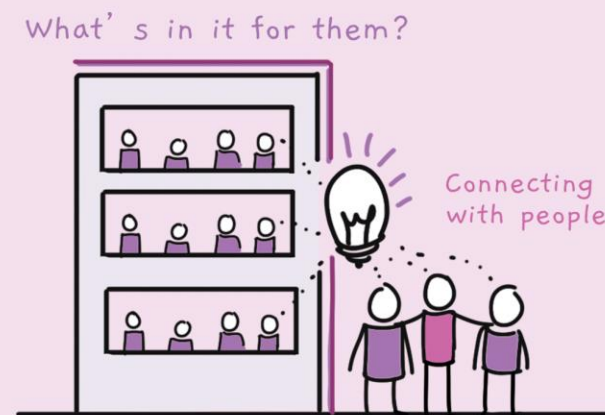


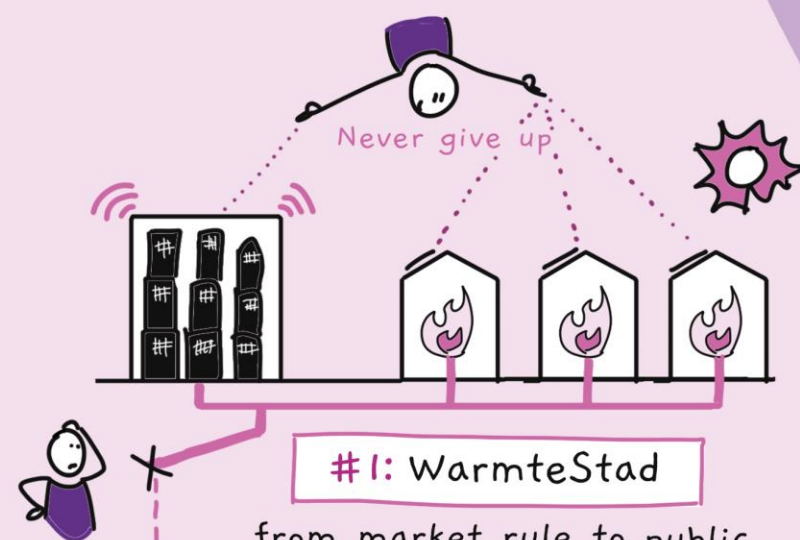
### #3: Flexible Electricity Grids

Utrecht V2G Ecosystem: from an innovators backyard to a city-wide bidirectional energy system



