OPEN CITIES

D2.1 GOALS PLANNING AND MANAGEMENT OF PILOTS

Project Acronym	**Open Cities**
Grant Agreement number:	**270896**
Project Title:	**OPEN INNOVATION Mechanisms in Smart Cities**

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Revision: v1.1

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Revision History

Revision	Date	Author	Organisation	Description
v1.0	30/04/2011	Jordi Cabrafiga Anna Majó	Barcelona Activa	First version of the document
V1.1	04/05/2011	Juan Andres Alonso	ATOS	Feedback to the first version of the document by ATOS

Statement of originality:

This deliverable contains original unpublished work except where clearly indicated otherwise. Acknowledgement of previously published material and of the work of others has been made through appropriate citation, quotation or both.

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1. PURPOSE OF THIS DOCUMENT

The purpose of this document is to define the objectives in the WP2, the mechanisms and tools used for the project management and to present the planned tasks of all the partners.

This document is divided into the following sections:

First, indicating the main reasons why the Urban Lab is a good initiative and what benefits can provide for the public administration, the companies and the citizens.

Below is presented a methodology to manage Urban Lab projects agreed between all the partners and the work material used.

Finally, we detail the schedule of the WP2 and the key dates and deadlines for each of the tasks and subtasks.

2. INTRODUCTION

2.1 CONTEXT

The innovative public procurement as a public policy to promote innovation, a debate stated before 2005, is currently a proposal accepted by public institutions such as the World Economic Forum and the OECD. Also most European countries include such policies.

Nobody doubts that public procurement, which currently represents 16% of GDP in the EU, is an instrument with great potential to contribute to the transformation and improvement of the society. Public procurement has to meet its main goal which is to offer the best public services to citizens; However, to use it for other purposes (employment promotion, environmental improvement,...), is not only licit but also a healthy obligation of governments. Needless to say that, with the current economic situation, promoting policies of sophisticated demand (as a tool to promote innovation), acquire even more strength. Thus, policies to encourage innovation, through public procurement, are on the agenda and are among the policies promoted by the European Commission and it's also included in the "Europe 2020" strategy.

There are many definitions of innovative public procurement, which could be summarized into two:

- The purchase of innovative technology related to the purchase of a finished product or service but which is technologically innovative.
- The pre-commercial purchase which purchases R & D results that often need further activities to become commercial products. It refers to buying products that do not yet exist but which may be developed in a "reasonable time".

Each has its specificities, but the two have in common that they need a legal framework that allows them to be bought and a buyer's attitude which encourages them, creating what we call sophisticated demand (or early demand) seeking solutions that can incorporate a high degree of innovation and that can be replicated later on. The European Commission first, and then local authorities have made a regulatory effort and have encouraged several studies and practical guides to develop specific tools to apply in this area and there has been much progress in recent years.

2.2 BENEFITS & OBSTACLES

The creation of sophisticated demand has clear benefits in, at least, four distinct areas: the city itself, as well as its citizens, its business and its scientific and technological environment.

In a first reading, the creation of sophisticated demand from the public institutions is a clear benefit for the citizen which implies an offer of better products and services. Innovation also means learning to learn and, therefore, if there is an effort to systematically incorporate the core of innovation in those possible purchasing processes, there will be further maximization of the value provided to citizens on products and services.

Secondly, the purchasing capacity, as a capacity of demand generation, is a leading tractor of business innovation. With projects promoting sophisticated demand, pressure on employers increases while favoring the creation of more competitive companies which locally learn how to compete globally.

Thirdly, the search for innovative solutions also implies the involvement of different stakeholders in the innovation system of a country (universities, technology center, clusters, investors...) and is, therefore, a powerful instrument to promote scientific and technological knowledge transfer and to commercialize research.

As a fourth and final point, the city / region / country that makes of public procurement a tool for innovation, is positioned as a pioneer area in innovation, strengthens its brand and increases its capacity to attract talent and companies.

However, there are fewer cases than expected in which governments develop policies to promote innovative public procurement. Some of that the main reasons could be:

- **Buyer's Attitude:** Little willingness of buyers to buy products which have not been previously tested and consolidated. That is little willingness of buyers to take risks.
- **Legal framework:** Complexity of the legislation concerning introducing non-objective criteria in the public procurement, and lack of knowledge, of the innovative public procurement procedures, in the legal departments.
- **Buyer's lack of knowledge** of the existing trends in markets and the latest technologies.

A key factor in reducing risk in an innovative procurement and to remain attentive to the latest existing technologies is to develop a small-scale pilot that allows learning from the process both to companies and government, assessing the benefits and anticipating any problems in setting it up at a larger scale.

2.3 THE URBAN LAB

Under this framework, seeking to promote existing innovative public procurement, it's created the Urban Lab project. This project "offers the cities" to those companies with innovative projects in pre-marketing stage, we help the private sector in order to create pilots of new public products/services that need to be tested in a real environment.

