



Smart City and Digital Transformation Strategy Timișoara 2022-2027

executive summary



MAP OF THE STRATEGY

The Process of Co-Design



Arguments in Favour of the Smart Cities



Why Timisoara Smart City?

- ↗ 5 categories of dysfunctions as perceived by the professionals, that the strategy will address
- ↗ 6 categories of needs coming from enterprises and organisations, that the strategy will address
- ↗ 9 smart city value propositions, in response to the dysfunctions and needs
- ↗ Adequate premises – use of ICT in households and at individual level



Strategic Impulse



- ↗ Motto, Vision, Mission
- ↗ 7 Ambitions

Operational Impulse



Governance and Implementation



- ↗ Each of the 7 Ambitions: current situation in the city, SWOT analysis, impact targeted by the Ambition, strategic objectives and projects, open actions, digital enablers and relevant local actors

TRIGGER POINTS FOR THE STRATEGY



The opportunity created by the *accelerating global digital transformation*, and therefore by the **existence of supporting tools for cities** to seize this opportunity



Favourable context of *EU policies for sustainability and digitalisation*, accompanied by **EU funding** for cities



The chance to prepare and implement *significant* and **decisive investment projects** for the development of the city

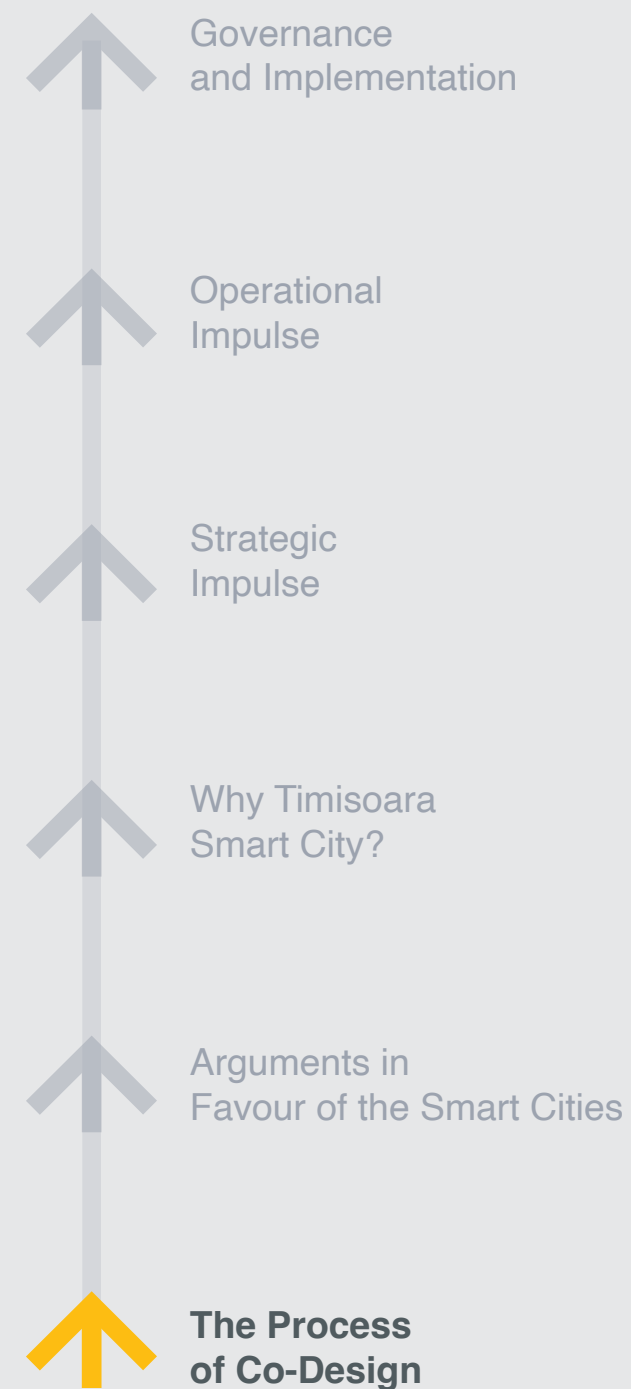


Launching and piloting *participatory consultation and decision-making tools* for citizens, which will subsequently become a **constant in the life of the city**



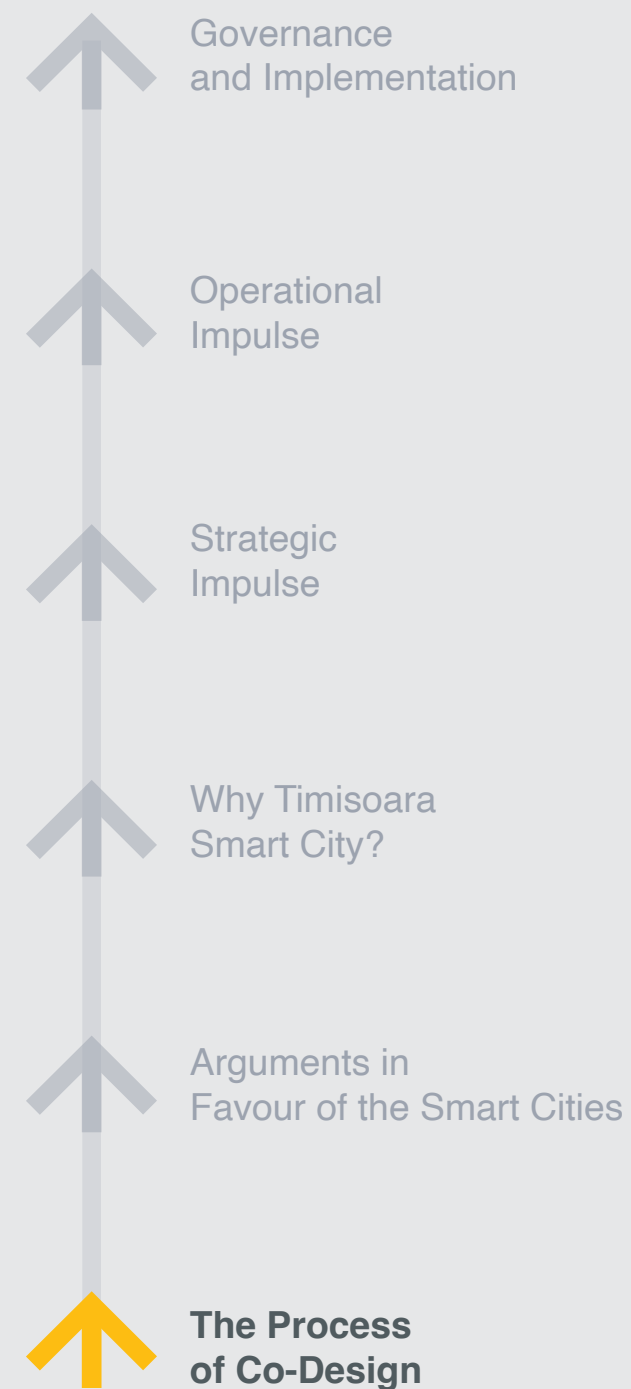
Envisioning a *gradual, structured and inclusive digital transformation*, during which, through digital education, the vast majority of citizens will be able to become **users**

Objectives



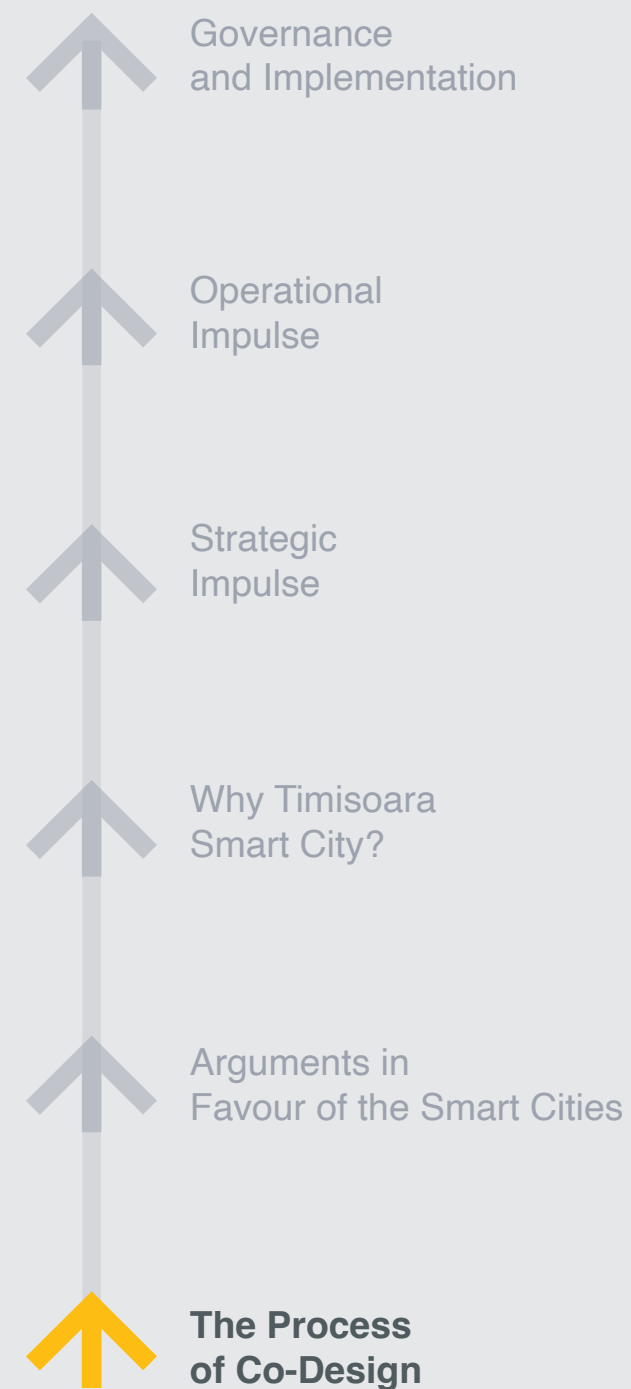
- **Bottom-up approach** in constructing the strategic intervention, both in terms of participatory features and internal logic of the process;
- Ensuring **the widest consultation possible** with the stakeholders from the city, especially professionals from various domains and organisational contexts;
- Deployment of a process roadmap that allows for an “**organic**” **evolution of the strategic document**, guided by the internal logic, the necessary steps and the mix of methods provided;
- Striking a **balance between various types of activities** and information included and collected during the process, namely: research, workshop facilitation, rollout of consultations, surveying of citizens and organising events;

Objectives



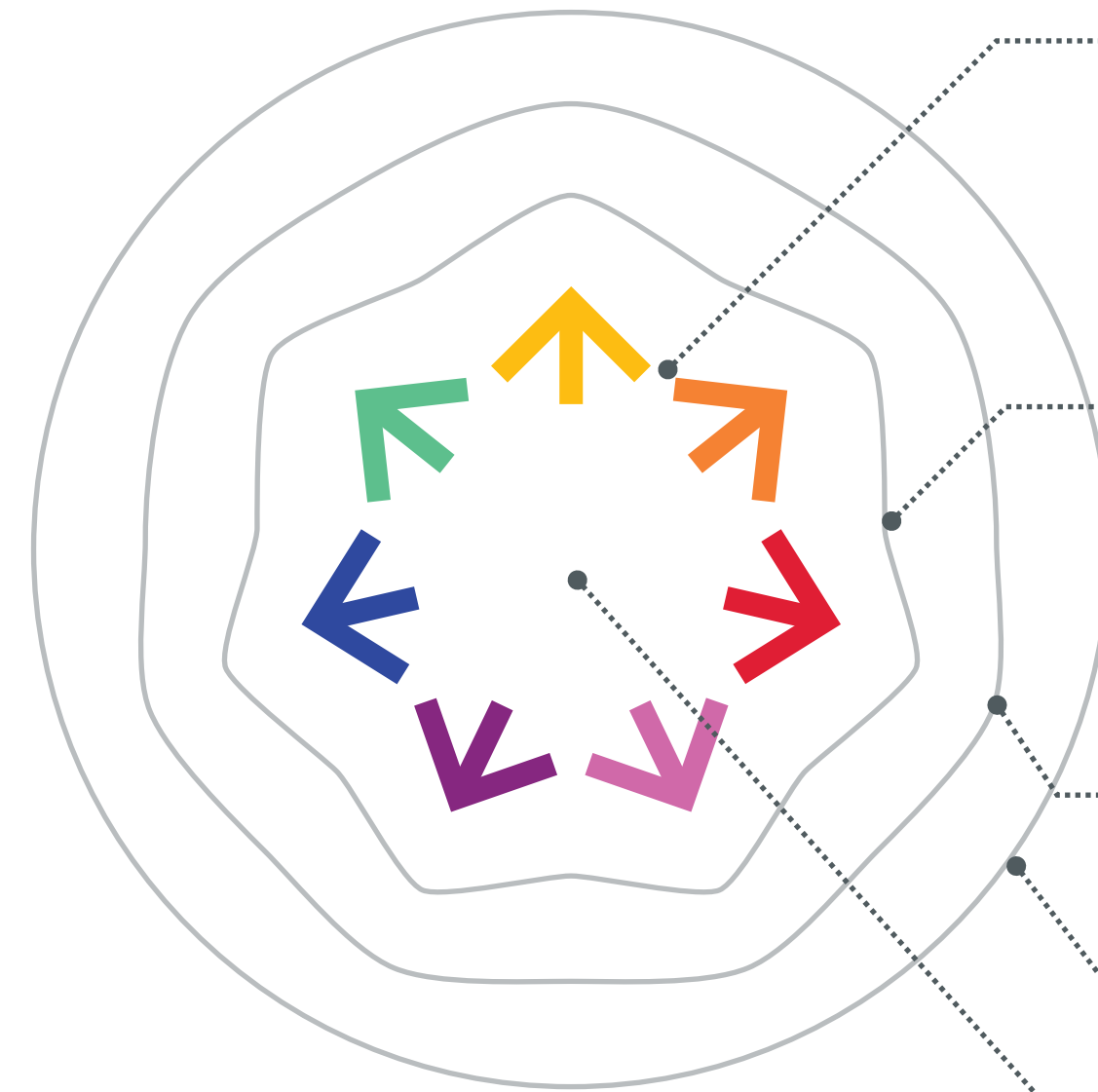
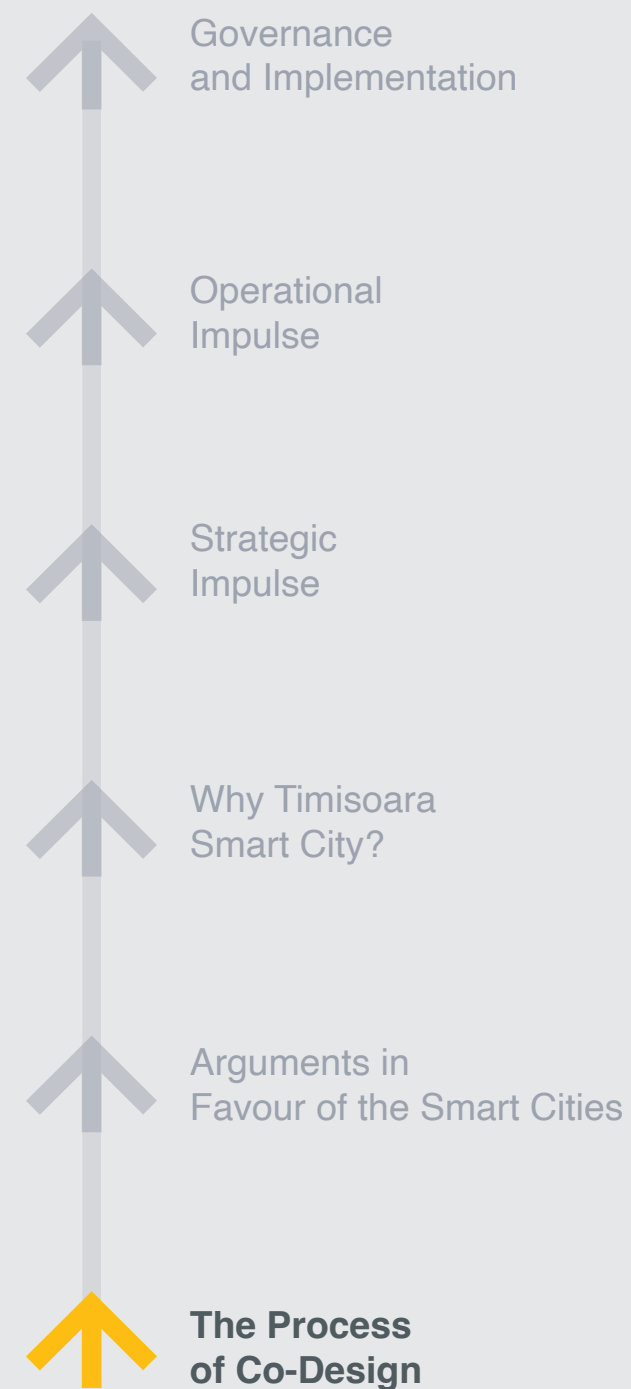
- Designing of a **strategic document which contains the prerequisites for a straightforward implementation**, leading with no delay to strategic projects;
- Onboarding of the **state-of-the-art trends and means to operate used in the international arena**, in terms of practical instruments for public policy design, engagement of local actors, as well as mobilising of knowledge, resources and experience of the professionals from the city;
- Defining, from the beginning, of the **cross-border and international dimension** of the strategy, by means of attracting 4 "peer review" experts, who bring their own contribution, from the process design, smart city and digital transformation experiences of Singapore, The Netherlands, Hungary and Ireland.

Methodology



- Theoretical foundations of the **smart city concept**, as defined by Boyd Cohen;
- Instruments recommended by the Internal Market Directorate General of the European Commission, for the **acceleration of the digital transformation**;
- **Smart specialization strategies** of the European Union;
- The approach designed by Kerney IMP3rove Germany, in view of the design of the **innovation strategies within companies, including Open Innovation tools**;
- Facilitation of the **"Goal Oriented Planning" sessions**, effective instruments in economic policy-making throughout the world.

Levels of engagement



Steering group consisting of experts with knowledge and expertise in areas directly related to the theme of smart cities: participatory processes for citizens, urban development, environment, quality of life, transparency and open data, information technology, mobility and innovation

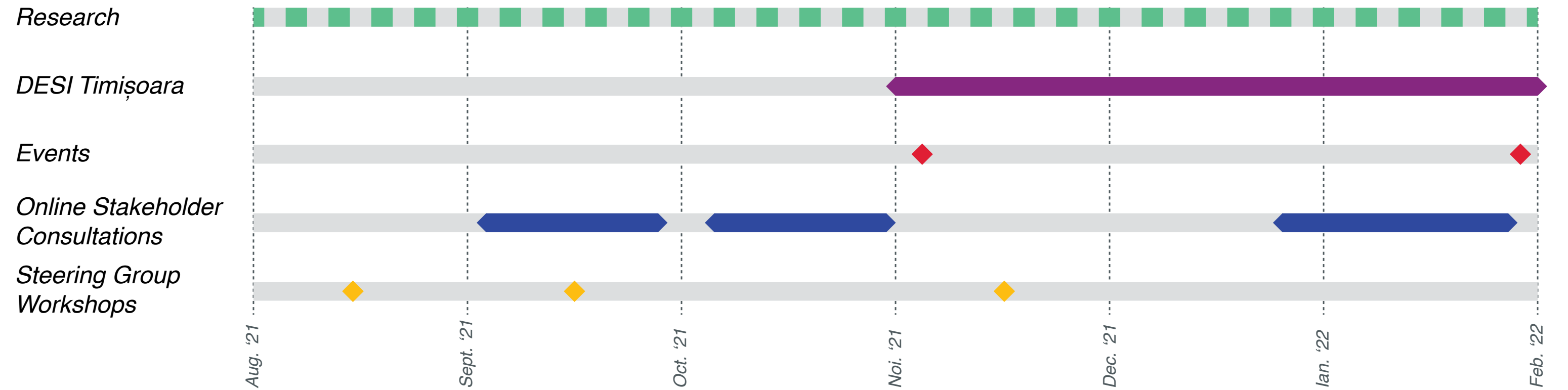
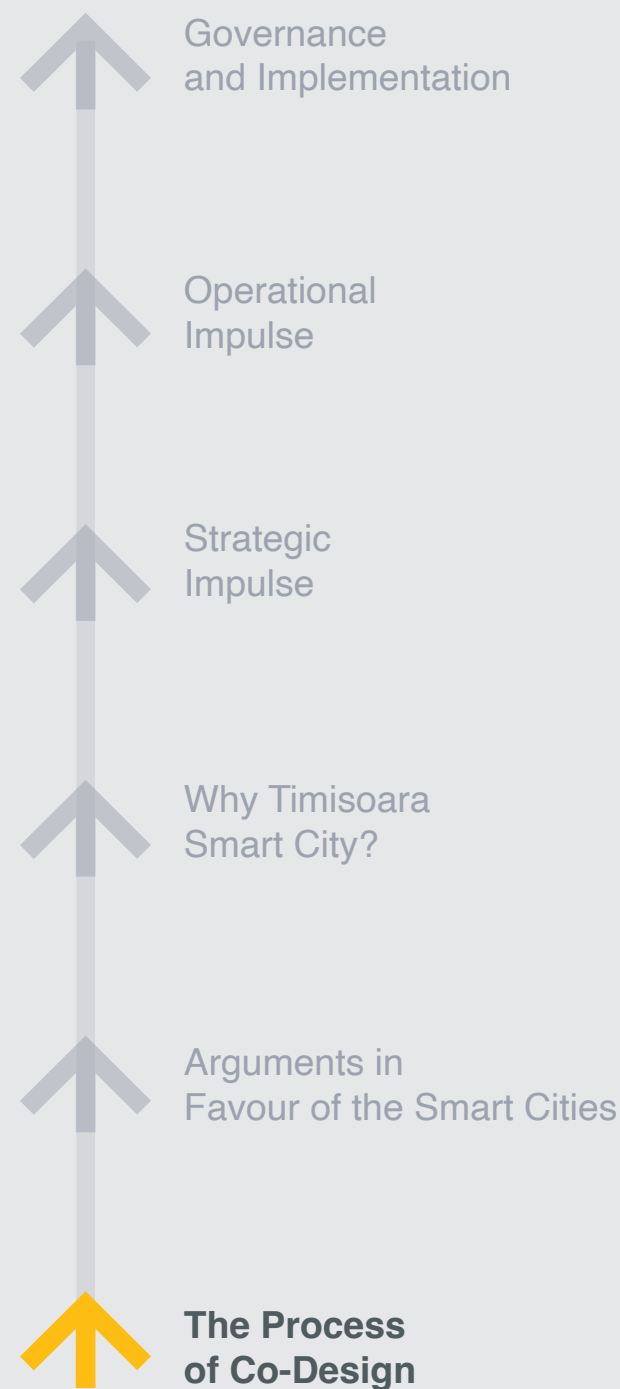
Extended stakeholder group - professionals (<=500) from business, academia, finance, research, public administration, business support organisations, civil society and freelancers

Citizens – DESI Timișoara, for the first time as a component of the yearly *Barometer of the Quality of Life*

International experts from Singapore, Ireland, the Netherlands and Hungary, involved by the Facilitator

Facilitator with the role of process design, full orchestration, research and drafting the document

Activities



Facilitation of the workshops with the Steering Group

First workshop with the Steering Group – Vision, opportunities, objectives and actions (August 13, 2021)

Second workshop with the Steering Group – Strategic projects (September 16, 2021)

Third workshop with the Steering Group – Strategic and operational framework (November 18, 2021)

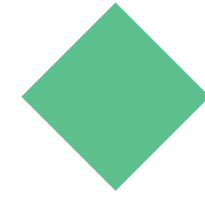
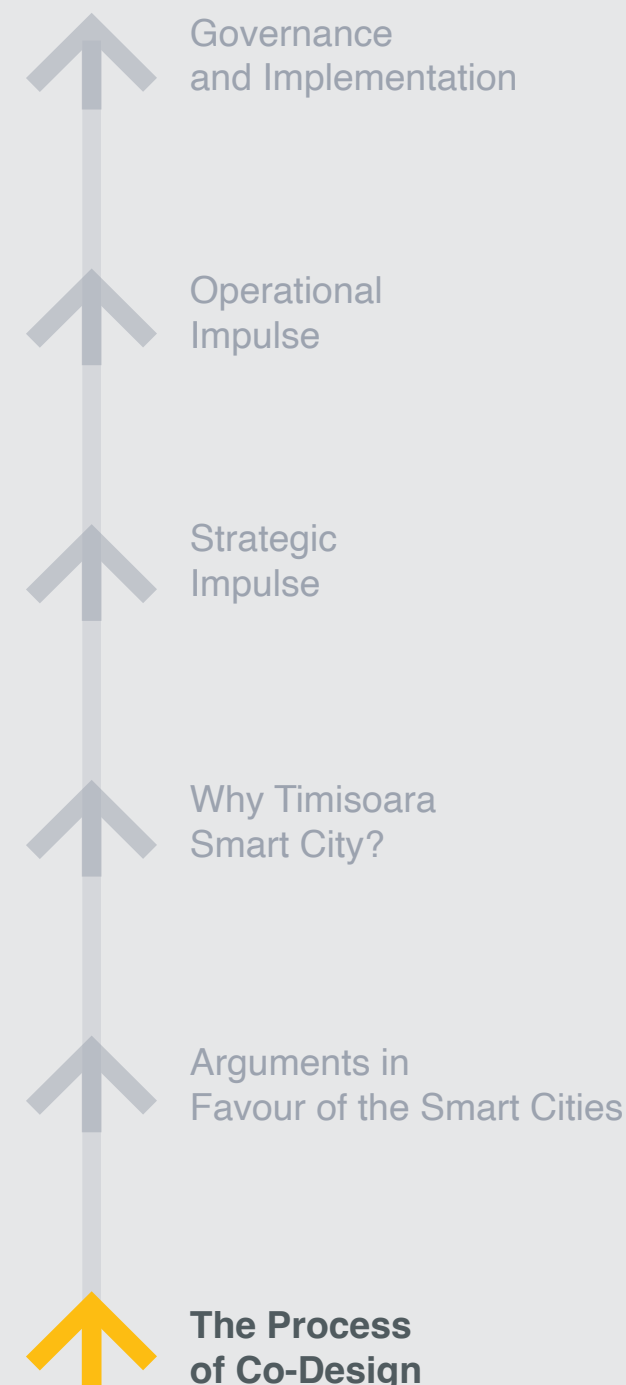
Rollout of online stakeholder consultations (citizens and professionals from various sectors)

First consultation with local actors – Problems and needs, validation of the vision and objectives (September 6-20, 2021)

Second consultation with local actors – Open actions, validation of strategic projects (October 6-27, 2021)

Third consultation with local actors – Validation of the strategic and operational framework, expressions of interest for getting involved in partnerships (December 31, 2021 – January 24, 2022)

Activities



Research

Design of the **process framework**, working principles, roadmap and full internal logic;

Choice and preparation of the **methodological instruments**;

Documentation from official sources;

Data and information analysis, processing and content presentation, within the specific context of this strategic document;

Statistical analysis;

Elaboration of the structure and content of **online consultations**, as well as processing of the results;

Complete facilitation of all workshops and events during the process;

Drawing up of the **internal reports** of the workshops with the Steering Group;

Organising **events** and preparing all the relevant background materials: presentations, communication documents, invitations etc.;

Permanent communication with the coordinator from the City Hall of Timisoara, as well as with the members of the Steering Group and other local actors;

Adapting the public policy, smart city and innovation management methodological instruments to the specific needs and objectives of each stage of the process;

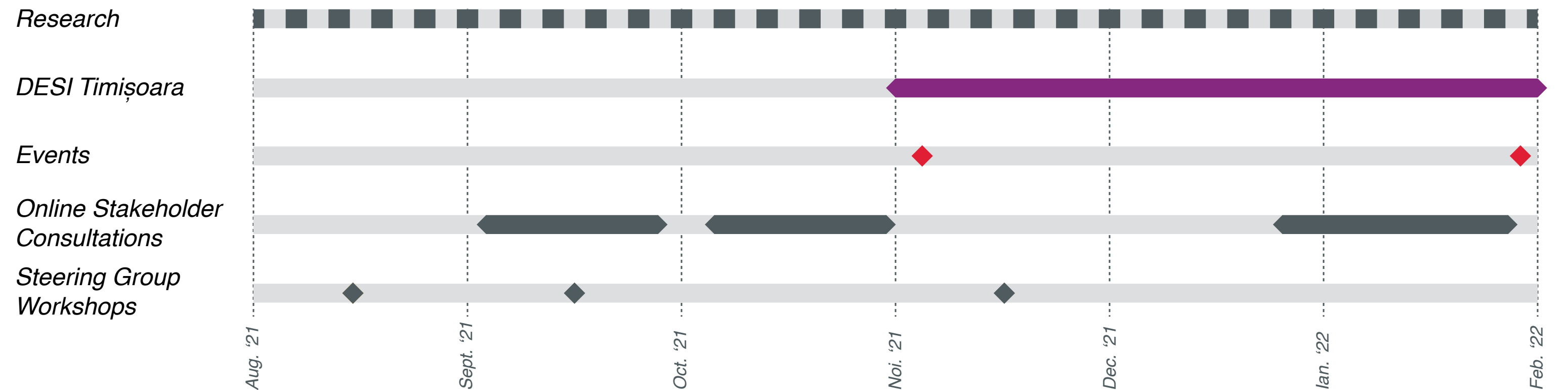
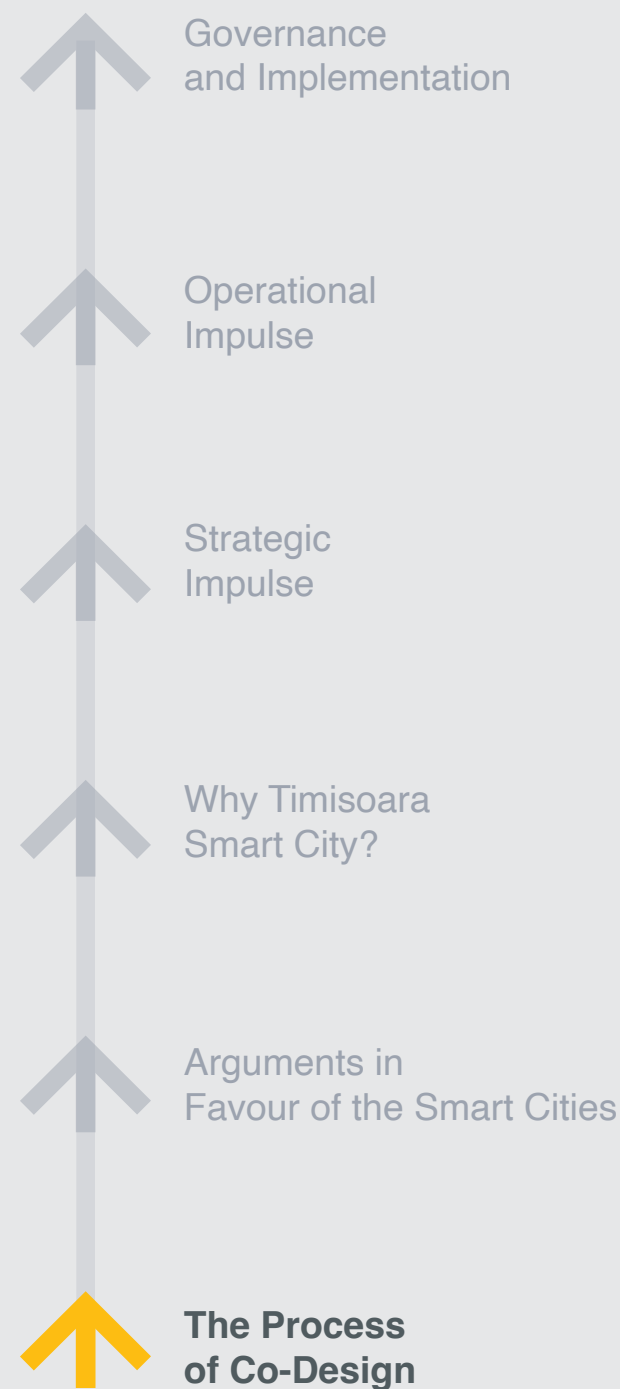
Bringing onboard the international “peer review” and ensuring the translation in English of all relevant documents, so that the experts could contribute directly to the content of the strategy;

Design of the **structure of the strategy**, in accordance with the objectives of the entire endeavour;

Integration of the collected and processed data and information, in a structured manner, prioritised and optimised, within the structure and content of the strategy;

Complete drawing up of the strategic document.