### #2: Deep renovation of buildings

Human factors in retrofitting projects



### #1: WarmteStad

from market rule to public owned district heating company

## TRANSITION TRACKS

### 6 ENABLING FACTORS



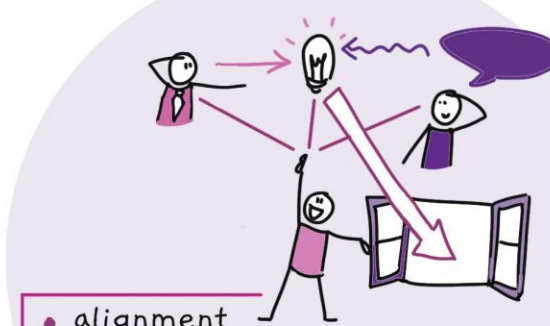
#### KNIGHT

- public facilitator
- courageous
- vision to impact



#### CHAMPION

- storyteller
- visionary
- perseverance



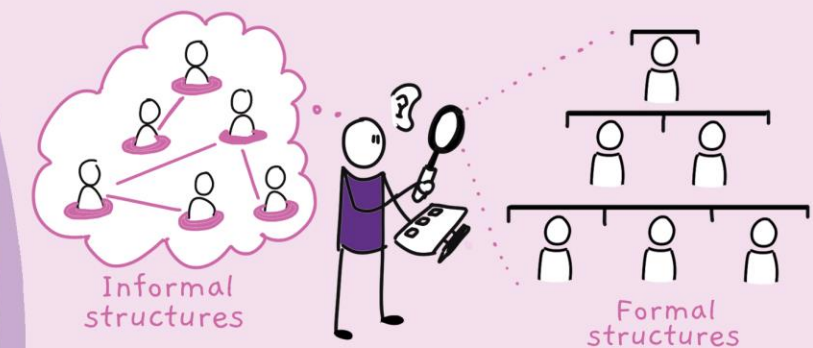
#### BOUNDARY SPANNER

- alignment
- systemic designer



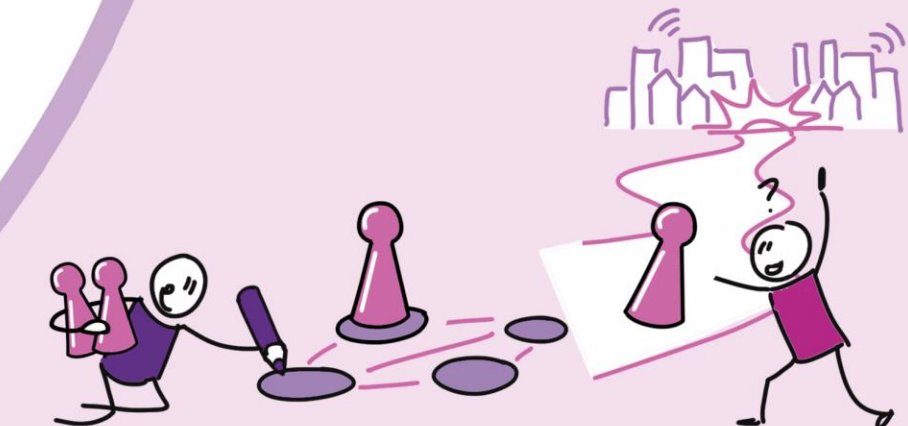
When ideas come together

#### INFORMAL NETWORKS + EVENTS



### #5: Citizen Engagement and co-creation

What if we bring social design into the mix?



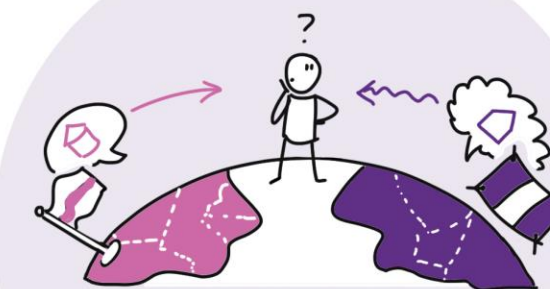
### #6: Innovation Governance

The role of innovation brokers in smart city innovation ecosystems: stories from the field



