, which basically are of two types: those related to the definition and set up of the organizational structure, and those who are transversal along the collaboration process.

All this work is summarized (Table 4) will be done with the full WP8 development in mind, expressed by the WP8 Deliverables, which are listed in section 8.5

## Keywords

Collaboration, secretariat, cooperation, political positioning, policy recommendations, think-tank, stakeholders involvement, dissemination, communication, SCIS, JPI Urban Europe, EIP-SCC, CITYKeys, ESPRESSO.

# 1 Introduction

## 1.1 Purpose and target group

The Collaboration Secretariat is the initial and central instrument for ensuring an appropriate collaboration framework in the MAKING-CITY project, and this deliverable describes how this secretariat has been established, its objectives and the main mechanisms to get its results.

To ensure the appropriate collaboration between our project and other relevant Smart City initiatives, projects and networks, the Collaboration Secretariat has been created being led by GBCE and CAR as leader of the collaboration WP and Project Coordinator respectively. All consortium partners will use this document for guide their collaboration activities among the project.

## 1.2 Contribution partners

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

**Table 1: Contribution of partners**

Partner nº and short name	Contribution
33-GBCE	Prepare the deliverable template according to the work to be implemented in the task 8.1 "Collaboration Secretariat". Alignment of collaboration roadmap with the secretariat.
01-CAR	Stablish the boundaries of the collaboration framework. Collaboration in the identification of project, networks and stakeholders.

## 1.3 Relation to other activities in the project

The following table depicts the main relationship of this deliverable to other activities (mainly deliverables) developed within the MAKING-CITY 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 nº	Relation
D8.2	The MAKING-CITY collaboration Roadmap will guide the activities of the collaboration secretariat.

## 2 Collaboration Secretariat

The Secretariat has been constituted, on May 31 2019 (milestone MS15, Collaboration Secretariat Launched) in a very nuclear way by just two members: the General Coordinator of the MAKING CITY project Cecilia Sanz-Montalvillo (CAR), and the leader of MAKING CITY's WP8 Emilio Miguel Mitre (GBCE).

The Collaboration Secretariat obviously requires a good knowledge of the project, so this involves interaction with all the WP leaders (in particular with WP7 Communication and Dissemination),

The collaboration taskforce of the project is constituted by the participants of WP8 itself, being particularly intense the interaction with the cities.

As central collaboration structure of the project, the Collaboration Secretariat of MAKING CITY will be complemented by other structures it will help create and/or evolve, described below in points 3.2 and 6.0.

### 2.1 Objectives

Within the final, overall objectives of MAKING CITY of the promotion of the concept of PED with practical demonstration of its viability, definition of a 2050 Urban Vision for our cities, etc., the more precise objectives of the Collaboration Secretariat are:

#### 2.1.1 General

To ensure the appropriate COLLABORATION of MAKING CITY with other relevant Smart City initiatives, projects and networks to maximize KNOWLEDGE EXCHANGE, IMPACT and REPLICATION.

#### 2.1.2 Specific

The specific objectives of MAKING CITY's Collaboration secretariat in order to make this happen are a powerful knowledge information flow (without information, collaboration is absolutely impossible), according to the following principles:

- a) With useful information:
  - Digested (there is too much information, so this must be compacted somehow)
  - Interpreted and adequately conveyed (according to the interest of the parties)
  - With identification of complementarities
- b) Opening possibilities for:
  - Improving our work
  - Improving the work of others
  - efficiently doing joint work.

### 2.2 Role

The most relevant aspects of the role of the Collaboration Secretariat are:

- ▶ Propose a concept for the collaboration
- ▶ Create and/or help evolve collaboration structures, and procedures
- ▶ Define parties to have an interaction with, and how
- ▶ Map Collaboration with clear characterization of parties' identity and knowledge space, and identify complementarities.
- ▶ Liaise with other Collaboration structures
- ▶ Contribute to the development of specific collaboration Instruments
- ▶ Keep the project aware of collaboration opportunities

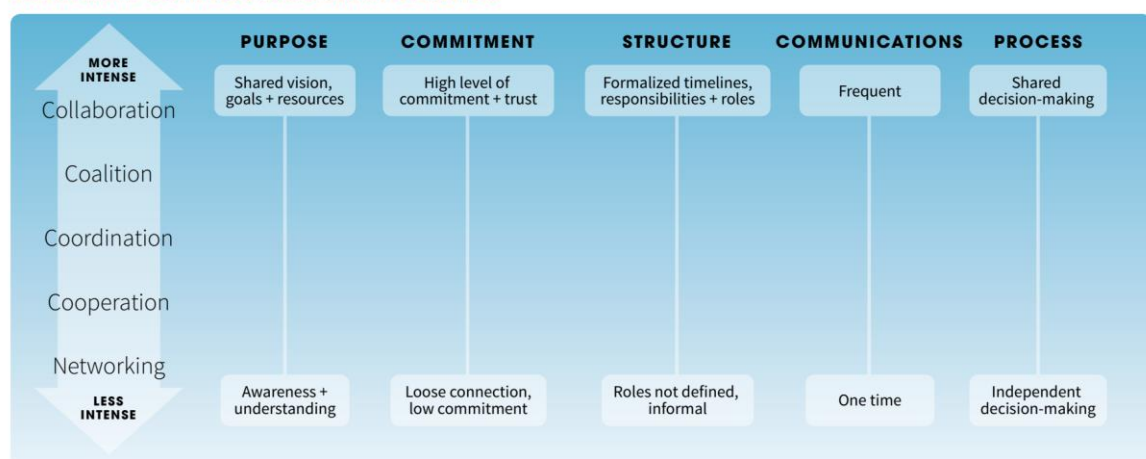
- ▶ Improve collaboration skills at the MAKING CITY project
- ▶ Lead all Collaboration activities
- ▶ Definition and follow-up of the Collaboration Strategy
- ▶ Definition and follow up of the Collaboration Roadmap
- ▶ Represent the project, and act as the project's focal point
- ▶ Lead advocacy
- ▶ Lead Think Tank
- ▶ Lead the political opinion platform and ways to interact politically
- ▶ Develop a political discourse and recommendations
- ▶ Contribute to the consolidation of the message with Communication & Dissemination, as well as with Replication
- ▶ Facilitate "matchmaking"

## 3 Concept

### 3.1 Collaboration

Collaboration is at the top of a possibilities' continuum of organizational partnerships

**PARTNERSHIP CONTINUUM AND CHARACTERISTICS**



**Figure 1: Collaboration guide, Museum & Community Partnerships<sup>1</sup>**

The Collaboration Handbook, Creating, Sustaining and Enjoying the Journey by Karen Ray and Michael Winer<sup>2</sup> defines collaboration this way:

"Collaboration is a mutually beneficial and well-defined relationship entered into by two or more organizations to achieve results they are more likely to achieve together than alone.

The organizations believe they are interdependent. Partners agree that each organization has a unique role to play to address the issue. The relationship includes a commitment to mutual relationships and goals; a jointly developed structure and shared responsibility; and sharing of resources and rewards.

Collaboration is a very intense way of working together while still retaining the separate identities, autonomy, and decision-making authority of the organizations involved. The beauty of collaboration is the acknowledgment that each organization has a separate and special function, a power that it brings to the joint effort. At the same time, each separate organization provides valuable services or products

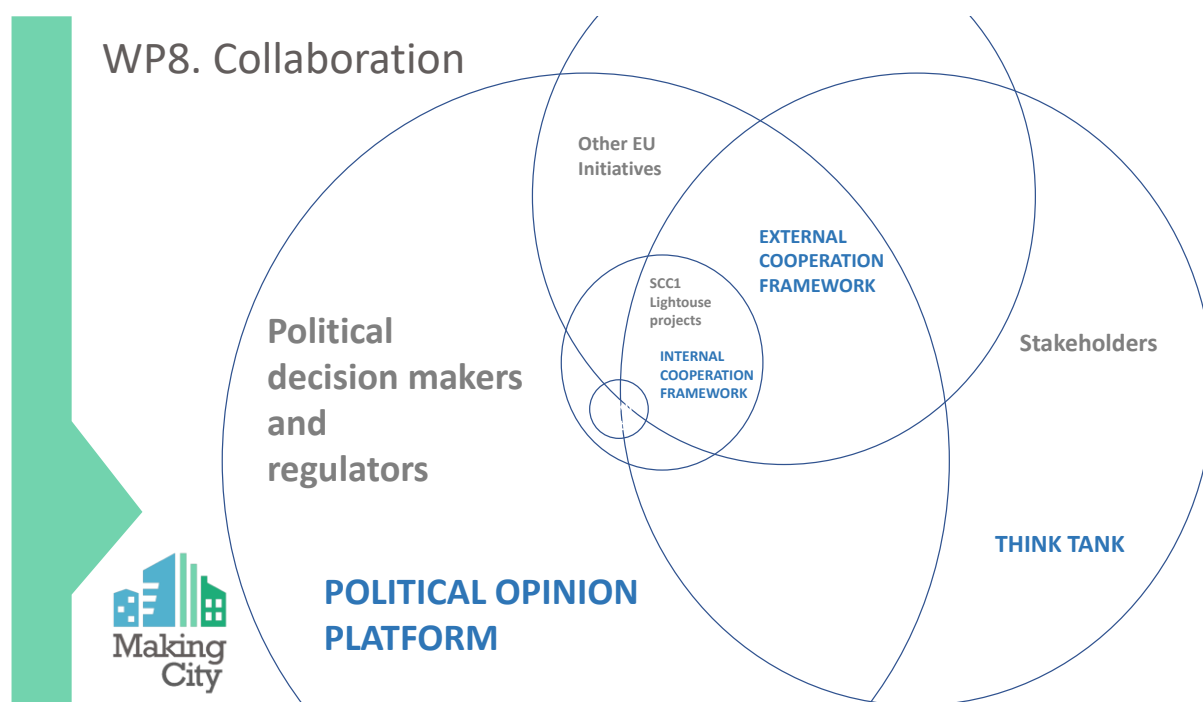
often critical to the health and well-being of their community. When the problems have been addressed, or the system has been improved, the collaboration is over.

