

**Project no. 314277**

**STEEP PROJECT**

**Systems Thinking for Comprehensive City Efficient Energy Planning**

Seventh Framework Programme  
Theme Energy

### D3.3 Working Groups Events/Workshops

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| Dissemination Level   |   |   |
| PU  | Public  | X |
| PP  | Restricted to other programme participants (including the Commission Services)        |   |
| RE  | Restricted to a group specified by the consortium (including the Commission Services) |   |
| CO  | Confidential, only for members of the consortium (including the Commission Services)  |   |

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## 1. OBJECTIVES

This document presents the goals and events/workshops that took place in each partner city to develop the activities related to the STEEP project. The system thinking methodology implemented on open innovation sources requires stakeholders' participation, and workshops are the tool to develop the methodology with the participation of all representatives from the energy value chain.

This deliverable is related to the work developed at local level by each city to gather stakeholders and involve them in the development of the Energy Master Plan at district level (WP2) and in the development of the Smart City Plan (WP5).

### 1.1 Goals

According to the STEEP project methodology, the participation of city stakeholders across the whole value-chain is necessary for obtaining creative applications that contribute to final city low carbon objectives and behavioural change to reduce end-user energy demand. To achieve their involvement it has been very important to disseminate properly how they could collaborate, what to expect and set up clear working calendars.

The main issue is the importance of their engagement for achieving a good elaboration, together with the fact that their participation will entail benefits for them. How? Their participation in the definition will provide solutions that entail business for them as well.

### 1.2 Activities

Each city has programmed and implemented workshops for letting the participation of stakeholders and that way incorporate their opinions as part of the process. The project has dealt with two outputs in cities: one related to the Energy Master Plan at district level and the other related to the preparation of the Smart City Plan once the methodology has been scaled for this level. Therefore, each city has worked out the involvement of stakeholders taking into account these two levels.

Workshops have been necessary to develop a greater understanding of the system operating both at district and at city level. This has helped to better understand the interconnection between the parts of the system and how these impact upon energy supply and demand within the district and the city. But it has also been an opportunity to trigger collaboration amongst stakeholders using the co-production approach. The networking resulted from these workshops has been highly evaluated by all



participants, allowing them to meet new people and understanding better how they could collaborate.

The number of meetings varied depending on the Smart City Plan boundaries and the number of working groups that needed to be established. At least three events (workshops) per working group have been developed with these core objectives:

- 1<sup>st</sup> Workshop: Diagnostic of situation and identifying main goals.
  - o SWOT Analysis to find out the *state of the current system*.
  - o *Defining Goals* to understand which should be the targets.
- 2<sup>nd</sup> Workshop: Elaboration of intermediate goals and defining key processes
  - o *Producing models* for each goal and using HPM to find out the critical processes according to their performance (PeriMeta Software)
- 3<sup>rd</sup> Workshop: Selection of projects to achieve City's goals
  - o *Defining projects* and finding solutions to solve problems.
  - o *Prioritizing feasible actions*.

All of these workshops were complemented by dissemination activities developed under Work Package 6 (see specially D6.5 Local Events M24). Dissemination has been important to send clear messages to participants, get their attention and their involvement. One of the difficulties is to engage them and keep them working during the process. Having several workshops the goals of sessions must be clear to avoid changing stakeholders during the process.

Given expected timeline for the delivery of workshops, this deliverable, due in M6, was requested to be postponed till the end of the project when the whole development could be shown.

In Annex 1 of this document, the table gathers information of all events at local level.



## 2. DESCRIPTION OF WORKSHOPS

The following chapter will give a description of the workshops that took place in the three cities (Bristol, Florence and San Sebastian) during the lifetime of the project engaging stakeholders in the development of the tasks foreseen in the STEEP project. The description will be done by city.

It must be taken into account that cities held workshops for, first develop the Energy Master Plan and second the Smart City Plan. Therefore these workshops were different in time and sometimes in stakeholders as well. And, although the methodology that was used was the same the dynamics during the process varied as well from city to city. Each adapted the methodology to meet expected outputs upon number and involvement of stakeholders but also upon the results and goals that were set up in each territory.