#### TIMING + CHANCE

- delay / accelerate
- opportunity



#### MEANING + CULTURE

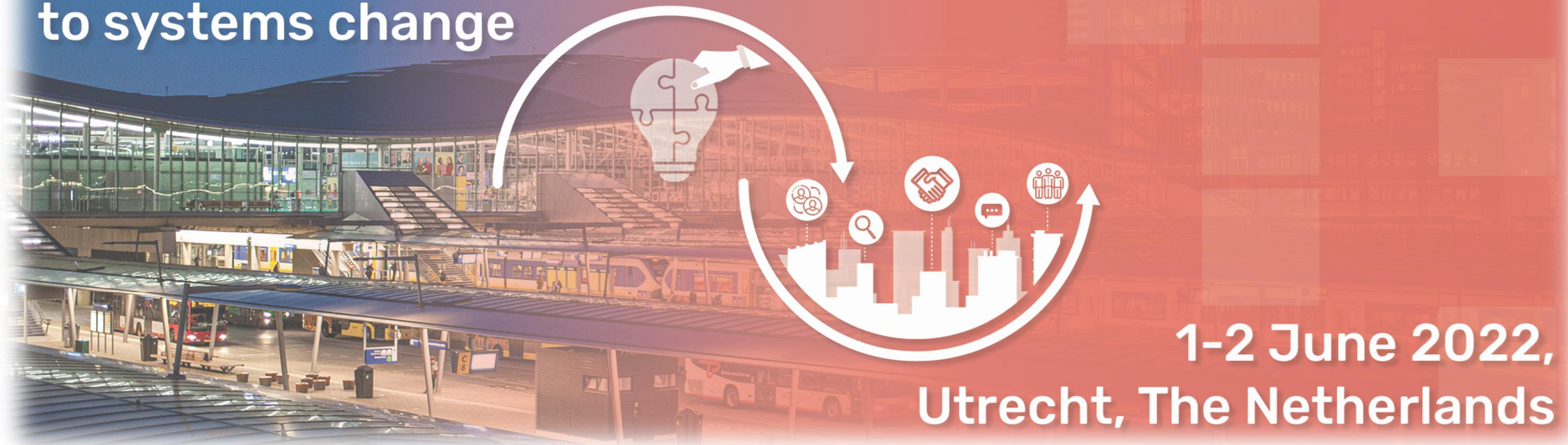


discover untold stories

TO HELP YOU CREATE  
A SYSTEMS APPROACH FOR  
SMART CITY  
COOPERATION PROJECTS



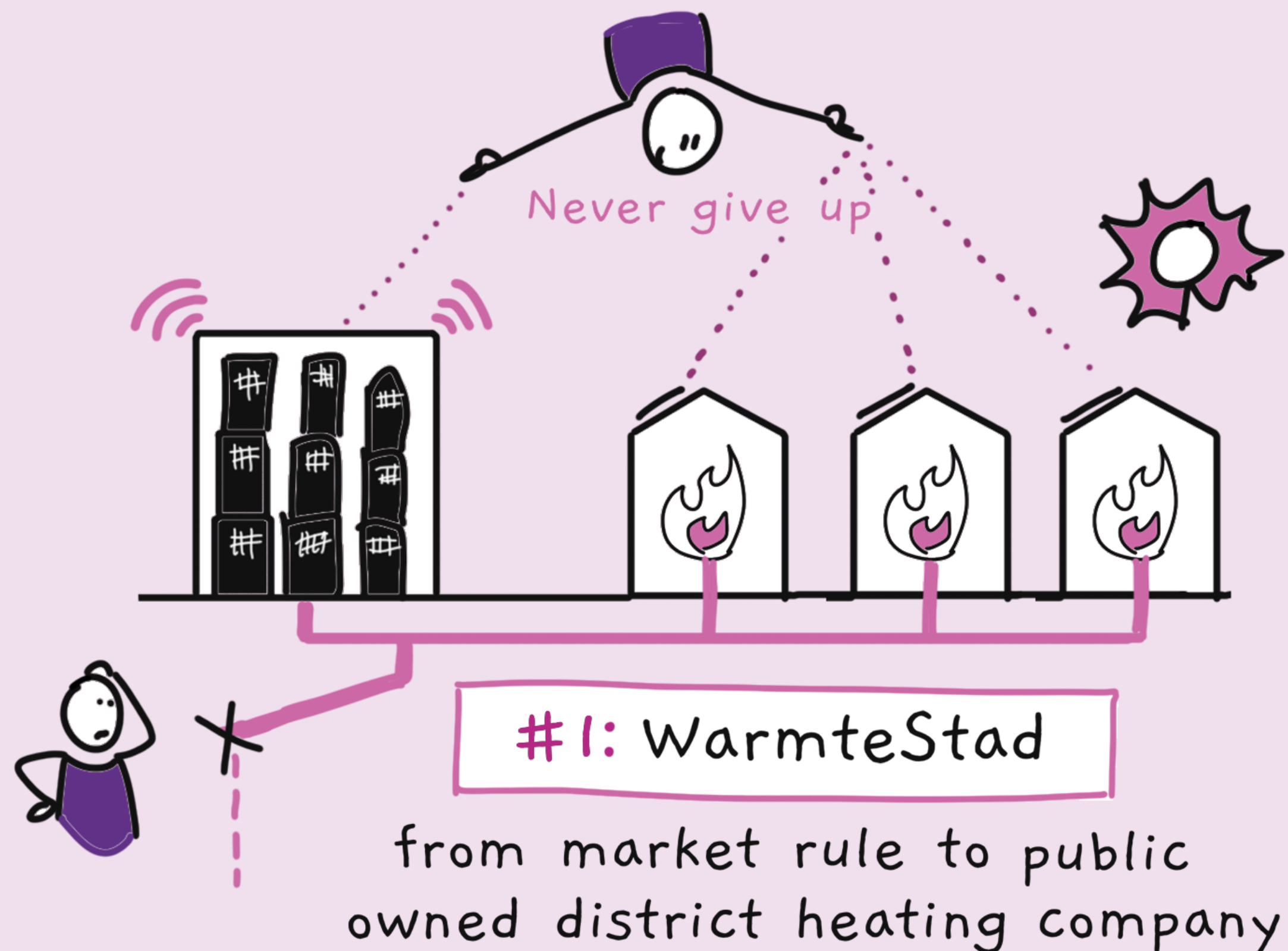
## Moving from solutions to systems change



On 1st of June 2022 we met with 140 people from the European Scalable Cities Community in Utrecht. Six inspiring keynotes of inspirational examples were presented during this day. With six lenses the hidden factors of success of these innovation journeys were explored. This report gives a visual representation of our discussions with links to all the presentations.

We started new narratives for the successful realization and implementation of smart city solutions thanks to all speakers, moderators and participants for their creative input and interactions during this day and we look forward seeing you again soon!

# Transition Track #1: Towards Positive Energy Districts. “WarmteStad: from market rule to public-owned district heating company”



Theo Venema brought us along the fascinating story of the Warmtestad, the development of the public heating network of Groningen (NL).

Key recommendations were “*adapt to the situation, be resilient*”, “try to find common goals” and “create trust by overachieving”