- ▶ **COOPERATION** is the least complex relationship and is characterized by short term informal relations that exist without any clearly defined mission, structure or planning effort. Information is shared only about the subject at hand and resources are kept separate. Authority is retained by each organization and there is virtually no risk to anyone.
- ▶ **COORDINATION** is more complex and is characterized by the sharing of some resources. Interaction is usually longer term, often focused around a specific task or program. Some planning and division of roles is required and enough information is shared about the participants to enable cooperation. Authority still rests primarily with individual organizations, but there is increased risk to all participants.
- ▶ **COLLABORATION** connotes a more durable and pervasive relationship. There is a common mission to achieve something greater than a single project or task. Such relationships require comprehensive planning and greater – and sometimes unequal – sharing of resources and power. Authority is determined by the collaborative structure and risk is much greater because each partner is contributing its resources and reputation”

So, in order to successfully achieve a reasonable Collaboration level, a collaborative structure, a greater sharing of resources and a comprehensive planning are needed.

## 3.2 Orbits

The Collaboration spaces of MAKING CITY can be seen as a number of “orbits” around the project itself:



**Figure 2: The MAKING CITY collaboration “orbits”, from the WP8 presentation at 2<sup>nd</sup> Periodic Meeting in Groningen, May 18 2019**

The orbits identified that affects to MAKING CITY project are:

- ▶ SCC1 lighthouse projects
- ▶ Other EU initiatives
- ▶ Stakeholders
- ▶ Political decision makers and regulators

### 3.3 Iteration and growth

The work to be done in all of these orbits, which must be iterative and of a growing extension, is basically the same:

- ▶ Identification and characterization of parties
- ▶ Collaboration structure definition
- ▶ Definition of instruments, activities and products
- ▶ Interaction planning
- ▶ Strategy and Roadmap, with expected outputs and KPIs

### 3.4 PED orientation

Positive Energy Districts (PED) is the central theme of MAKING CITY, and one of the most advanced approaches to Sustainable Cities and Communities.

In the sense, MAKING CITY's contribution is logically expected to come from this orientation but, as PEDs are just a way for the built environment to progress to decarbonization, the Collaboration should not be restricted to this approach, and contemplate all the aspects present at the Lighthouse Projects.

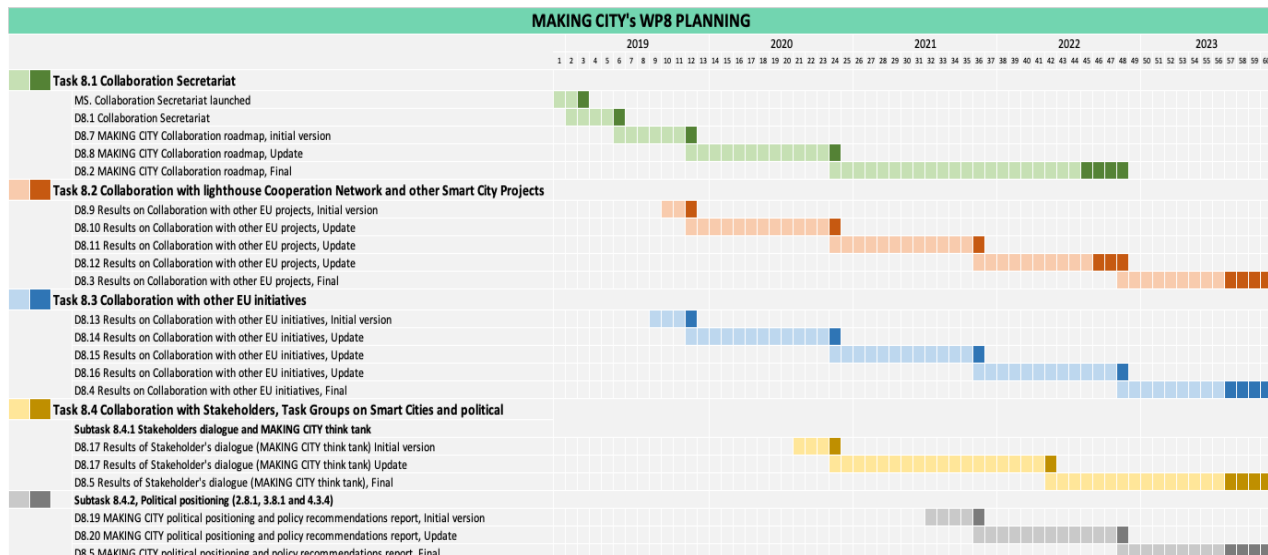
### 3.5 Beyond collaboration

In the quickly evolving panorama of Smart Cities and Communities and Sustainable Built Environment in general, cross- sectoral collaboration (extending the research and academic world to cities, and to other stakeholders, (industry and people and policy makers), becomes essential.

The exterior orbits can actually be considered beyond what is usually considered as collaboration itself, but in a position to intensely, and positively affect collaboration.

## 4 Planning

According to the prior ideas of iteration and growth, a simplified version of the planning of this Work Package on Collaboration looks as follows:



**Figure 3: Proposed MAKING CITY planning for WP8**

According to what has been said, the iterative, recurrent character of the deliverables (which will be a “work in progress” under continuous development all the time), becomes evident at the WP8 Planning.

This planning will be improved with the specific detail of the activities as defined at the Collaboration Roadmap (deliverable D8.2).

## 5 Mapping

To be able to understand the panorama in relation to Sustainable Cities and Communities, and in particular with the PED concept, a map has to be drafted where all the actors -or parties- are identified and characterized in terms of the type of organization and their area of work.

The interaction between MAKING-CITY and any of these parties must also be defined, as it may take place at a wide range of levels, from the most basic one consisting on following the activities via a newsletter, to an intense collaborative work as part of one of the operational structures described below in section 6.

The centre is the MAKING-CITY project itself, with all their 34 participants, which will be characterized and mapped.

The parties of the *first orbit* of SCC1 projects is defined as the 14 projects already being part of it, which will be mapped the same way as MAKING-CITY:

- ▶ SCC-01-2014: Remourban, Triangulum and Growsmarter
- ▶ SCC-01-2015: Smartcity, Smarter together, Sharing cities and Replicate
- ▶ SCC-01-2016: MySmartLife and Ruggedised
- ▶ SCC-01-2017: MatchUp, IRIS Smart Cities and Stardust
- ▶ SCC-01-2018: +CityXchange and MAKING-CITY
- ▶ SCC-01-2019: Two more projects to be added probably around October 2019

- ▶ Other projects from future calls to be added

To this, other projects could be added if considered adequate.

The closest parties of the second orbit of other initiatives are also pretty clear at this moment:

- ▶ EU Smart Cities Information System (SCIS)... which is our collective **Central information Space**
- ▶ EIP-SCC. European Innovation Partnership on Smart Cities and Communities... which is the **SCC Marketplace**
- ▶ Citykeys. Defining **Key performance Indicators**
- ▶ ESPRESSO. systEmic Standardisation apPRoach to Empower Smart cities and Communities for **Data exchange platform**
- ▶ JPI Urban Europe that as a Joint Programming Initiative is a **Knowledge Hub**.
- ▶ EERA, European Energy Research Alliance in relation with the Joint Programme of Smart Cities, which is the **Coordinating body on energy research** in the subject for a low carbon Europe
- ▶ SET Plan in its Temporary Working Group, Action 3.2. Implementation Plan: "Europe to become a global role model in integrated, innovative solutions for the planning, deployment and replication of Positive Energy Districts". This is the space that goes **from applied research to factual political action**: 100 PEDs by 2025. (endorsed by the SET Plan Steering Group in 2018... Align with this calendar.
- ▶ ERRIN, European Regions Research and Innovation Network, also a **political space for research and innovation**

Equally, other parties could be added.