The impact of these workshops can hardly be measured by the number of stakeholders that were involved in each city. Although DoW requested around 60 people per city, the numbers varied from city to city depending on the goals, number of workshops, etc. therefore it is better to study the impact from the point of view of the work elaborated by each city and the quality of their final outputs (Energy Master Plan and Smart City Plan).

### 2.1 Workshops in Bristol

Partners in Bristol decided that the lead role would be taken by the City Council although responsibility for delivery would be built upon existing partnership. This way a working group including projects partners was created to lead the process. Their first activity, following the proposed methodology, was the preparation of the transformational statement, the current status of the art of the energy sectors (baseline and flows) and the stakeholder selection. All partners were engaged in involving stakeholders at different levels: the City Council work in the integration of different services/departments, while CSE continued with the engagement through the platform.

#### 2.1.1 Workshops for Energy Master Plan at TQEZ

Two main workshops were held with the participation of all Bristol partners plus stakeholders engaged through different dissemination activities. The first one on March 19<sup>th</sup> 2014 and the second one on June 11<sup>th</sup> 2014.

Transformational purpose was set up by the partnership and stakeholders completed the process of decomposing the process using the hierarchical modelling process

methodology. During the second workshop, critical processes were detected and studied much more in deep to find out what kind of interventions were possible to consider.



Picture 1: Stakeholders in Bristol during one of the sessions and their work



Picture 2: Work during the second session

### 2.1.2 Smart Energy Plan for Bristol

Bristol City Council has focused its action in the development of a Smart Energy Plan linked with the General Climate and Energy Security Framework that, as Green Capital 2015, the city is developing. Therefore, their planning aligned STEEP project with other local policies and focused their work in preparing an energy strategy for the city that could be supporting their environmental goals. This alignment will be presented at the COP21 in Paris in December 2015.

For this purpose a series of four strategic meetings were held to determine the best approach, set up the transformational statement and select the stakeholders that needed to be considered. Some of these meetings focused in discussing “energy flow” in the city and who were involved.

With the support of project partners (UoB, CSE, ARUP), stakeholders were ‘mapped’ against each stage in the flow. The stakeholder list therefore covered all ‘actors’ and ‘owners’ in the energy value chain



Picture 3: Planning at one of the workshops



Picture 4: Planning meeting on April 2015

### 2.1.3 Conclusions & impact

A draft of the strategy was presented at the final meeting in San Sebastian on September 23<sup>rd</sup> 2015. The participation of the different stakeholders and their involvement could be seen as a Sankey Diagram. It is important to notice that the energy system is represented beyond the city boundaries. The Plan was early approved by the Senior Leadership team of the Council, it was published in the STEEP Stakeholder Engagement Platform and was presented on a public dissemination event on September 11<sup>th</sup> 2015.

But Bristol continues working and will present a final strategy at Paris in December 2015 during the COP21.

## 2.2 Workshops in Florence

The City Council of Florence has worked closely with local partner company, SPES, in defining the different measures and steps forward for the implementation of the methodology. First for Cascine Park and the development of its Energy Master Plan and second for the Smart City Plan. In this case it must be considered that the methodology was also adapted to the specific needs of the City Council and to the best way to achieve the proposed objectives.

The internal group played a lead role and interacted with stakeholders and citizens. The analysis of stakeholders including operators of energy, mobility or ICT in the city made possible to get them involved in the process. Nevertheless part of the complexity of the process has been: the involvement of local departments (11 different ones were somehow involved), their management, and bringing into the planning process nearby municipalities for a better understanding of the system.

### 2.2.1 Workshops for Energy Master Plan at Cascine's Park

Three stakeholder meeting were held in Florence: on June 20<sup>th</sup> 2014, on July 29<sup>th</sup> 2014 and on September 18<sup>th</sup> 2014. Workshops were delayed due to some incidents at Cascine's Park (falling of some trees caused fatal accident) but the three of them were delivered.

Before these three workshops, some other internal meetings with municipal departments and some companies were held. The aim was to bring them onboard the process and engage them in its development.