Activities



Events

Ideation event around the 7 Ambitions of the strategy's Vision (November 4, 2021)

International event for the strategy presentation and "Peer Review" (January 27, 2022)

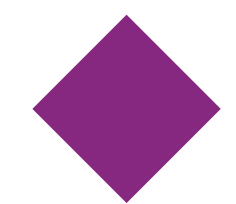
Dominic Fritz, Mayor of Timișoara

Valentin Mureșan, Advisor of the Mayor for Smart city and Digital Transformation

Oesha Takoerdin, Singapore – Co-Founder, Director and Board Member of WEnergy Global, and Expert with the World Bank Group and the Asian Development Bank

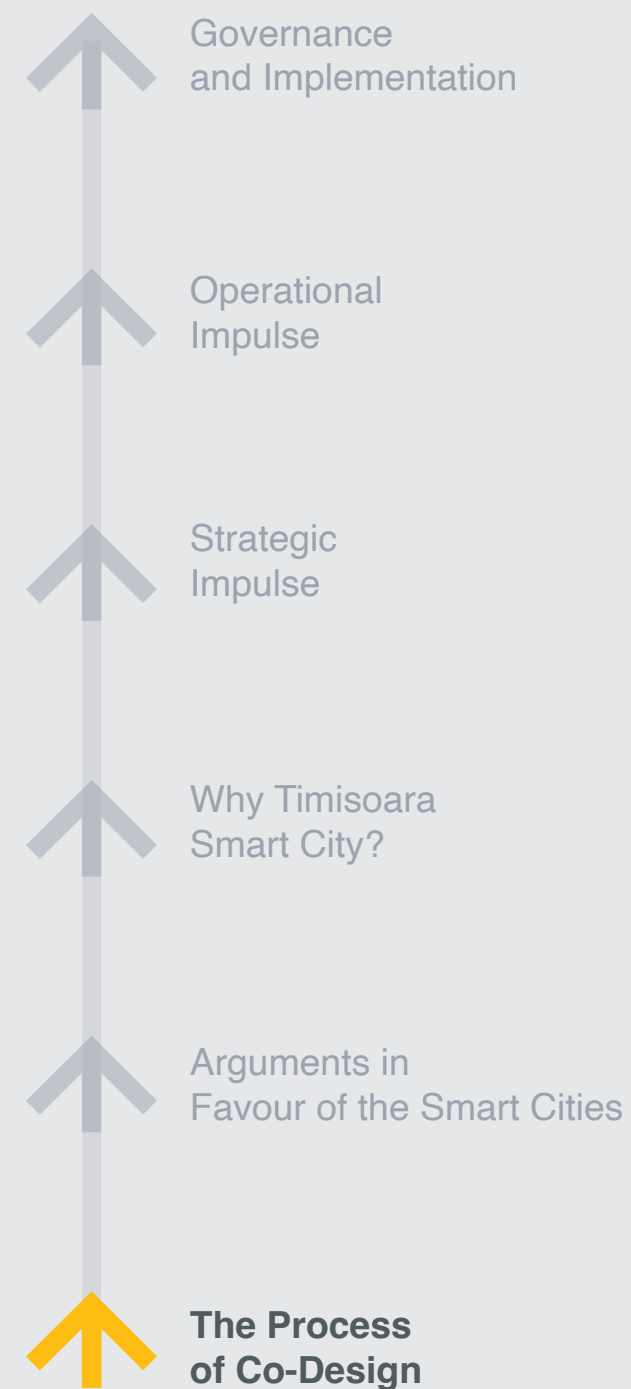
Tamas Gyulai, Ungaria – Smart City expert for industrial clusters at Szombathely and President of the Regional Innovation Agency of South Great Plain

Colm McColgan, Irlanda – Director at Donegal Digital Innovation Company and General Manager of ERNACT – European Regions Network for the Application of Communications Technology

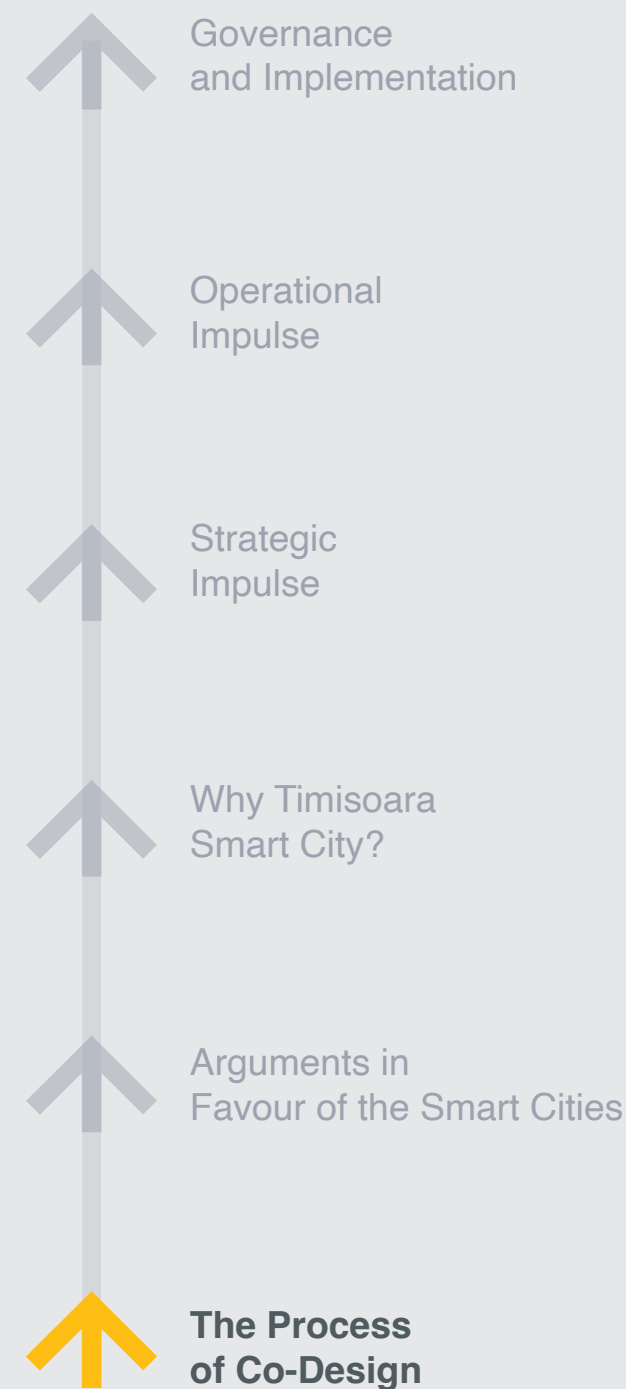


Public survey with regard to the use of Information and Communication Technology – DESI Timișoara, part of the yearly Barometer of the Quality of Life in Timisoara (November 2021 – January 2022)

Roadmap

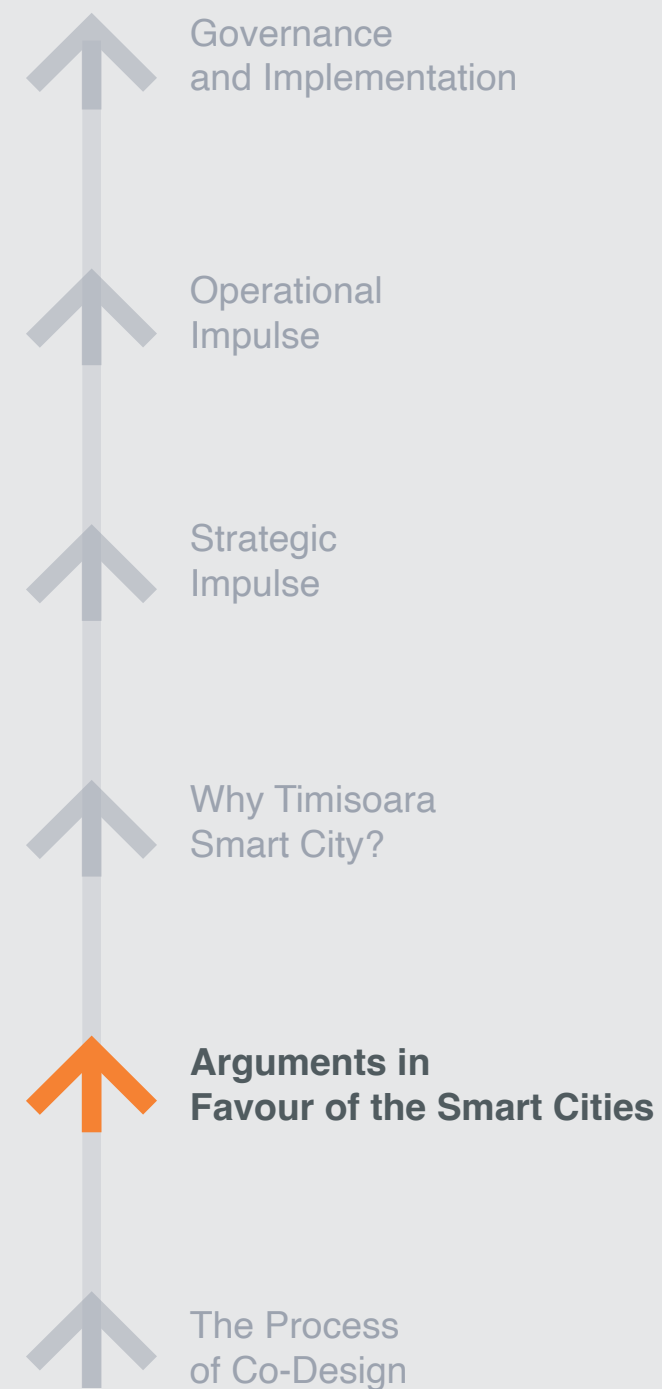


Internal Logic of the Strategy



LOCAL ACTORS	Types of local actors	Types of local actors	Types of local actors	Types of local actors	Types of local actors	Types of local actors	Types of local actors	IDEATION EVENT RESEARCH
DIGITAL ENABLERS	Digital enablers	Digital enablers	Digital enablers	Digital enablers	Digital enablers	Digital enablers	Digital enablers	IDEATION EVENT RESEARCH
OPEN ACTIONS	Open actions	Open actions	Open actions	Open actions	Open actions	Open actions	Open actions	WORKSHOP 1 IDEATION EVENT CONSULTATION 2 AND 3
IMPACT	KPIs to be targeted by the Ambition 1	KPIs to be targeted by the Ambition 2	KPIs to be targeted by the Ambition 3	KPIs to be targeted by the Ambition 4	KPIs to be targeted by the Ambition 5	KPIs to be targeted by the Ambition 6	KPIs to be targeted by the Ambition 7	RESEARCH
PROJECTS	Strategic projects	Strategic projects	Strategic projects	Strategic projects	Strategic projects	Strategic projects	Strategic projects	WORKSHOP 2 CONSULTATION 2 AND 3
VISION, MISSION, MOTTO								WORKSHOP 3 RESEARCH
AMBITIONS	Ambition 1 – Every Citizen Has a Voice	Ambition 2 – The City for All	Ambition 3 – Vibrant Innovation Ecosystem	Ambition 4 – An Attractive City for International Talent	Ambition 5 – The Sustainable City	Ambition 6 – Smart City is Fun City	Ambition 7 – Intelligent and Impactful Investments	WORKSHOP 1 CONSULTATION 1
OBJECTIVES	Strategic Objectives (3)	Strategic Objectives (3)	Strategic Objectives (3)	Strategic Objectives (3)	Strategic Objectives (3)	Strategic Objectives (3)	Strategic Objectives (4)	WORKSHOP 1 CONSULTATION 1
EXISTING CONDITION Data analysis (source: statistics and public institutions)	Present situation, as starting point for the Ambition 1, and SWOT	Present situation, as starting point for the Ambition 2, and SWOT	Present situation, as starting point for the Ambition 3, and SWOT	Present situation, as starting point for the Ambition 4, and SWOT	Present situation, as starting point for the Ambition 5, and SWOT	Present situation, as starting point for the Ambition 6, and SWOT	Present situation, as starting point for the Ambition 7, and SWOT	RESEARCH
VALUE PROPOSITIONS OF THE SMART CITY	Boost citizen centric decision making, and a participatory culture	Complete digitalisation of interactions with public institutions	Create the framework where talents and enterprises can thrive and innovate	Create a multi-sector educational hub ----- Valorise international networks for the	Monitor, manage and optimise the environment factors	Create the conditions for a wide range of leisure and outdoor activities	Developing Private-Public partnerships for the Smart City ----- Attract various financial	WORKSHOP 1 CONSULTATION 1 RESEARCH
NEEDS OF ENTERPRISES AND ORGANISATIONS		Complete digitalisation of interactions with public institutions	Information about the ecosystem resources	Access to better trained HR ----- Access to international networks			Needs in terms of infrastructure – installation, relocation ----- Optimised access to EU funds	CONSULTATION 1 RESEARCH
CLUSTERS OF DYSFUNCTIONS	Communication with citizens	Digitalisation process and tools	Strategic vision and action plan		Environmental factors		Interconnected urban infrastructure	WORKSHOP 1 CONSULTATION 1 RESEARCH

Arguments in Favour of Smart Cities



Three stages in the evolution of the cities which adopted and implemented the smart city model (by Boyd Cohen, founder of the smart city concept):



Smart cities 1.0, focused on technology, and characterised by the presence of technology providers who encouraged cities to adopt their solutions, without being aware of the impact that these technologies will have on the citizens;



Smart cities 2.0, led by the cities and facilitated by technology, within which the local decision-makers choose the technologies with the aim to create a better quality of life for the citizens. This is the category to which most of the smart cities of the world belong;



Smart cities 3.0, co-created by the citizens, representing the new generation of smart cities, concerned by social equity and inclusion, as well as the extensive involvement of citizens in the prioritisation of investments.

Arguments in Favour of Smart Cities



Top 3 ingredients of the smart city:

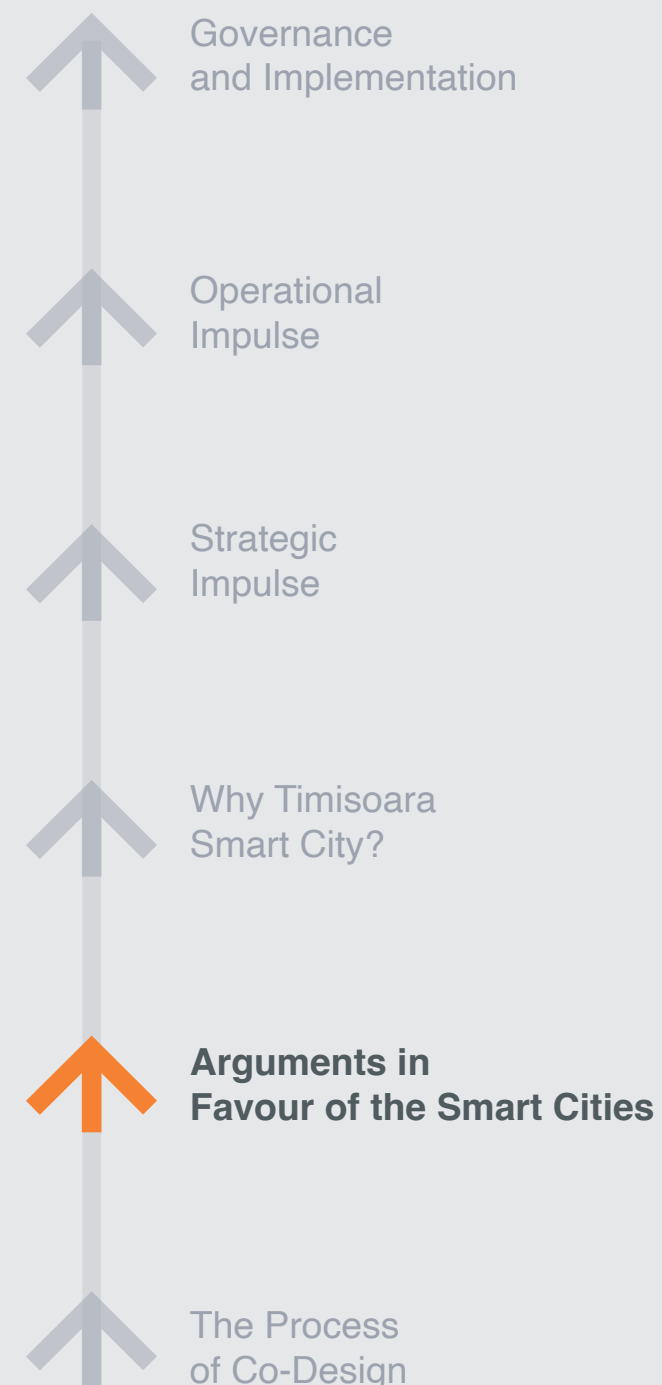
**sustainability, innovation ecosystem
and citizens who co-create.**

Technology represents a means to these ends, an enabler and a differentiator, which **supports us in counterbalancing the weak points and consolidating the strong points of the city.**

The six dimensions of the smart city provide guidance to the public administrations in the design of the smart city strategies, as well as an instrument for decision-making and planning of investments:

**ENVIRONMENT, MOBILITY, GOVERNANCE, ECONOMY,
PEOPLE AND LIVING**

What Do the Smart City Champions of the World Teach Us?



Each city defined the smart city profile based on its own historical, urban, economic, cultural and social distinctiveness.



SINGAPORE

officially starting in 2014, the “smart nation” proposes a revolution of the way of life, where technology supports people in achieving their highest aspirations, and living a better life together



Vienna

the city targeting the highest quality of life in the world by 2050, and European capital of digitalisation



Barcelona

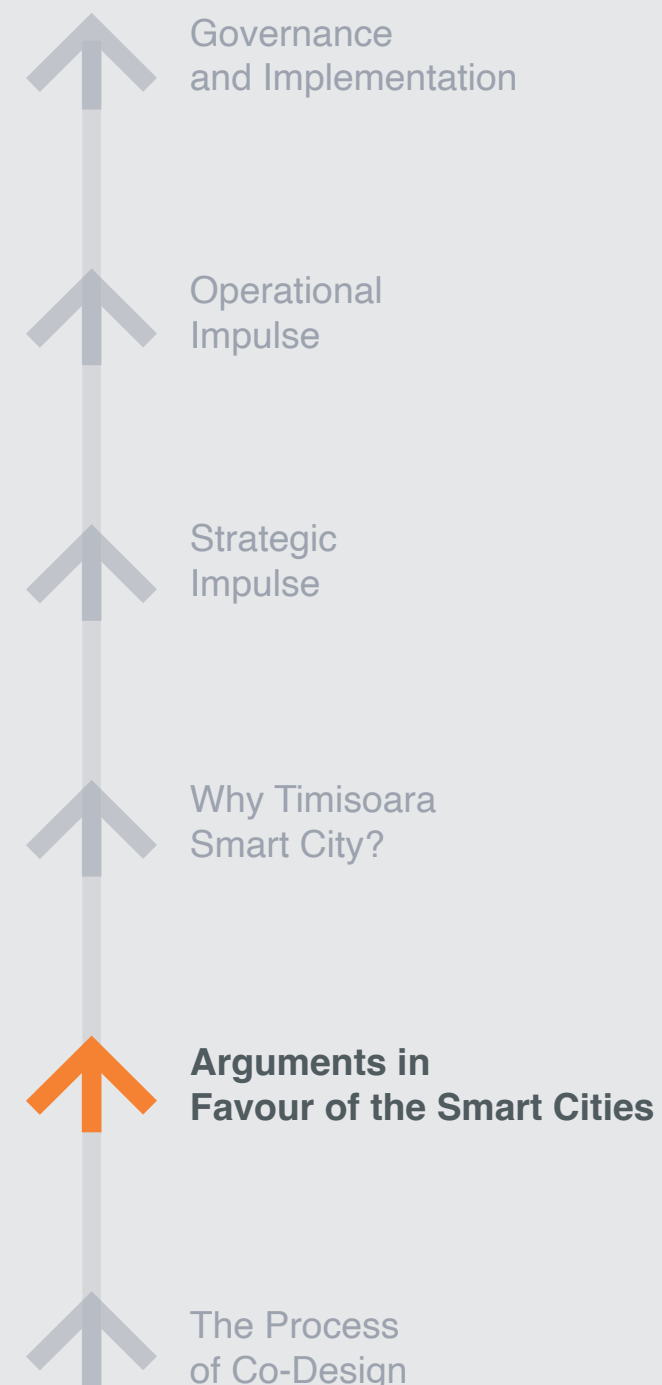
the Catalan recipe for an urban creative and effervescent community, built on participative democracy and policies which tap into the collective intelligence of the citizens



Lund

the Swedish mark of open innovation invests constantly in boosting the vibrant entrepreneurial culture of the city

How Does Digital Transformation Empower us to Become More United and Innovative?



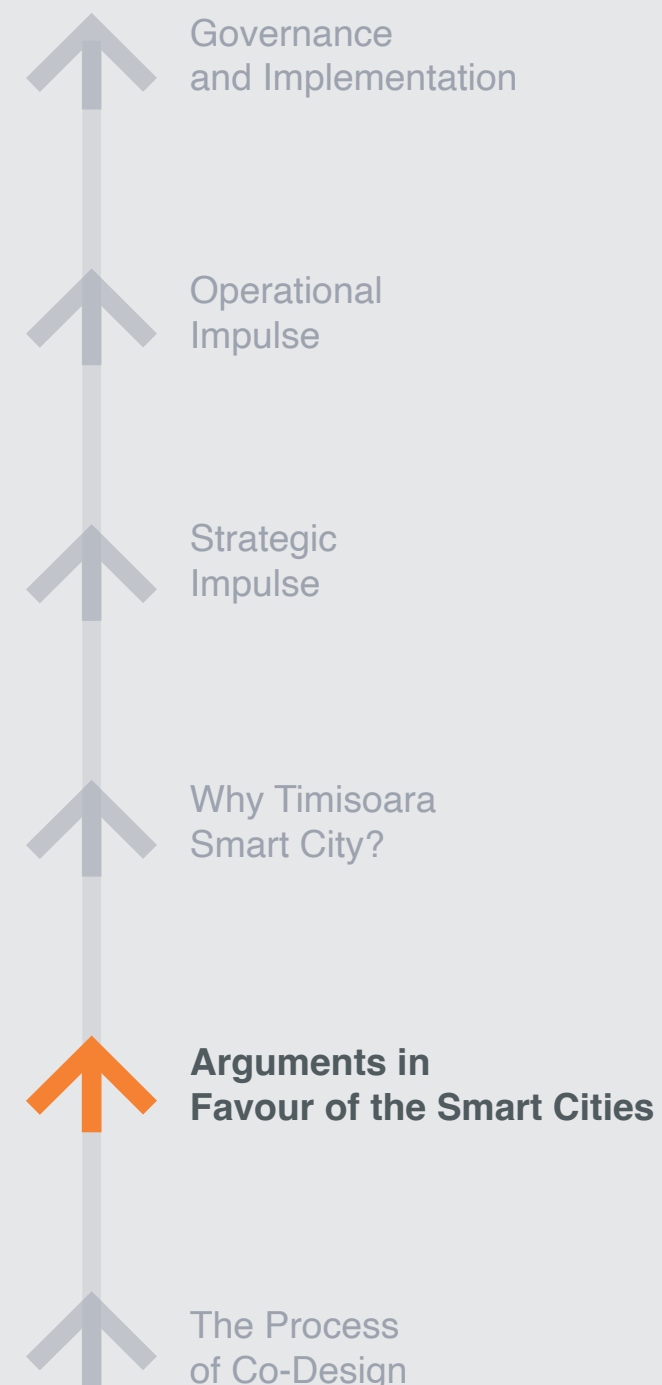
➤ Digital transformation conquers all types of territories

➤ The role of cities = **launchpads for digital transformation**, leaders in accelerating the digital transformation and exploiting it for the benefit of citizens, enterprises, organisations and public administration

➤ The **RELATIONAL CAPITAL** is key to innovation and renewal, as it is also for digital transformation, and it includes three components: **human capital**, at individual level, as professional and creator; **structural capital**, at the level of organisations, as well as the way they are interconnected and generate exchange of knowledge; and the **intelligence capital**, at the level of society, showing the degree of networking within the society

➤ The “**entrepreneur**”, in a larger sense, is a critical factor for digital transformation = **the professional from the community who takes the initiative, in order to attain one or more development objectives**. Hence, the cities can benefit from business entrepreneurs, social entrepreneurs, political entrepreneurs, academic entrepreneurs and cultural entrepreneurs!

How Does Digital Transformation Empower us to Become More United and Innovative?



The four key factors for cities to attain success in digital transformation (Forum for Digital Entrepreneurship Strategic, setup at the initiative of the European Commission) :

➤ **Leadership and collaboration for the smart governance of the local digital ecosystem** – active and visionary professionals, who are able to “draw a picture” of the future for the entire community, and who challenge the status-quo

➤ **Generosity, especially in terms of communicating ideas**

➤ **Innovation, accompanied by an open innovation mechanism**

➤ **Feeling attached to a common purpose, and capacity to create together**

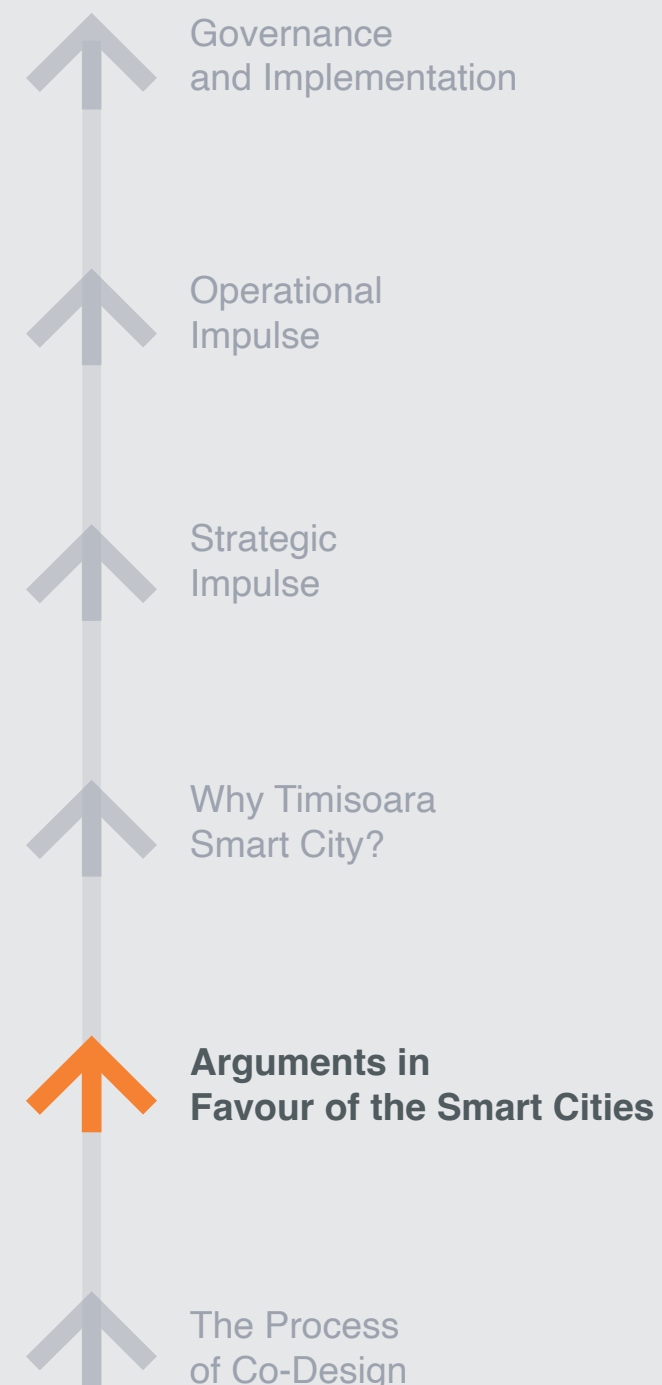
➤ **Decisiveness to learn constantly**

➤ **Digital skills and entrepreneurs**, who accelerate the digital transformation process – the capacity of companies, but also of the public administration, to attract talents who would contribute to the faster adoption of digitalisation

➤ **Access to data and technologies for solutions in response to local challenges** – within each organisation, at any level, the digital solutions may replace an obsolete or suboptimal way of management

➤ **Infrastructures and key investments for city digital launchpads** – physical and digital infrastructures for optimising the use of resources and increase the quality of life.

The European Union Endorses Smart Cities and Digital Transformation



"Twin Transition" – Sustainability and Digitalisation DIGITAL COMPONENT

➤ Strategy "A Europe Ready for the Digital Age", with two areas: "Europe's Digital Decade" and "Shaping Europe's Digital Future"

➤ Digital skills (for at least 80% of the citizens), safe and sustainable digital infrastructures, digital transformation of businesses (at least 90% of SMEs should have a basic level of digital intensity) and digitalisation of public services (100% of key services)

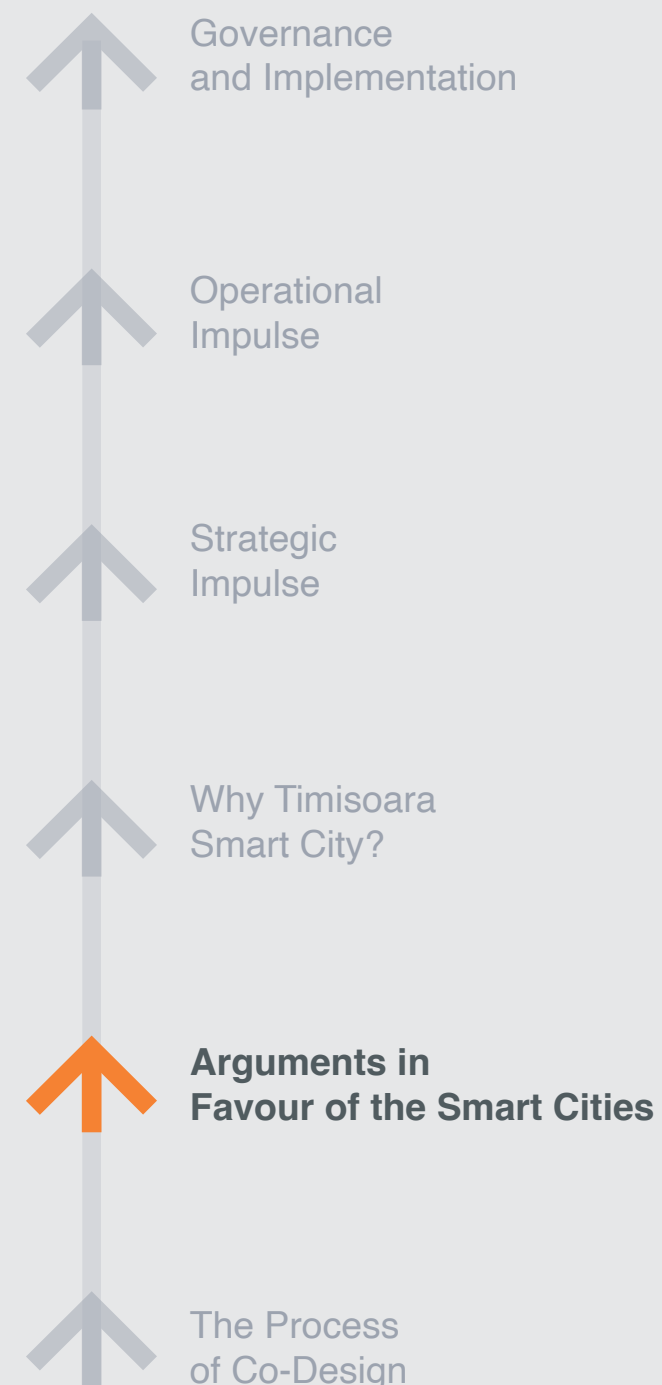
➤ Provide control over the digital transformation, to citizens, enterprises and governments

➤ "DESI – Digital Economy and Society Index" monitors on an annual basis the overall European digital performance, as well as the progress of each **Member State** in terms of **digital competitiveness**

➤ "ICC – The Intelligent Cities Challenge", successor of "Digital Cities Challenge", supports **136 cities** in view of using state-of-the-art technologies for the benefit of smart, green and socially responsible economic recovery – Timișoara: **parking strategy and digital mobility platform.**

➤ **LIVING-IN-EU – Large scale EU Declaration on digitalisation for citizens**, signed by Timisoara in 2021

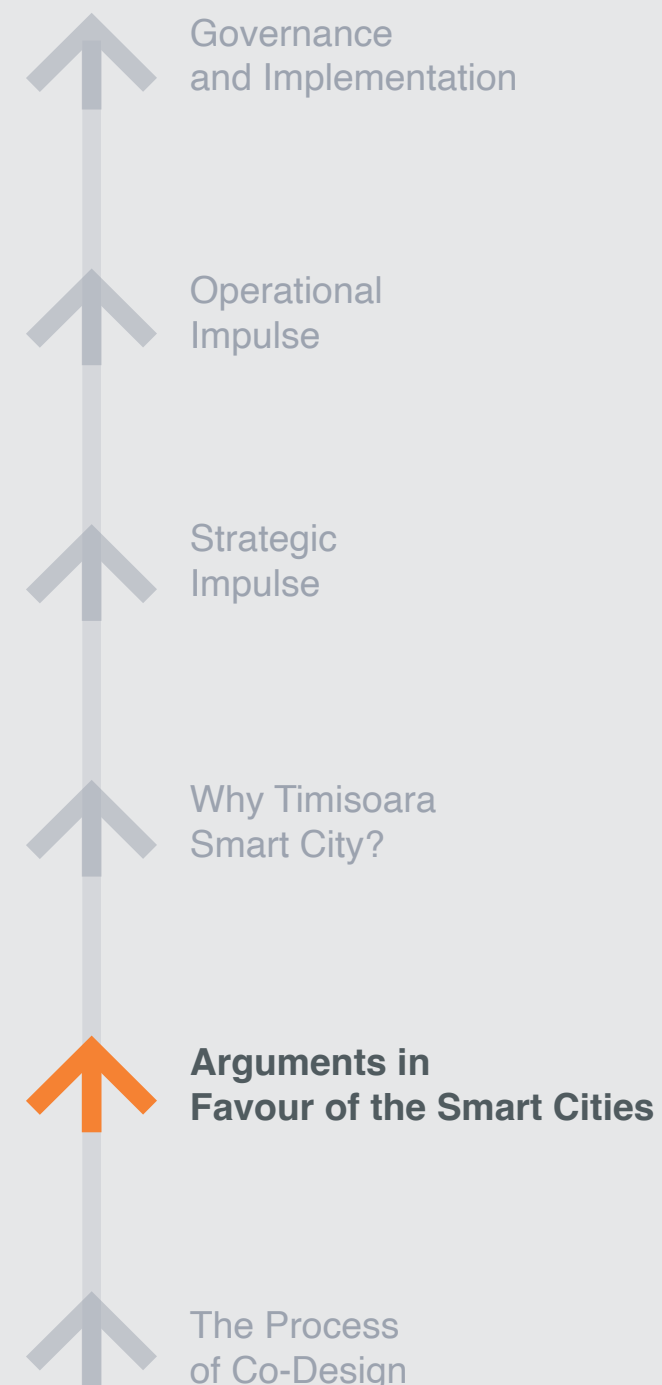
The European Union Endorses Smart Cities and Digital Transformation



"Twin Transition" – Sustainability and Digitalisation **SUSTAINABILITY COMPONENT**

- **"EU Green Deal" – ambition to transform the EU into a modern, competitive and efficient economy, in terms of use of resources, leading, by 2050, to Zero net greenhouse emissions, economic growth dissociated from the use of resources, and no person "to be left behind"**
- **New European Bauhaus, creative and interdisciplinary initiative, aiming at designing new ways of life at the intersection of arts, culture, social inclusion, science and technology**
- **"Horizon Europe Missions", with the vision to create a stronger connection between EU research – innovation and the needs of citizens. One of the 5 missions is titled "Climate Neutral Smart Cities" and aims at creating 100 climate neutral cities by 2030, while incentivising these cities to act as hubs for experimentation and innovation, boosting the engagement of citizens in co-design and co-creation of smart solutions for the city**

The European Union Endorses Smart Cities and Digital Transformation



MULTINATIONAL INITIATIVES FOR SMART CITIES AND DIGITAL TRANSFORMATION

- **Large scale interventions, involving many Member States, and supporting the interconnected, interoperable and safe European digital single market.** The key domains approached by the multinational initiatives are: **5G, high performance computing, quantum secured communication, blockchain, digital innovation hubs, digital competences and public administration.**
- **"Smart Cities Marketplace", the public-private approach in supporting smart city investments –"matching" component with the currently 17 international investors, members of the platform.** Until now, they invested almost 600 MEUR in smart city projects
- **Smart cities have the advantage to reap the benefits of the combined effect of several EU sector policies, and their legal and financial incentives, among which the most prominent are urban development, energy, transport and mobility.**

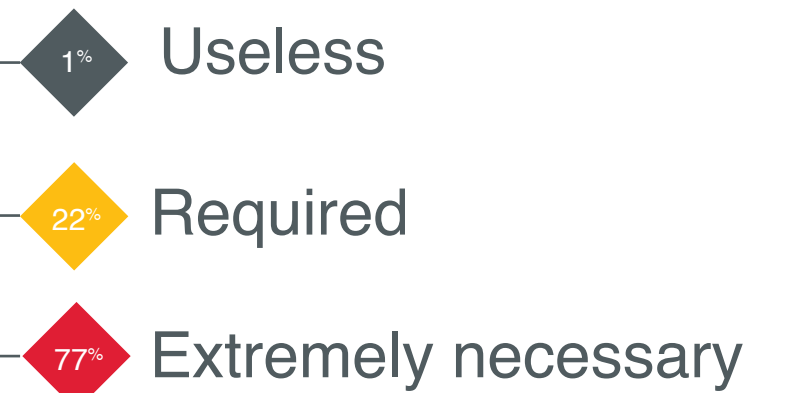
Why Timișoara Smart City?