Regarding the third orbit, the central stakeholders' organization that will serve as the bridge to reach a large portion of the market is:

- ▶ The Europe Regional Network of Green Building Councils, WorldGBC, starting specifically with the GBCs of the countries of the cities participating in the project.

As foreseen in the work programme, the central output of this collaborative interaction will be a think tank.

For this, and for the fifth orbit of political influence, decisions on entities to collaborate with must be made later on in the process, but typical candidates could be:

- ▶ EU JRC (Joint Research Center)
- ▶ Urban Agenda for the EU
- ▶ European Climate Foundation
- ▶ BPiE
- ▶ Eurocities
- ▶ Covenant of Mayor for Climate & Energy & Climate Alliance
- ▶ ICLEI
- ▶ C40. Political action
- ▶ WRI (World Resources Institute) Ross Centre for Sustainable Cities...
- ▶ ANZ, Advancing Net Zero, World GBC. Political Action
- ▶ Climate KIC

Including even parties outside the EU such, for instance as:

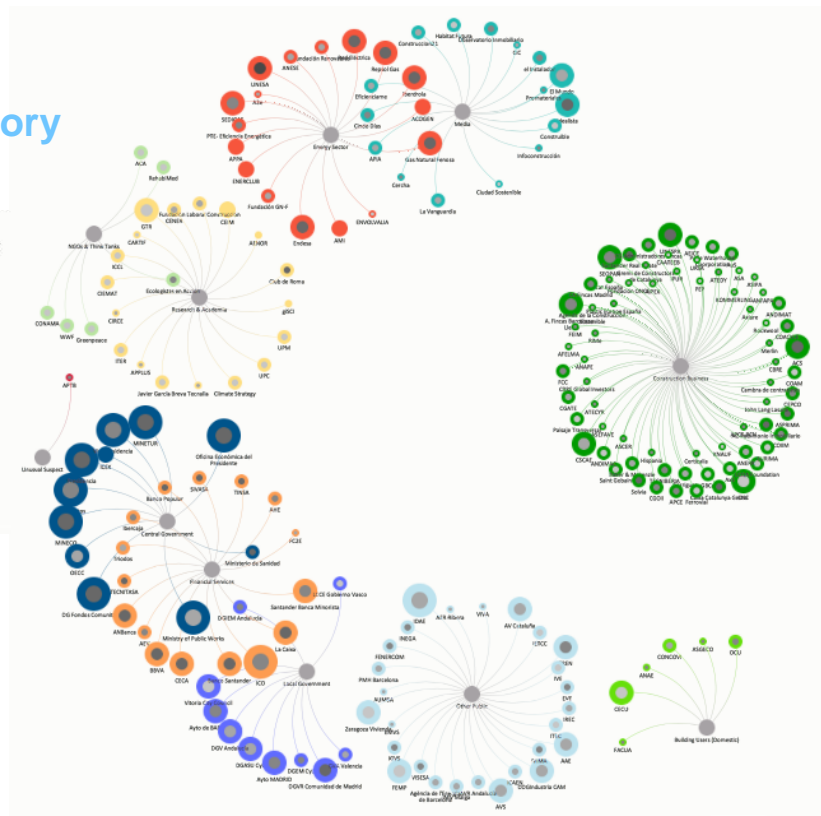
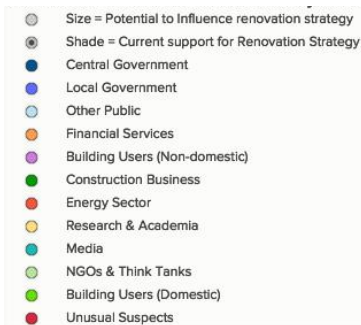
- ▶ Architecture 2030
- ▶ MIT SENSEable City Lab



After the selection and characterization of the parties of each orbit, they will be graphically mapped using a representation like the one facilitated by the KUMU software, in a similar way to the BUILD UPON project3.



## Building sector clustered by category Spain



649727 — BUILD UPON — H2020-EE-2014-2015



**Figure 4: Example of stakeholders mapping at the H2020 BUILD UPON project**

For the purposes of the MAKING-CITY characterization, this list will probably be extended to:

- ▶ Central government
- ▶ Regional government
- ▶ Local government
- ▶ Energy suppliers
- ▶ Financiers
- ▶ Materials and products providers
- ▶ Developer
- ▶ Builder
- ▶ Professionals and advisors
- ▶ Academy and research
- ▶ Opinion and beliefs
- ▶ Communication
- ▶ NGO
- ▶ Public owners
- ▶ Private owners
- ▶ Citizenship



And additionally qualified with subcategories in a second level:

- ▶ Projects
- ▶ Research Centres
- ▶ Information hubs
- ▶ Marketplaces
- ▶ Lobbies
- ▶ Advocacy
- ▶ Promotional campaigns
- ▶ Think tanks
- ▶ Political action
- ▶ General public

## 6 Organizational structure

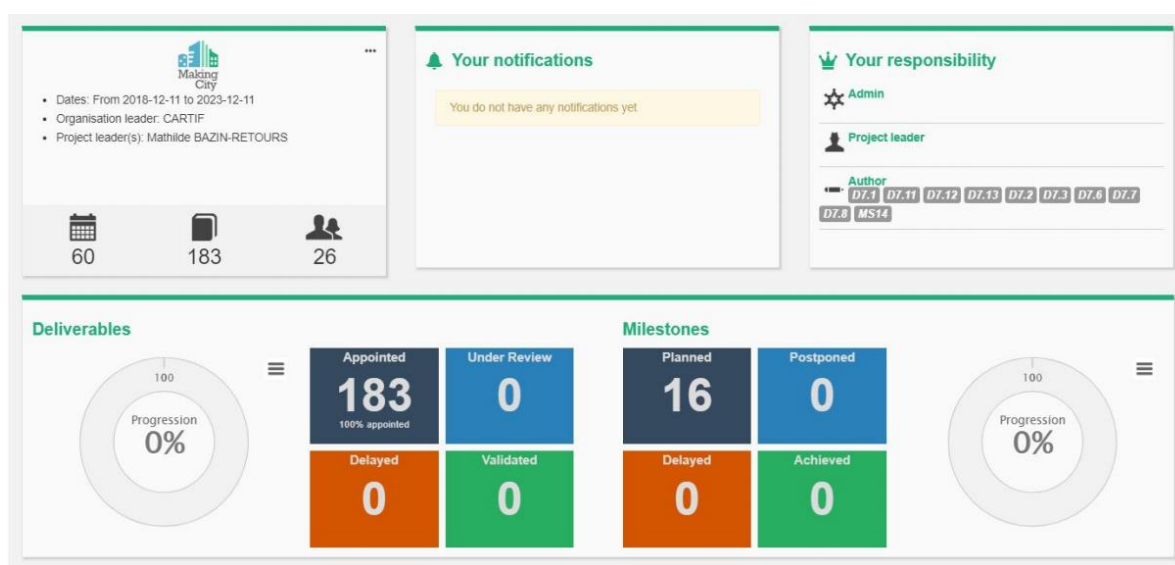
This point is a first analysis of the form of the necessary collaboration structures and the type of interaction.

In order to carry out the collaboration work, different organizational structures must be developed at all the orbits, consistently with the Tasks and subtasks of the project's work programme and proposed planning, and previous points 3.2 and 3.3.

### 6.1 Electronic Contents Collaboration Platform

(related to Task 8.1)

Particularly relevant in terms of internal collaboration, is the Electronic Contents Collaboration Platform (ECCP). The digital working place a powerful instrument for sharing information between the project partners.