Picture 5: Internal meeting with municipal departments and local public companies

One of these meetings was held on 11<sup>th</sup> February 2015, with the participation of 13 people from different municipal department and local companies. This was one of several meetings held to align the project with the city’s strategy and goals.

### 2.2.2 Workshops for Smart City Plan

The approach for the development of the Smart City Plan in the case of Florence was based in the complex redefinition of the municipal structure. Previously a management board containing 11 departments was established to deal with the transition foreseen in the Covenant of Majors. This working group was given also the task of developing SCP issues with the help of external coach who provided expertise (SPES partner in STEEP project).

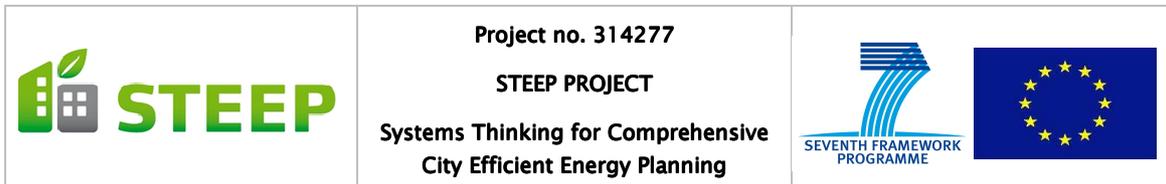
As “owner” of the planning procedure, the co-ordination team interacted with different “habitat teams” formed by specific stakeholders and citizens. A preliminary model was set up through the Stakeholder Engagement Platform to interact directly with citizen avoiding overlapping work and letting the management group the possibility of monitoring any suggestion. With collected feedback further thematic meeting were organized on the basis of the interest shown.

A final public debate, the Maratona dell’Ascolto, was organized on 15<sup>th</sup> July 2015 to close the development phase. This event was open to anyone interested in providing feedback or receiving information related to how they could contribute to the SCP. More than 130 people participated actively to support the process and give their inputs to the Plan.

All this process has been coordinated with the dissemination and communication strategy, to support the process through messages in different local events and to foster local recognition of the need for a SCP. Conferences and events held in the city during 2014 and 2015 have been a tool to spread out the word to citizens.



Picture 6: Moment of the Maratona dell’Ascolto event and some diagrams used in it



### 2.2.3 Conclusions & impact

The Smart City Plan was officially presented by the City Council of Florence in different events: September 15<sup>th</sup> 2015 during Verso la Smart City event in Florence and on September 23<sup>rd</sup> 2015 during the final conference of STEEP project in San Sebastián. The City Council also delivered a press conference on September 29<sup>th</sup> 2015 to publicly acknowledge the preparation of the Plan and the next steps linked to REPLICATE (EU-Horizon 2020) project.

Adaptation of the methodology has been useful to think about the best way to obtain the highest possible value out of working group meetings. The use of the engagement tool has helped leverizing the participation at a higher rate and to select the specific issues that needed further discussion with specific stakeholders. In this sense the number of meetings were organized adhoc depending on the demand from stakeholders and the needs arising from the online brainstorming process.

The City Council of Florence will continue presenting the Plan at Smartcity Expo in Barcelona in November 2015, at COP21 in Paris in December 2015 and other networks. But at the same time will start implementing specific interventions founded in the general principles gathered in the SCP that has been approved.

## 2.3 Workshops in San Sebastián

Workshops in San Sebastián have been prepared according to STEEP methodology, development and delivery possibilities, and how the participation of stakeholders is being worked out in the city. Not only the City Council of San Sebastián who has a Citizen Participation Department, but also Fomento de San Sebastián as Development Agency and with direct connection to R&D, Academic and Companies in the city have participated in the definition of the type, number, etc. of workshops. The coordination of both entities together with the collaboration of rest of local consortium partners (Tecnalia and Acciona) helped the preparation of the meetings.

Online tools were not used. Only as document repository and to exchange information. But the number of people and organizations that participated in the different meetings suggests that there has been a great involvement.