From your point of view, how necessary is a

Smart City

strategy for Timisoara?



77%

Consider a Smart City and Digital Transformation Strategy for Timișoara to be *extremely necessary*.

(First Smart City consultation, September 2021, 305 respondents)

Top 10 City Level Dysfunctions as Perceived by the Inhabitants



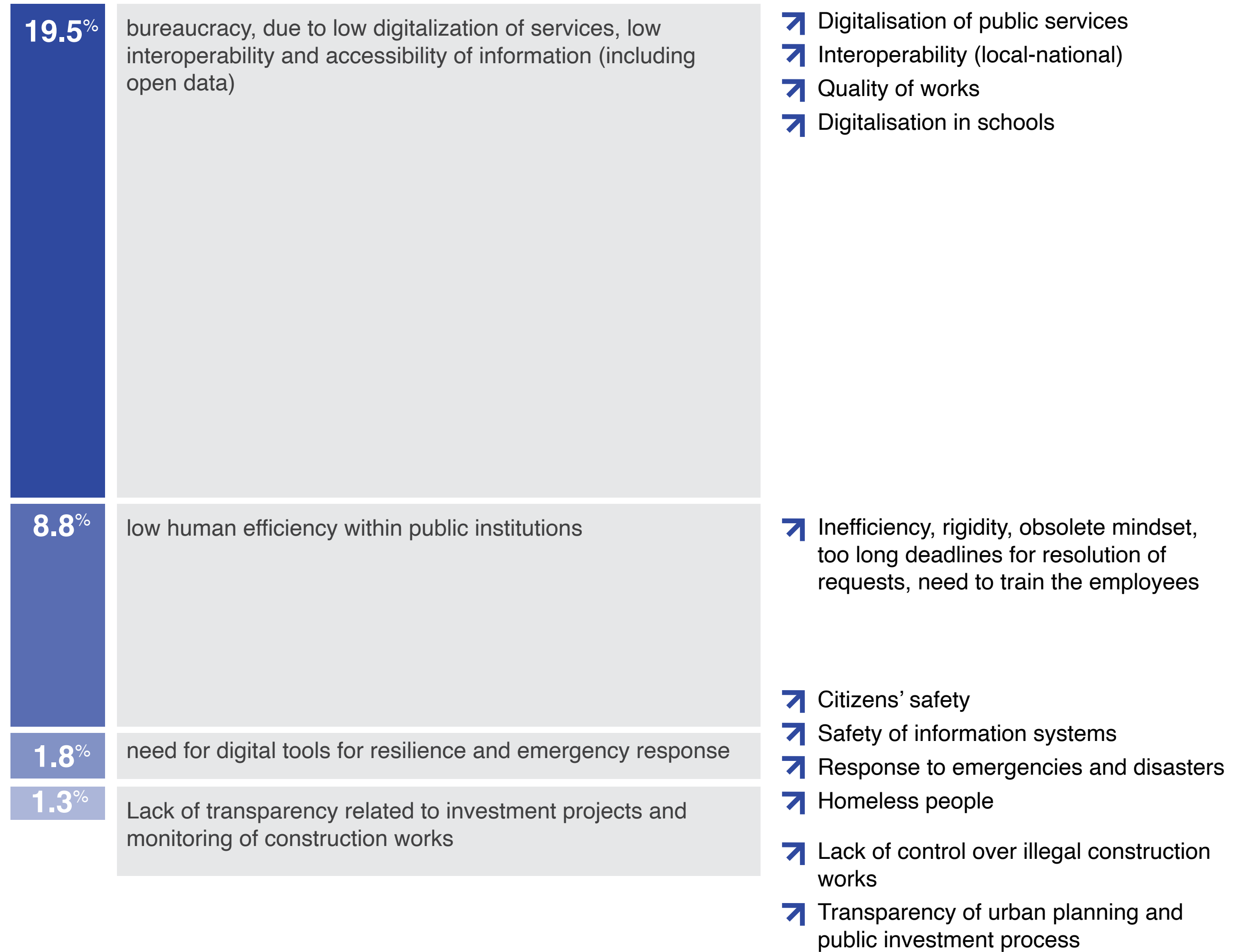
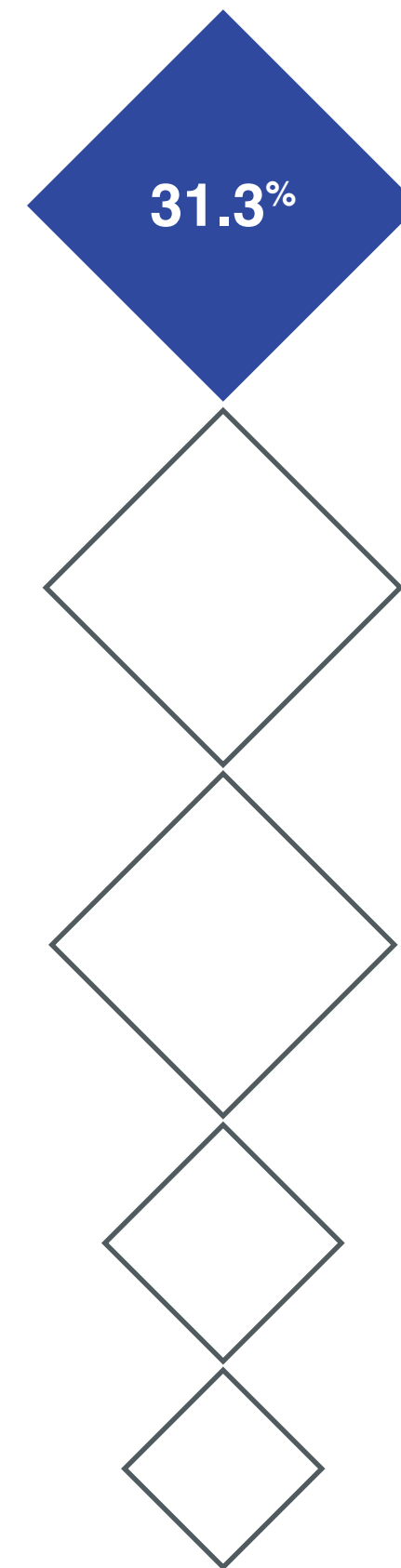
The 5 Categories of Dysfunctions to be Addressed by the Strategy



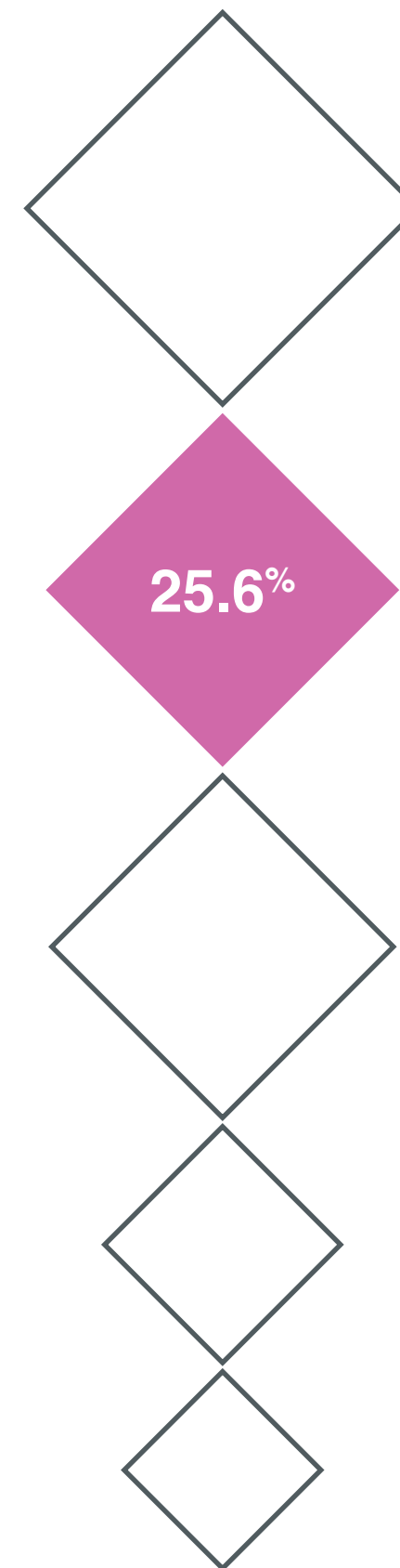
Categories of city level dysfunctions to which the strategy should respond
(% calculated from 457 open answers)



Cluster 1: Digitalisation Process and Tools for the Administration

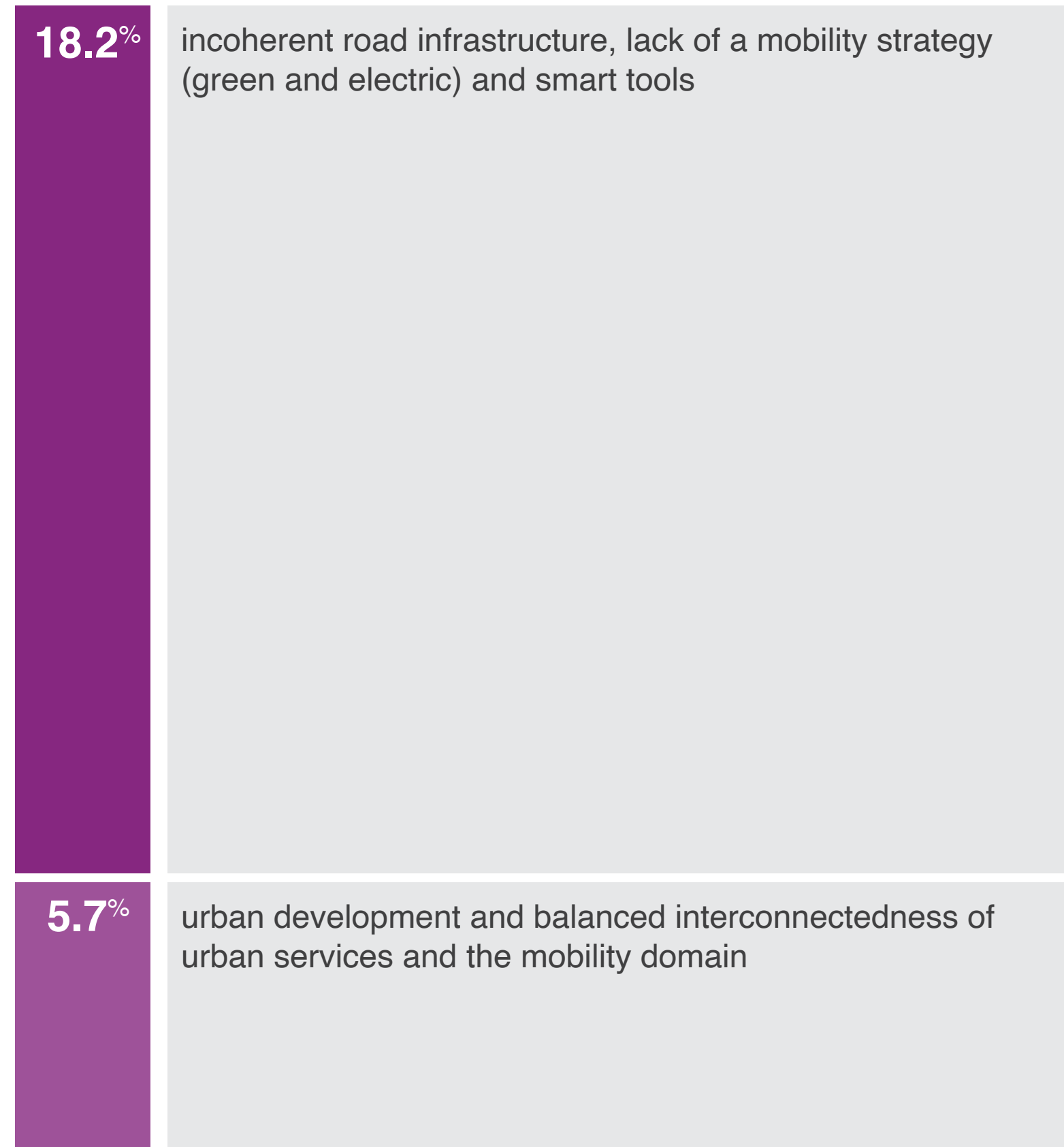
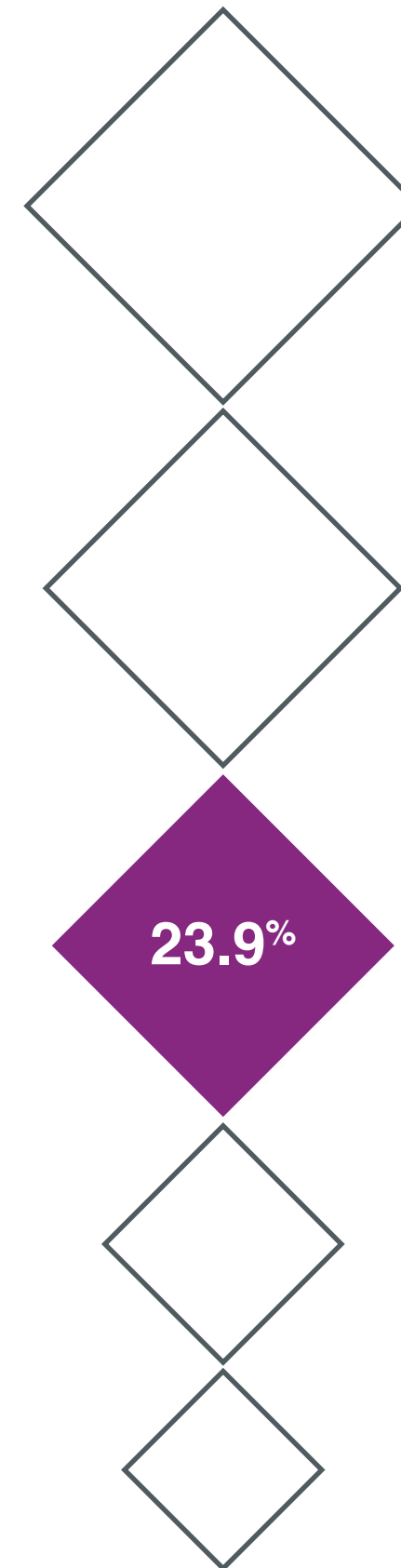


Cluster 2: Strategic Vision and Action Plan



9.8%	urban identity	<ul style="list-style-type: none"> Low degree of city promotion and event hosting Ineffective tourism
4.8%	digital transformation, governance of the smart city initiative and of the city data	<ul style="list-style-type: none"> IoT and 5G infrastructure Digital and technology vision Data governance
3.9%	climate neutral long-term vision	<ul style="list-style-type: none"> Long-term climate vision Management of energy resources
2.8%	attractiveness for tourists and cultural agenda (2,8%) education and RDI (2%)	<ul style="list-style-type: none"> Low degree of city promotion and event hosting Ineffective tourism Digital education
2%		
1.3%	vision in support of SMEs	<ul style="list-style-type: none"> Support for start-up, incubators, attraction of talent
0.9%	vision for public health	<ul style="list-style-type: none"> Speed in delivery of health services

Cluster 3: Urban Interconnected Infrastructure and Mobility



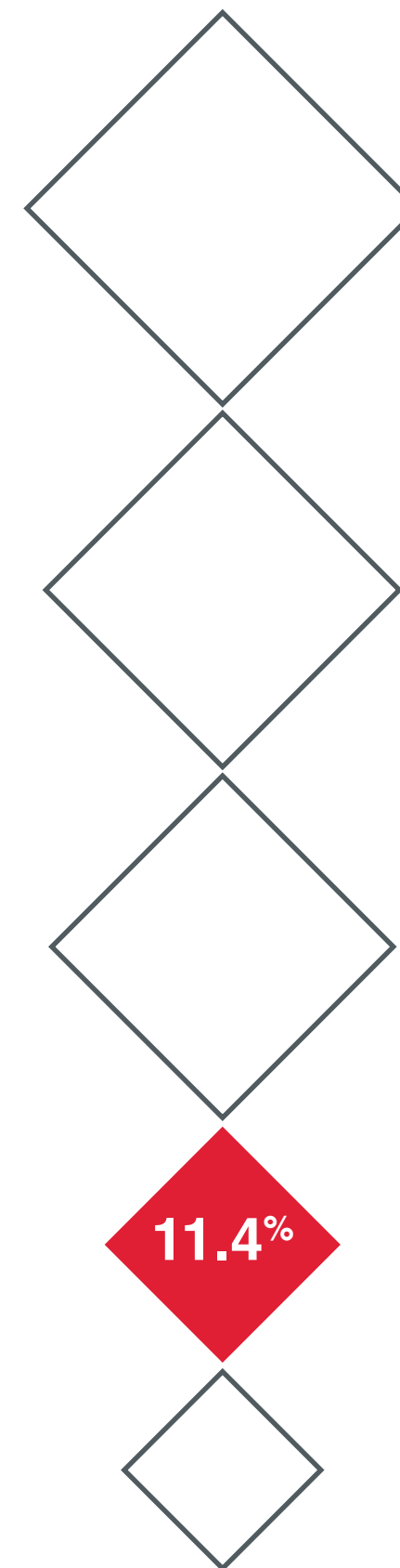
- ↗ Green and electric mobility infrastructure
- ↗ Incoherent road infrastructure

- ↗ Low efficiency of traffic monitoring
- ↗ Public transport to be improved, dysfunctional app

- ↗ Smart parking
- ↗ Mobility for disabled people

- ↗ Metropolitan connectiveness
- ↗ Urban green transport

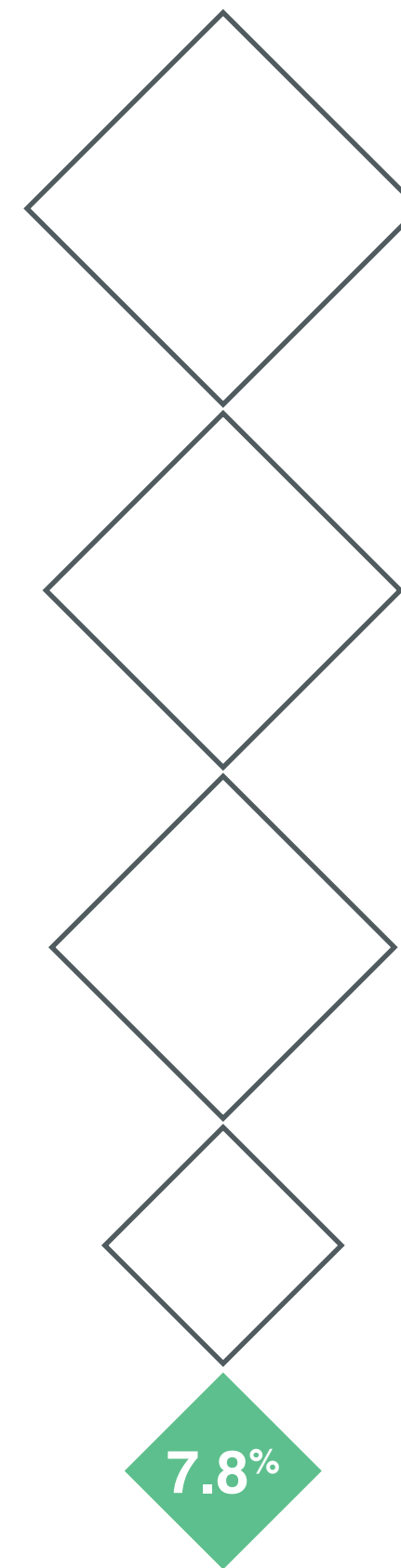
Cluster 4: Environment Factors, Green Areas and Outdoor Activities



- Air quality (pollution, ambrosia)
- Waste management, recycling and city cleanliness
- Efficient monitoring of public waste

- Lack of areas for leisure, playground and sports centres - "the city belongs to the cars, not to the people"

Cluster 5: Communication with Citizens and Their Participation to Decision-Making



5.2%	process of citizens' engagement
1.4%	platform for signalling problems
1.3%	collaborative projects between the city hall, universities, experts

- Civic and digital education, as well as about the local history
- Transparency in public decision-making

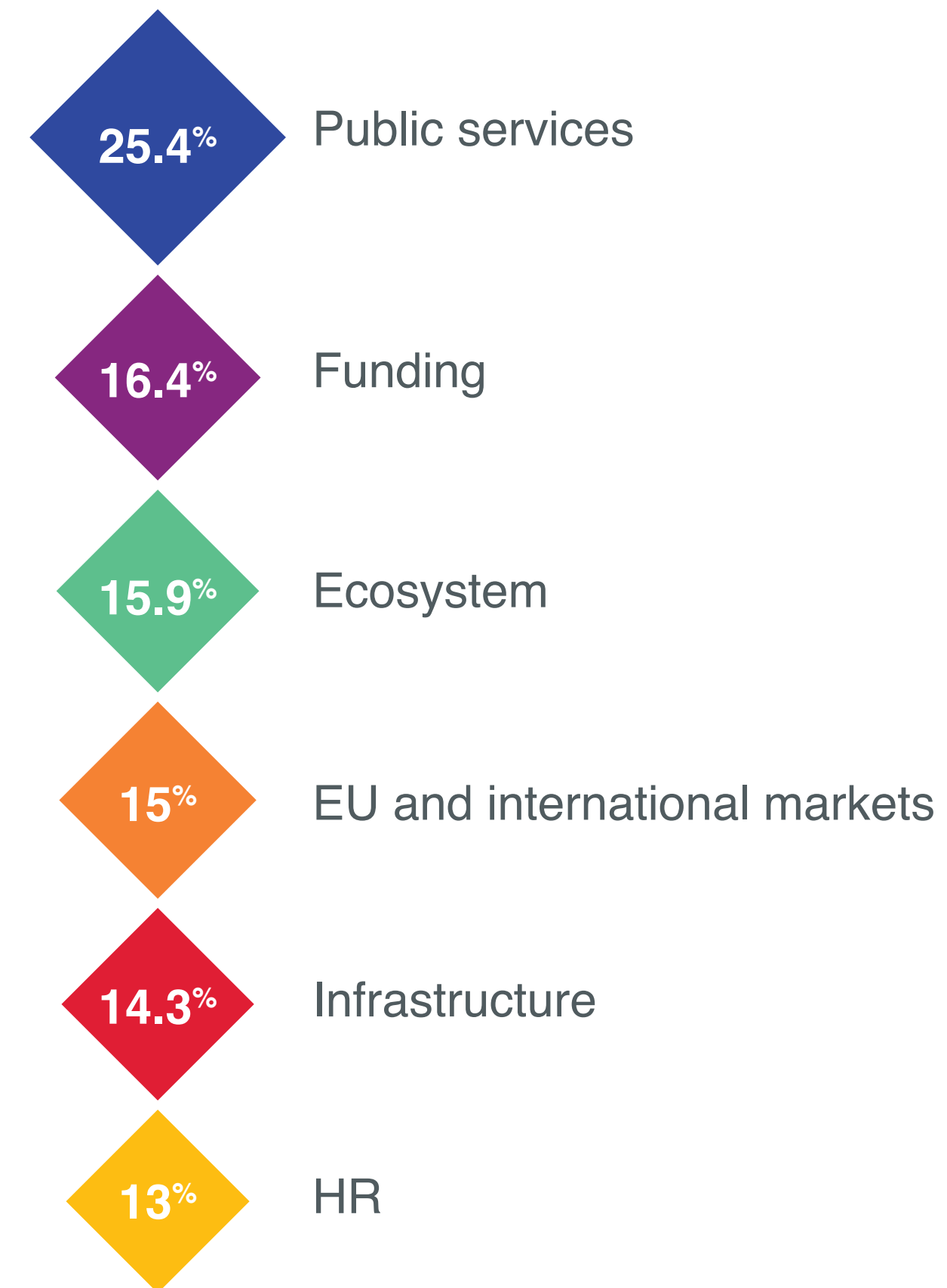
- Lack of petitioning platform or sending notifications, with reasonable response time

- Collaborative projects with experts

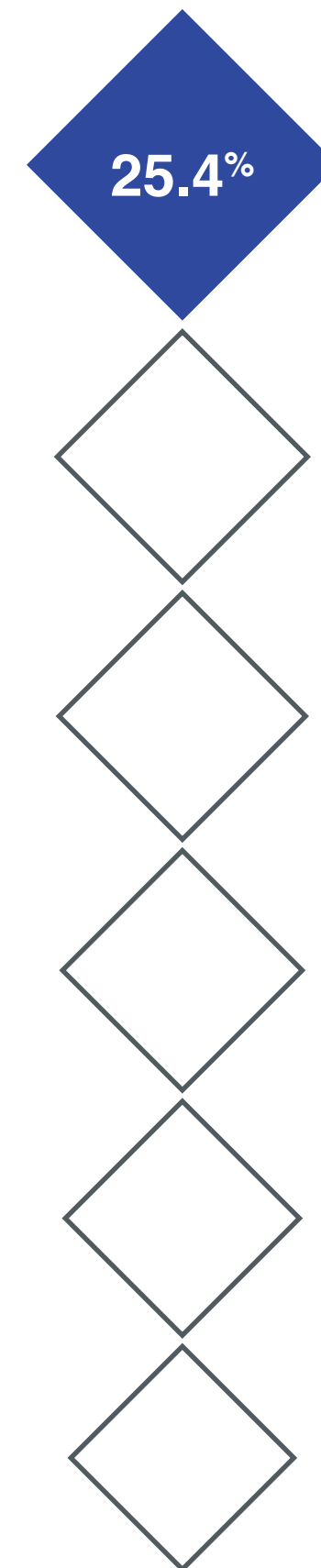
The Smart City Value Proposition, for Enterprises and Organisations



6 Categories of Needs, Coming from Enterprises and Organisations (% of 3,196 votes)

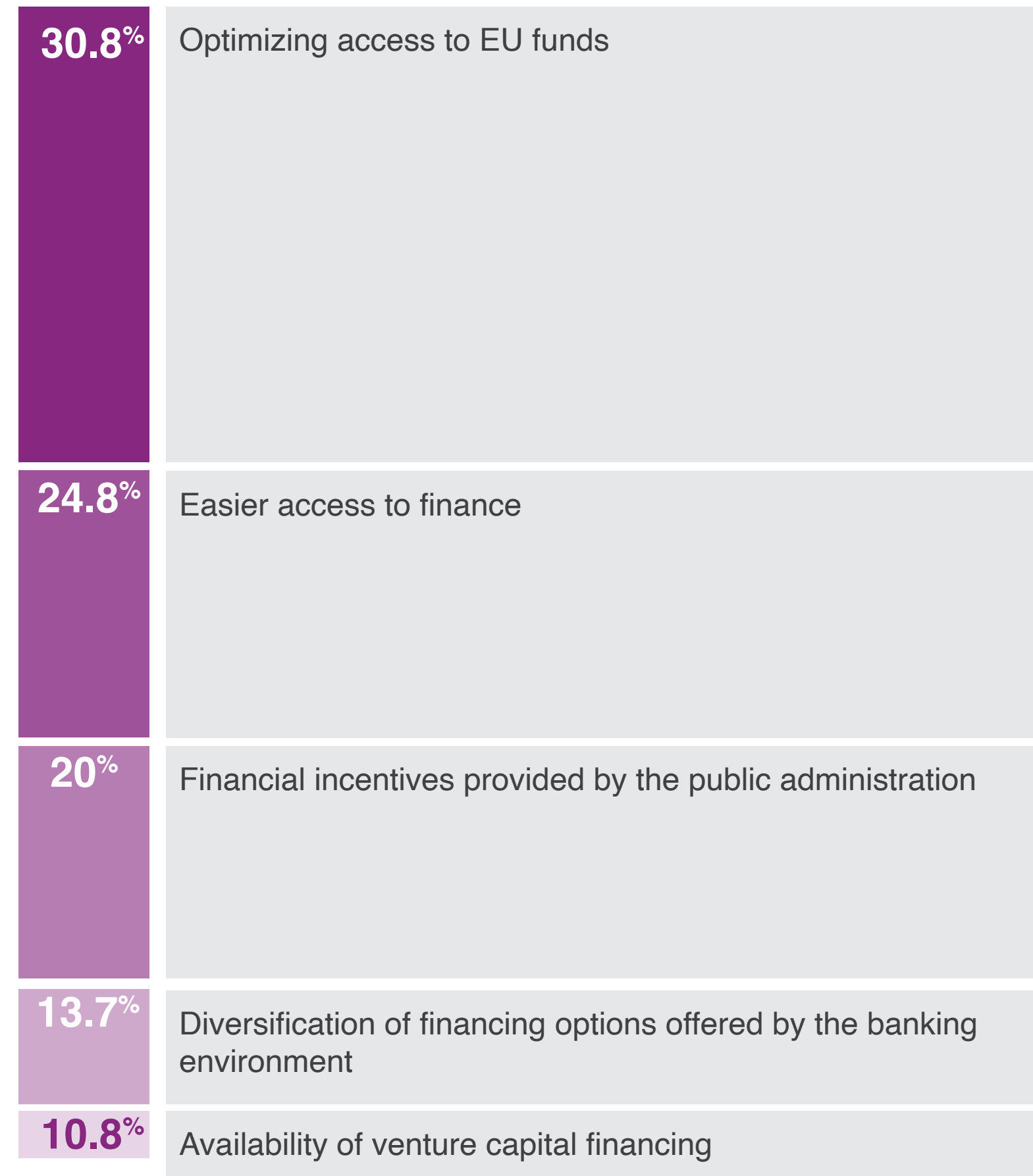
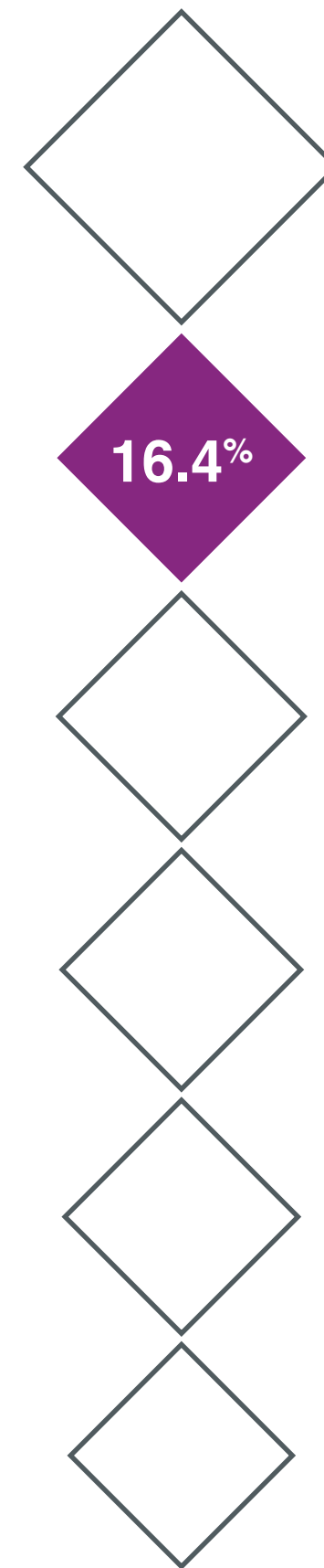


Cluster 1: Needs in Terms of Interaction with Public Services

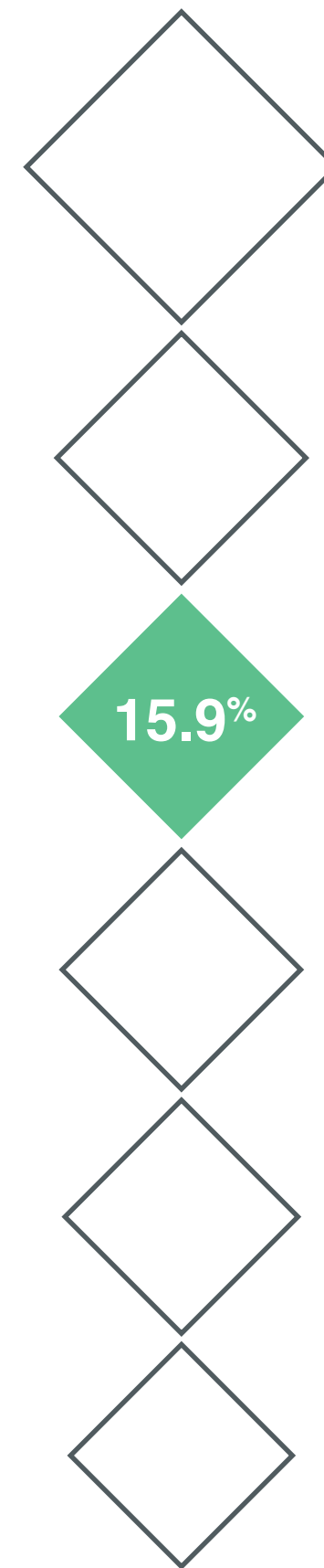


30.8%	Full digitization of interactions with public institutions
24.8%	Reducing administrative and bureaucratic burdens
20%	Integration of public services
13.7%	The opportunity to access and use data for the development of new products and services
10.8%	Access to information on European legislation, standards, etc.