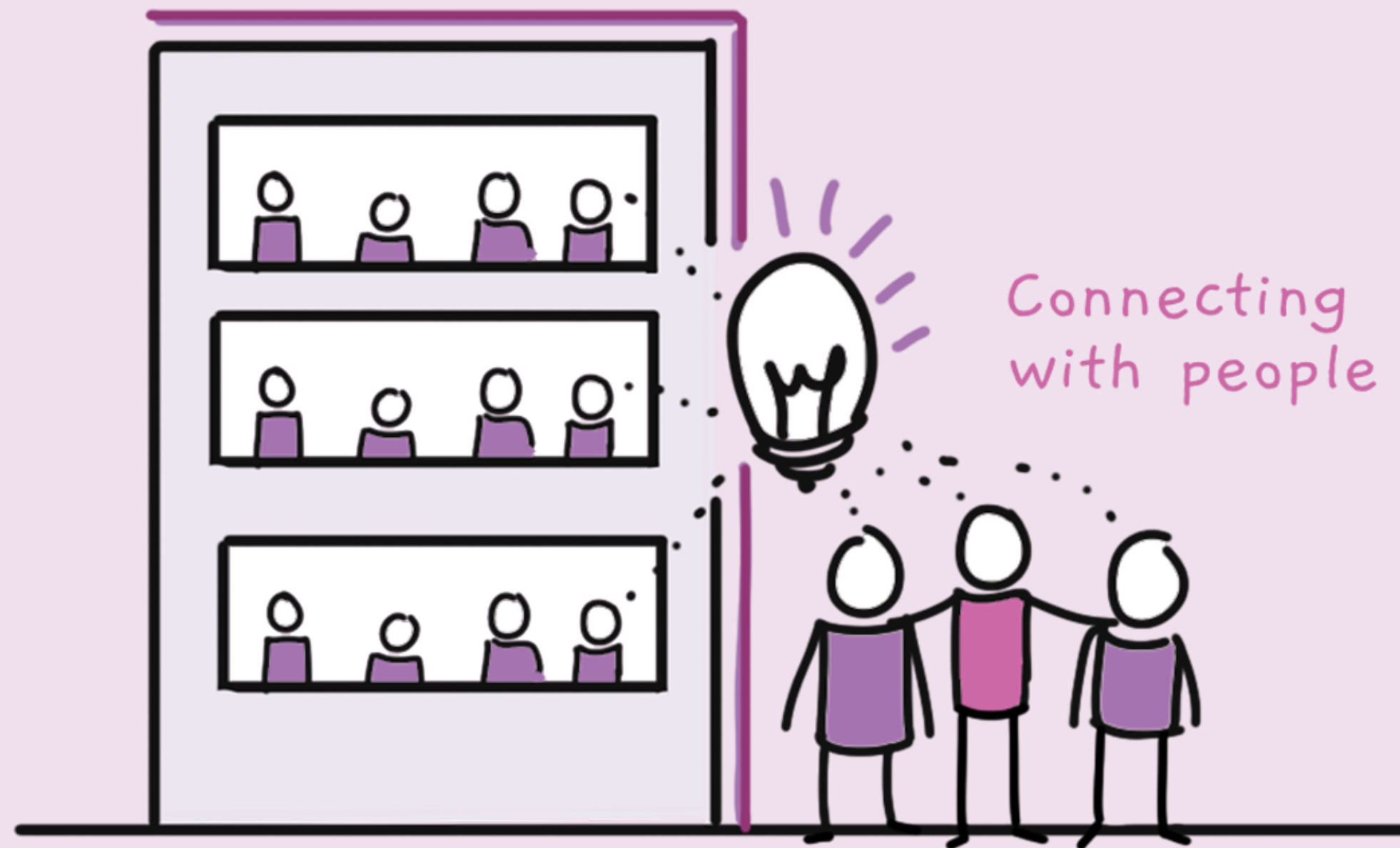
[Link to presentation.](#)

by Theo Venema (Warmtestad, Projectmanager business development)



## Transition Track #2: Human Factors in retrofitting projects

What's in it for them?