### 2.3.1 Workshops for Energy Master Plan in Urumea Riverside

After a training session on the methodology the partnership decided to modify the working parameters and find an easier way to explain it to stakeholders. A local consulting company was hired (Urcola Consultores) to help delivering the workshops. Mostly from the point of view of dynamics for participants trying to concentrate in the richness of interaction and networking over the methodology itself. Therefore it was adapted to obtain the most out of it in the number of workshops and time that could be used for the process. This was also foreseen in the development of the Smart City Plan.

Two specific sessions were delivered on May 19<sup>th</sup> and June 9<sup>th</sup> 2014 with the participation of 24 different stakeholders selected for this purpose.



Picture 7: Participant in the two sessions

The group was maintained so that development from one session to other could be kept and gain from the experience on the first session used. This was important to reduce the time needed to explain the methodology and the process.

In addition to this two sessions several internal meetings were also held amongst different municipal departments. All outputs from sessions were later discussed and see how they could be evaluated as part of the Energy Master Plan in Urumea Riverside. Therefore “public” workshops needed to be complemented by internal meetings in order to work out an strategy for the district.



Picture 8: Participants working and development of the model

### 2.3.2 Workshops for Smart City Plan in San Sebastián

The complexity of stakeholder’s participation, at least if we consider big numbers, is how to engage them throughout the process and how to keep them involved. The Smart City Plan of San Sebastián was based in public participation but being conscious that the preparation would last for a long period of time. Therefore workshops were also prepared in a way that stakeholder’s involvement could be maintained during the different phases.

In this sense, and with the experience from modelling work at Urumea Riverside District, the methodology was scaled up for its use at city level. Three stages or phases were considered to develop the specific outputs needed for the SCP. Mainly the following ones:

- First Modelling Workshop: In order to explain the process, make a diagnostic or Sate or the Art situation for the city, a SWOT analysis and establish realistic and achievable goals. The goal of the session was to determine the baseline and the main objectives for the city.
- Second Modelling Workshop: Starting from intermediate goals desagregate processes and evaluate them so that critical performances in the system could be detected. Hierarchical Process Modelling methodology was used for this purpose.

– And Third Modelling Workshop: To select projects and describe expected impacts, tasks, goals, etc. for each of them. This would allow to have a portfolio of projects for the city in the short term (Action Plan 2016–2020).

For this development three different working groups were set up in: Sustainable Mobility, ICT applied to city needs and Energy & Sustainability. These three working groups follow the three stages process on the following dates:

Energy & Sustainability: First session on June 26<sup>th</sup> 2014. Second session on November 11<sup>th</sup> 2014 and Third session on March 3<sup>rd</sup> 2015

Sustainable Mobility: First session on July 2<sup>nd</sup> 2014, Second session on November 11<sup>th</sup> 2014 and Third session on March 5<sup>th</sup> 2015

ICT applied to city needs: First session on June 4<sup>th</sup> 2014, Second session on November 6<sup>th</sup> 2014 and Third session on February 25<sup>th</sup> 2014.



Picture 9: Second session of ICT applied to city needs

A total of 185 people from 95 different organizations participated in the 9 working groups delivered. There was involvement from Regional and Province Government, as well as from R&D institutions, universities, companies, etc. Direct involvement of citizens was foreseen through the Citizen Participation Department of the City Council of San Sebastian and through online comments to the Plan once the first draft was submitted for evaluation.



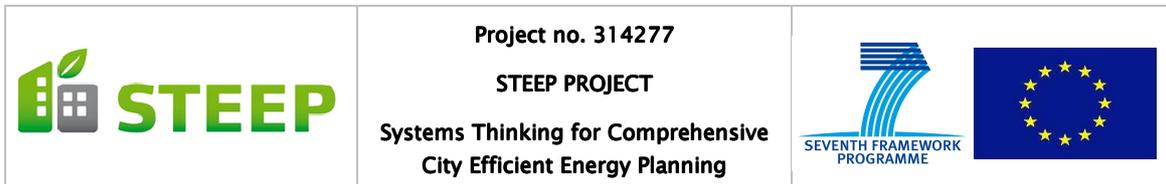
Picture 10: Working Group in ICT Applied to city needs