Cluster 2: Needs in Terms of Access to Finance



Cluster 3: Needs in Terms of Innovation Ecosystem



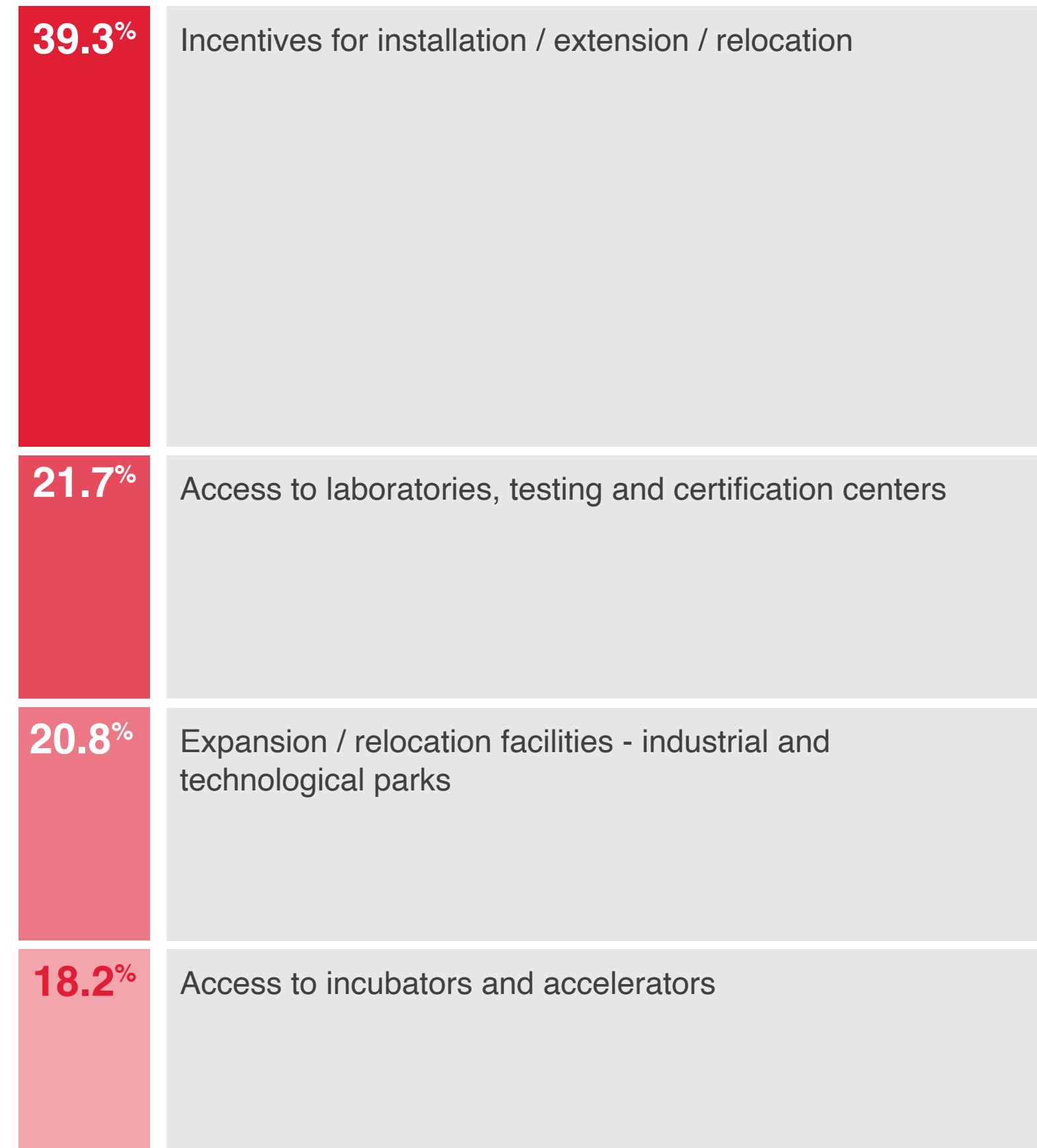
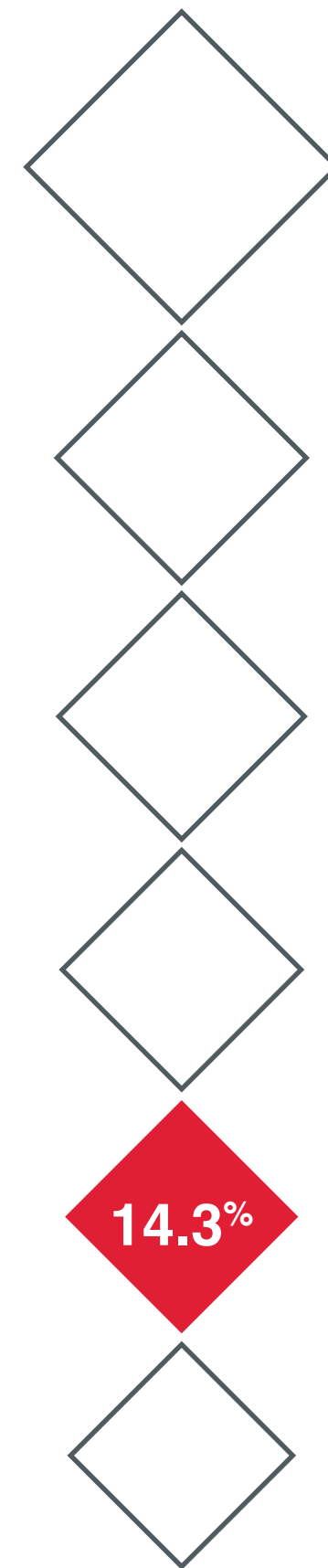
30.8%	Knowledge regarding the existing resources at ecosystem level, development initiatives
25.5%	Structured support for collaboration between all types of organizations in the ecosystem
23.6%	Access to support services for innovation and scaling
20%	Support for the development of own products

Cluster 4: Needs in Terms of Internationalisation

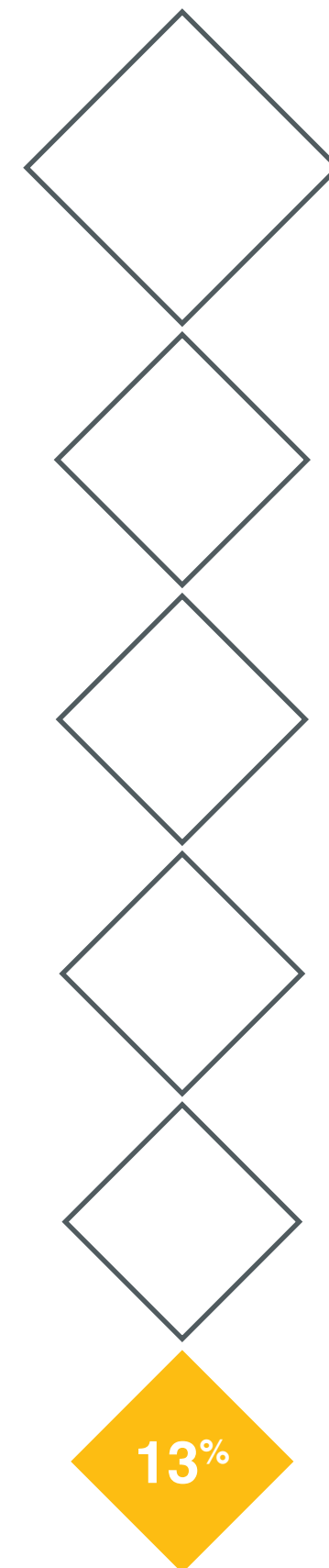


36%	Support for access to international knowledge and innovation networks
18.8%	Access to internationalization support structures and services
16.9%	Info-Point about the European Single Market and other continents
15.3%	Incentives for access international markets
13%	Export support facilities

Cluster 5: Needs in Terms of Innovation Support Infrastructure



Cluster 6: Needs in Terms of Human Resources



The Smart City Value Proposition, for Enterprises and Organisations



City as a company

Collecting information and obtain feedback from “end-users” – citizens and enterprises / organisations

Developing, prototypeing and delivering smart city products, services and processes

Operate on open innovation principles

Tapping into latent resources of the city

Boost the structural capital within the city

Creating the “missing links” in between ecosystem actors

Bring structure, value and impact from collaboration

Adequate Premises

Use of ICT in households and at individual level



First DESI survey for Timișoara – Digital Economy and Society Index – undertaken by the West University of Timișoara, as part of the Barometer of the Quality of Life

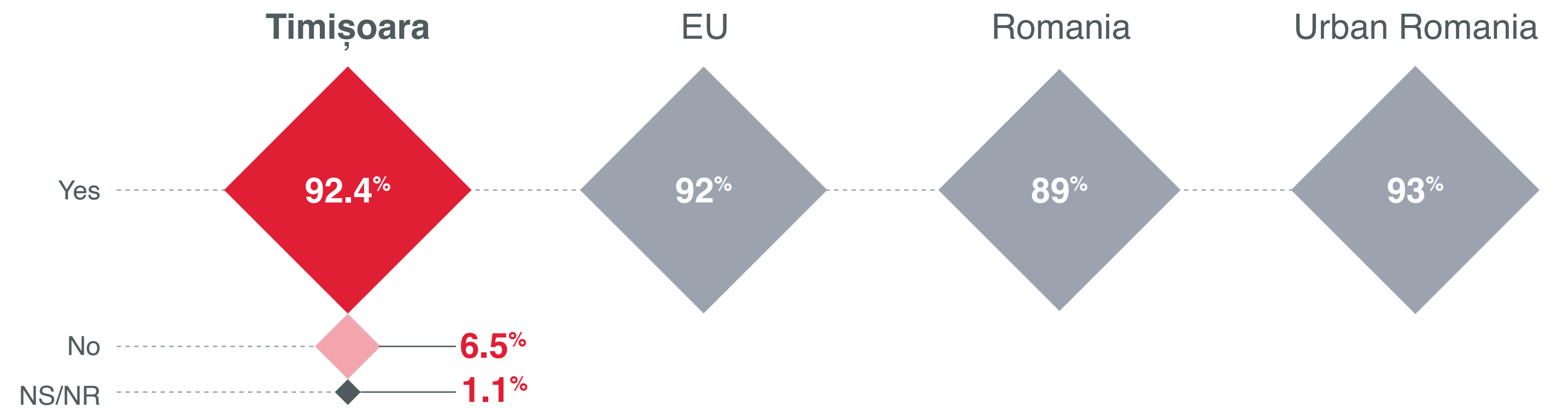
1,413
respondents

Nov. 2021 – Jan. 2022
survey period



Do you or anyone in your household have access to the internet at home?

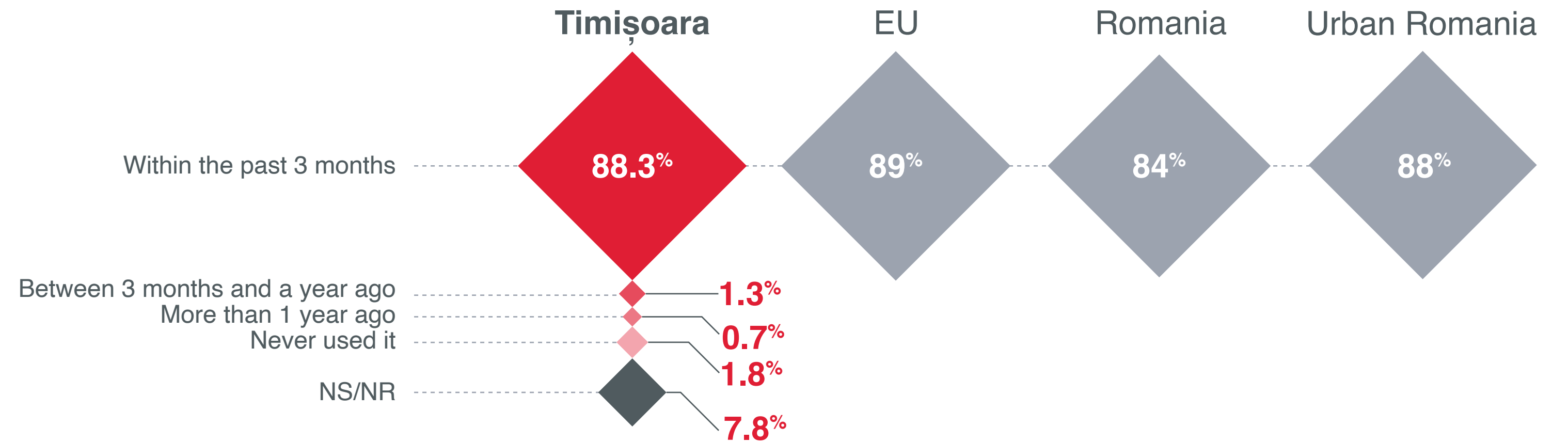
Timișoara exceeds the EU average !



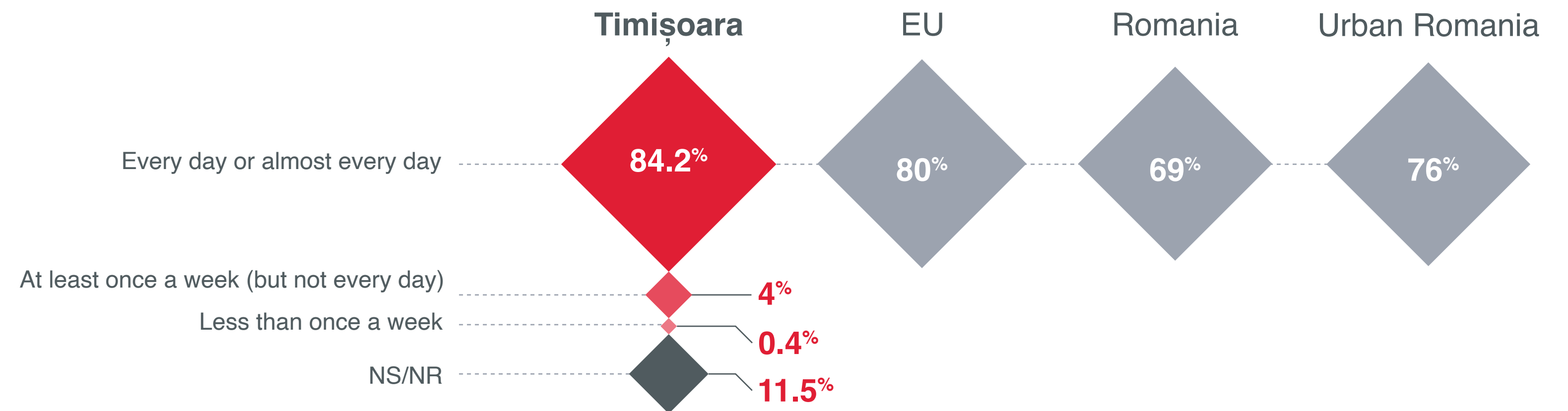
Adequate Premises Use of ICT in households and at individual level



When did you last use the internet?



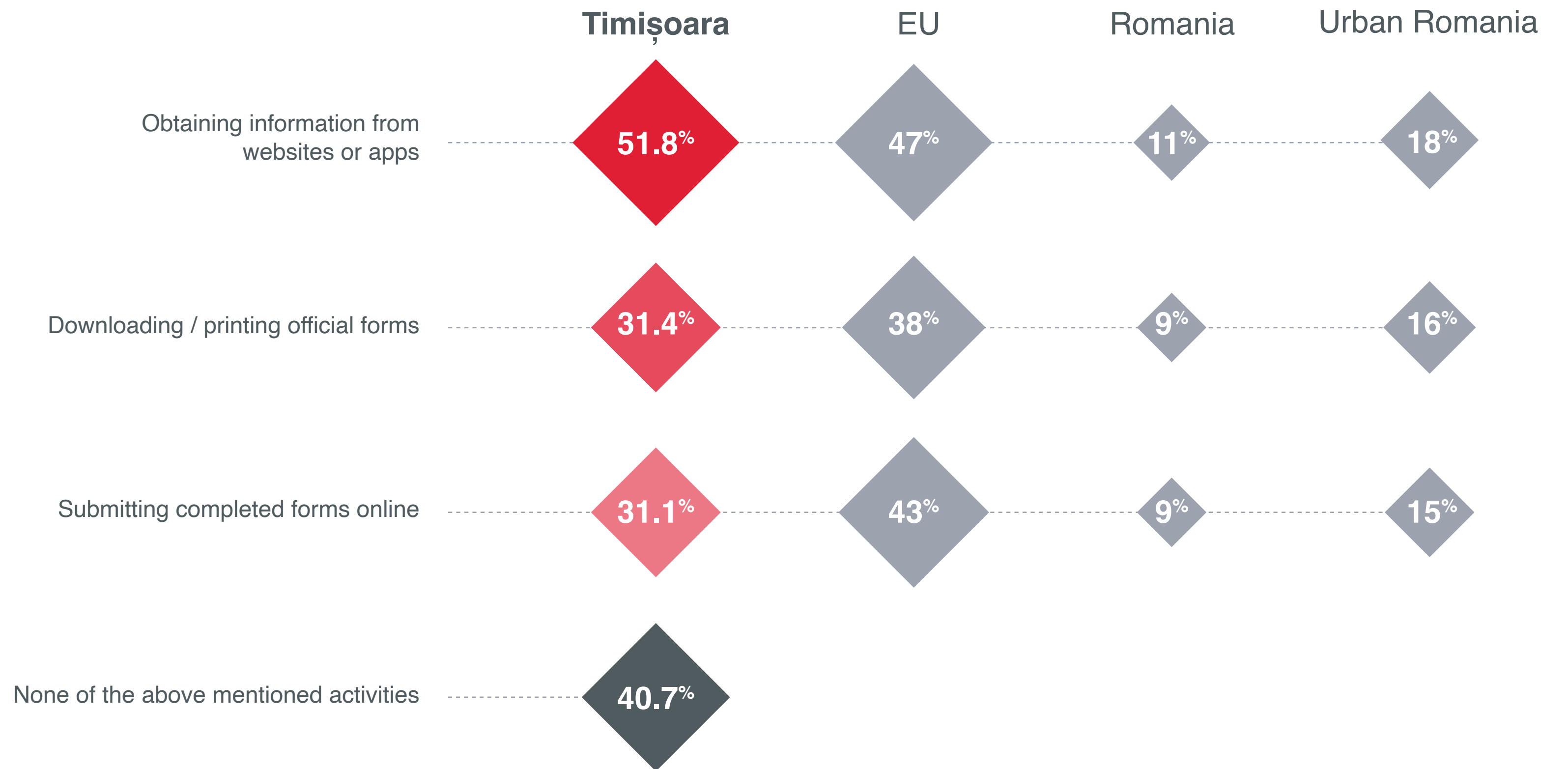
How often on average did you use the internet in the last 3 months?



Adequate Premises Use of ICT in households and at individual level



Did you interact with public authorities for over the internet?

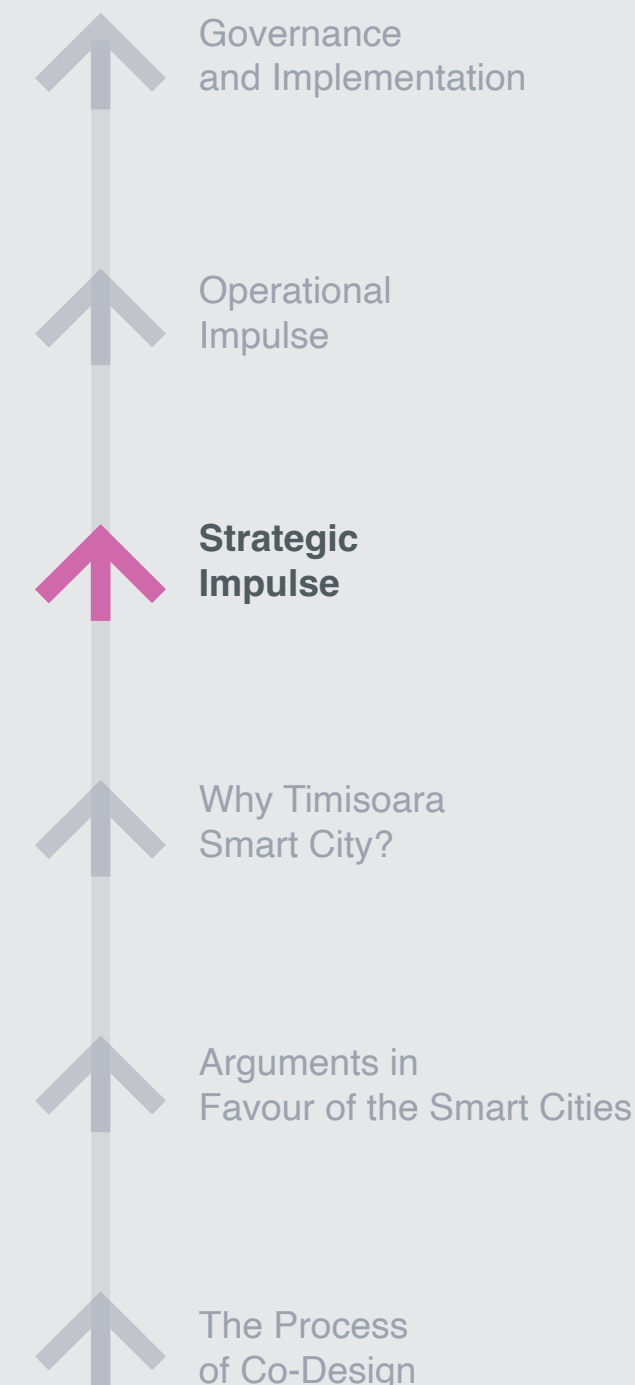


Strategic Impulse

MOTTO

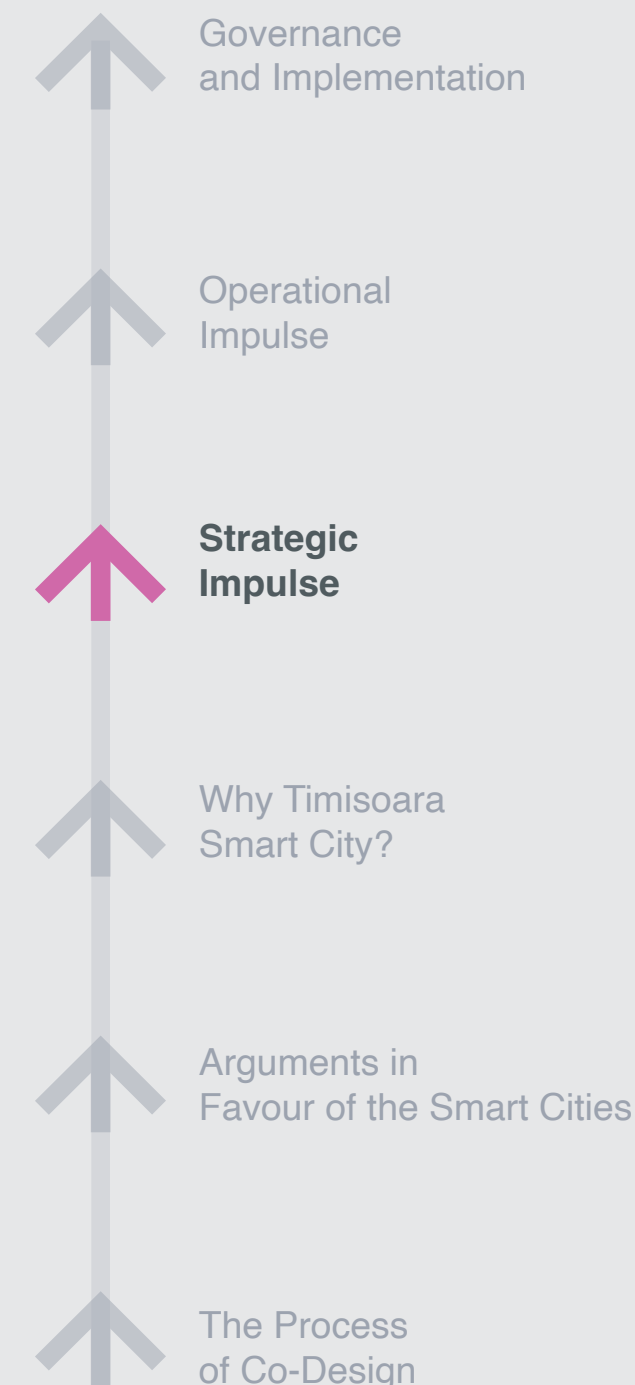
*of the Smart City and Digital Transformation
Strategy Timisoara 2022-2027:*

***INNOVATION MADE
ACCESSIBLE TO EVERYONE!***



- The wide majority of smart city and digital transformation interventions are based on innovation, be it about tangible products, services for citizens, or processes to optimise the flow of resources at city level.
- Through the Motto "Innovation Made Accessible to Everyone!" we aim at **adapting innovation** to citizens' and organisations' needs so that they can get **the best value**.

Strategic Impulse



VISION

*of the Smart City and Digital Transformation
Strategy Timisoara 2022-2027:*

TIMIȘOARA 2027: EUROPEAN LOCATION OF CHOICE FOR HUMAN RESOURCES ENGAGED IN DEVELOPING INNOVATIVE PRODUCTS

➤ We are familiar with the **ethos of Timișoara as a city of technology, urban and cultural premieres**, in Romania, as well as in Central and South-Eastern Europe, sometimes even at European level. By boosting **the structural and innovation capital of the city, around the smart city strategy**, we have the opportunity to create the premises for an attractive city for talents, providing to them a **platform for research, development, testing, prototyping, piloting and launch of innovative solutions.**

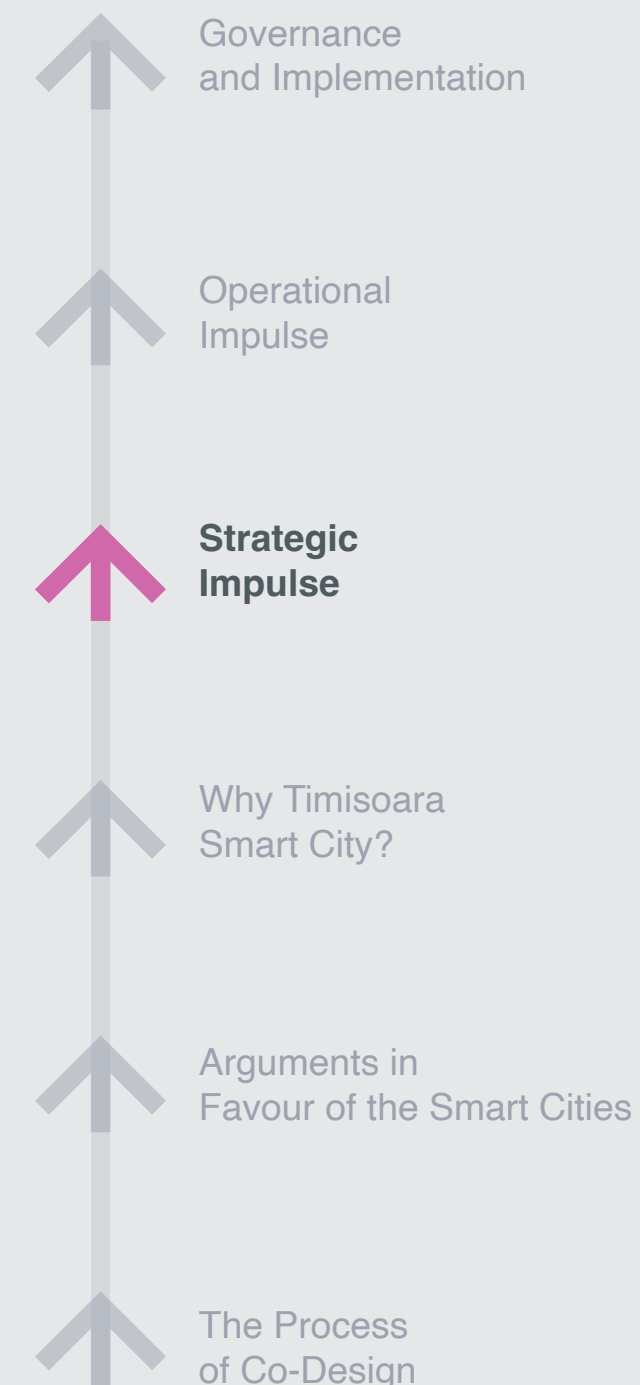
➤ The structural capital of the city refers to collaboration, interconnectedness and exchange between organisations.