### #2: Deep renovation of buildings

Human factors in retrofitting  
projects

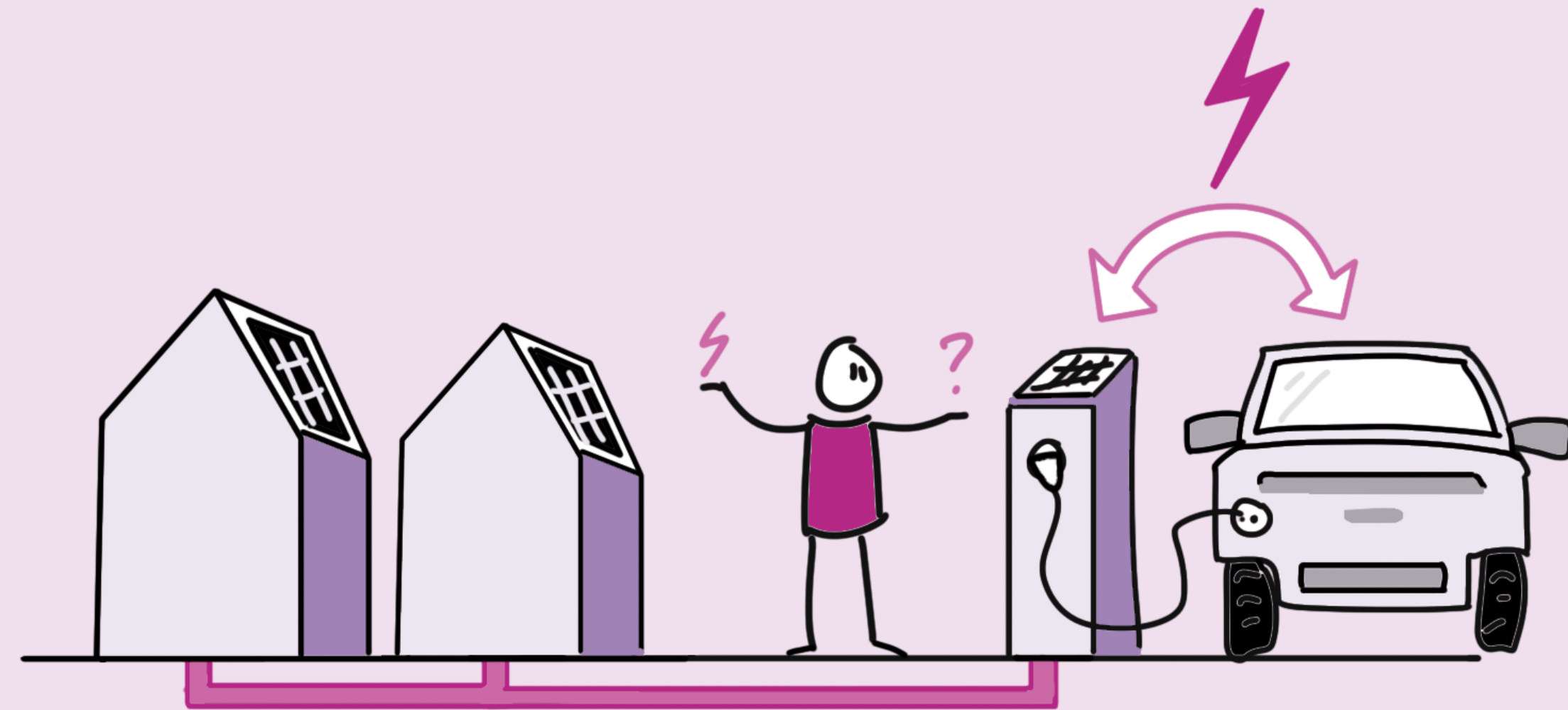
Innovative renovation projects are often hampered by the lack of engagement of tenants and citizens. David Grisaleña Rodríguez shared the great story of SmartEnCity and the citizen approach of retrofitting in Vitoria-Gasteiz.

Key recommendations were “Understand that renovation is small, the social challenge is huge”, “be adaptive and iterative in your approach” and “connect to the citizen’s need”.

[Link to presentation.](#)

by David Grisaleña Rodríguez  
(VISESA, Innovation and Sustainability)

# Transition Track #3: Flexible Electricity Grids “Utrecht V2G Ecosystem: from an innovators backyard to a city-wide bidirectional energy system”



## #3: Flexible Electricity Grids

Utrecht V2G Ecosystem: from an innovators backyard to a city-wide bidirectional energy system

Robin Berg brought us the story of WeDriveSolar. With his visionary idea to store PV electricity in his electric car battery a widely adopted and rapidly expanding vehicle-to-grid eco system has emerged in Utrecht.

Key recommendations were “synchronize roll-out with planned public works”, “connect with urban project developers” and “keep telling the visionary story”.

[Link to presentation.](#)

by Robin Berg (SME We Drive Solar, CEO)

## Transition Track #4 Urban Data Platforms and Digital Twins: “a glimpse of the future”



#4: Urban Data Platforms  
and Digital Twins

Connecting front- and back-end

Digital Twins are carried on wave of enthusiasm as a tool to support co-creative smart and sustainable city development. Lydia Stulen explained how the Digital Twin of Utrecht has been developed and the main challenges in in the organization and governance.