Picture 11: Working Group in Sustainable Mobility



Picture 12: Working Groups in Energy & Sustainability

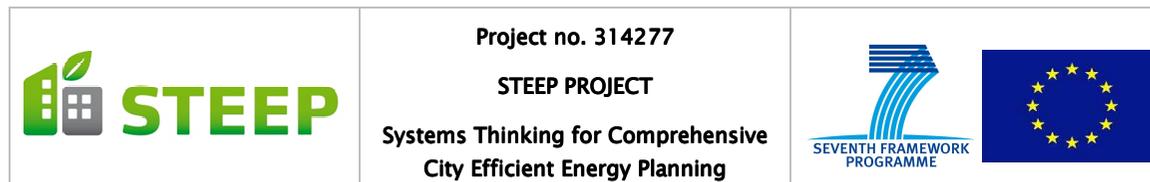


### 2.3.3 Conclusions & impact

The process in San Sebastian has been highly evaluated by all participants. Beyond the direct outputs related to the SCP, working groups have been a good opportunity to networking and meet people from different spheres. In most of cases, participants have participated in all three phases and in some cases even in the three working groups for a total of 9 workshops.

It has been important the preparation of each of them and the information that was provided to participants in between (minutes, proposals, etc.). A consulting company helped to manage the dynamics of each of the session and to find ways of activating people's imagination and creativity.

Main impact out of these session is the possibility of continuing working with these working groups after the end of the project. Most of participants have expressed their willingness to do so and continue collaborating in building the Smart City approach for the city of San Sebastián.



### 3. ANNEXES

#### Annex 1: Summary of Workshops and events at local level

Seminars/conferences with local stakeholders: policy makers, public organisations, owners, companies, etc. at least 3 events per city

| Event name  | Type                                    | Type of audience                       | Countries addressed | Partner responsible /involved     | Planned date                | Website   | Status    |
|---|---|--|---------------------|-----------------------------------|-----------------------------|---|-----------|
| <b>Year 1</b>   |   |  |                     |                                   |                             |   |           |
| Diffusion event in Engine Shed (Bristol)              | Drop-in session                         | TQEZ stakeholders                      | UK                  | BCC & CSE                         | 30 <sup>th</sup> Jan 2014   | <a href="http://www.smartsteep.eu/news-events/">http://www.smartsteep.eu/news-events/</a> | Complete  |
| 1 <sup>st</sup> Bristol Group Model Building Workshop | Workshop                                | TQEZ stakeholders                      | UK                  | All Bristol STEEP partners        | 19 <sup>th</sup> March 2014 | <a href="http://www.smartsteep.eu/news-events/">http://www.smartsteep.eu/news-events/</a> | Complete  |
| 2 <sup>nd</sup> Bristol Group Model Building Workshop | Workshop                                | TQEZ stakeholders                      | UK                  | All Bristol STEEP partners        | 11 <sup>th</sup> June 2014  | <a href="http://www.smartsteep.eu/news-events/">http://www.smartsteep.eu/news-events/</a> | Complete  |
| Dissemination Event in Talent House (San Sebastián)   | Dissemination                           | General Public                         | Spain               | FSS/City Council of San Sebastian | 24/03/14                    | None  | Done      |
| Local Government Chronicle (LGC) awards               | Local Government Chronicle (LGC) awards | Local Authorities & private businesses | UK only             | BCC                               | 12/03/14                    | <a href="http://www.lgcawards.co.uk">http://www.lgcawards.co.uk</a>                       | complete  |
| Europe in my City: Bristol a Future City              | Open Day                                | Local businesses,                      | Multiple- EU        | BCC                               | Tuesday November            | N/A   | Completed |