Strategic Impulse

MISSION

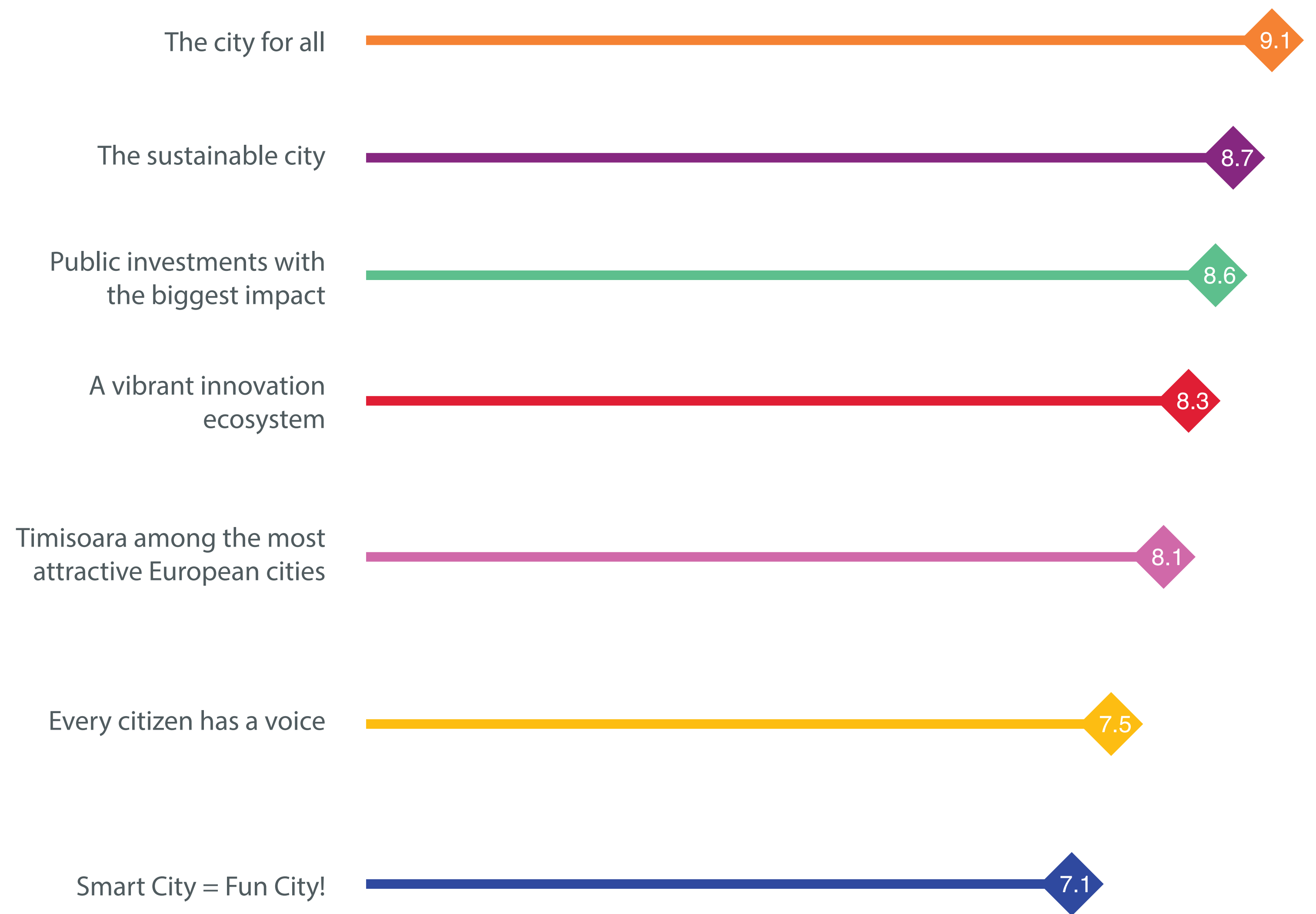
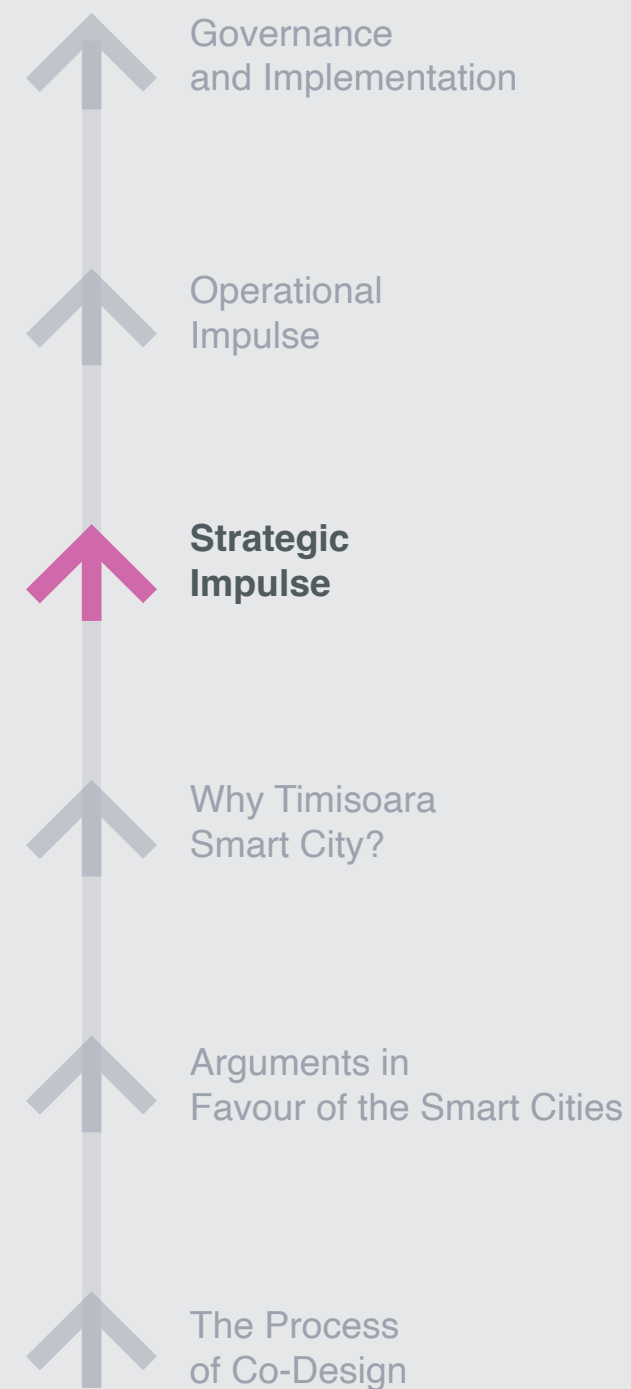
*of the Smart City and Digital Transformation
Strategy Timisoara 2022-2027:*

***BOOSTING THE CITY'S EVOLUTION BY
TAPPING INTO THE CITIZENS' COLLECTIVE
INTELLIGENCE***

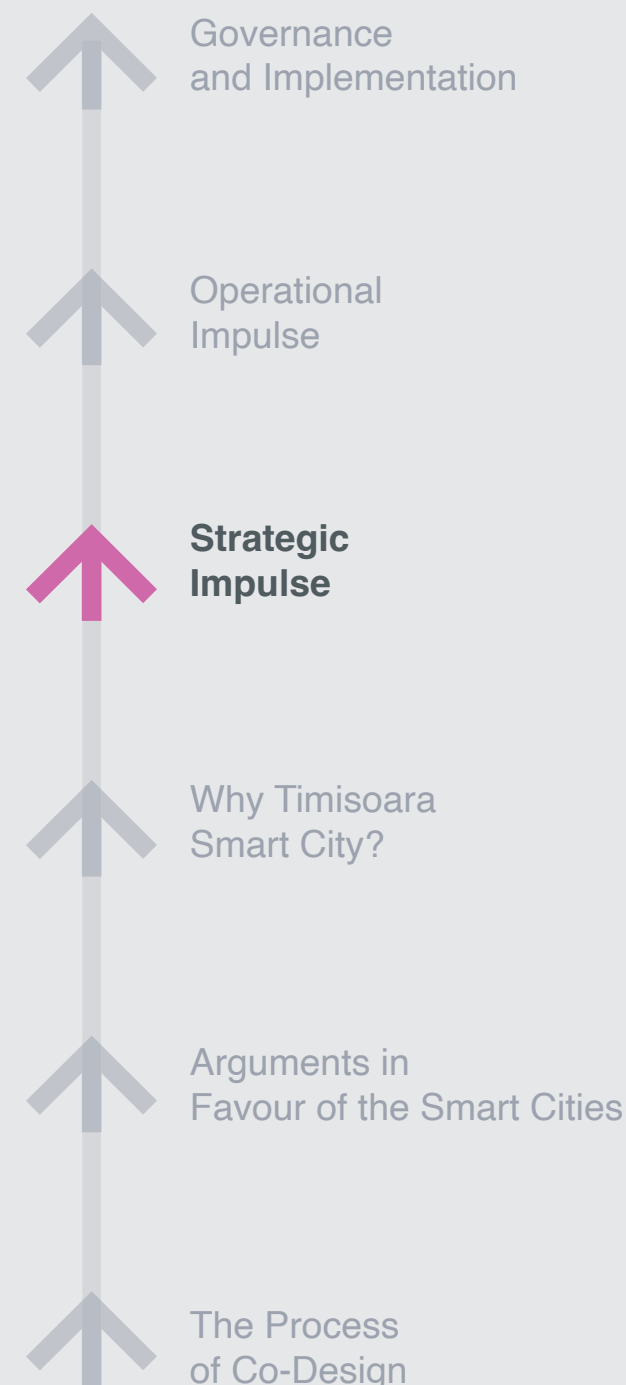


➤ We are proposing a **citizen-centric approach**, where the resource of collective intelligence is understood and exploited, in view of better city decisions. The **participatory mode of the strategy design** will be extended into the **implementation phase**.

The 7 Ambitions of the Strategy



The 7 Ambitions of the Strategy

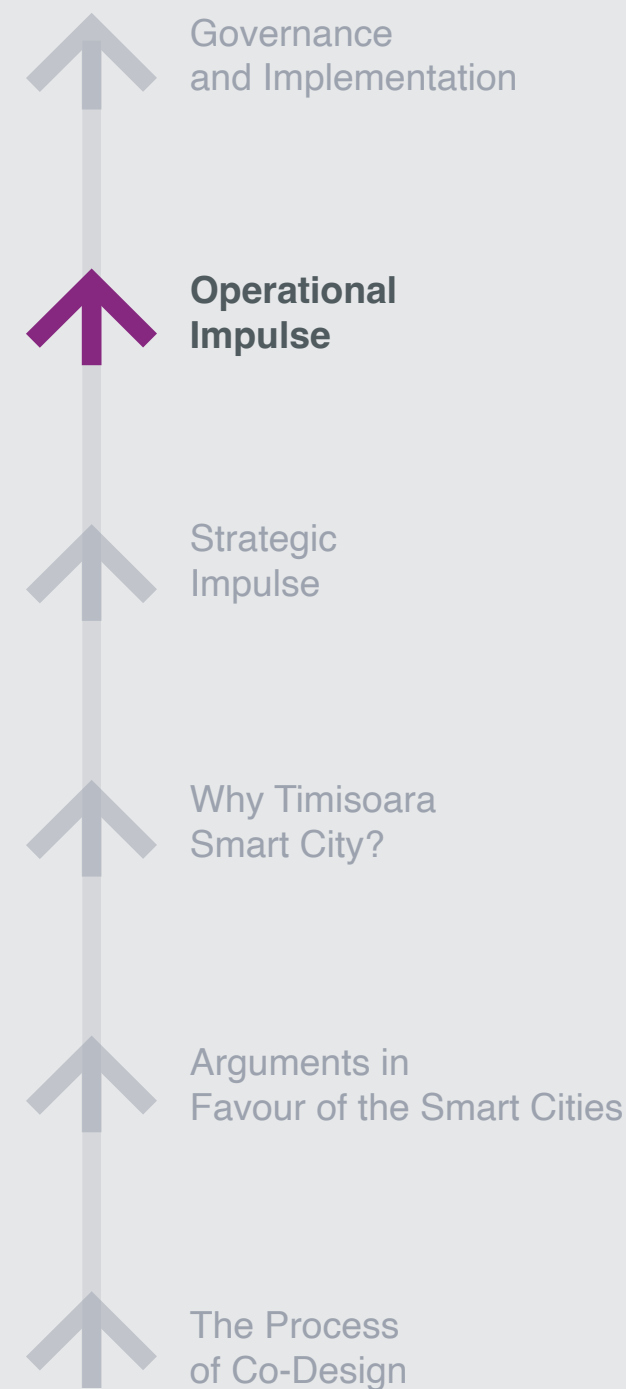


➤ **"The City for All", "The Sustainable City" and "Intelligent and Impactful Public Investments"** represent the foundation of the Smart City Timișoara, the access to appropriate **RESOURCES**, in terms of favourable environment conditions, effortless interactions between the city and its inhabitants, and public investments that are positively perceived during everyday life

➤ **"Every Citizen Has a Voice" and "Smart City is Fun City Timișoara"** represent the capacity of the Smart City Timișoara to create rapport and fellowship with the inhabitants, the **HUMAN-CENTRIC approach**. As public decisions will rely more and more on citizens' consultation, the city will become the favourite place for work and fun, and especially for the feeling of "home" and "belonging".

➤ **"Vibrant Innovation Ecosystem" and "Timișoara – An Attractive City for International Talents"** represent the upper level of the Smart City Timișoara, the authentic capacity to generate value and innovation, and to **COLLABORATE**, which would count in the benchmarking with other European cities. These two Ambitions target the setting-up of the internal conditions for competitiveness, as well as the city's ability to become a "magnet" for talents, beyond the national borders.

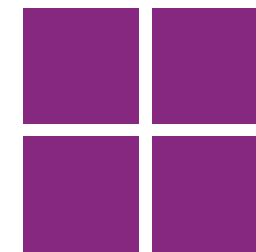
Operational Impulse



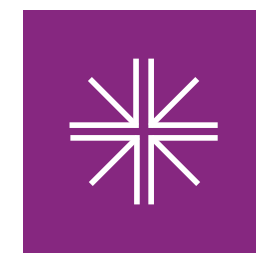
Each Ambition is presented in detail, following the internal logic, starting from the current situation and leading to the proposed interventions:



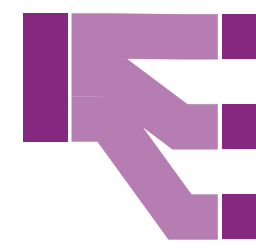
Present status-quo and starting point for the Ambition (all data at reference year 2020, except for those with the mentioning “2019” or “2021”);



SWOT Analysis;



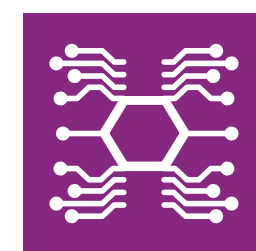
Impact targeted by the Ambition, and quantified by one “key” indicator, followed by outcome and output indicators. These KPIs are tightly connected to the strategic objectives and projects, thus during the implementation phase and following the creation of project working groups and project concept notes, **the list of KPIs will be extended;**



Strategic objectives = sub-categories of the Ambition, while strategic projects are those selected and committed to be implemented during 2022-2027;



Open actions = future initiatives or projects, not committed to be implemented by the strategy owners, but which can be taken over by interested third parties, with the support of the City Hall. The open actions are grouped into 5 categories: infrastructure / hardware, platform / software, capacity building / consolidation, research, (non)financial incentives and events;



Digital enablers = types of digital technologies, processes and solutions which come in as enablers during the deployment of smart city interventions;



Types of local actors are those that the strategy assumes to engage during the implementation.

Ambition 1: Every Citizen Has a Voice

SMART CITY KEY
DIMENSION:
GOVERNANCE



SUSTAINABLE
DEVELOPMENT GOAL

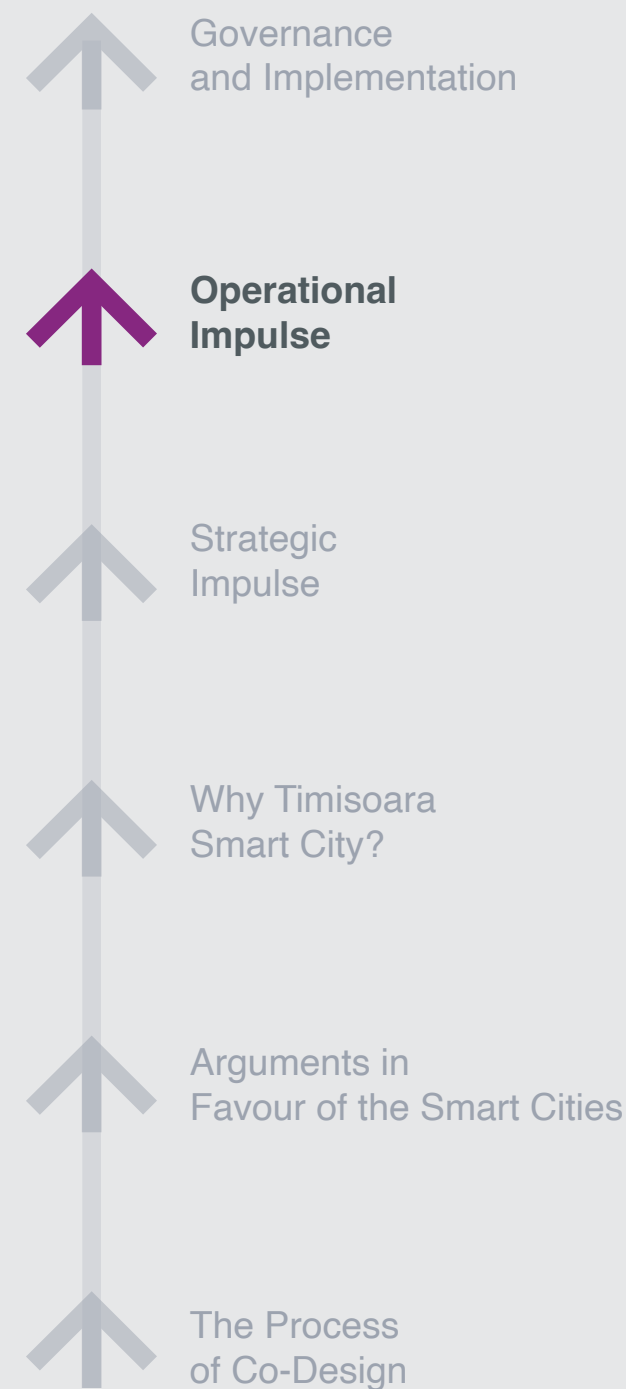


With a city population over 325k, and a metropolitan area population over 440k, Timișoara has the premises for a cohesive urban community.

Automation, transparentising and traceability of the consultation process through digital means, can contribute to reviving the civic and participatory spirit.



Ambition 1: Every Citizen Has a Voice

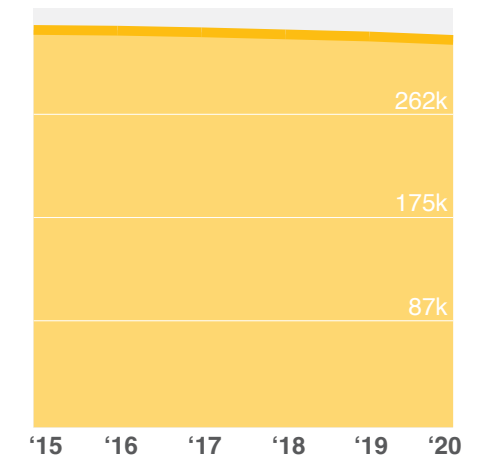
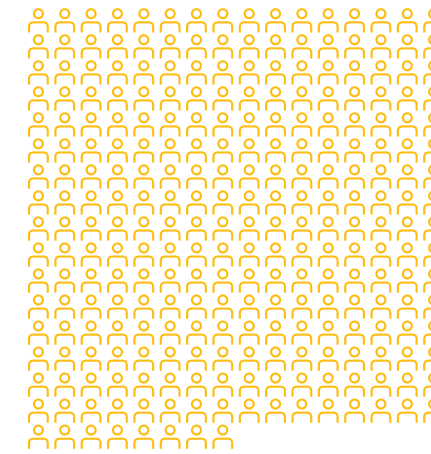
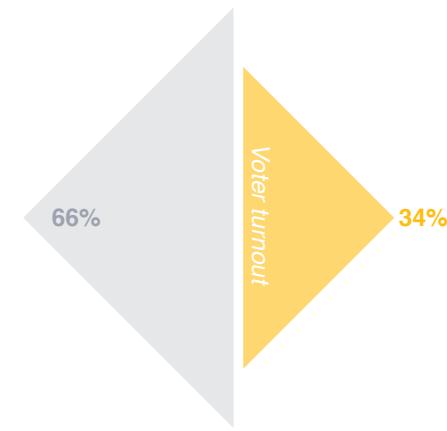


93,468
Number of participants to the local elections 2020

2,639
Number of participants to the first consultation hosted on DECIDEM (2021)

1,900
DECIDEM – number of visualisations during the first month after launch (4 noiembrie 2021)

325,522
Overall population



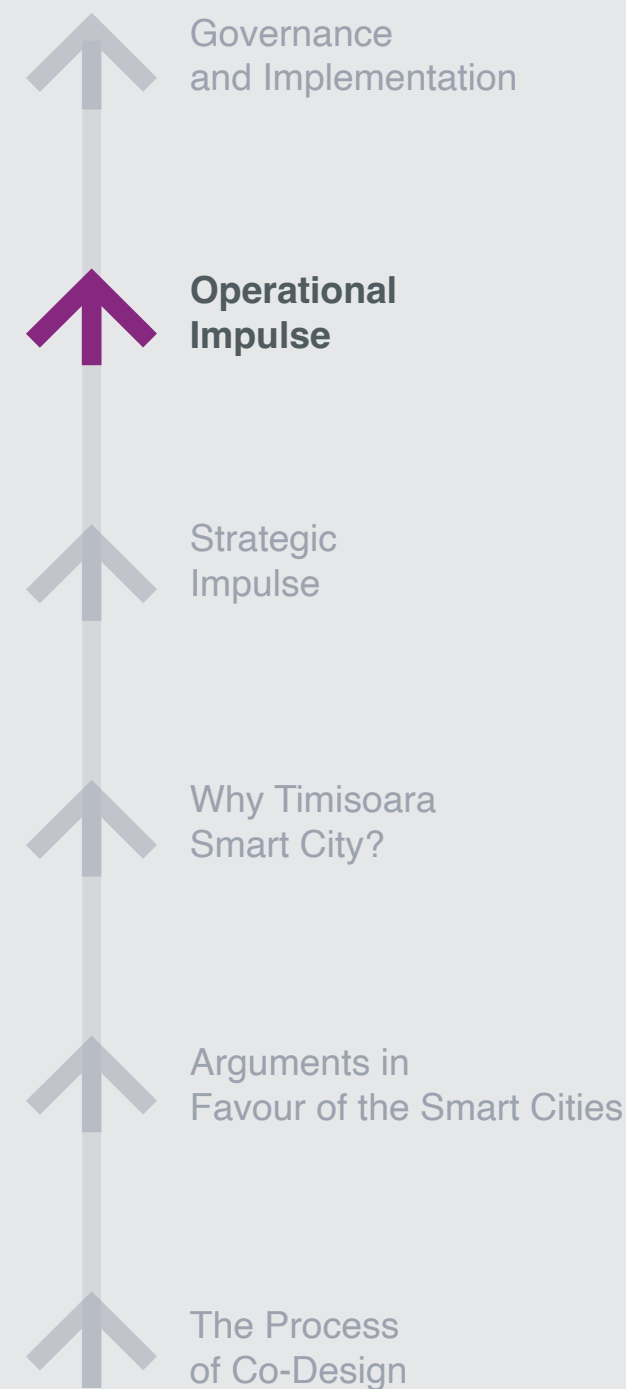
441,335
Population within the Timisoara Metropolitan Area

1,413
DESI Timișoara (number of respondents 2021)

20
Neighbourhood Councils

31
Open Data portal number of data sets

Ambition 1: Every Citizen Has a Voice



KEY INDICATOR OF THE AMBITION

2,639

Increase of number of participants per one consultation within DECIDEM

x5

OUTCOME KPIs

1,413

Increase of number of respondents in DESI Timișoara

x10

33.5%

Increase in participation in the next round of local elections

35%

OUTPUT KPIs

0

Open Data Action Plan

1

31

Increase of number of open data sets

+20

0

NGO and local working groups Registry

1

0

Centre for training and e-learning on digitalisation

1

N/A

% of population with basic digital skills

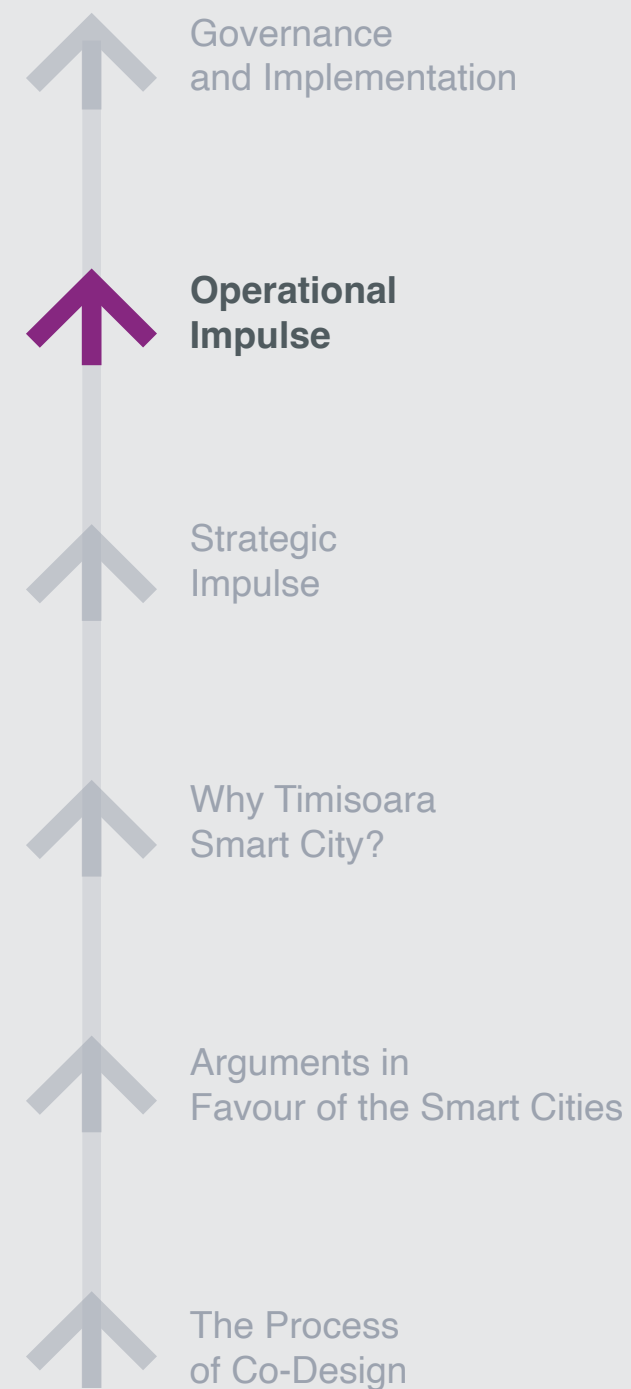
60%

N/A

% of public officers within the city hall trained on digital topics and communication with citizens

80%

Ambition 1: Every Citizen Has a Voice



OBJECTIVES



Creating a participatory culture and diversifying the opportunities and tools for citizens and the private sector to get involved in public life

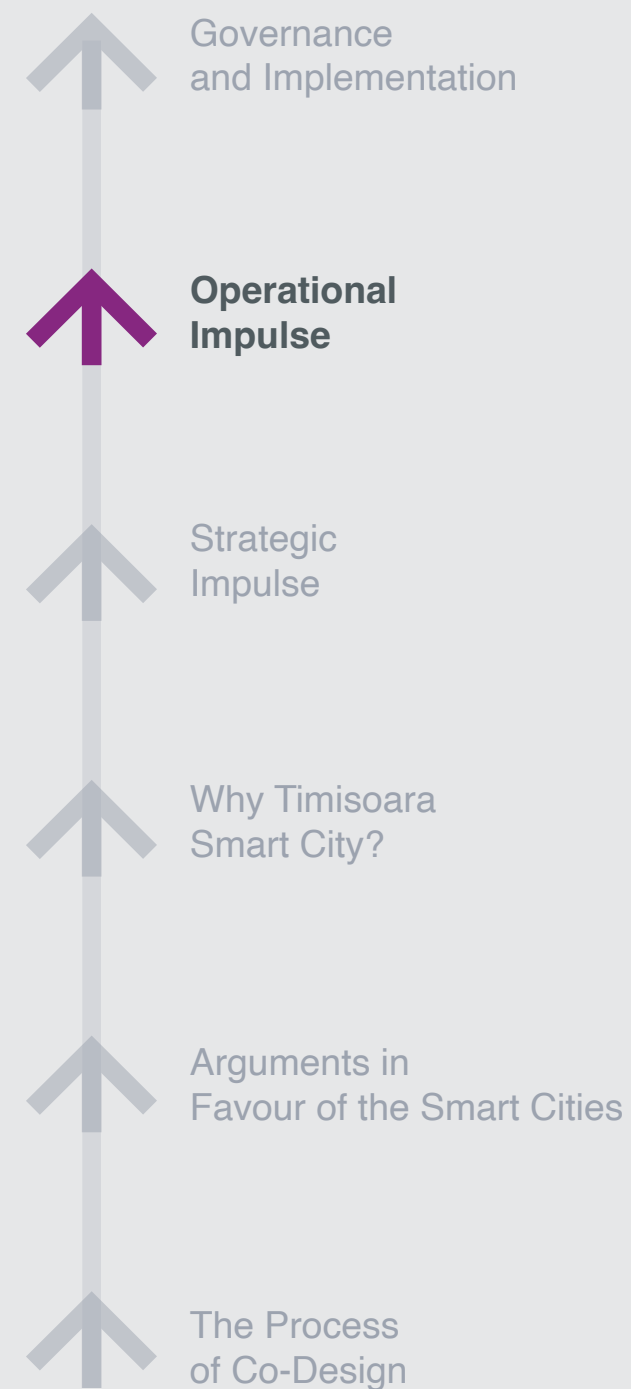
STRATEGIC PROJECTS



KEY

- Planned
- In progress

Ambition 1: Every Citizen Has a Voice



OBJECTIVES



Digital literacy and community education

STRATEGIC PROJECTS

Centre for Digital Education Timișoara: Permanent and adapted support to the citizens' needs, in view of gradual and intuitive use of digital instruments created at city level

Smart City Citizens Onboarding: Educational process for citizens who want to get involved in the smart city approach or another participatory approach related to the digital transformation (e.g. platforms and solutions already in operation or being implemented)

"Make your voice heard": education in schools with digital tools on civic participation and city history

Educating civil servants to communicate effectively with the citizens and to use new tools for information, consultation and collaboration with the citizens

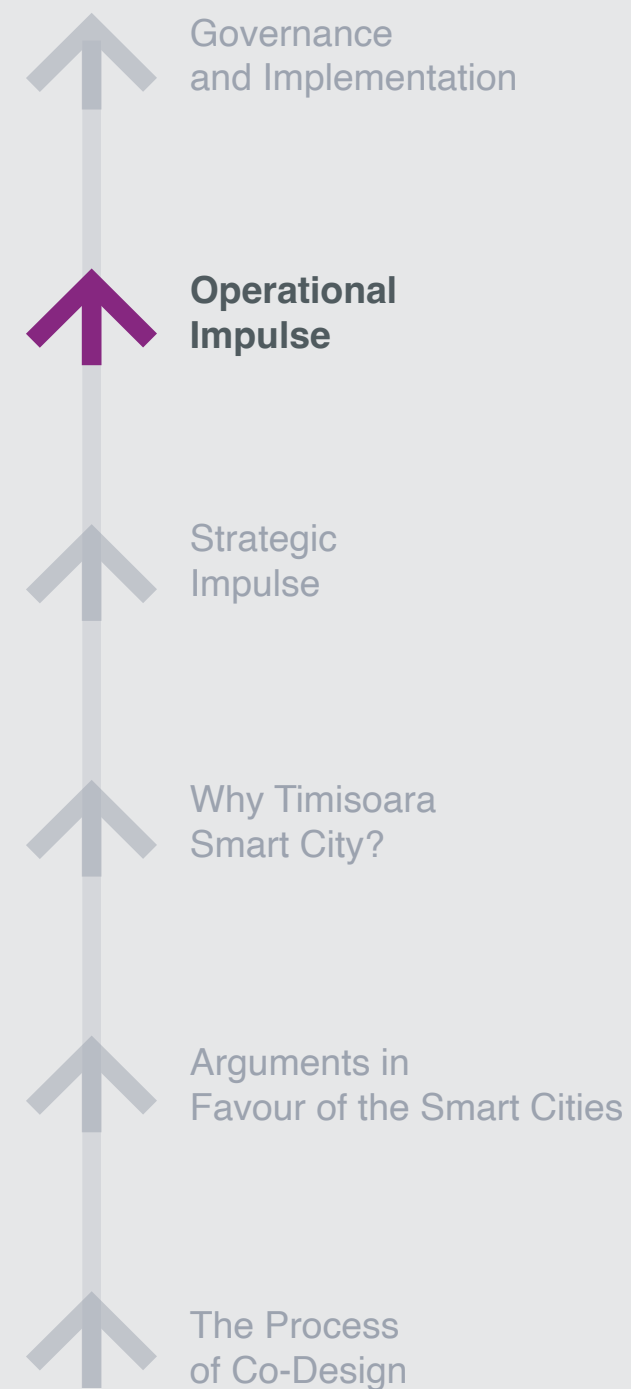
Civic education: Attracting local partners - civic groups, NGOs - to educate citizens on how to get involved