So the Urban Lab becomes an effective tool for the City Councils to promote business innovation and consolidate the cities as innovative cities. With the Urban Lab Project:

- We can learn during the process (Government and Business) and identify potential problems
- We can evaluate the real benefits
- We can evaluate the scalability

The benefits looked for in this project are:

- **Citizens:** Better products and better municipal services.
- **Companies:** Test on a real test framework which may allow faster market access and increase competitiveness.
- **City:** It facilitates the introduction of new solutions (continuous improvement).
- **Science / Technology:** Knowledge transfer (local and international).

3. METHODOLOGY

A working methodology has been developed, in order to reply the Urban Lab project to all the cities. The bases of this methodology are represented in the following scheme:
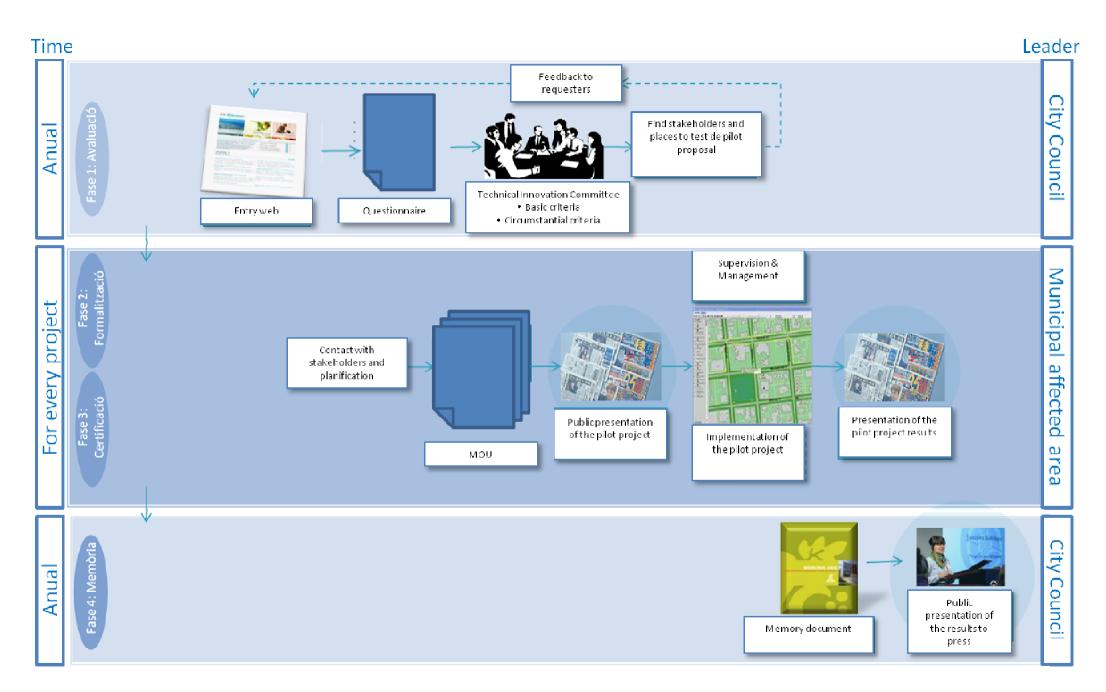
Time

Leader

Anual — Fase 1: Avaluació

For every project — Fase 2: Formalització / Fase 3: Certificació

Anual — Fase 4: Memòria

City Council

Municipal affected area

City Council

Feedback to requesters

Find stakeholders and places to test de pilot proposal

Entry web

Questionnaire

Technical Innovation Committee
• Basic criteria
• Circumstantial criteria

Contact with stakeholders and planification

MOU

Public presentation of the pilot project

Supervision & Management

Implementation of the pilot project

Presentation of the pilot project results

Memory document

Public presentation of the results to press

FIGURE 1 METHODOLOGY

1. Website: a website which introduces the UrbanLab project and in which there is a form to be filled by all those companies interested in doing a pilot test.

2. Web questionnaire: The form generates a file with all the relevant information of the project. With these data is intended to have as much information of the project before doing a feasibility study and ensuring that it is innovative.

3. UrbanLab Coordination: In this table are studied all the pilot proposals received determining the areas responsible for evaluating the viability of each project. In the UrbanLab Table there are represented all departments of the City Council involved in these types of projects (Environment, Urbanism, Infrastructure, Energy, IT, Mobility...).

4. Project Validation: The department or departments directly involved in the pilot program, determine interest in the test evaluating the proposal's level of innovation. If the answer is positive, we proceed to study their technical requirements and location.

5. Agreement of collaboration: With all the technical details of the project agreed, a memorandum of understanding is signed, in which appear all the technical requirements, all the commitments for each of the parts and the objectives and indicators to be met by the pilot.

6. Installation and running the pilot project: The project is installed at the location which has been determined according the city council specifications.

7. First evaluation of the pilot: After 6 months of the installation of the pilot, the company presents an evaluation document with all the primary results of the pilot, the success indicators, the incidents occurred and the possible improvements.

8. Final evaluation of the pilot: After a year of installation of the pilot, the company presents a report on the results of the pilot project, its indicators, the final conclusions and disseminates the results. At this point it is decided whether the company gives the infrastructure installed at the City

Council that becomes the owner and maintainer or is uninstalled by the company at no cost for the City Council.