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|--|------------------------|--|-------|-----------------------------|----------------------------------|---|------|
| <b>Demonstrator – Bristol<br/>(Nov 2013)</b>   |                        | general public<br>and technology<br>partners             |       |                             | 12th –<br>Engine Shed<br>Bristol |   |      |
| <b>1<sup>st</sup> SS Modelling Group<br/>Session (San Sebastián)</b>                   | Workshop               | Urumea<br>Riverside<br>Stakeholders                      | Spain | Fomento SS                  | 14/05/14                         | N/A   | Done |
| <b>2<sup>nd</sup> SS Modelling Group<br/>Session (San Sebastián)</b>                   | Workshop               | Urumea<br>Riverside<br>Stakeholders                      | Spain | Fomento SS                  | 09/06/14                         | N/A   | Done |
| <b>1<sup>st</sup> WS Energy Team for<br/>the Smart City Plan (San<br/>Sebastián)</b>   | Workshop               | City<br>Stakeholders<br>from Energy<br>sector            | Spain | Fomento SS                  | 26/06/14                         | N/A   | Done |
| <b>1<sup>st</sup> WS Mobility Team<br/>for the Smart City Plan<br/>(San Sebastián)</b> | Workshop               | City<br>Stakeholders<br>from Mobility<br>sector          | Spain | Fomento SS                  | 02/07/14                         | N/A   | Done |
| <b>1<sup>st</sup> WS ICT Team for the<br/>Smart City Plan (San<br/>Sebastián)</b>      | Workshop               | City<br>Stakeholders<br>from ICT sector                  | Spain | Fomento SS                  | 04/06/14                         | N/A   | Done |
| <b>Klimahouse Toscana</b>  | Dissemination<br>event | Public and<br>private<br>organizations,<br>urban planner | Italy | Municipality of<br>Florence | 28/03/14                         | <a href="http://www.fierabolzano.it/klimahousetoscana/">http://www.fierabolzano.it/klimahousetoscana/</a> | Done |



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|  |               |  |       |                                   |          |   |      |
|--|---------------|--|-------|-----------------------------------|----------|---|------|
|  |               | experts,<br>Sustainable SME,<br>local<br>stakeholder |       |                                   |          |   |      |
| <b>1<sup>st</sup> Stakeholder meeting (Florence)</b>             | Workshop      | Cascine's Park stakeholder                           | Italy | Municipality of Florence, SPES    | 20/06/14 | n/a   | Done |
| <b>2<sup>nd</sup> Stakeholder meeting (Florence)</b>             | Workshop      | Cascine's Park Stakeholder                           | Italy | Municipality of Florence, SPES    | 29/07/14 | n/a   | Done |
| <b>SMART Mobility</b>  | Workshop      | Italian Mobility Manager                             | Italy | Ataf                              | 29/07/14 | n/a   | Done |
| <b>3<sup>rd</sup> Stakeholder meeting (Florence)</b>             | Workshop      | Cascine's Park Stakeholder                           | Italy | Municipality of Florence          | 18/09/14 | n/a   | Done |
| <b>Year 2</b>  |               |  |       |                                   |          |   |      |
| <b>Dissemination Event in Energetic Building (San Sebastián)</b> | Dissemination | General Public                                       | Spain | FSS/City Council of San Sebastian | 05/02/15 | <a href="http://www.fomentosansebastian.eus/es/actualidad/eventos/eventos-smart-energy/633-presentaciones-disponibles-de-la-jornada-donostia-smart-city-organizada-por-fomento-de-san-sebastian">http://www.fomentosansebastian.eus/es/actualidad/eventos/eventos-smart-energy/633-presentaciones-disponibles-de-la-jornada-donostia-smart-city-organizada-por-fomento-de-san-sebastian</a> | Done |
| <b>Dissemination Event in Palacio Miramar (San Sebastián)</b>    | Dissemination | General Public                                       | Spain | FSS/City Council of San Sebastian | 23/09/15 | <a href="http://www.fomentosansebastian.eus/eu/gaurkotasun-albisteak/berriak/1192-san-sebastian-bristol-y-florenca-exponen-sus-proyectos-smart-city-en-el-palacio-miramar">http://www.fomentosansebastian.eus/eu/gaurkotasun-albisteak/berriak/1192-san-sebastian-bristol-y-florenca-exponen-sus-proyectos-smart-city-en-el-palacio-miramar</a>   | Done |