KEY

Planned

In progress

Ambition 1: Every Citizen Has a Voice



OBJECTIVES



Transparency and access for citizens to public decisions, so that they feel they have knowledge and control

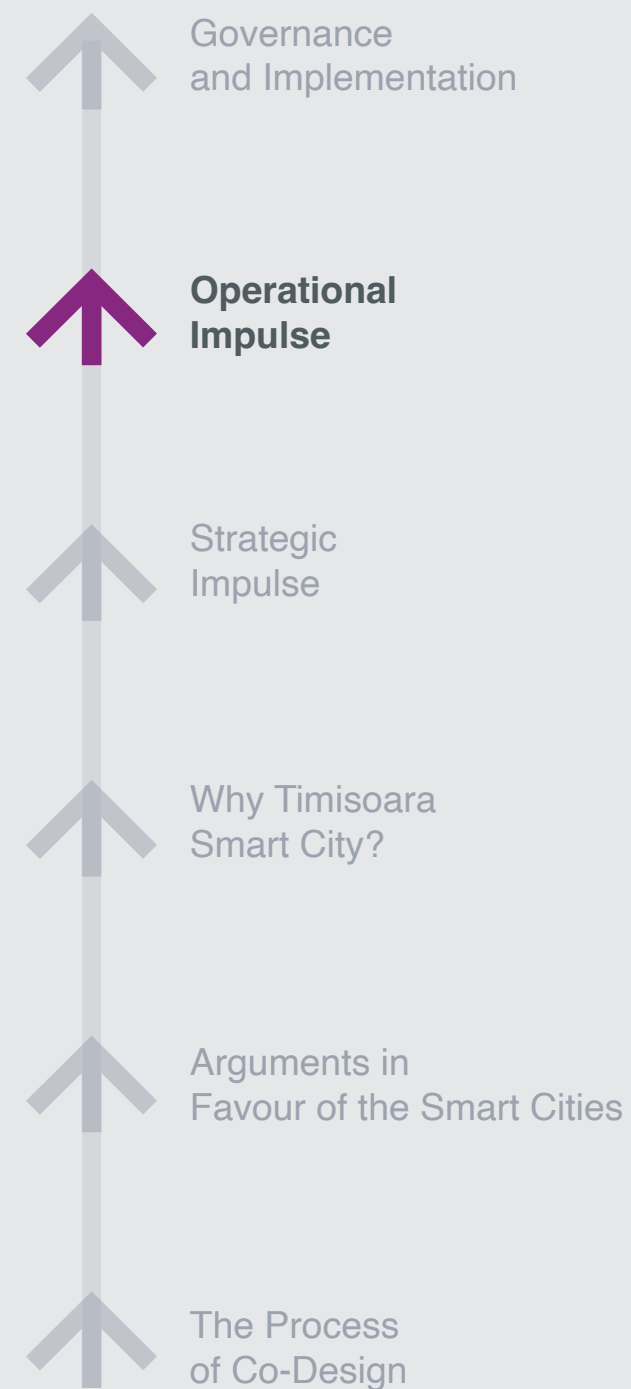
STRATEGIC PROJECTS

- The public participatory platform DECIDEM:** Local governance system and citizens' consultation (<https://decidem.primariatm.ro/>)
- Transparent platform for **reporting specific problems** (e.g. garbage, potholes, etc.)
- Department for **interacting with the citizens** in the City hall
- Mechanism for listening to the inhabitants** of each neighbourhood
- Facilitating the creation of "**local management / communication groups**" with local citizens
- Implementing the **participatory budgeting process**
- Generating **Open Data for a transparent and digital administration**

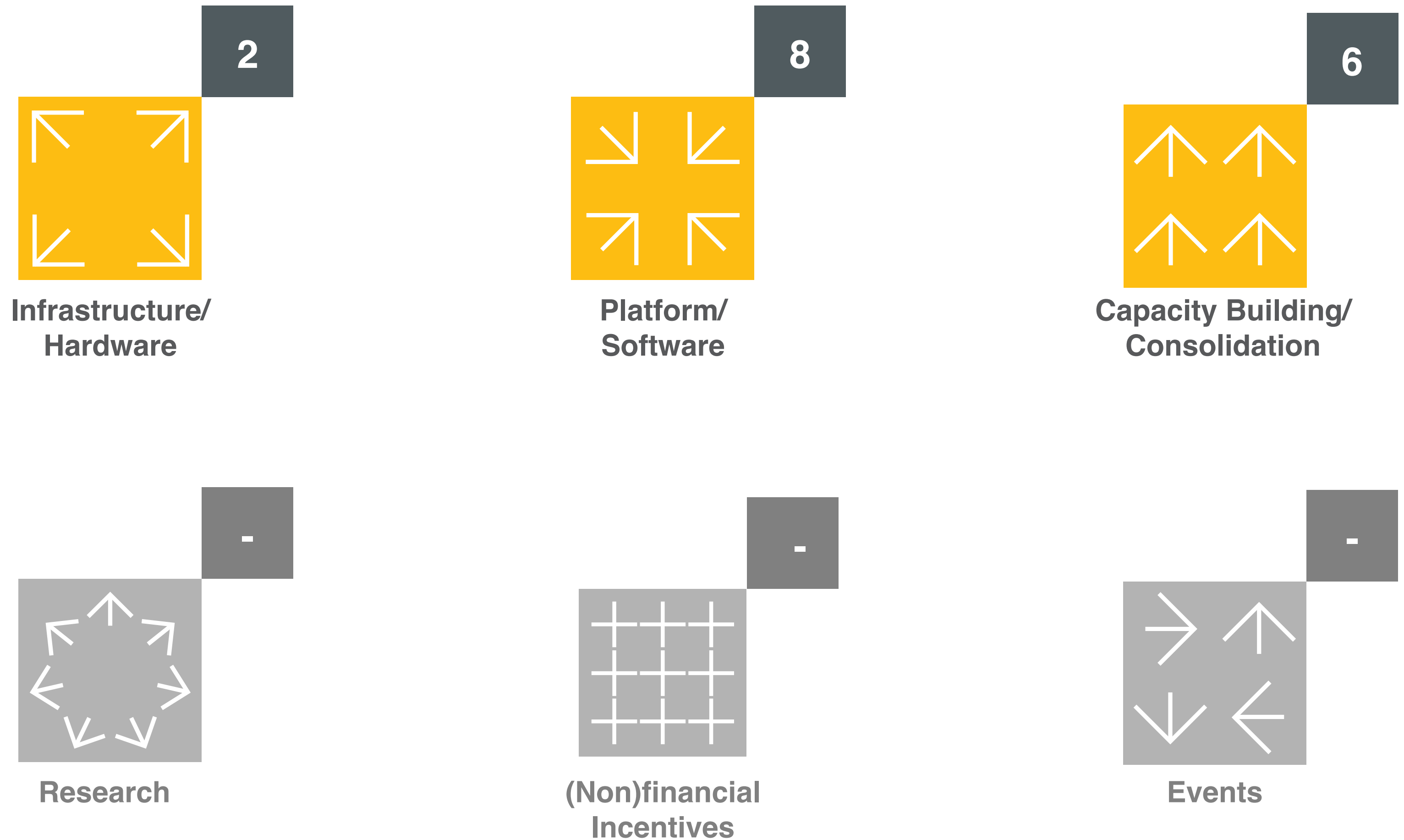
KEY

- Planned
- In progress

Ambition 1: Every Citizen Has a Voice



OPEN ACTIONS



Ambition 1: Every Citizen Has a Voice

- ↑ Governance and Implementation
- ↑ **Operational Impulse**
- ↑ Strategic Impulse
- ↑ Why Timisoara Smart City?
- ↑ Arguments in Favour of the Smart Cities
- ↑ The Process of Co-Design

RELEVANT LOCAL ACTORS

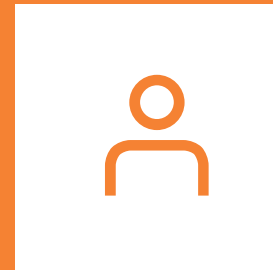


DIGITAL ENABLERS

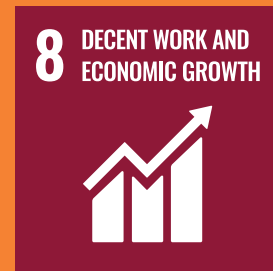


Ambition 2: The City for All

SMART CITY KEY
DIMENSION:
PEOPLE



SUSTAINABLE
DEVELOPMENT GOAL

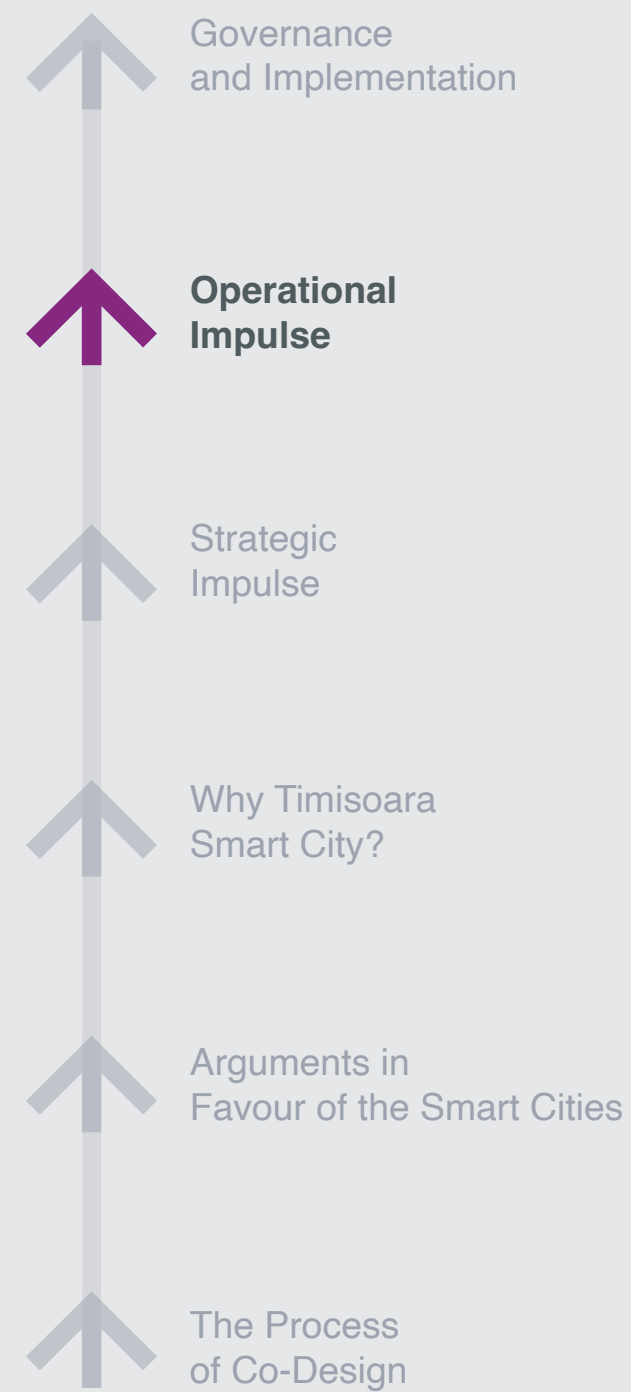


The accessibility of public services through state-of-the-art technologies, might stand as a challenge, given that 17,7% of the population is over 65 years old.

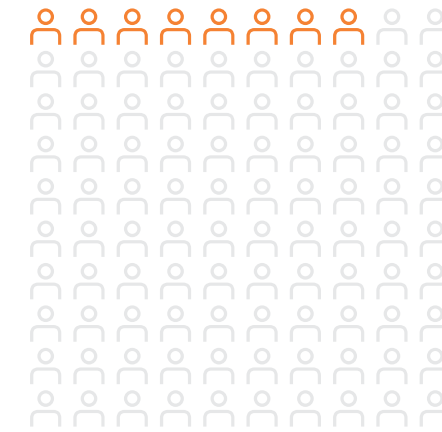
The technology to interact with citizens is into place, yet under-used, as the payment of taxes and submission of requests takes place in written / physical format.



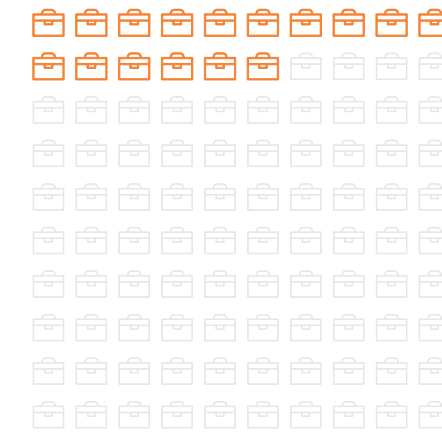
Ambition 2: The City for All



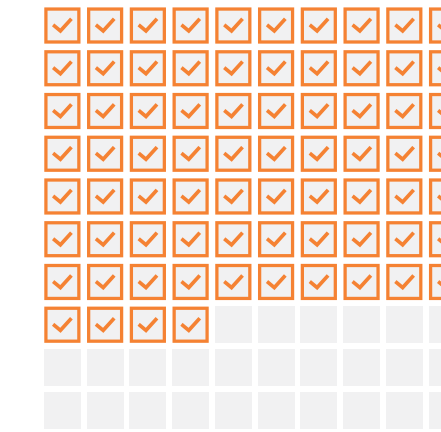
8.04%
Natural persons who undertake online payments via Atlas (DFMT 2021)



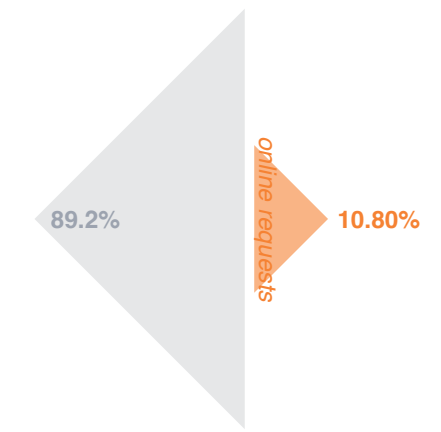
15.76%
Juridical persons who undertake online payments via Atlas (DFMT 2021)



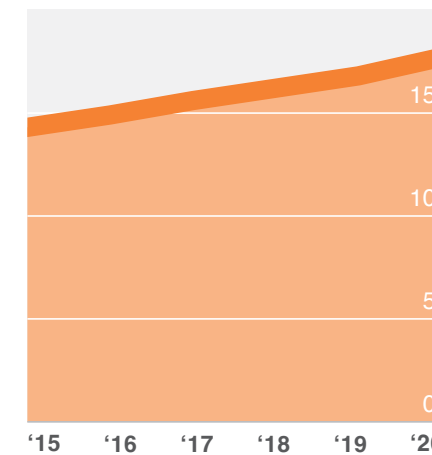
74.30%
% online requests at Timișoara Registry of inhabitants (2021)



10.80%
% online requests at the City hall of Timișoara (Room 12)

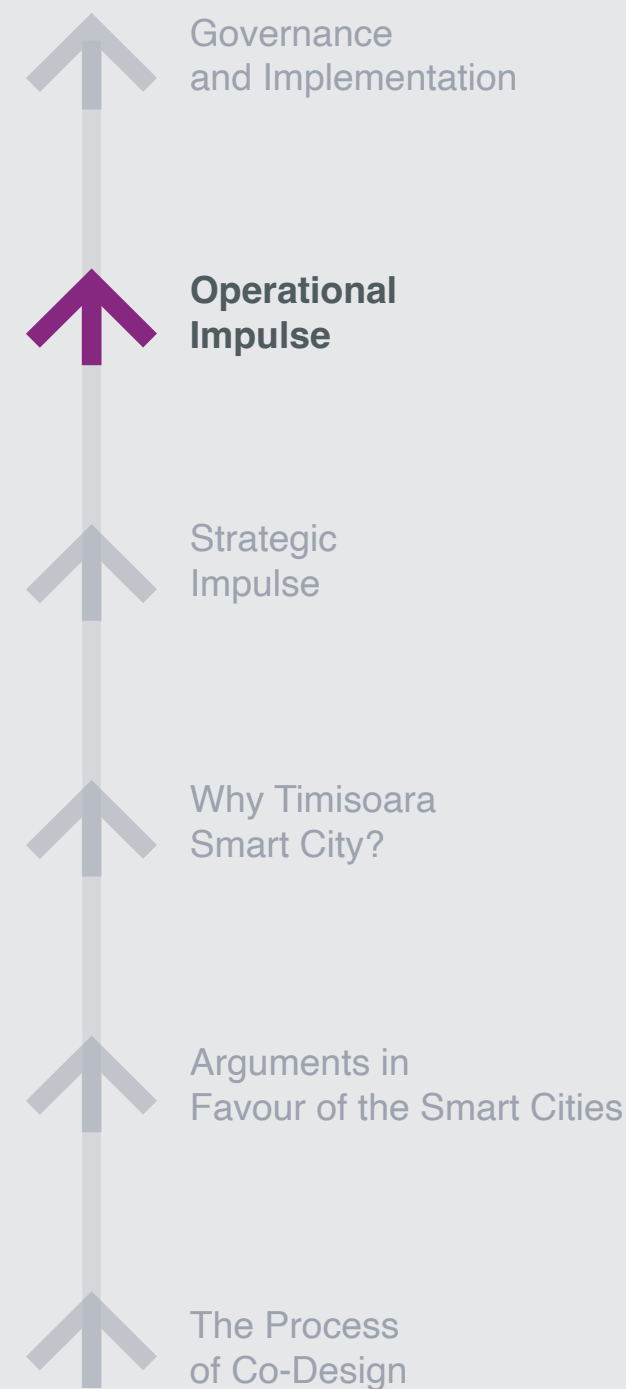


17.70%
Population over 65 years old

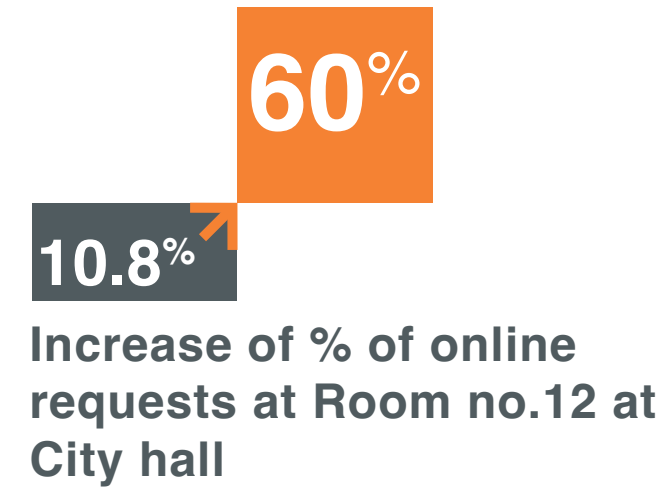


2
City hall Apps: STPT and signalling

Ambition 2: The City for All



KEY INDICATOR OF THE AMBITION



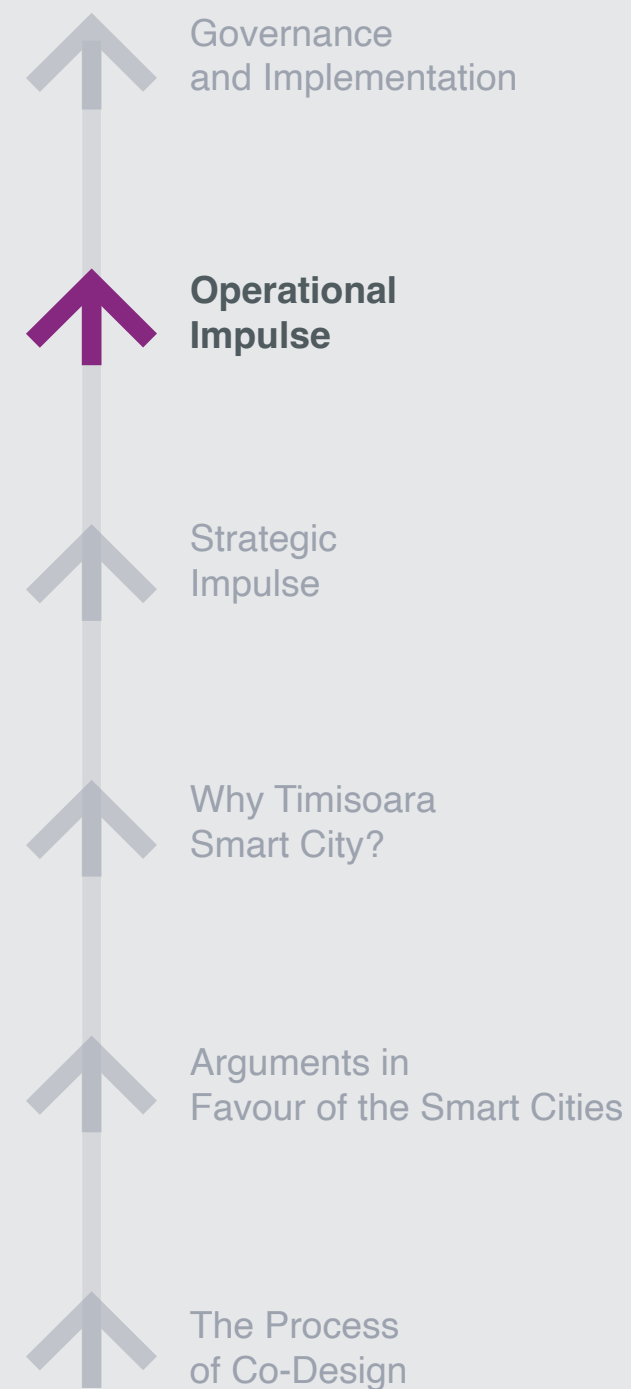
OUTCOME KPIs



OUTPUT KPIs



Ambition 2: The City for All

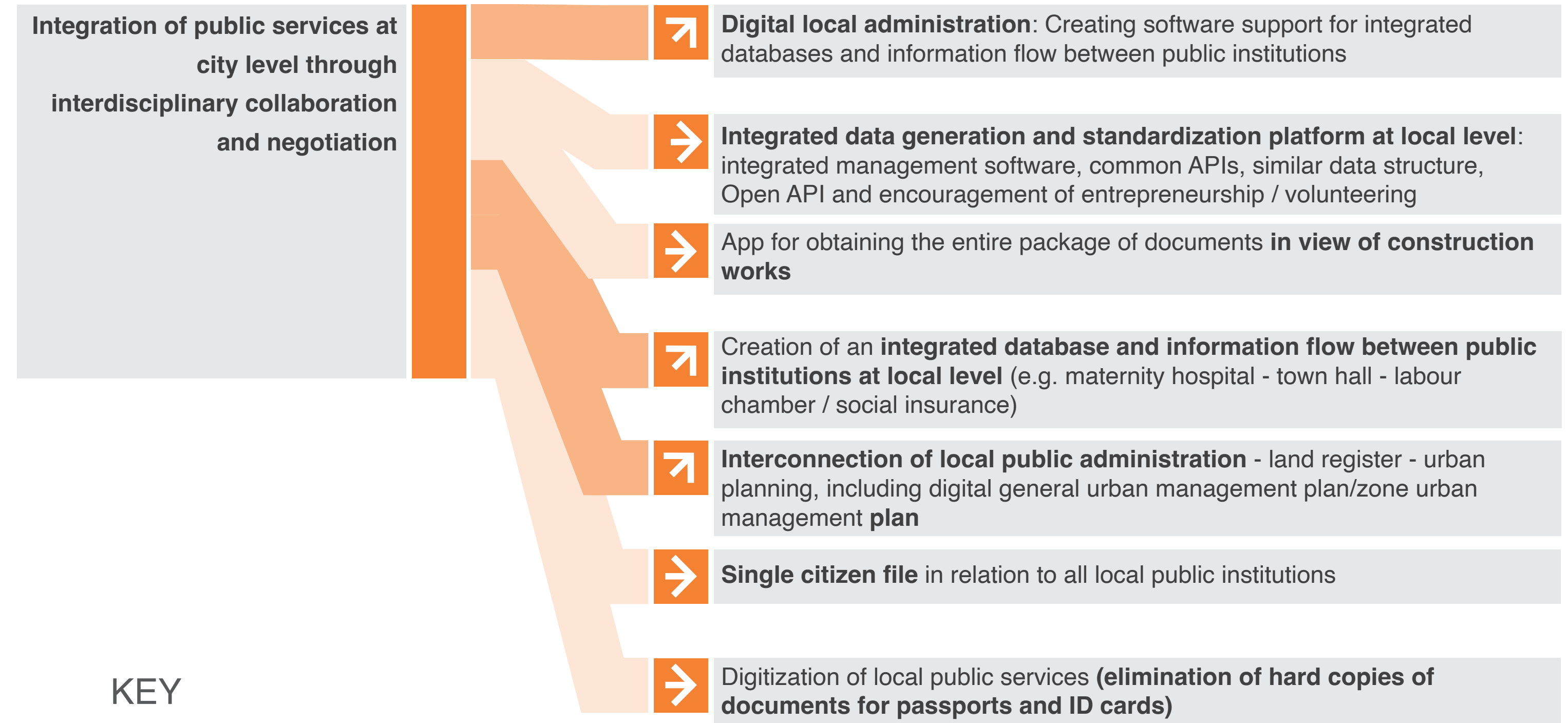


OBJECTIVES



Integration of public services at city level through interdisciplinary collaboration and negotiation

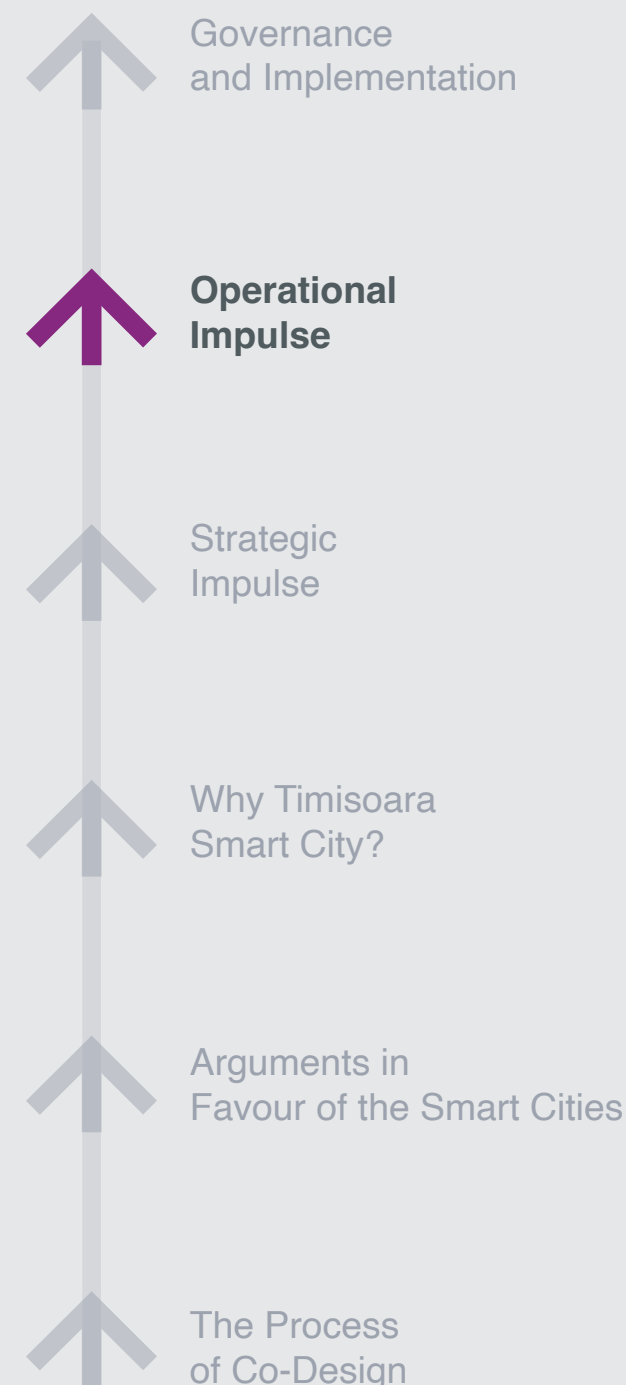
STRATEGIC PROJECTS



KEY

- Planned
- In progress

Ambition 2: The City for All

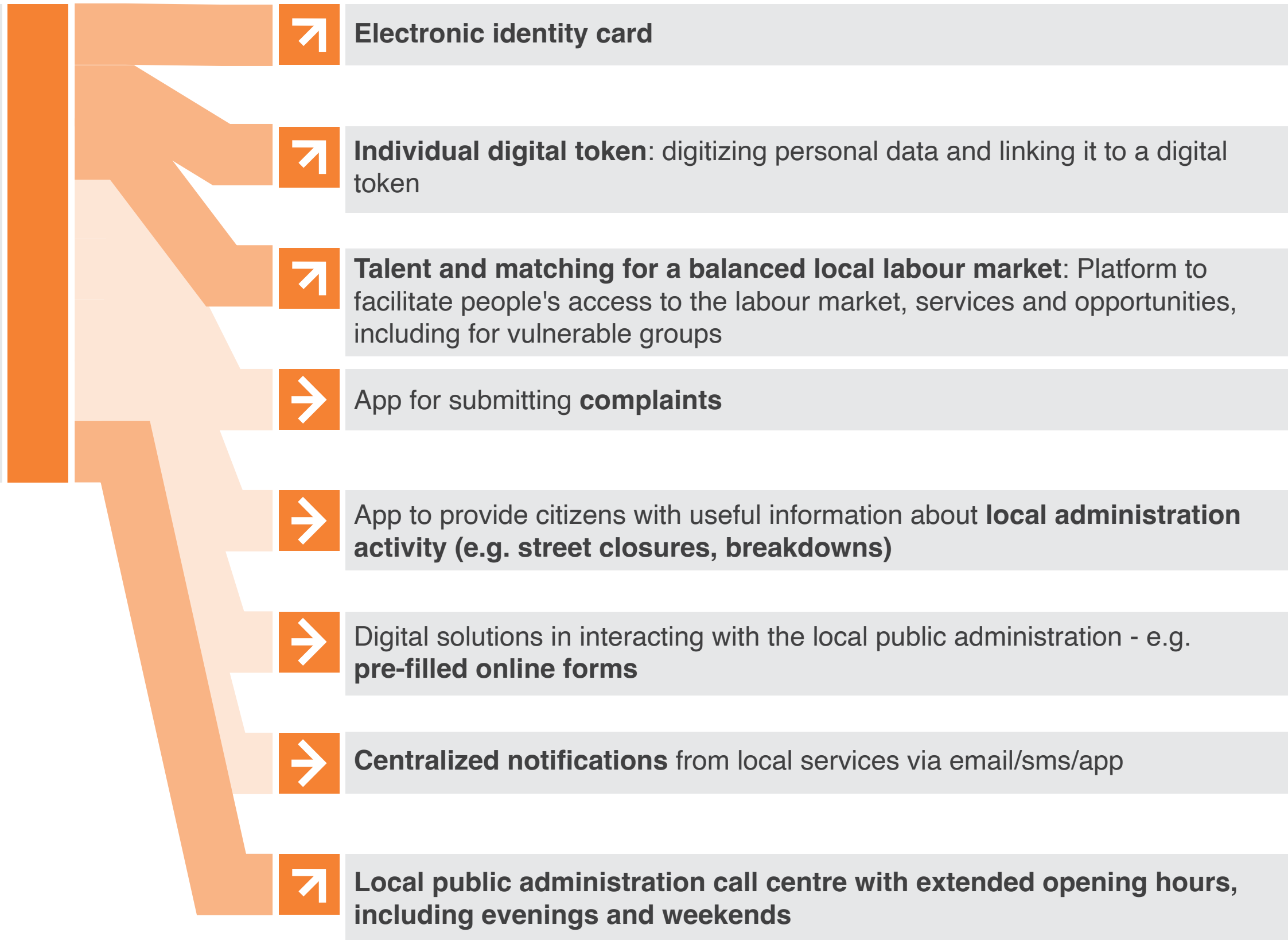


OBJECTIVES



Easy, clear, and effective interaction with city institutions by optimising public and private administrative processes