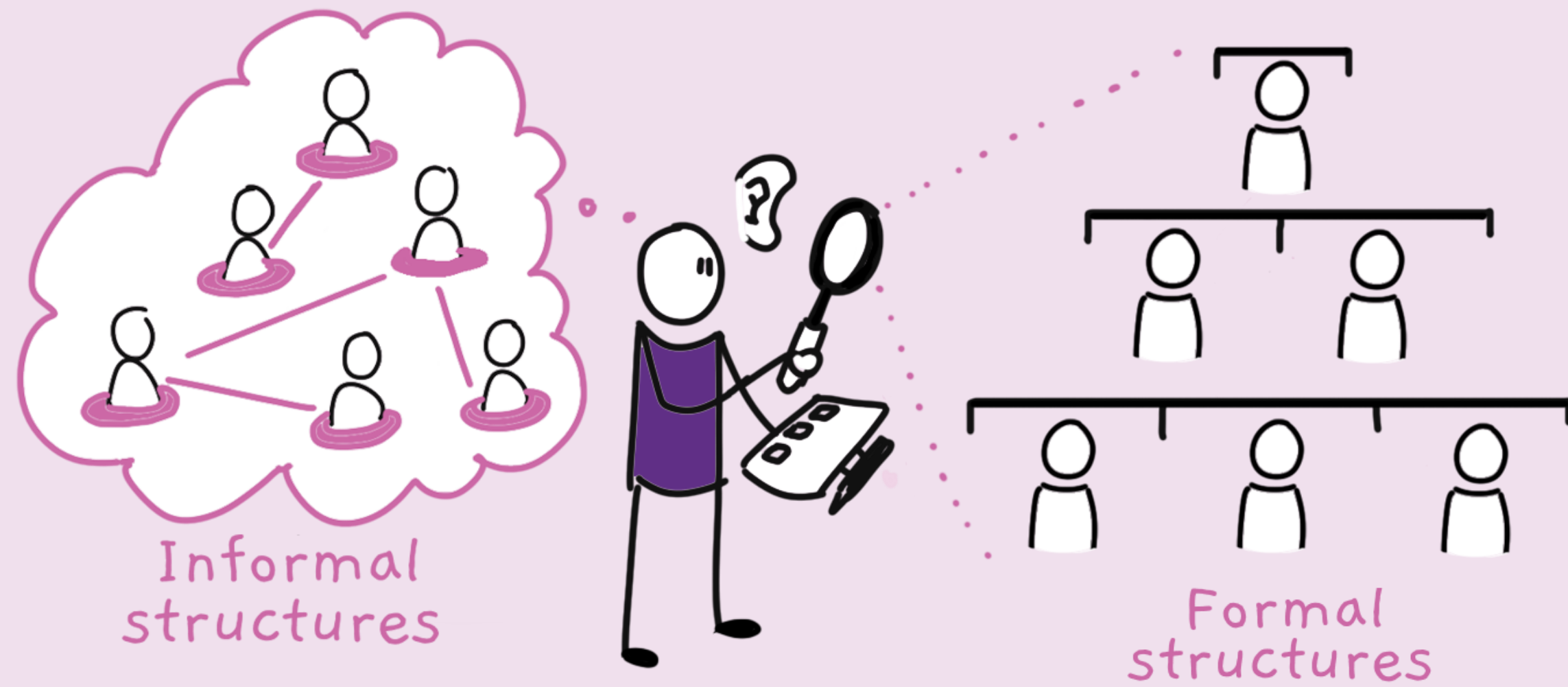
Key recommendations were “Connect front- and back-end on common perception of value”, “build trust by clearly defining roles”.

[Link to presentation.](#)

by Lydia Stulen  
(City of Utrecht, advisor digital innovation)



## Transition Track #5 Citizen Engagement and co-creation “What if we bring social design in the mix?”



### #5: Citizen Engagement and co-creation

What if we bring social design into the mix?