**Figure 5: Workflow of the ECCP, Electronic Content Collaboration Platform**

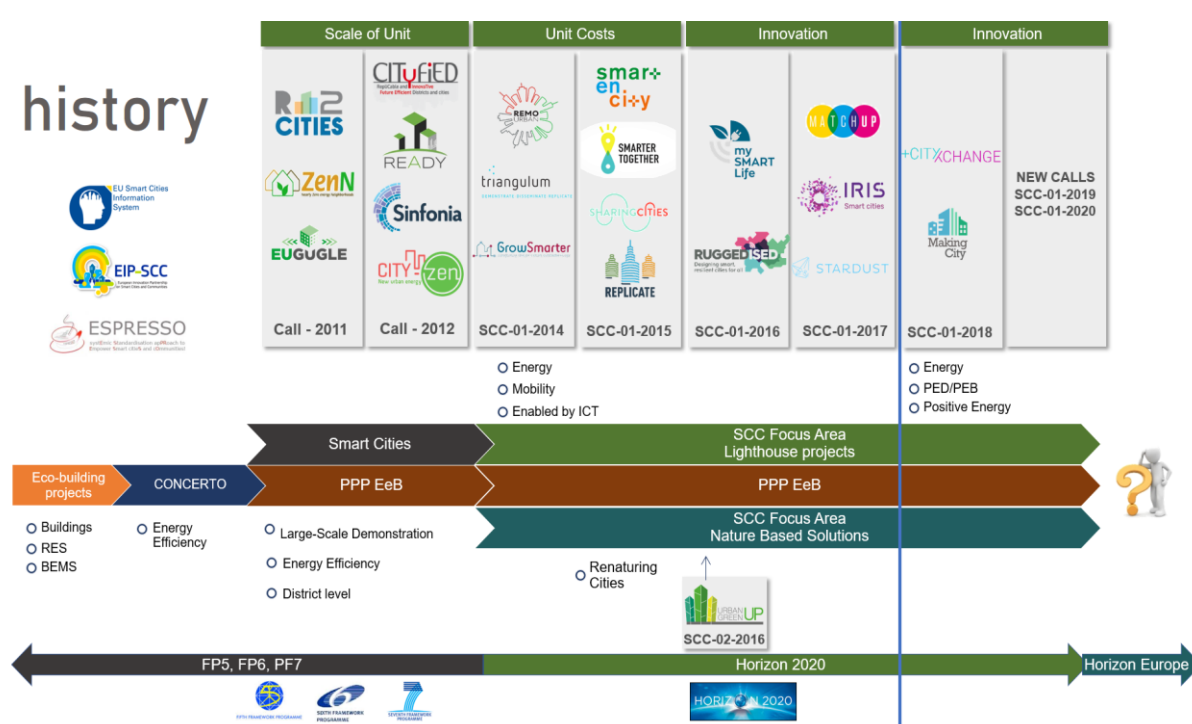
This is an instrument designed to follow the activities of the project, but it already has a relevant capacity to promote collaboration, which deserves an exploration to see how it could be adequately expanded.

This instrument and its collaboration potential strengthens the relationship between WP8 Collaboration and WP7 Dissemination and Communication and its key participants CAP and LGI.

## 6.2 Internal platform, SCC1 Collaboration Framework

(related to Task 8.2)

The following graph describes the origin and evolution of the SCC1 Projects.



**Figure 6: Image of the SCC-1 Projects, their antecedents and related initiatives and networks, developed by Rubén García Pajares, Cartif**

The Collaboration platform between SCC-1 projects is already constituted and working well. An excerpt of its document “Strategic Collaboration Governance and roadmap”<sup>4</sup> reads as follows:

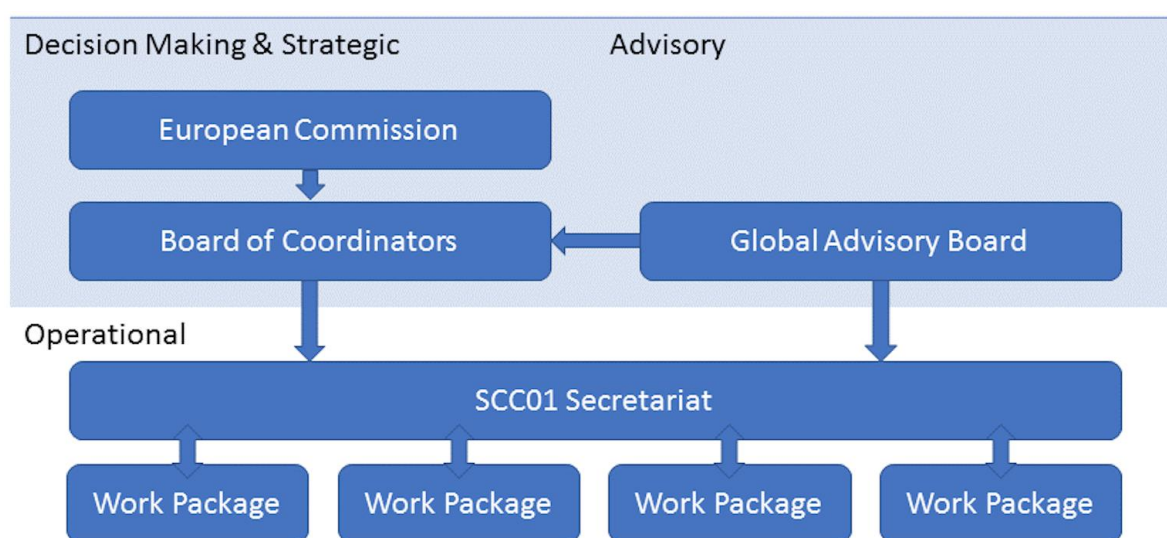
“This collaboration has been formalised through our Collaboration Framework and a Manifesto signed by all of the coordinators and updated yearly. Presently, the Lighthouse group is self-organised, and the coordinators sharing the work amongst them. Chairmanship is organised on six-month rotation model with Vice-Chairs in support.

- ▶ This collaboration has been fruitful so far and has resulted in:
- ▶ A Collaboration Framework and manifesto.
- ▶ A series of SCC01 Conferences hosted by the projects who are chairing the BoC since 2015 allowing the sharing of best practices and solutions developed by the projects

- ▶ Early steps of a “packaging” exercise of the measures being developed in order to make them more usable by other cities and appealing to the market place.
- ▶ A branding strategy that has explored how the Lighthouse can better market itself in order to achieve its market shaping aims.
- ▶ A bid to the EIB for ELENA technical assistance grant has emerged between some Lighthouse cities, collaborating with other cities across Europe
- ▶ Successful replication events and a focus on replication as programmes mature
- ▶ Development of a multi-touch screen engagement tool.
- ▶ Shared learning between the programmes, although this has been somewhat limited.
- ▶ Engagement in the EIP SCC Matchmaking process

Through cooperation at this scale, the Lighthouse programme as shown that cities are at the forefront of adopting innovation and tackling climate change”.

The Governance Structure of this Collaboration platform is described in the following figure:



**Figure 7: SCC01 Governance Structure**

MAKING-CITY, together with +CityxChange, officially joined this Collaboration Framework and the SCC1 Manifesto at the SCC1 Summit hosted by the REPLICATE project in San Sebastián -Donostia (Spain) on March 26 2019.



**Figure 8: Picture of the coordinators of the fourteen Lighthouse Projects, after the signature of the Manifesto by MAKING-CITY and +CityXchange in San Sebastián**

Within this framework, MAKING-CITY WP8 Collaboration has been assigned to the Communication and Dissemination taskgroup. As Communication & Dissemination is the space from where the projects are “conveyed to the exterior world” this is adequate so far, but a proper Collaboration workforce is necessary, as already identified by the Collaboration Framework....

The SCC1 Collaboration Framework work packages, presently named task or working groups, and the representative from MAKING-CITY in them, are:

- ▶ Board of Coordinators, Cecilia Sanz-Montalvillo (CAR) as MAKING-CITY Project Coordinator.
- ▶ Business models, financing and procurement, Sophie Dourlens (R2M), leader of MAKING-CITY’s WP6: Exploitation and business models
- ▶ Data – platform, analytics and value of data, Klaus Käsälä (VTT), leader of MAKING-CITY’s WP5: Evaluation and social innovation, and Henk Ensing (GCI)
- ▶ Replication, Beril Alpagut (Demir Enerji), leader of MAKING-CITY’s WP4: Positive Energy District early replication
- ▶ Communication/Dissemination /Events, Mathilde Bazin-Retours (LGI), Johana Castel and Marion Viola (CAP Digital), leaders of WP7. Dissemination & Communication, and Emilio Miguel Mitre (GBCe), leader of WP8. Collaboration with other SCC1 projects and Networks

Other group focused on Cities are expected to be created, where MAKING-CITY would be represented by all the lighthouse and fellow cities: Sari Matinheikki (Oulu, Finland) and leader of MAKING-CITY’s WP2: Demonstration Positive Energy District in Oulu, Jasper Tonen (Groningen, the Netherlands) and leader of MAKING-CITY’s WP3: Demonstration Positive Energy District in Groningen, Angelo Vernillo (Baasano del Grappa, Italy), Enery Acevedo (León, Spain), Damia Muchu (Kadiköy, Turkey), Tsvetan Asenov (Vidin, Bulgaria), Dorota Wolińska and Robert Żyśko (Lublin, Poland)



The development of the Collaboration from MAKING-CITY must be further explored taking the SCC1 Collaboration Framework as a base, in the purpose of not repeating instruments, but complementing and improving them.