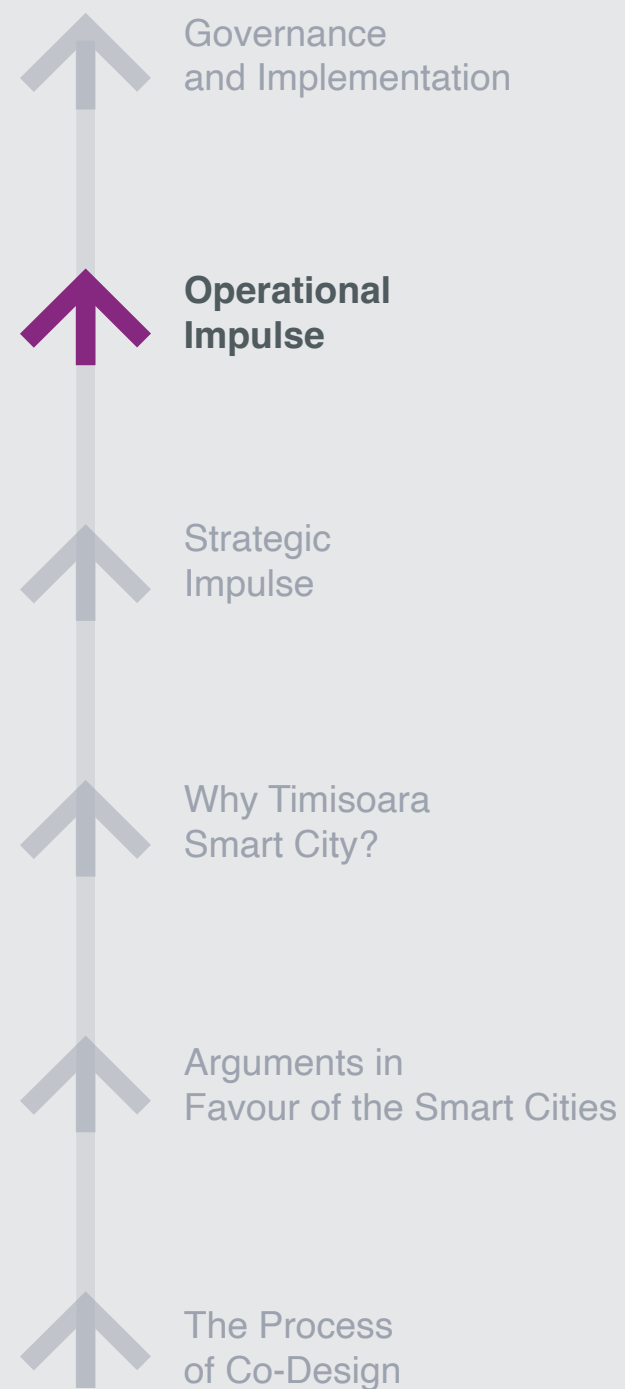
STRATEGIC PROJECTS



KEY

- Planned
- In progress

Ambition 2: The City for All



OBJECTIVES



Accessible public infrastructure and services for people belonging to vulnerable groups

STRATEGIC PROJECTS

Digital Ambassadors - Volunteer guides supporting the adoption of digitisation at citizen level

Info kiosks for non-digital citizens

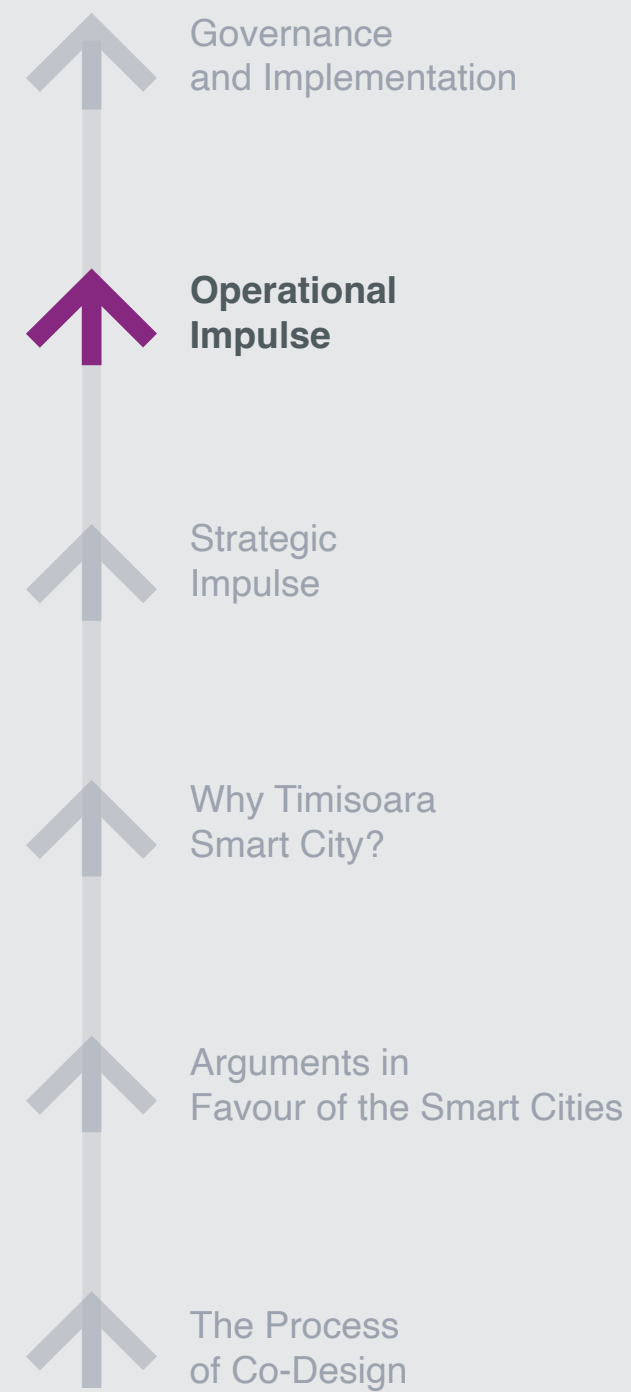
Making services accessible to older and disabled people

KEY

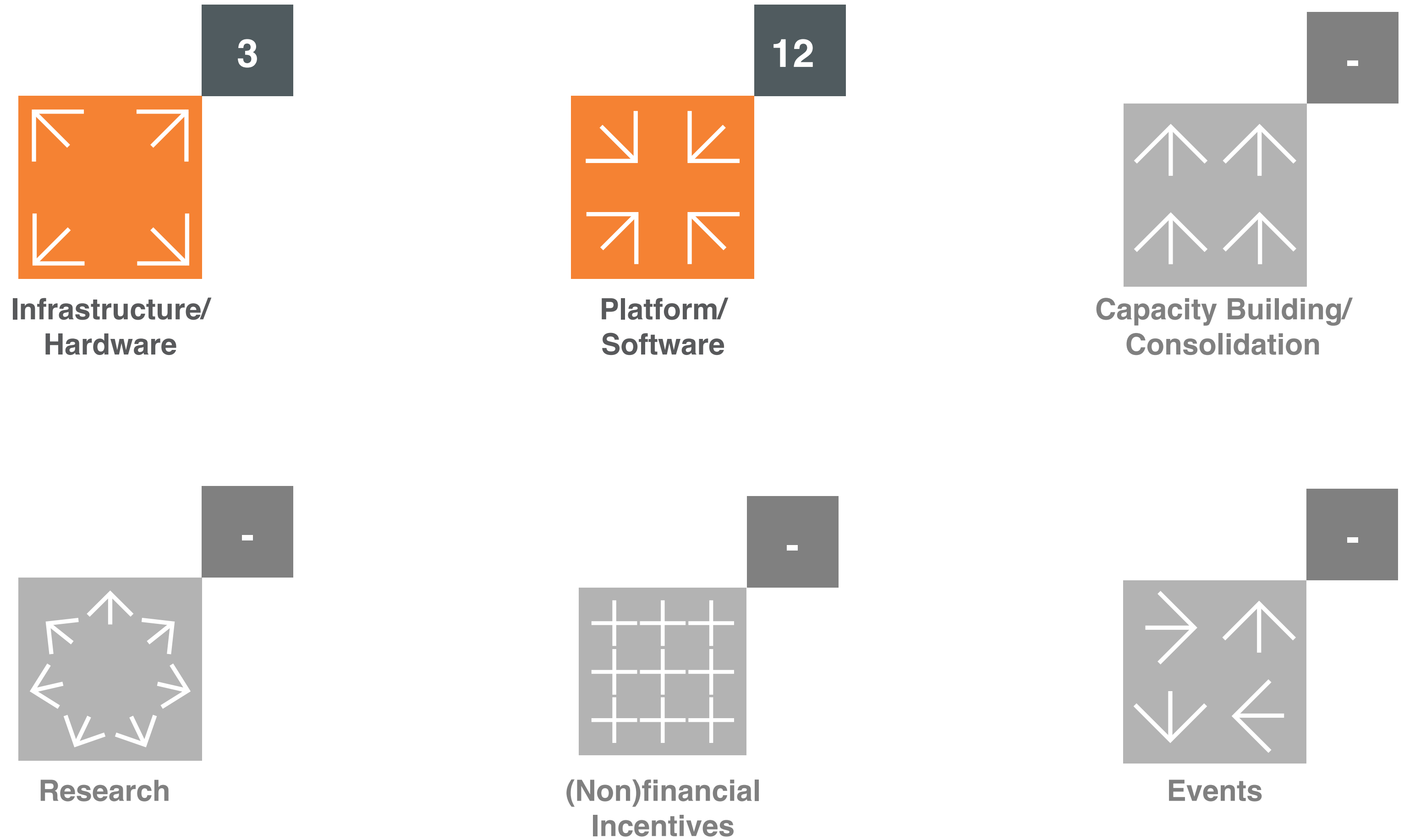
Planned

In progress

Ambition 2: The City for All



OPEN ACTIONS



Ambition 2: The City for All

- ↑ Governance and Implementation
- ↑ **Operational Impulse**
- ↑ Strategic Impulse
- ↑ Why Timisoara Smart City?
- ↑ Arguments in Favour of the Smart Cities
- ↑ The Process of Co-Design

RELEVANT LOCAL ACTORS



DIGITAL ENABLERS



Ambition 3: Vibrant Innovation Ecosystem

SMART CITY KEY
DIMENSION:
ECONOMY



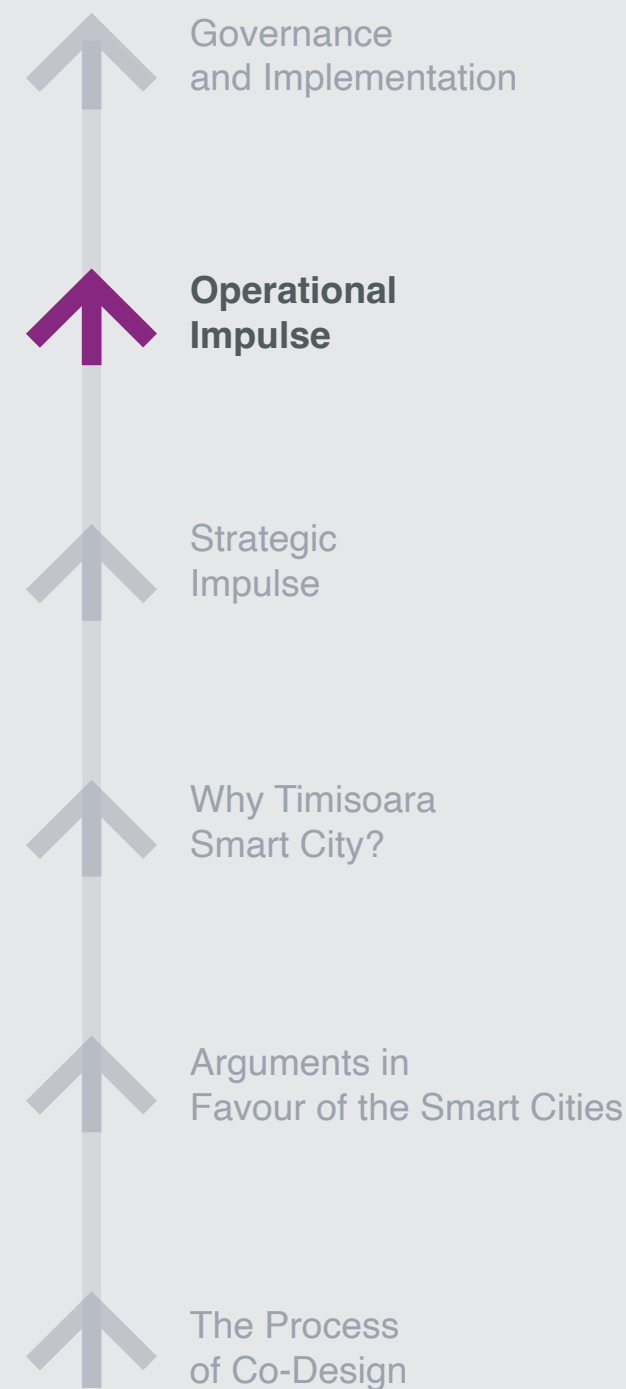
SUSTAINABLE
DEVELOPMENT GOAL



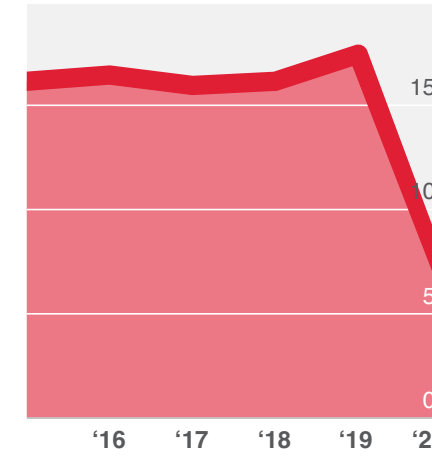
In Timișoara there are the ingredients for an innovation ecosystem – universities, R&D institutes, corporations, startups, intermediaries etc. – but these are barely exploited at the level of structure, collaboration and exchange of knowledge.



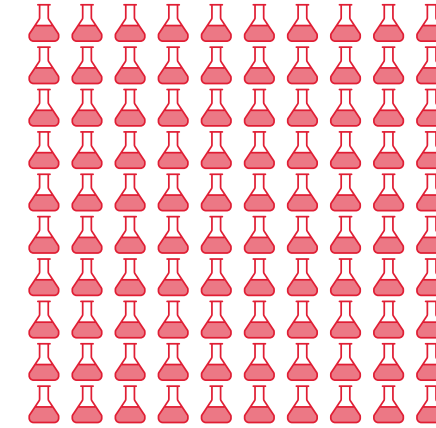
Ambition 3: Vibrant Innovation Ecosystem



6.80%
% startup from total enterprises



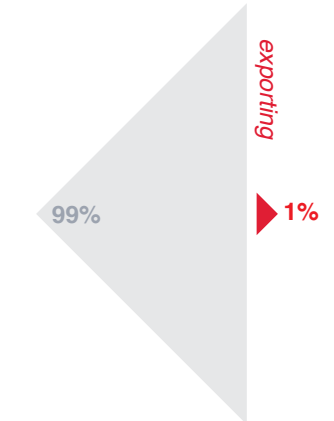
1,027
Number of labs within universities



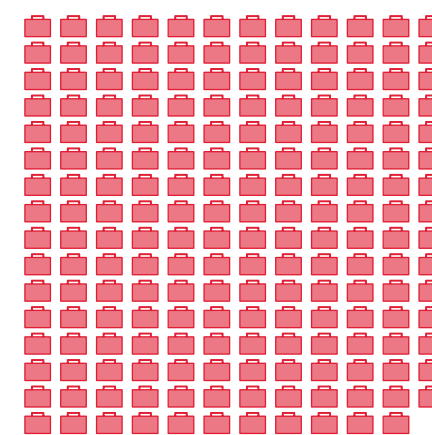
2
High Performance Computing infrastructure

Blue Gene (Universitatea de Vest din Timișoara) + Cloud (Universitatea Politehnica Timișoara)

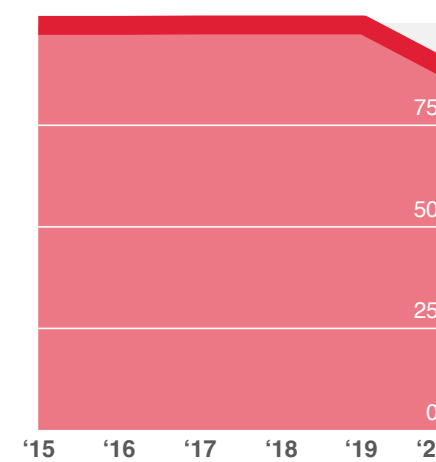
1.00%
% exporting companies



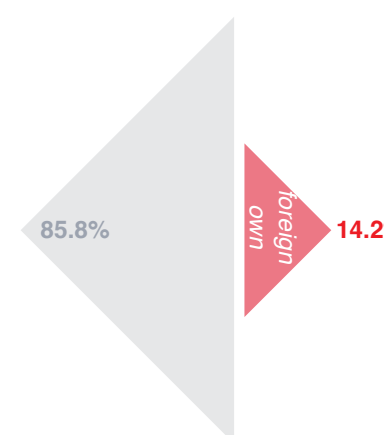
19,145
Total number of enterprises



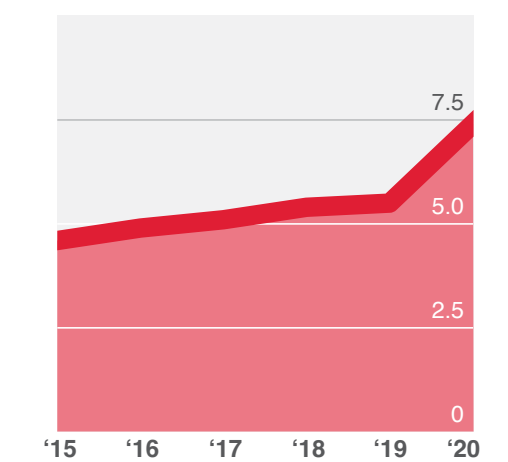
89.20%
% SMEs from total enterprises



14.20%
% foreign owned companies from total



7.40%
% ICT companies from total



5
Number of incubators



0
Number of accelerators

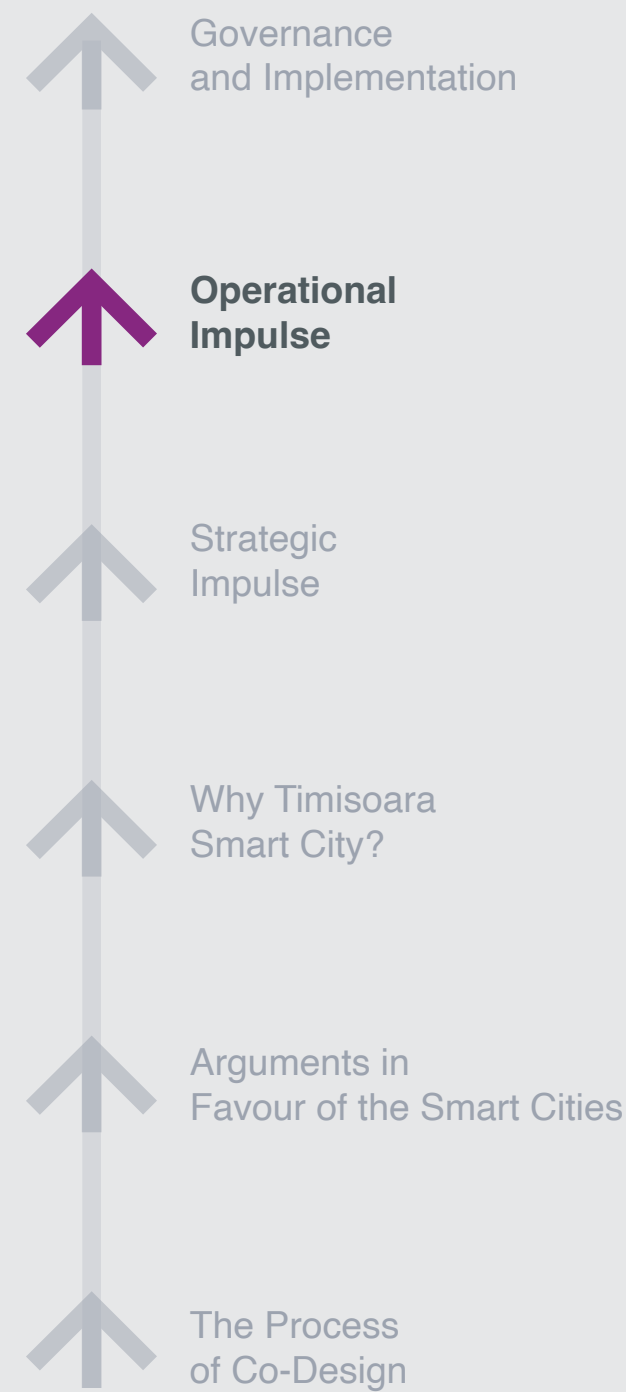
1
Number Business Angel funds



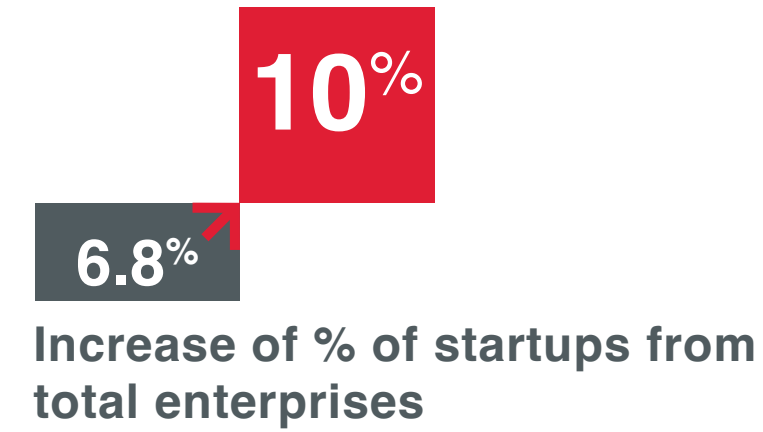
0
Number equity / VC funds

39.8%
% turnover generated by exporting companies, from total turnover

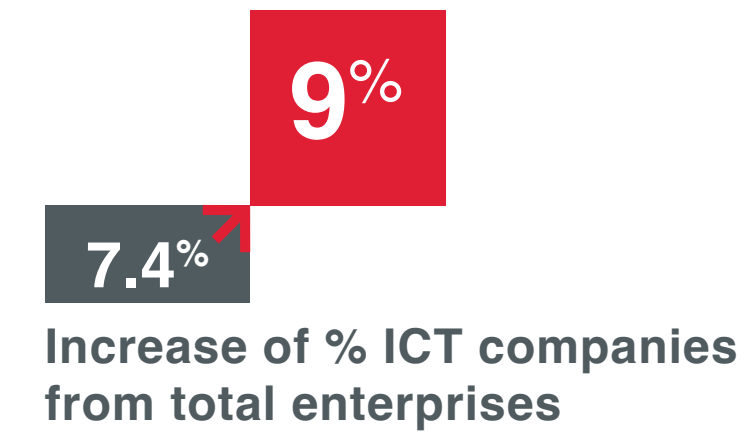
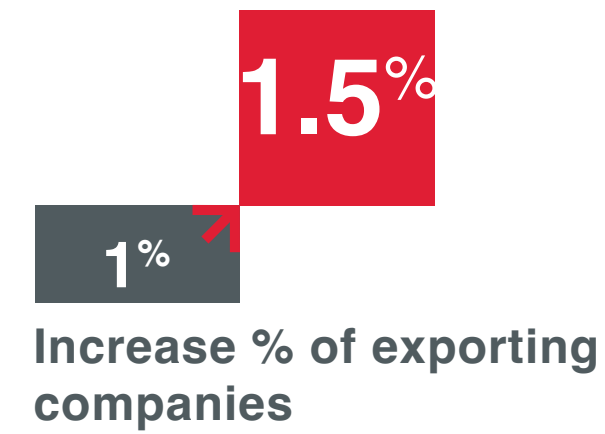
Ambition 3: Vibrant Innovation Ecosystem



KEY INDICATOR OF THE AMBITION



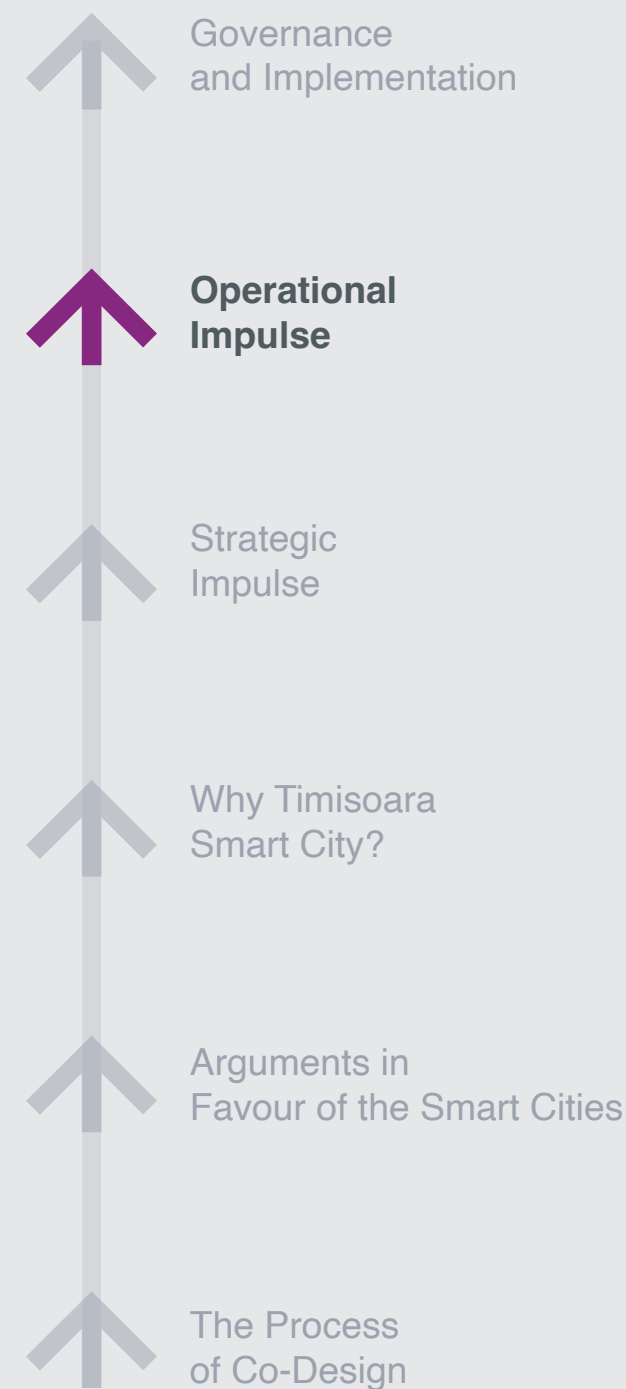
OUTCOME KPIs



OUTPUT KPIs



Ambition 3: Vibrant Innovation Ecosystem



OBJECTIVES



Creating the conditions for a cohesive, interconnected, and transparent innovation ecosystem that provides co-creation and innovation opportunities for all types of stakeholders

STRATEGIC PROJECTS

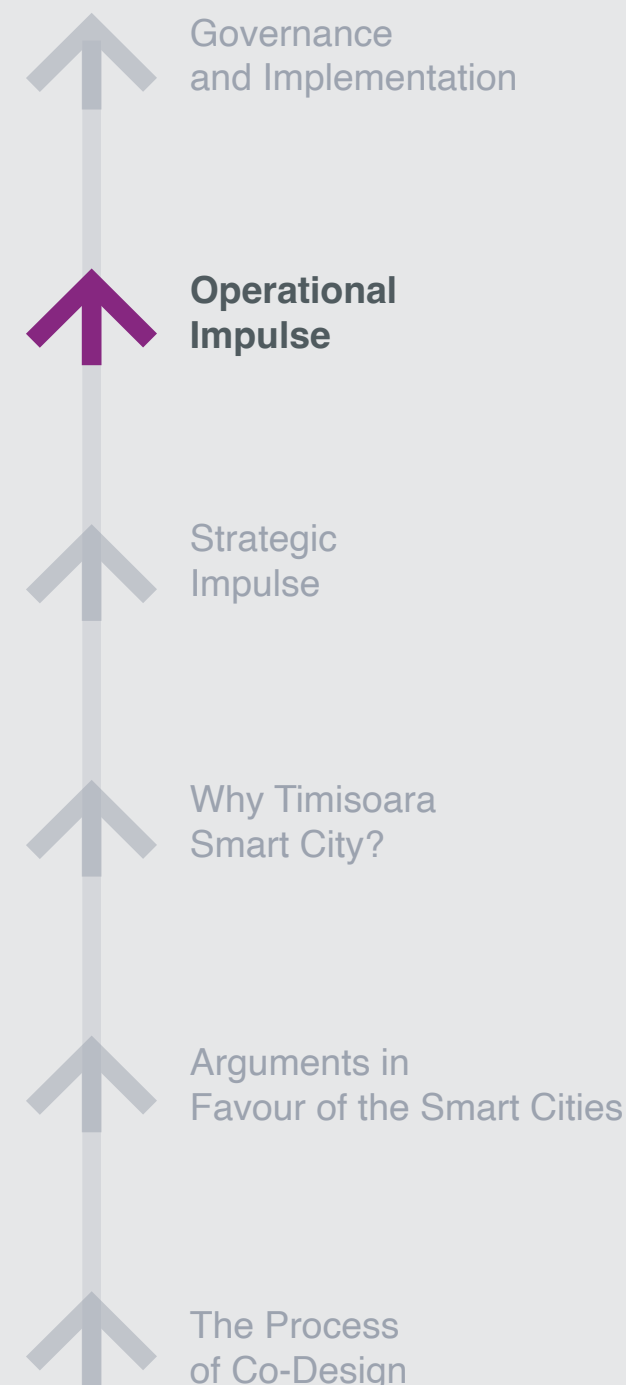


KEY

Planned

In progress

Ambition 3: Vibrant Innovation Ecosystem



OBJECTIVES



Stimulating the entrepreneurial culture, based on thematic and sectoral differentiators of competitiveness for Timișoara at international level, in terms of research-development-innovation, knowledge or human resources

STRATEGIC PROJECTS



Raising the quality of education, at all levels, through meaningful and structured involvement of business professionals