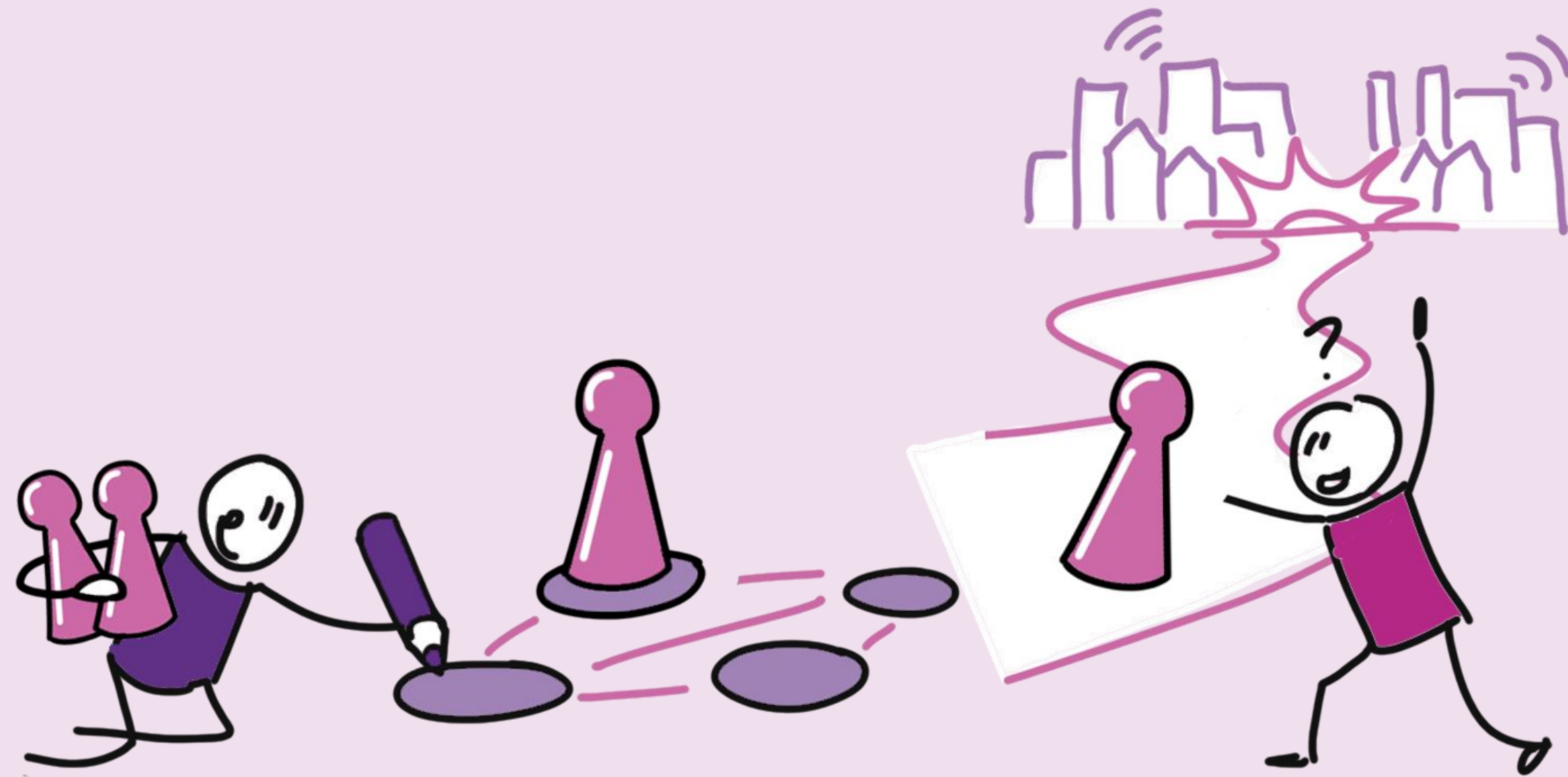
How different stakeholders interact and collaborate is not only shaped in formal structures, but more often through informal structures. How to work with informal connections to create lasting impact was presented in this story by Ragnhild Scheifes.

Key recommendations were “Use informal spaces as safe spaces to built trust” and “bring people already together in the process, not only in the result”

[Link to presentation.](#)

by Ragnhild Scheifes (SME Sustainable Thinking, anthropologist)

## Transition Track #6: Innovation Governance “the role of innovation brokers in smart city innovation ecosystems: stories from the field”



### #6: Innovation Governance

The role of innovation brokers  
in smart city innovation ecosystems:  
stories from the field

How to setup strong consortia for smart city projects was the focus of the final key-note. In the presentation the role of innovation brokers was highlighted.

Key recommendations were to involve “people that dare to take first steps (Champions)”, “people who sell the idea (Knights)” and “eople connecting the dots and glue a consortium together (Boundary spanners)”

[Link to presentation.](#)

by Carolien van Hemel (Rijkswaterstaat Dutch  
Ministry of Infrastructure and Water  
Management, Principal advisor)



# Six lenses to identify hidden factors of success in smart city projects

Six “lenses” were used to interpret and analyze the innovation journeys presented by the speakers. The lenses served as a tool for discussion for identifying hidden factors for success.

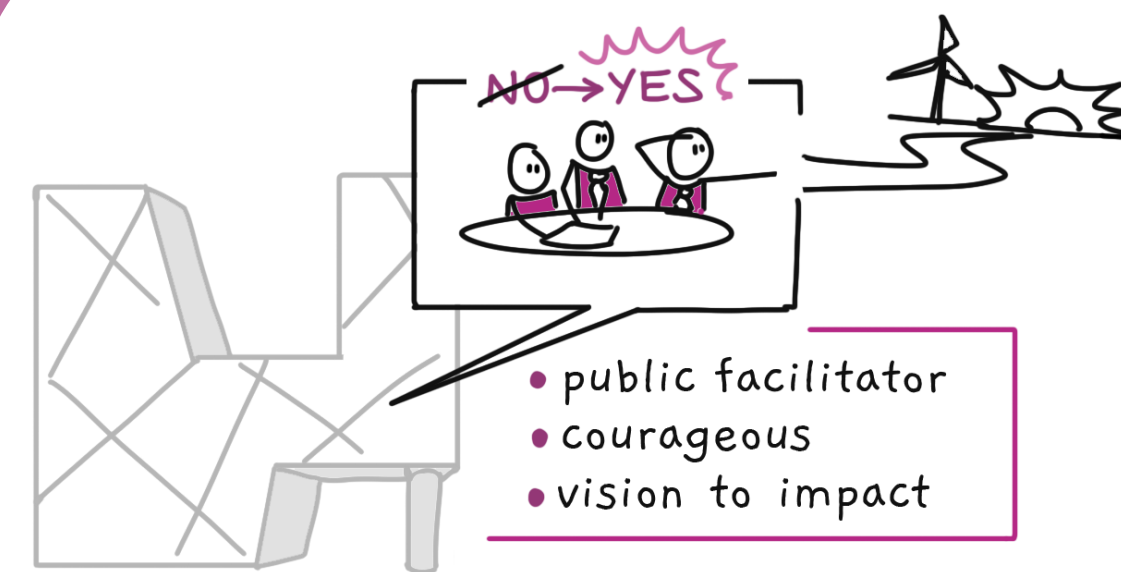
In the coming period the IRIS Smart Cities team will further research the use of these lenses in capacity building activities for smart city ecosystem builders.