As the two projects of the last call: MAKING-CITY and +CityxChange are the ones that have a most advanced approach as they are focussed on the Positive Energy District (PED), as well as the Positive Energy Block (PEB) concepts, the development of the Collaboration from MAKING-CITY will initially explore this immediate collaboration space, in connection with the SET Plan Action 3.2. on PEDs.

An essential instrument in support of MAKING-CITY's Collaboration, as it provides essential information on the SCC projects is the EU Smart Cities Information System (SCIS). In order to repeat work, MAKING-CITY's Collaboration will build upon this information and link to it whenever possible.

## 6.3 External platform

(related to Tasks 8.3)

A collaboration platform regarding other EU initiatives will be designed In this sense, following the steps expressed in the previous point 3.3 Iteration and growth: 1. Identification and characterization of parties, 2. Collaboration structure definition, 3. Definition of instruments, activities and products, 4. Interaction planning, and 5. Strategy and Roadmap, with expected outputs and KPIs

## 6.4 Other stakeholders; think tank

(related to Task 8.4; subtask 8.4.1)

A similar exercise will be done in this orbit.

This is a relatively new space, as it allows a further outreach in stakeholders that exceed the usual framework, with a think tank, whose character must defined, as final output.

The structure of the European Regional Network of Green Building Councils will be used as a platform for the deployment

## 6.5 Political decision makers; political opinion platform

(related to Task 8.4, subtask 8.4.2)

As a final result of all the prior and following a similar proves, a platform for political influence will be created, the output of which will be a series of recommendations.

## 7 Activities

This section is a relatively developed draft of the expected collaboration activities. It will be further developed and detailed at the Collaboration Roadmap (deliverable D8.2).

This development may include its partial restructuring with the incorporation of activities considered of additional interest, and a more in-depth description, with the detail of each activity, as presented below at the individual activity template, in point 7.6.

Depending on the character and the level of the collaboration interaction, the activities properly speaking of the collaboration taskforce lead by the Collaboration Secretariat and are subdivided into:

- ▶ Internal
- ▶ Outside.in
- ▶ Inside-out
- ▶ Beyond collaboration
- ▶ Forward (and backward) thinking

### 7.1 Internal

The internal activities are related to the previous points 6.1 and 6.2, on collaboration around the platforms constituted by MAKING-CITY's ECCP and the SCC1 Collaboration Framework.

The internal activities are subdivided into:

- ▶ Knowledge flow within SCC1
- ▶ Collaboration capacity building

#### 7.1.1 Knowledge flow within SCC1

The activities contemplated in here are:

##### **Collaboration Framework events organization**

Already underway, the SCC1 Collaboration Framework has in their planning an every six months common event for sharing experiences and enhance replicability actions.

The first formal event in which MAKING-CITY participated as part of the SCC1 Collaboration Framework was the European Smart Project Summit event organised by the REPLICATE project, in San Sebastián (Donostia, Spain) on March 26<sup>th</sup> and 27<sup>th</sup> 2019.

The Collaboration Secretariat of MAKING-CITY has also participated in other events of other Lighthouse projects such as the SmartEnCity workshop in Cagliari (Italy) on June 5<sup>th</sup>, within SP (Sustainable Places 19 Conference).

The Collaboration Secretariat will be actively contribute to the organization and participate in all the six-monthly collaboration events of the SCC1 Collaboration Framework.

##### **Complementarities**

As stated at the specific objectives in point 2.1, the identification of complementarities between parties and projects is key to a successful and effective collaboration, to reduce redundancies and to make the best use of the available resources and developments.

These complementarities will be identified as part of the mapping exercise.

The Collaboration Secretariat of MAKING-CITY within the SCC1 Collaboration Framework will seek information on the most relevant capacity of each participant -and the complementarities they would be most interested in- and the most relevant outputs of each project, with highest collaboration potential.

### **Collaborative interaction facilitation**

As these brighter aspects of each project (one example may be the SmartEnCity proposed strategy, or its cities network, for instance) may not be known to other projects, the Collaboration Secretariat of MAKING-CITY will convey them to the MAKING-CITY participants, and work with the SCC1 Collaboration Framework for a wider facilitation of cross-participation and collaboration in all the projects.

### **Collaboration recommendations to new projects**

The obligation to have a Collaboration work package in the Lighthouse projects is relatively recent, but its growing importance and the necessity to integrate the collaboration of the new projects suggests the necessity of means to adequately get the new participants on board in terms of collaboration.

In addition to the operational collaboration structure itself of MAKING-CITY, which will be developed within the SCC1 Collaboration Framework and so expected to be of use to new projects, this should also include collaboration guidelines and recommendations so that the incorporation can take place effectively.

## **7.1.2 Collaboration capacity building**

Improving the collaboration capacity of all the SCC1 participants is an important step to ascertain a more fruitful collaboration. In this sense, the Collaboration Secretariat will do the following facilitation work:

### **Resources identification and mapping**

Collaboration resources will be identified and mapped regarding their type and character (text document, video or webinar, workshop...), thematic area (according to the collaboration taskforces stated in point 7) and author, and will be communicated on a regular bases to the MAKING-CITY project and to the SCC1 at large.

### **Interaction with C&D and Replication**

As said before in point 6.2 MAKING-CITY's collaboration is related to the C&D task group of the SCC1 Collaboration Framework. Collaboration also has a direct connection with Replication.

This interaction has to be further explored so that the specific spaces are clarified, and synergies and complementarities are identified so that a joint operation of all the participants with a better performance is achieved.

These points complements, in terms of the participants capacity building the evolution of the internal platforms to increase their collaboration capabilities already tackled in points 6.1 and 6.2 before as part of the Organizational Structure.



### **Internal training for collaboration capacity building**

Based on the prior and if possible with guest speakers, internal collaboration webinars, and exercises of other types will be scheduled.

These may be in principle connected to the WP8 audios and other calls, but they may also be part of wider events, such as the periodic meetings or the as expressed in point 7 below.

## **7.2 Knowledge flow**

In a simple and meaningful way, the knowledge flow has been divided into outside-in and inside-out.

### **7.2.1 Outside-in**

This point contemplates the activities to bring exterior information onto the MAKING-CITY project, and the SCC1 at large, with the purpose of inspiring collaboration, much in line with the collaboration objectives expressed in point 2.1.2. The schematic description of these is:

#### **External events follow up**

An anticipated knowledge of the upcoming events is a basic collaboration activity, as it conveys a minimum of information “on what’s going on” and allows participation.

This type of information is usually present in most related webpages (especially in information hubs as the SCIS, EU Smart Cities Information System)..., so an analysis will be conducted in order to define the most efficient, and less redundant way to build upon this information. This will include a presentation format with digested and interpreted thematic information, so that complementarities can be identified.

The Collaboration Secretariat will do the follow up of the selected parties and create an update on future events with a fortnightly periodicity, to be integrated at the ECCP and the SCC1 Collaboration Framework.

In addition to this, the most relevant information on selected past events will be elaborated monthly.

#### **Participation at events of others**

The participation at events of others, be this by the Collaboration Secretariat, or by any other MAKING-CITY and SCC1 participants, at planned and unplanned events, is a rich way to bring information to the project

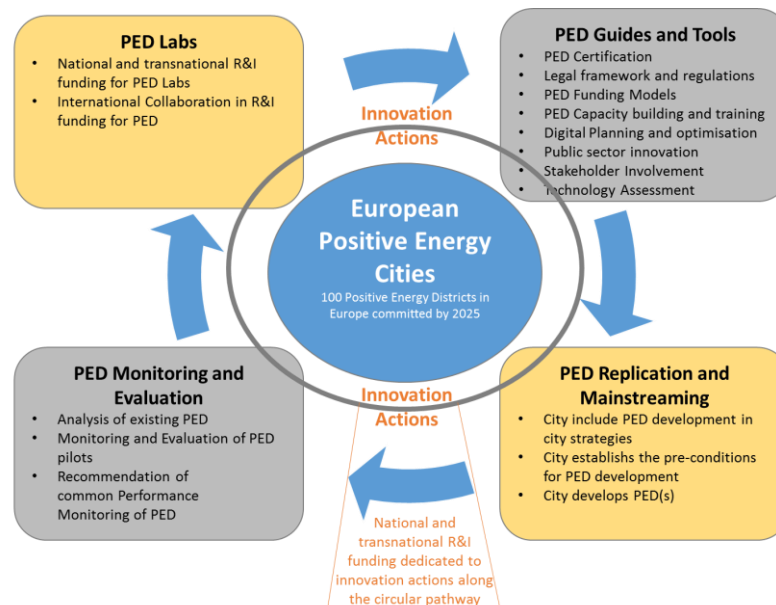
The Collaboration Secretariat will define a way to channel this information, effectively and with as little as possible effort, as part of the monthly information referred to in the prior point.