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|--|----------|--|-------|------------|----------|-----|------|
| <b>2<sup>nd</sup> WS Energy Team for the Smart City Plan (San Sebastián)</b>   | Workshop | City Stakeholders from Energy sector   | Spain | Fomento SS | 04/11/14 | N/A | Done |
| <b>2<sup>nd</sup> WS Mobility Team for the Smart City Plan (San Sebastián)</b> | Workshop | City Stakeholders from Mobility sector | Spain | Fomento SS | 11/11/14 | N/A | Done |
| <b>2<sup>nd</sup> WS ICT Team for the Smart City Plan (San Sebastián)</b>      | Workshop | City Stakeholders from ICT sector      | Spain | Fomento SS | 06/11/14 | N/A | Done |
| <b>3<sup>rd</sup> WS Energy Team for the Smart City Plan (San Sebastián)</b>   | Workshop | City Stakeholders from Energy sector   | Spain | Fomento SS | 03/03/15 | N/A | Done |
| <b>3<sup>rd</sup> WS Mobility Team for the Smart City Plan (San Sebastián)</b> | Workshop | City Stakeholders from Mobility sector | Spain | Fomento SS | 05/03/15 | N/A | Done |
| <b>3<sup>rd</sup> WS ICT Team for the Smart City Plan (San Sebastián)</b>      | Workshop | City Stakeholders from ICT sector      | Spain | Fomento SS | 25/02/15 | N/A | Done |



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|  |                    |   |       |                                   |                 |   |      |
|--|--------------------|---|-------|-----------------------------------|-----------------|---|------|
| <b>The STEEP Project open day</b>  | Public local event | City Stakeholders<br>Experts from<br>Mobility sector<br>Sustainable SME | Italy | Municipality of<br>Florence, SPES | 17-<br>19/12/14 | n/a   | Done |
| <b>Smart Lighting in Cascine</b>   | Dissemination      | General Public  | Italy | City Council of<br>Florence       | 17/12/14        | n/a   | Done |
| <b>Smart technical meeting</b>   | Workshop           | ICT experts and<br>organisations  | Italy | Municipality of<br>Florence       | 26/05/15        | n/a   | Done |
| <b>Maratona dell'Ascolto</b>   | Public local event | City Stakeholders<br>Experts from<br>Mobility sector<br>Sustainable ICT | Italy | Municipality of<br>Florence, SPES | 15/07/15        | n/a   | Done |
| <b>Towards smart cities:<br/>European opportunity<br/>and funds for<br/>sustainable energy</b> | Public local event | Municipalities,<br>SME  | Italy | Municipality of<br>Florence/SPES  | 15/09/15        | <a href="http://www.comune.fi.it/export/sites/rete_civica/comune_firenze/piani_progetti/patto_sindaci.htm">http://www.comune.fi.it/export/sites/rete_civica/comune_firenze/piani_progetti/patto_sindaci.htm</a> | Done |
| <b>The STEEP Project open day</b>  | Public local event | City Stakeholders<br>Experts from<br>Mobility sector<br>Sustainable SME | Italy | Municipality of<br>Florence, SPES | 17-<br>19/12/14 | n/a   | Done |
| <b>Smart Lighting in Cascine</b>   | Dissemination      | General Public  | Italy | City Council of<br>Florence       | 17/12/14        | n/a   | Done |



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|---|------------|--|-------|--------------------------------|---------------|---|-----------|
| <b>Smart technical meeting</b>                                  | Workshop   | ICT experts and organisations  | Italy | Municipality of Florence       | 26/05/15      | n/a   | Done      |
| <b>Maratona dell'Ascolto</b>                                    | Workshop   | City Stakeholders<br>Experts from Mobility sector<br>Sustainable ICT | Italy | Municipality of Florence, SPES | 15/07/15      | n/a   | Done      |
| <b>Stakeholder Engagement Platform Workshop</b>                 | Workshop   | Private sector/public organisations/technical partners               | UK    | BCC/CSE                        | February 2015 | <a href="http://www.cse.org.uk/">http://www.cse.org.uk/</a>                             | Completed |
| <b>Bristol Temple Quarter Enterprise Zone Stakeholder Event</b> | Conference | Public organisations/private sector/policy makers                    | UK    | BCC                            | March 2015    | <a href="http://www.bristoltemplequarter.com/">http://www.bristoltemplequarter.com/</a> | Completed |
|   |            |  |       |                                |               |   |           |