Stay connected to IRIS:

[IRIS Smart Cities - Website](#)

[IRIS Smart Cities - LinkedIn](#)

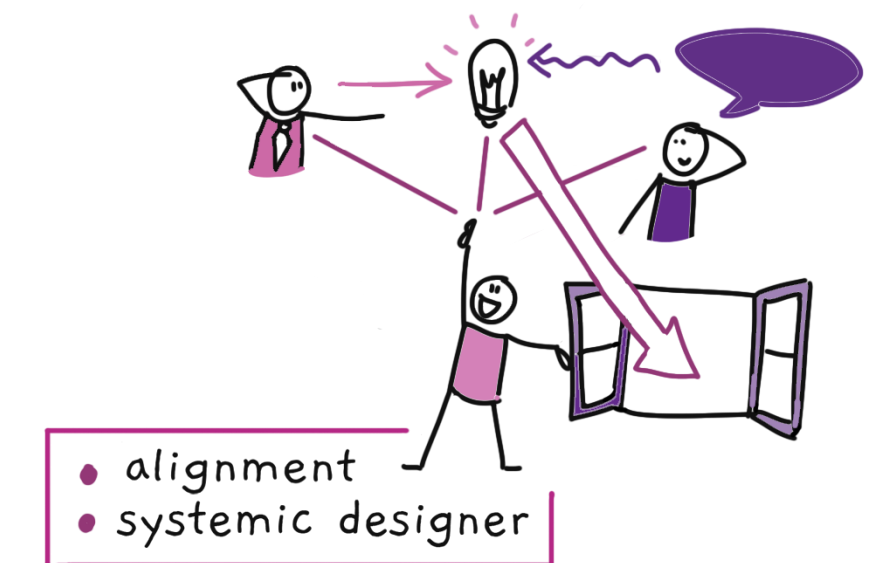
Or contact the team if you want to be engaged: see colophon.



KNIGHT



CHAMPION



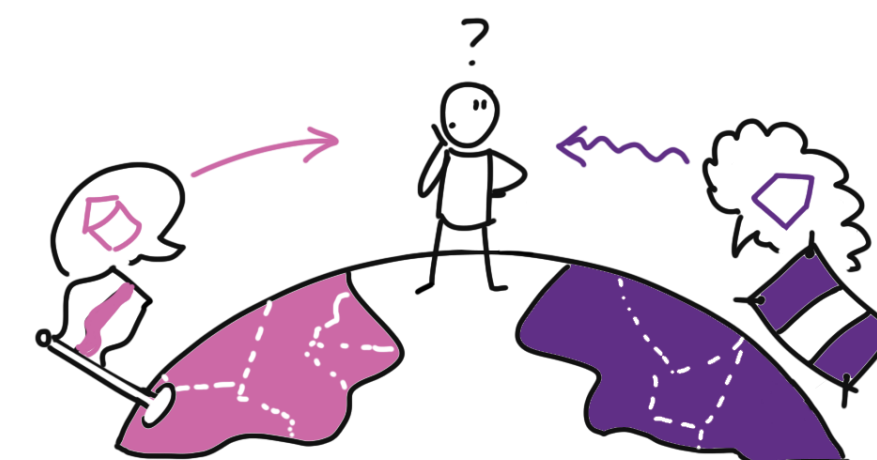
BOUNDARY SPANNER

## SIX LENSES TO DISSECT SIX SUCCESS STORIES



When ideas come together

INFORMAL NETWORKS + EVENTS



MEANING + CULTURE



TIMING + CHANCE

# Colophon

## Concept and creation:

Willem-Jan Renger	Utrecht School of the Arts (HKU)
Arno Peekel	Utrecht Sustainability Institute (USI)
Gustavo Jacomelli	European Science Communication Institute (ESCI)
Ragnhild Scheifes	Sustainable Thinking
Muriël Pels	Municipality of Utrecht
Roel Massink	Municipality of Utrecht

## With thanks to:

Eddy Adams	EAC
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## With illustrations by:

Bureau voor Beeldzaken	<a href="https://bureauvoorbeeldzaken.nl/">https://bureauvoorbeeldzaken.nl/</a>
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