#### **Liaison with essential parallel developments**

As already mentioned in points 5 and 6 there are some parallel developments already taking place such as the SET Plan Implementation Action 3.2 on PEDs (Europe to become a global role model in integrated,

innovative solutions for the planning, deployment, and replication of Positive Energy Districts)<sup>5</sup>, which proposes to have 100 PEDs in Europe by 2025.

As the whole of the lifespan of MAKING-CITY (years 2019 to 2023) will take place within the development of this SET Plan Action, a very relevant influence can be expected from it, be it through the design of its pathway, the interaction with the participants or the teachings of the already performing PEDs, a number of which is already at sight<sup>6</sup>.



**Figure 9: “Pathways to Positive Energy Districts in Europe”, from the Implementation Plan of SET Plan Action 3.2**



**Figure 10: Image of the Booklet of Positive Energy Districts in Europe; Preview A compilation of projects towards sustainable urbanization and the energy transition April 2019 JPI Urban Europe**

Another a bit more indirectly related is the ANZ (Advancing Net Zero) initiative of WorldGBC, described in further detail below in point 7.3 Inside-out.

And, most probably, there will also be other future developments which will probably appear within the project’s lifetime, to be taken into account.

The Collaboration Secretariat will identify these parallel developments, and incorporate them to the operational structure, to bring useful information to MAKING-CITY and the SCC1 Collaboration Framework at large.

### **Internal webinars**

All the acquired knowledge from external activities with a collaboration potential for MAKING-CITY and the SCC1 group at large as per the prior points, will be elaborated by the Collaboration Secretariat of MAKING-CITY together with the SCC1 Collaboration Framework, and presented in a summarized way as the “state of the situation” to all, as part of the WP8 activity.

### **Matchmaking**

As an additional complementarity exercise, already contemplated by the SCC1 Collaboration Framework, the Collaboration Secretariat of MAKING-CITY and based on the mapping exercises described above in point 5, will facilitate parties’ and projects’ matchmaking.

## **7.2.2 Inside out**

This point is about the activities to convey information of the MAKING-CITY project, and the SCC1 at large, to the exterior.

In MAKING-CITY, as in all projects, the basic instrument for this obviously is the project’s webpage, but additional specific activities are necessary to enhance collaboration, as follows.

### **Branding, messaging and packaging**

Already present at the SCC1 Collaboration Framework, a typified, integrated image is necessary

The Collaboration Secretariat will build upon these, contributing to improve them for the purpose of Collaboration.

### **External representation of MAKING-CITY**

Based on the prior materials, the Collaboration Secretariat will play a role of ambassadorship of the MAKING-CITY project and the SCC1 at large, in external events.

The Collaboration Secretariat will plan a number of key events to which it must attend, but also unplanned events are expected to come along.

### **External webinars to trigger collaboration**

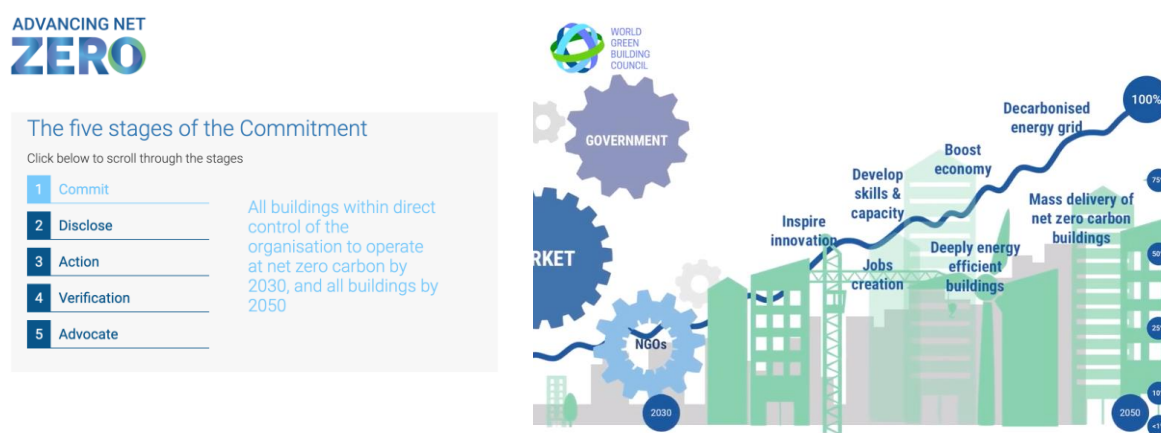
As stated in the MAKING-CITY workprogramme, in addition to the exterior projection in person of the MAKING-CITY project and the SCC1 at large, a webinar series with collaborative purposes will be planned by the Collaboration Secretariat.

In principle these webinars will be structured according to the key areas of knowledge, in coincidence with the working groups of the SCC1 Collaboration Framework presented in point 6.2

### Workshops and other events' organization

The MAKING-CITY work programme also contemplates a series of workshops and other events, in particular in relation with WorldGBC's European Regional Network of Green Building Councils, with one event per participant city, amounting thus a total of eight events, one per country.

Of special interest due to its connection to the MAKING-CITY project is the global ANZ (Advancing Net Zero) initiative promoted by WorldGBC, "aimed at promoting and supporting the acceleration of net zero carbon buildings to 100% by 2050"<sup>7</sup> through a commitment of the interested parties, which are mostly cities.



**Figure 11: Images of the Advancing Net Zero campaign, from the ANZ space of WorldGBC's webpage**

Within the ERN of WorldGBC this project is connected to EU H2020 project BUILD UPON<sup>2</sup>, coordinated by GBCe aimed at the establishment of an impact framework at the cities, in an update of the SECAPs, in collaboration with Climate Alliance, comanager of the Covenant of Mayors, and BPIE (Buildings Performance Institute Europe).

The Collaboration Secretariat will plan these regular events and establish the connection to these projects and initiatives.

### Dissemination instruments from collaboration

There are two dissemination tools already put in place, which in fact are products of the SCC1 Collaboration Framework and managed by it: the multi-touch engagement tool, and the stand at the Smart City Expo.

Also already contemplated by the SCC1 Collaboration Framework, are other collaborative instruments that may be of great interest such as the participation at professional social networks such as LinkedIn.

The Collaboration Secretariat of MAKING-CITY will contribute to the development of these.

## Manifesto and advocacy

The commitment of the SCC Lighthouse Projects is stated at the Manifesto:

**INTRODUCTION**

**Where do we come from**

European cities are forerunners in the transition towards a low carbon and resource efficient economy. A fast growing percentage (currently 72%) of the EU population lives in urban areas, using 70% of our energy. Quality of city life and the attractiveness of cities as environments for learning, innovation, doing business and job creation are now key parameters for success in the global competition for talent, growth and investments.

Key challenges for Smart and Sustainable Cities are to provide solutions to significantly increase cities' overall energy and resource efficiency through actions addressing the building stock, energy systems, mobility, climate change, water and air quality. Such actions should bring profound economic, social and environmental impacts, resulting in a better quality of life (including health and social cohesion), competitiveness, jobs and growth.

**The SCC lighthouse projects**

The Smart Cities and Communities lighthouse projects are funded by the European Commission through the Horizon 2020 research and innovation programme, with the aim of bringing together cities, industry and citizens to demonstrate solutions and business models that can be scaled up and replicated, and that lead to measurable benefits in energy and resource efficiency, new markets and new jobs.

Since 2014 the lighthouse projects work to demonstrate the processes, technologies and business models to transform their ecosystems into smarter and more sustainable places.