4. GOALS

In this WP2 different goals are planned:

- The first goal is to **define a methodology** for this WP, defining:
  - The Urban Lab primary objectives.
  - The different stakeholders.
  - The methodology to receive the different pilot proposals and to execute them.

  This methodology will be accorded with all the cities and will be used as a guide.

- The second goal is to **explore the future trends** in smart cities that will allow to define the challenges for the international competitions.
- The third and major goal is to **execute some pilot test** in the different cities according to it's priorities. This pilots will help to the cities to test new services and technologies and to the companies to test its products in to a real environment.
- The last goal is to **disseminate all the results** and methodology with the objective that other public authorities develop similar programs as the Urban Lab that fosters the innovative public procurement.

5. SCHEDULE

The proposed schedule for this WP it's the following:

Task N.	Task	Leader	ESADE	Barcelona	Amsterdam	Duch	Cap Digital	Institut Telecom	Berlin	Fraunhofer	Atos origin	UPF	DotOpen	M	PM
M2.1	First round of challenges	Barcelona												M9	
M2.2	Experimentation of First round completed	Barcelona												M24	
M2.3	Second round of challenges	Barcelona												M15	
M2.4	Experimentation of second round completed	Barcelona												M30	
D2.1	Goals, Planning and Mgmt of Pilots	Barcelona	X	X	X	X	X	X						M6, M20, M30	12
D2.1.1	Propose planning														
D2.1.2	Validate planning														
D2.1.3	Propose goals														
D2.1.4	Validate goals														
D2.1.5	Propose metodology														
D2.1.6	Validate metodology														
D2.1.7	Propose material														
D2.1.8	Validate material														
D2.1.9	Compose deliverable - 1st report														
D2.1.10	Validate deliverable - 1st report														
D2.1.11	Adapt planning														
D2.1.12	Validate planning														
D2.1.13	Adapt metodology														
D2.1.14	Validate metodology														
D2.1.15	Compose deliverable - 2nd report														
D2.1.16	Validate deliverable - 2nd report														
D2.1.17	Compose deliverable - Final report														
D2.1.18	Validate deliverable - Final report														
D2.2	New trends for Smart Cities	Atos	X								X			M6, M18	4
D2.2.1	Propose planning														
D2.2.2	Validate planning														
D2.2.3	Propose goals														
D2.2.4	Validate goals														
D2.2.5	Compose deliverable - 1st report														
D2.2.6	Validate deliverable - 1st report														
D2.2.7	Propose planning														
D2.2.8	Validate planning														
D2.2.9	Propose goals														
D2.2.10	Validate goals														
D2.2.11	Compose deliverable - Final report														
D2.2.12	Validate deliverable - Final report														

Timeline header: 11-2010 (1), 12-2010 (2), 01-2011 (3), 02-2011 (4), 03-2011 (5), 04-2011 (6), 05-2011 (7), 06-2011 (8), 07-2011 (9), 08-2011 (10), 09-2011 (11), 10-2011 (12), 11-2011 (13), 12-2011 (14), 01-2012 (15), 02-2012 (16), 03-2012 (17), 04-2012 (18), 05-2012 (19), 06-2012 (20), 07-2012 (21), 08-2012 (22), 09-2012 (23), 10-2012 (24), 11-2012 (25), 12-2012 (26), 01-2013 (27), 02-2013 (28), 03-2013 (29), 04-2013 (30)

Task N.	Task	Leader	ESADE	Barcelona	Amsterdam	Duch	Cap Digital	Institut Telecom	Berlin	Fraunhofer	Atos origin	UPF	DotOpen	M	PM
D2.3	Urban Labs Challenges	Dotopen	X	X	X	X	X	X			X	X	X	M12, M24	21
D2.3.1	Define & publish the 1st challenge														
D2.3.2	Pilot proposals														
D2.3.3	Publish the winner														
D2.3.4	Planify pilot														
D2.3.5	Compose deliverable - 1st report														
D2.3.6	Validate deliverable - 1st report														
D2.3.7	Implement pilot														
D2.3.8	Audit pilot														
D2.3.9	Define & publish the 2nd challenge														
D2.3.10	Pilot proposals														
D2.3.11	Publish the winner														
D2.3.12	Planify pilot														
D2.3.13	Compose deliverable - Final report														
D2.3.14	Validate deliverable - Final report														
D2.3.15	Implement pilot														
D2.3.16	Audit pilot														
D2.4	Urban Labs Pilots	Barcelona	X	X	X	X	X	X	X	X		X		M25, M30	25
D2.4.1	Attend pilot proposals														
D2.4.2	Compose deliverable - 1st report														
D2.4.3	Validate deliverable - 1st report														
D2.4.4	Attend pilot proposals														
D2.4.5	Compose deliverable - Final report														
D2.4.6	Validate deliverable - Final report														
D2.5	Urban Labs in Smart Cities	Esade	X	X	X	X	X							M16, M30	9
D2.5.1	Urban Labs in Smart Cities	Esade													