**" We, the representatives of the EU lighthouse projects**

in light of our commitment to demonstrate sustainable, cost-effective and replicable district-scale solutions at the intersection of energy and transport enabled by ICT in a critical mass of nearly 100 EU cities, acknowledge that:

- Lighthouse projects are developing a wide range of smart solutions in these areas and generating an invaluable amount of knowledge
- Lighthouse projects can pave the way to foster the EU market for Smart City solutions, considering the whole value chain
- Lighthouse projects need to learn from each other and can benefit from jointly spreading the knowledge generated

In order to design a real engine for Smart Cities growth

Working together in order to deliver higher impacts and benefits to the challenges that EU cities are facing as:

- Mainstreaming Smart City solutions, by working together to show case them to decision makers and shifting Smart City technologies out of the private and technical sectors

and into the public mainstream, giving confidence to the market

- Share learning and capacity building to enable replication in similar urban environments
- Find a swifter route to replication through demand aggregation and mass market adoption, offering value to cities and industry across EU
- Create value for money gaining internal efficiency and maximising value of the funds received by the projects and demonstrating that smart approaches deliver a real external return of investment and can drive the market value
- Provide joint ideas and evidence to support future policy and regulatory change in the lighthouse cities

**...declare our commitment**

To adopt a cross-project collaboration framework and a management structure to work together to enhance the impacts and benefits achieved through the projects

To establish task groups where needs for collaboration are identified in order to ensure cross-project cooperation in an impact based approach and collaborate with projects funded under previous Research and Innovation Framework Programmes where synergies appear

To contribute and collaborate with the European Innovation Partnership on Smart Cities and Communities as main fora for cities, industries and citizens to improve urban life, to increase the replication potential of the project in other EU cities

To promote and exploit the results of this cooperation approach through the proper mechanisms and tools

To increase the replication potential of the lighthouse projects in other European cities by working together

To involve the EC and INEA in an observing and advisory role on the continuous progress in the cooperation activities

To determine and demonstrate the behaviours expected for effective collaboration in order to contribute willingly and actively, provide constructive challenge, mutual trust, enthusiasm and respect

To create a set of common Smart Cities and Communities tools that benefit current and future projects and can be shared across them

To monitor the impacts and effectiveness of the cooperation activities and improve the working mechanisms when needed

To align technical, economic and social monitoring approaches to enrich the knowledgebase of the Smart Cities Information System (SCIS)

**GROW SMARTER**

DE – Köln  
ES – Barcelona  
SE – Stockholm  
RO – Suceava  
IE – Cork  
MT – Valletta  
PT – Porto  
AT – Graz

**TRIANGULUM**

NO – Stavanger  
NL – Eindhoven  
UK – Manchester  
ES – Sabadell  
DE – Leipzig  
CZ – Prague

**REMOURBAN**

TR – Trabzon  
ES – Valladolid  
UK – Nottingham  
BE – Seraing  
HU – Miskolc

**SHARING CITIES**

UK – London  
IT – Milano  
PT – Lisboa  
BG – Burgas  
FR – Bordeaux  
PL – Warszawa

**+CityxChange**

NO – Trondheim  
IE – Limerick  
RO – Alba Iulia  
CZ – Plzeň  
EE – Võru  
BG – Shofyan  
ES – Sestao

**SMARTER TOGETHER**

DE – München  
FR – Lyon  
AT – Wien  
ES – Santiago de Compostela  
IT – Venezia  
BG – Sofia  
UA – Kiev  
JP – Yokohama

**REPLICATE**

ES – Donostia  
ES – San Sebastián  
IT – Firenze  
UK – Bristol  
DE – Essen  
TR – Nilüfer  
CH – Lausanne

**SMARTENCITY**

DK – Sønderborg  
ES – Vitoria-Gasteiz  
EE – Tartu  
BG – Asenovgrad  
IT – Lecce

**mySMARTLife**

FR – Nantes  
FI – Helsinki  
DE – Hamburg  
ES – Palencia  
HR – Rijeka  
BG – Varna  
PL – Bydgoszcz

**RUGGEDISED**

SE – Umeå  
UK – Glasgow  
NL – Rotterdam  
IT – Parma  
CZ – Brno  
PL – Gdansk

**STARDUST**

ES – Pamplona  
FI – Tampere  
IT – Trento  
RO – Cluj-Napoca  
UK – Derby  
GR – Kozani  
CZ – Litoměřice

**IRIS**

SE – Gothenburg  
FR – Nice  
NL – Utrecht  
GR – Alexandroupolis  
RO – Focșani  
ES – Santa Cruz de Tenerife  
FI – Vaasa

**MatchUP**

TR – Antalya  
DE – Dresden  
ES – Valencia  
IL – Herzliya  
FI – Rauma  
EE – Oulund  
MK – Skopje

**MAKING-CITY**

NL – Groningen  
FI – Oulu  
ES – León  
IT – Bassano del Grappa  
TR – Kadirly  
SK – Poprad  
BG – Vidin  
PL – Lublin

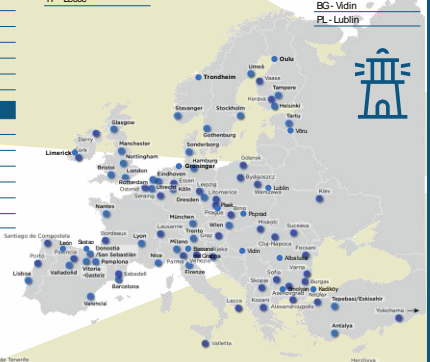


Figure 12: Text of the Lighthouse Projects Cooperation Manifesto

MAKING-CITY's Collaboration will play an advocacy role building upon this.

## 7.3 Beyond collaboration

As stated in point 3.1, the collaboration of MAKING-CITY as described in its work programme actually exceeds the usual boundaries of collaboration, with activities that give an additional dimension to it.

As outer orbits of the project so to say, these activities only come in full force in the project in the following years, and so they will be developed in further detail later on building upon the successive developments of the collaboration work.

Even if it is in a relatively rudimentary form, as these must be integrated at the Roadmap from the beginning, it seems adequate to provide some insight into them already at this point:

### Think tank activity

Although the project's replication will mostly be based on business models evolving from present best practices, reasonable room for advanced, out of the box thinking that goes beyond these is necessary if a quick intellectual advancement is sought.

Given the present quick evolution pace of the built environment sector and the striking necessity for new, integrative ideas on cities, this think tank space is expected to overcome the usual philosophical,

or “away from reality” character of think tanks, and play a relevant inspirational role in providing routes for practical progress.

The central discussion space is the 2050 City Vision, of which the PED is one of the key building blocks, around the wider disciplinary framework described by the Urban Agenda for the EU<sup>8</sup>.



**Figure 13: Image of the Urban Agenda for the European Union**  
<https://ec.europa.eu/futurium/en/node/1829>

Some SCC1 projects already participate at this. The Collaboration Secretary of MAKING-CITY, in collaboration with the SCC1 Collaboration Framework will structure this interaction to improve collaboration.

### Opinion platform

Based on the prior, and in further development of the branding and messaging the Collaboration Secretariat of MAKING-CITY, together with the SCC1 Collaboration Framework will develop an opinion platform from where positive top level messages could be emitted, together with the governance form for this to happen.

As the key target of this activity is the citizenship, along the citizens’ empowerment defined by the Directives of the EU’s Clean Energy for All package, special attention has to be paid here to the social networks more oriented to general public, and to other enabling personal ITC instruments.

### Political influence

One of the final aspirations of the MAKING-CITY project is to achieve a relatively high level of political influence which should partly benefit from the work previously done.

The final output of this activity will be a set of political recommendations.

The success of this activity depends to a large extent on the authority of the “voice” of the SCC1 projects (of which MAKING-CITY makes part), for which a process should be designed in such a way that it progressively acquires strength as the result of a very strong collaborative work.

This requires a good strategy, planned from the beginning

## 7.4 Tracking collaboration

In order to have a fair knowledge of the evolution of the collaborative work, a reasonable simple set of key performance indicators, aligned with the overall indicators of the MAKING-CITY project, will be defined by the Collaboration Secretariat.

This will allow to define objectives, and to track them



## 7.5 Activities general description and template

In order to organize the workflow of the different participants under the Collaboration Secretariat guidance, the activities schematically described above, each one of them will be structured in a template, including the fields described in the following example:

**Table 3: Activities template**

ACTIVITIES TEMPLATE, example		
Draft version, June 2019		
Category	Outside-in	
<b>Activity definition</b>	<b>External events follow-up</b>	
<b>Product</b>	Events calendar continuously updated	
<b>Purpose of the activity</b>	1 To make the upcoming events know to the Making City participants 2 Trigger collaboration ? 3 ...	
<b>Periodicity</b>	Every two weeks	
<b>Channel</b>	MAKING CITY ECCP	
<b>Role of the participants</b>	Secretariat (and process definition)	1 Continuously track all the selected organizations
		2 Gather contributions and reviews from WP8 and all MC participants
		3 Digest, interpret and update information on upcoming events
		4 Facilitate contacts
		5 ...
	WP8 participants	1 Contribute with other events
		2 Review Secretariat proposals
		3 ...
	Cities	1 Contribute with other events and activities
		2 Input to Secretariat proposals
		3 ...
	WP7 C&D	1 Additionally communicate and disseminate
		2 ...
		3
	All Making City participants	1 Contribute with other events
		2 ...
		3
	SCC1 Collaboration Framework	1 Contribute with other events
		Review MAKING CITY Secretariat proposals
		3 ...
<b>Expected output</b>	1 Better knowledge of 2 Increased collaboration potential 3 Potential contacts	
<b>Possible indicators</b>	1 Number of events listed	
	2 Number of attendees to events	
	3 ...	

## 8 Future actions

### 8.1 Forward (and backward) thinking

As already identified by the SCC1 Collaboration Framework, the complexity of Collaboration suggests the need of a specific project to put a comprehensive Collaboration organizational structure in place.

This should not only look into the future, but also into the past, as many of the ongoing projects (and even many of the already realized projects) could benefit from it.

Given the character of this project as Technical Assistance, one of the suggested lines could be an ELENA project, managed by the EIB (European Investment Bank).

The content of this document could be used as one of the basis, together with other contributions, to be developed into a proposal.

The Collaboration Secretary of MAKING-CITY together with the SCC1 Collaboration Framework will explore this possibility.

## 8.2 The Strategy

The Collaboration strategy which, as we have seen exceeds the usual terms of collaboration, will arise from a complete analysis of the prior to be developed in the next six months, in close... collaboration with the SCC1 Collaboration Framework.

It will constitute a central component of the roadmap.

## 8.3 The roadmap

The Collaboration Roadmap, whose temporary initial base is represented by the draft planning will be developed from the strategy, and submitted in month 12, with deliverable D8.7 MAKING-CITY Collaboration roadmap, initial version.

This “initial version” means that the Collaboration Roadmap also is planned as cyclic, iterative and growing, allowing not only to be improved through the process thanks to the learnings it will provide, but also to incorporate new SCC projects and initiatives, the evolution of the sector in general, and specifically around the central PED approach.

It should also have sufficient validity to survive after the MAKING-CITY project.

## 8.4 Summary of the work

The summary of all the activities of the collaboration work as per the prior description is presented in the next table



Table 4: Summary of the activities of the collaboration work

MAKING CITY COLLABORATION WORK AND ACTIVITIES SUMMARY			Draft version, June 2019
Collaboration categories	Activities	Products/outputs	
<b>0 Preliminary work</b>			
<b>0.1 Concept</b>	General collaboration concept and outreach	Orbital concept; cyclic and progressively expanded	
<b>0.2 Planning</b>	Plan all the activities, and update it as per the roadmap	Preliminary planning, and subsequent updated versions of it	
<b>0.3 Mapping</b>	Identification and characterization of the relevant actors	Stakeholders' maps of all the orbits	
	Thematic characterization of initiatives	Initiatives map in relation with the actors	
<b>1 Organizational structure</b>			
<b>1.1 Organizational structure</b>	Collaboration platforms definition and structuring	Structuring of the actors and stakeholders' relationships and interaction in the different orbits	
	Collaboration instruments development		
	MAKING CITY	Improved ECCP for collaboration purposes	
	SCC1	Extended collaboration capabilities of the lighthouse Collaboration Framework	
	External Platform	Interaction typification; instruments and tools and specific activities	
	Think Tank	Interaction typification; instruments and tools and specific activities	
	Political opinion Platform	Interaction typification; instruments and tools and specific activities	
<b>1.2 Forward thinking</b>	Development of specific projects to enhance collaboration	Participation at the development of projects (ELENA or other type) to receive support to develop collaboration	
	Top level specific collaboration instrument	Evolution of the loose collaboration structure into a specific collaboration office	
<b>1.3 Roadmap</b>	Strategic definition	Collaboration strategy in response to barriers analysis	
	Activities' structuring	Activities definition and insertion and at the planning	
	Comprehensive operational definition	ROADMAP	
<b>2 Collaboration activities</b>			
<b>2.1 Internal</b>			
Knowledge flow within SCC1	Collaboration Framework events organization	Collaboration contribution to Lighthouse projects events, and specific collaboration events	
	Complementarities	Identification of the best products of each project... internal map of how projects connect	
	Collaborative interaction facilitation	Incorporation to others' structures (example: SmartEnCity's Cities Network... )	
	Collaboration recommendations to new projects	Developed organization and collaboration materials for new lighthouse projects incorporation	
Collaboration capacity building	Resources identification and mapping	Mapped repository of collaboration capacity building items	
	Interaction with C&D and Replication	Improved materials and communication skills for collaboration	
	Internal training for collaboration capacity building	Webinars and exercises of other types to improve collaboration capacities	
<b>2.2 Outside-in</b>	External events follow-up	Continuously updated external events panorama with thematic characterization	
	Participation at events of others	Summaries of input received from participation in external events	
	Liaison with essential parallel developments (i.e. SET Plan Action 3.	Facilitation of the incorporation of the developments to the project	
	Internal webinars	Systematized teachings of external events	
	Matchmaking	Identification of complementarities at a wider scope and contacts facilitation	
<b>2.3 Inside-out</b>	Branding, messaging and packaging	Refined communication elements for a better collaboration	
	External representation of Making City and SCC1 Framework	Ambassadorship, presence and visibility at external events	
	External webinars to trigger collaboration	External webinars to trigger communication	
	Workshops and other events' organization	Design and organization of collaborative replication events	
	Communication instruments for collaboration		
	Electronic Cities map	Multi-touch engagement tool	
	Smart City expo	Stand organization and participation	
	Soft collaborative instruments	Professional social networks activity	
	Manifesto and advocacy	Political Smart City and PED statement	
<b>3 Beyond collaboration</b>	Think tank activity	New urban 2050 city vision	
	Opinion platform	Social social networks activity; citizen's engagement	
	Political influence	Advocacy and political recommendations	
<b>4 Tracking collaboration</b>	Collaboration impact framework	Feasible set of indicators to track collaboration evolution	

## 8.5 Deliverables

All the collaboration results will be reported in the dedicated WP8 deliverables:

- D8.1 MAKING-CITY Collaboration Secretariat [GBCE] (M6)
- D8.7 MAKING-CITY Collaboration Roadmap – Initial Version [GBCE] (M12)
- D8.9 Results on Collaboration with other EU Projects – Initial Version (lighthouse, NBS) [CAR] (M12)
- D8.13 Results on collaboration with other EU initiatives – Initial Version [GBCE] (M12)
- D8.8 MAKING-CITY Collaboration Roadmap – Update M24 [GBCE] (M24)
- D8.10 Results on Collaboration with other EU Projects (lighthouse, NBS) – Update M24 [CAR] (M24)
- D8.14 Results on collaboration with other EU initiatives – Update M24 [GBCE] (M24)
- D8.17 Results of Stakeholders' dialogue (MAKING-CITY think-tank) – Initial Version [GBCE] (M24)
- D8.11 Results on Collaboration with other EU Projects (lighthouse, NBS) – Update M36 [CAR] (M36)
- D8.15 Results on collaboration with other EU initiatives – Update M36 [GBCE] (M36)
- D8.19 MAKING-CITY political positioning and policy recommendations report – Initial Version [GBCE] (M36)
- D8.18 Results of Stakeholders' dialogue (MAKING-CITY think-tank) – Update M42 [GBCE] (M42)
- D8.2 MAKING-CITY Collaboration Roadmap [GBCE] (M48)
- D8.12 Results on Collaboration with other EU Projects (lighthouse, NBS) – Update M48 [CAR] (M48)
- D8.16 Results on collaboration with other EU initiatives – Update M48 [GBCE] (M48)
- D8.20 MAKING-CITY political positioning and policy recommendations report – Update M48 [GBCE] (M48)
- D8.3 Results on Collaboration with other EU Projects (lighthouse, NBS) [CAR] (M60)
- D8.4 Results on collaboration with other EU initiatives [GBCE] (M60)
- D8.5 Results of Stakeholders' dialogue (MAKING-CITY think-tank) [GBCE] (M60)
- D8.6 MAKING-CITY political positioning and policy recommendations report [GBCE] (M60)

The collaboration secretariat will guide their execution helping partners to keep the best from the collaboration activities.

## Conclusions

The ambitious, iterative and progressively growing collaboration approach of MAKING-CITY is consistent with the increasing necessity and complexity of Collaboration in the build environment.

Due to the intrinsic character of collaboration, the Collaboration of MAKING-CITY inevitably exceeds MAKING-CITY itself, and goes across SCC1 to exterior action, so a wider and improved Collaboration structure is needed.

The best collaborative development will consist on building upon what already exists, in particular instruments such as the ECCP (Electronic Content Collaboration Portal, the digital workplace of MAKING-CITY), and operational collaborative structures such as the SCC1 Collaboration Framework.

Both must be developed to enhance the collaboration capabilities, and any development must be based on the work of the SCC1 Collaboration Framework.

The interaction with essential parallel initiatives such as the SET Plan Action 3.2 on PEDs, or the Advancing Net Zero initiative have been also considered.

Collaboration requires flexibility and continuous development in an iterative process.

Much and very interesting work must be done, as will be described in detail in Deliverable D8.7 MAKING-CITY Collaboration roadmap, initial version (and the update, deliverable D8.8 due in month 24, and finally the final version, deliverable D8.2 due in month 48).

Due to the complexity of collaboration, a specific technical assistance project development to establish a sound operational collaboration structure could be adequate.

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