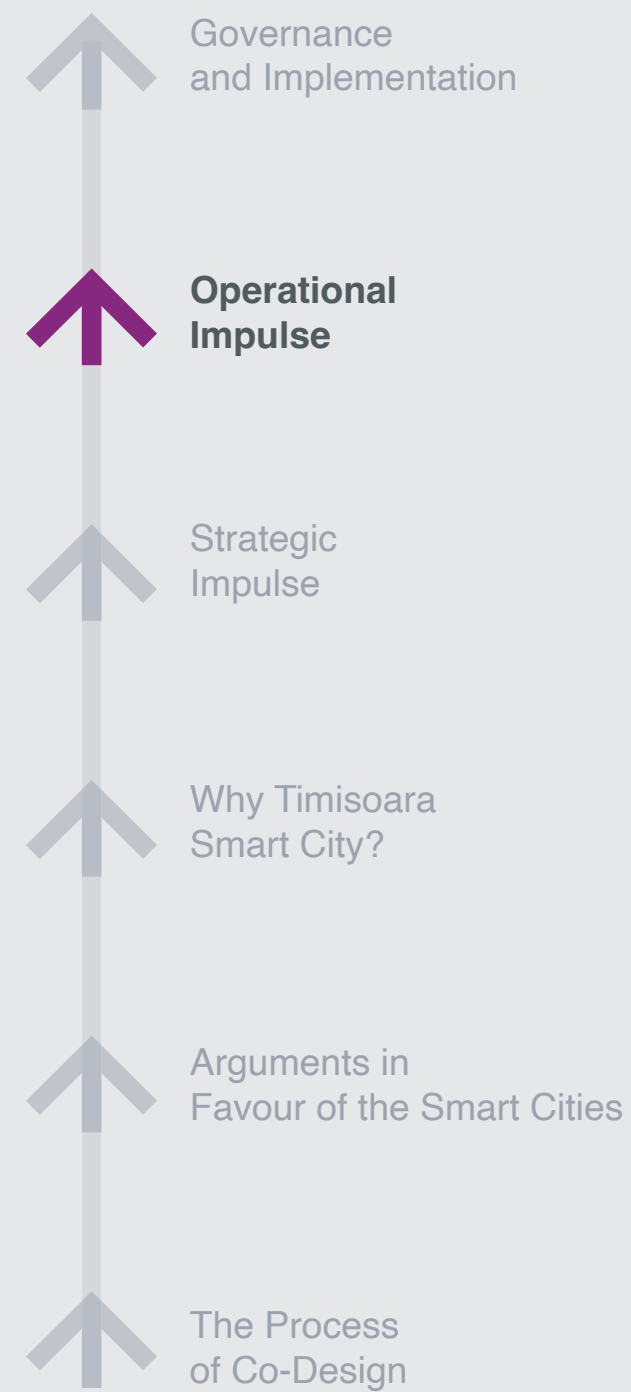


KEY

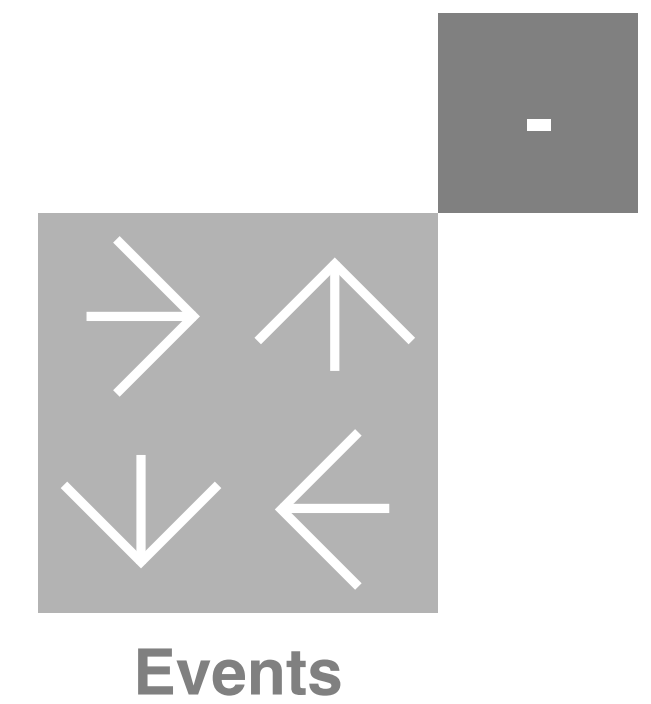
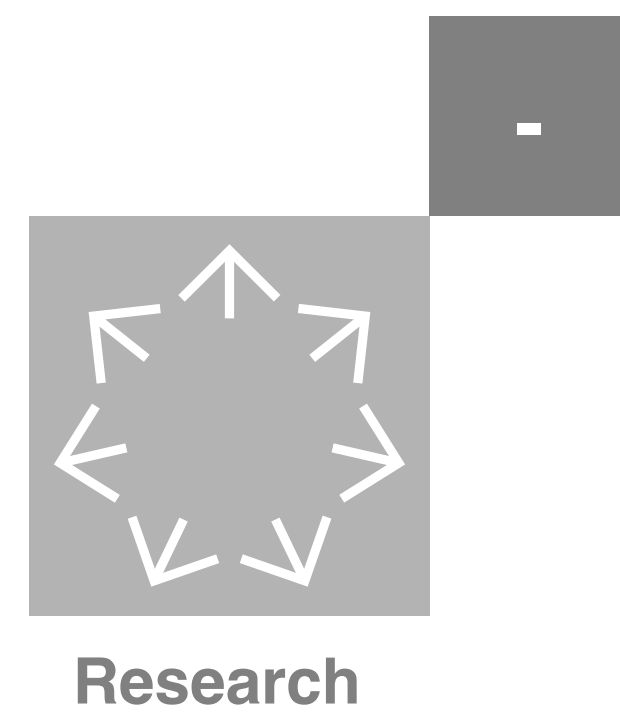
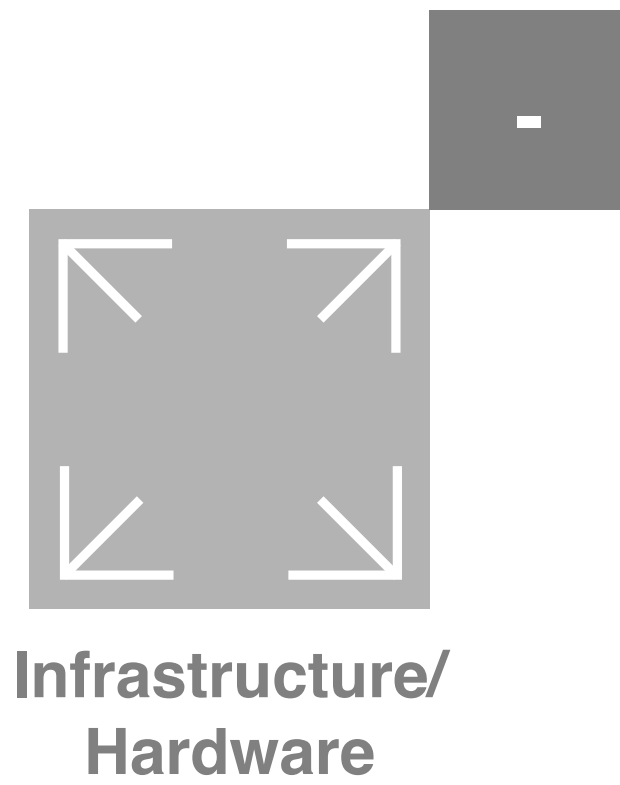
Planned

In progress

Ambition 3: Vibrant Innovation Ecosystem



OPEN ACTIONS



Ambition 3: Vibrant Innovation Ecosystem

- ↑ Governance and Implementation
- ↑ **Operational Impulse**
- ↑ Strategic Impulse
- ↑ Why Timisoara Smart City?
- ↑ Arguments in Favour of the Smart Cities
- ↑ The Process of Co-Design

RELEVANT LOCAL ACTORS



DIGITAL ENABLERS



Ambition 4: Timișoara: An Attractive City for International Talent

SMART CITY KEY
DIMENSION:
ECONOMY

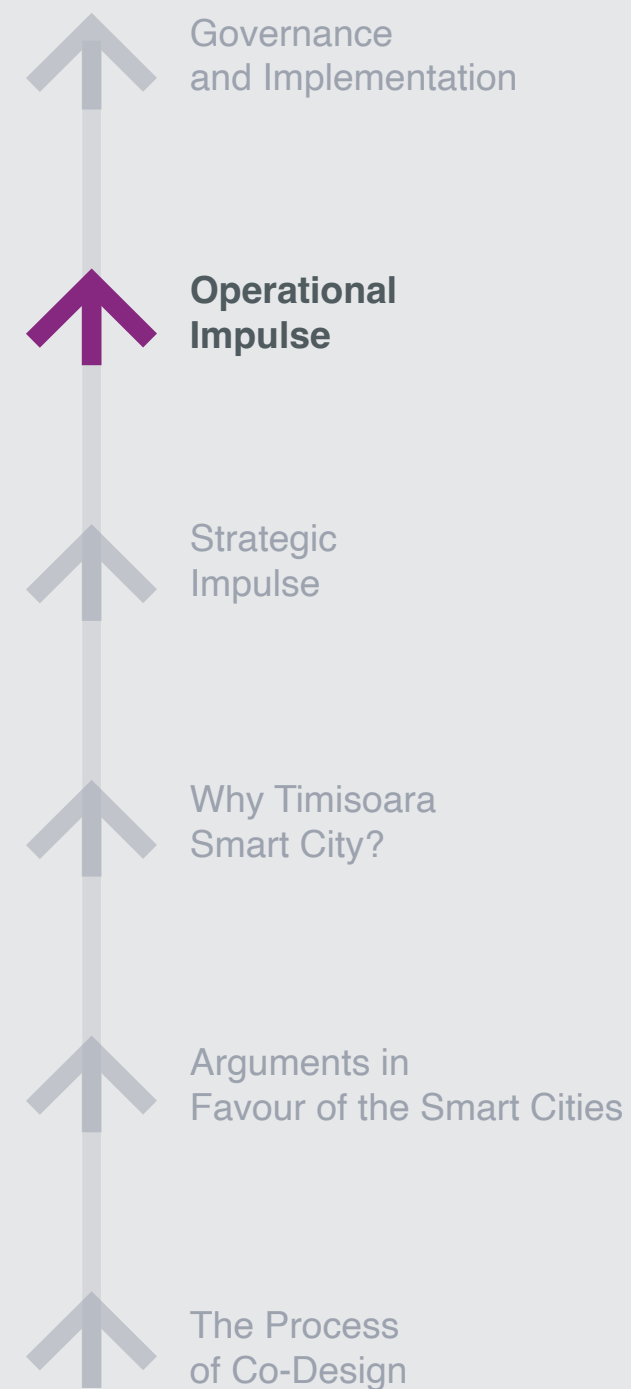


SUSTAINABLE
DEVELOPMENT GOAL

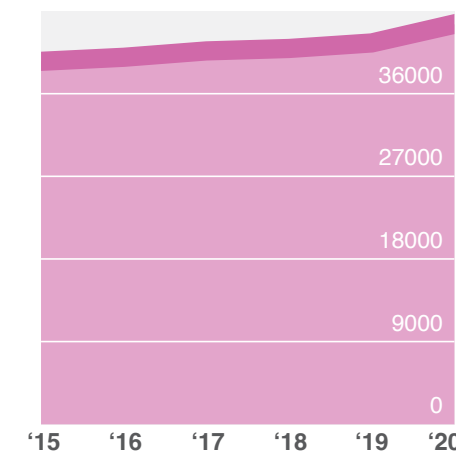
The highly qualified human capital, so relevant for the smart city, is provided by the universities, yet the volume is insufficient by comparison to the demand from industry.



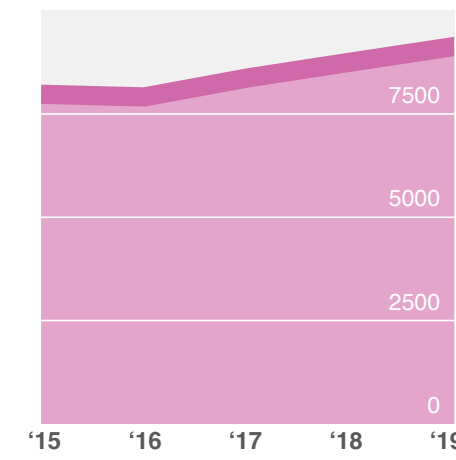
Ambition 4: Timișoara: An Attractive City for International Talent



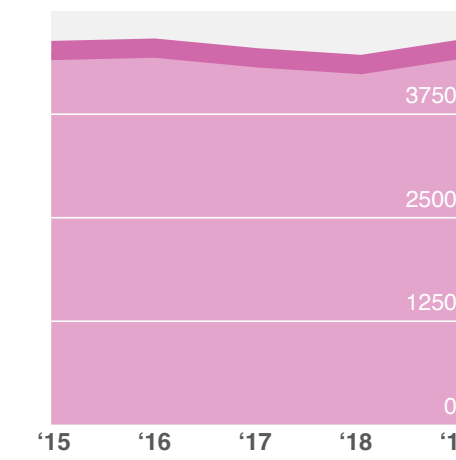
43,582
Students and trainees in
university and postgraduate
cycle



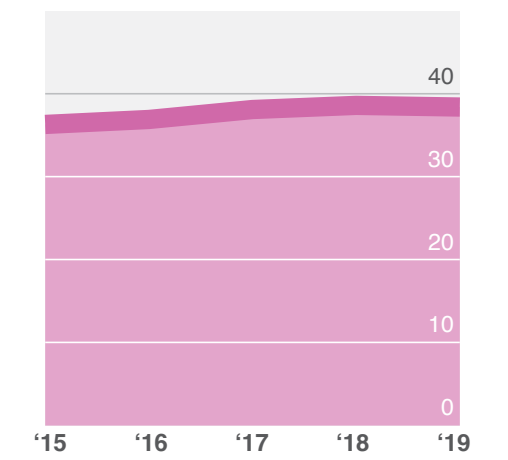
9,133
University and postgraduate
cycle graduates



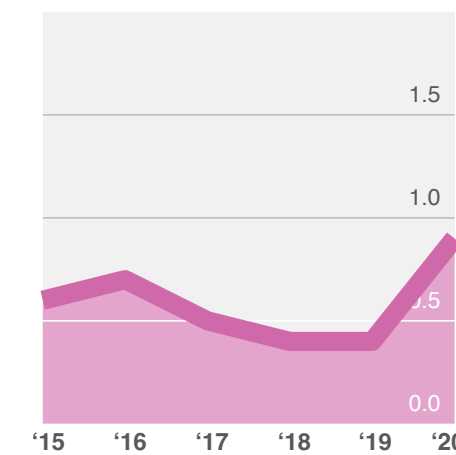
4,543
Highschool graduates
(2019)



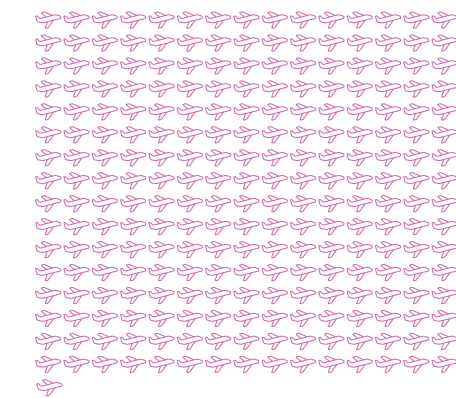
38.30%
% of employees from total
population (2019)



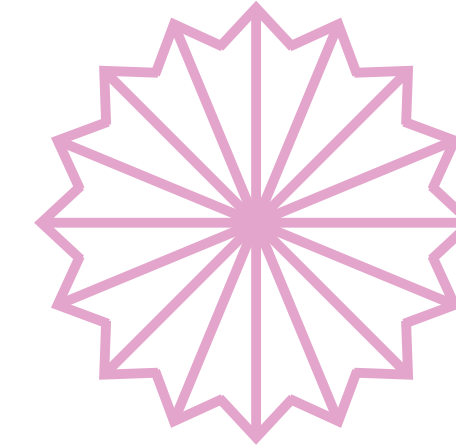
0.90%
% of unemployed population
in December (2020)



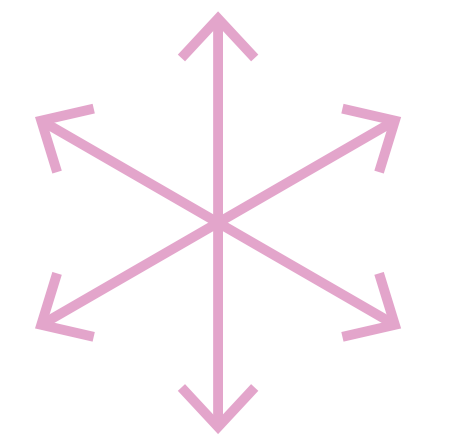
470,631
Passangers in airfares
(national and international)



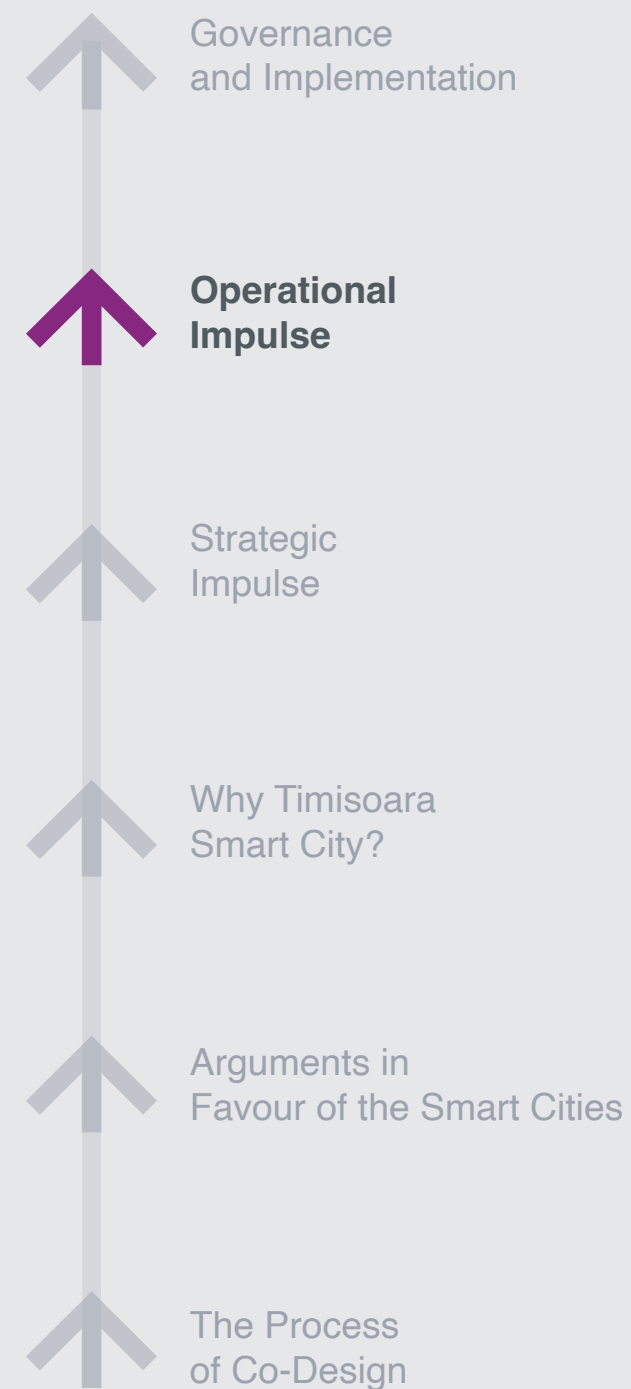
16
Twinings with
European cities



6
Number of European
network memberships



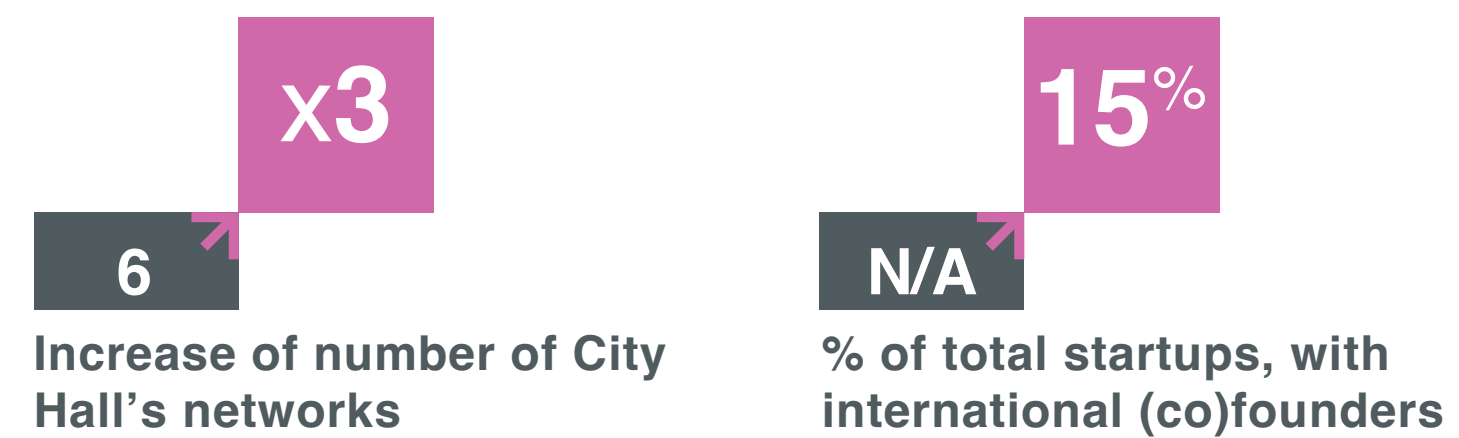
Ambition 4: Timișoara: An Attractive City for International Talent



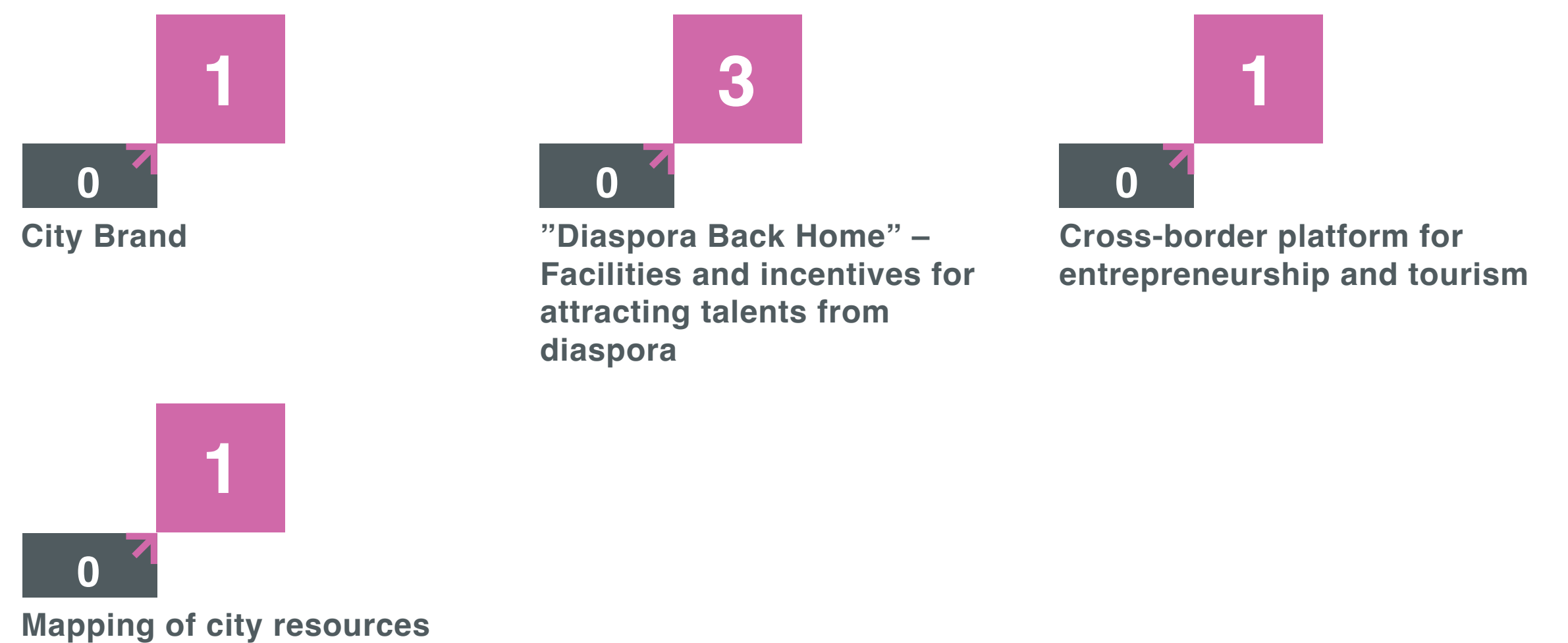
KEY INDICATOR OF THE AMBITION



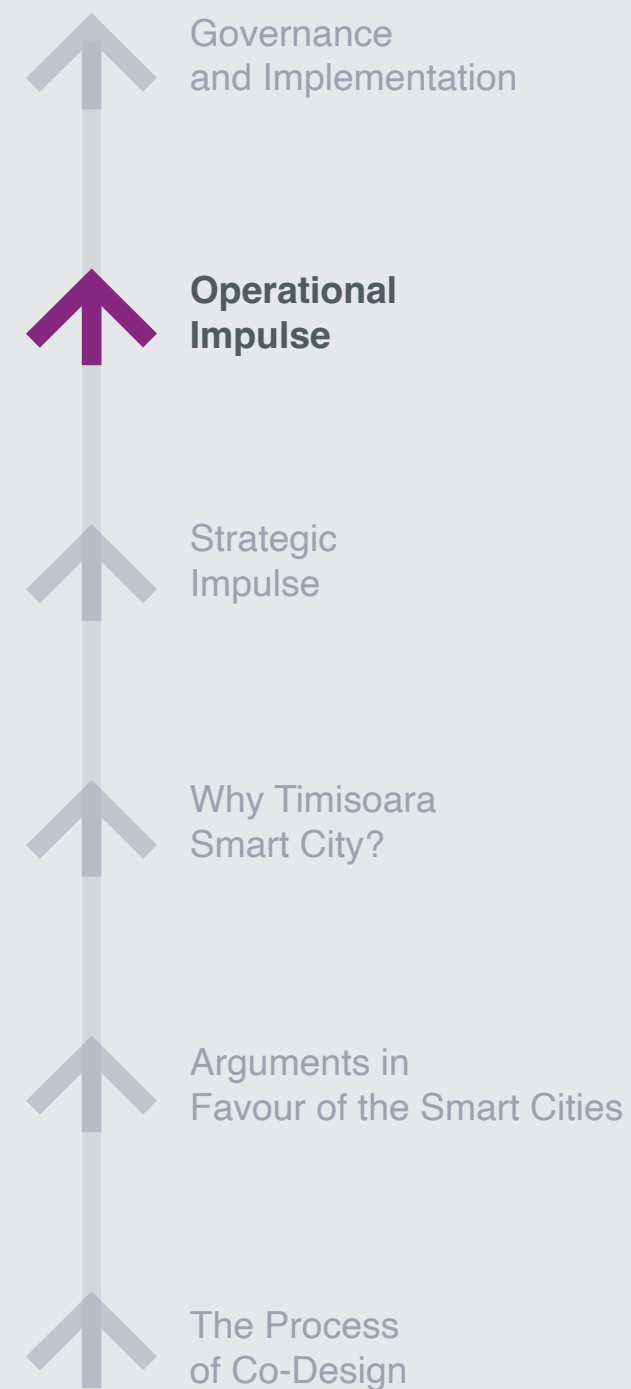
OUTCOME KPIs



OUTPUT KPIs



Ambition 4: Timișoara: An Attractive City for International Talent



OBJECTIVES



Creating the city brand around the smart concept and creating the prerequisites for positioning Timișoara in the top 25 of attractive European cities in the corresponding size class

STRATEGIC PROJECTS



MAGNETimișoara: City brand to increase Timișoara's attractiveness at European level



Diaspora "back home": Programme to attract diaspora experts to work on key city development projects and initiatives



Opening up to other communities in European cities, fostering mutual learning, and connecting Timișoara citizens directly with citizens of other cities



Timișoara in a pan-European context: Knowledge sharing and networking between administrations, regarding the movement of people, health, study or work opportunities

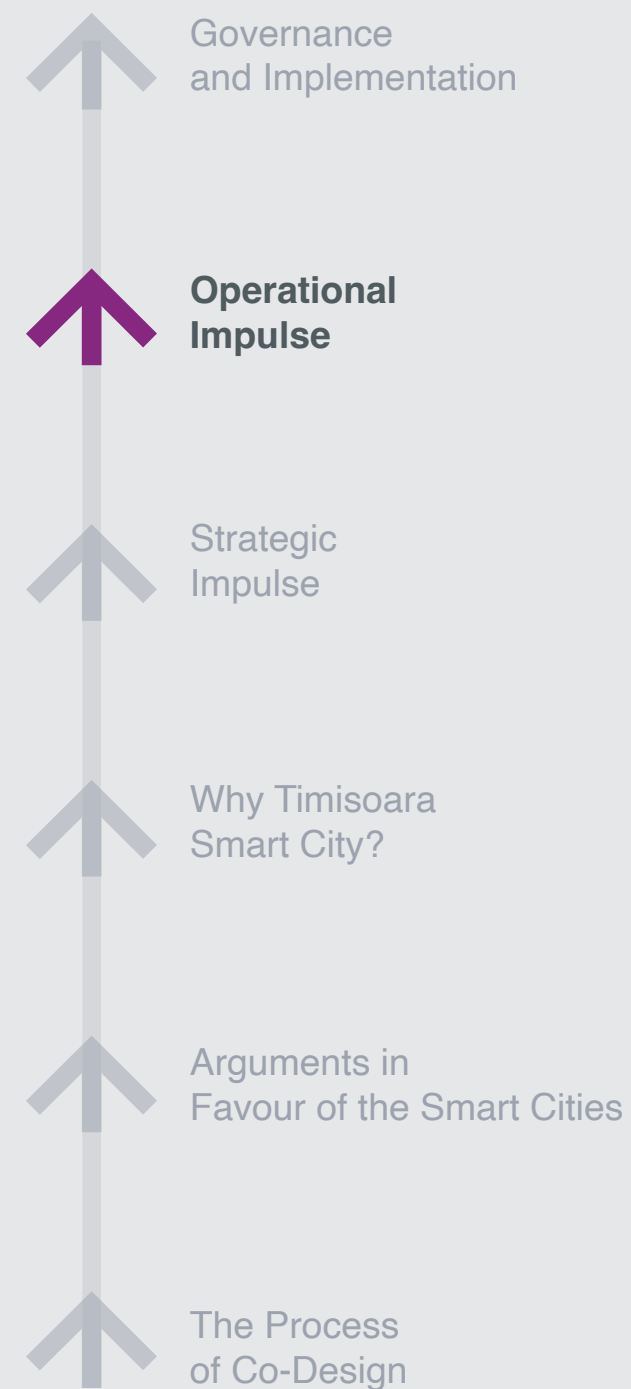


Cross-border digital interconnection to support entrepreneurship and tourism, with Hungary and Serbia

KEY

Planned 

Ambition 4: Timișoara: An Attractive City for International Talent



OBJECTIVES



Creating digital products and services that will make it easier for foreign tourists to discover the city

STRATEGIC PROJECTS

Map of resources at city level: Platform to highlight and aggregate information about organisations, projects, funds, etc.

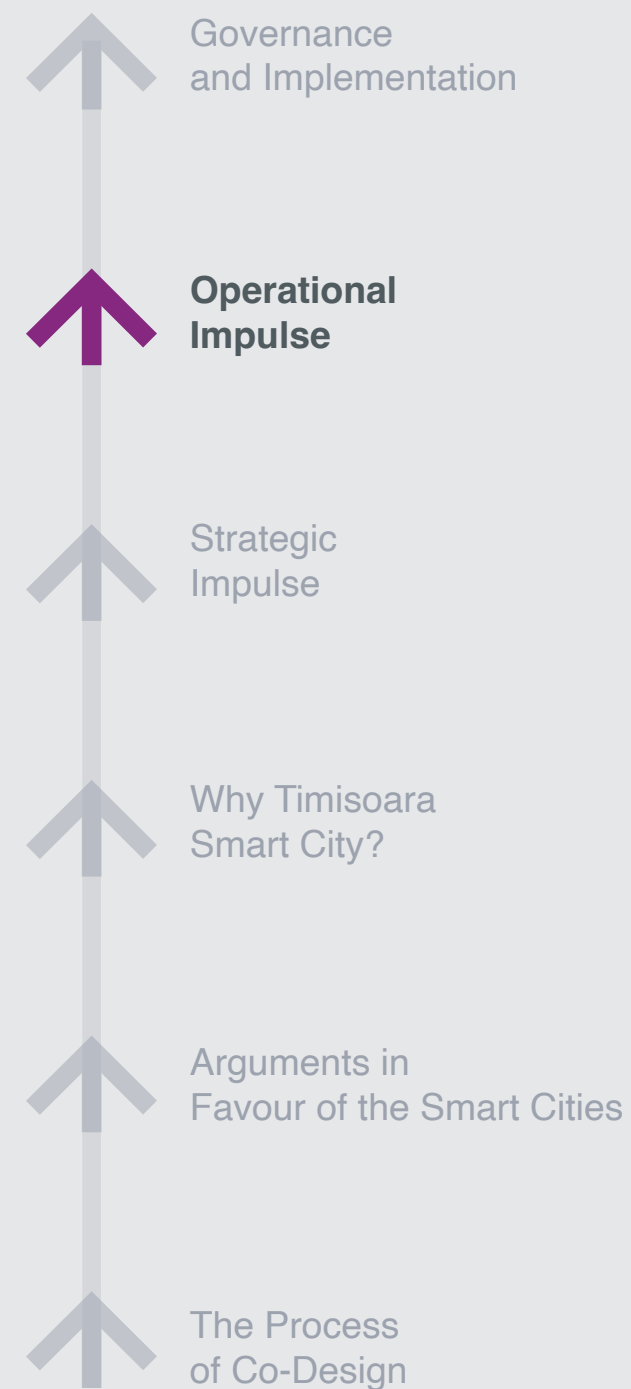
Digital tourist guides - tools to make the most of historical values, architecture, museums, etc.

Democratising and making innovation accessible - "Anyone can generate innovation for an attractive city": **tool for collecting citizen/community science initiatives**

KEY

Planned 

Ambition 4: Timișoara: An Attractive City for International Talent



OPEN ACTIONS

3

**Infrastructure/
Hardware**

1

**Platform/
Software**

5

**Capacity Building/
Consolidation**

-

Research

2

**(Non)financial
Incentives**

-

Events

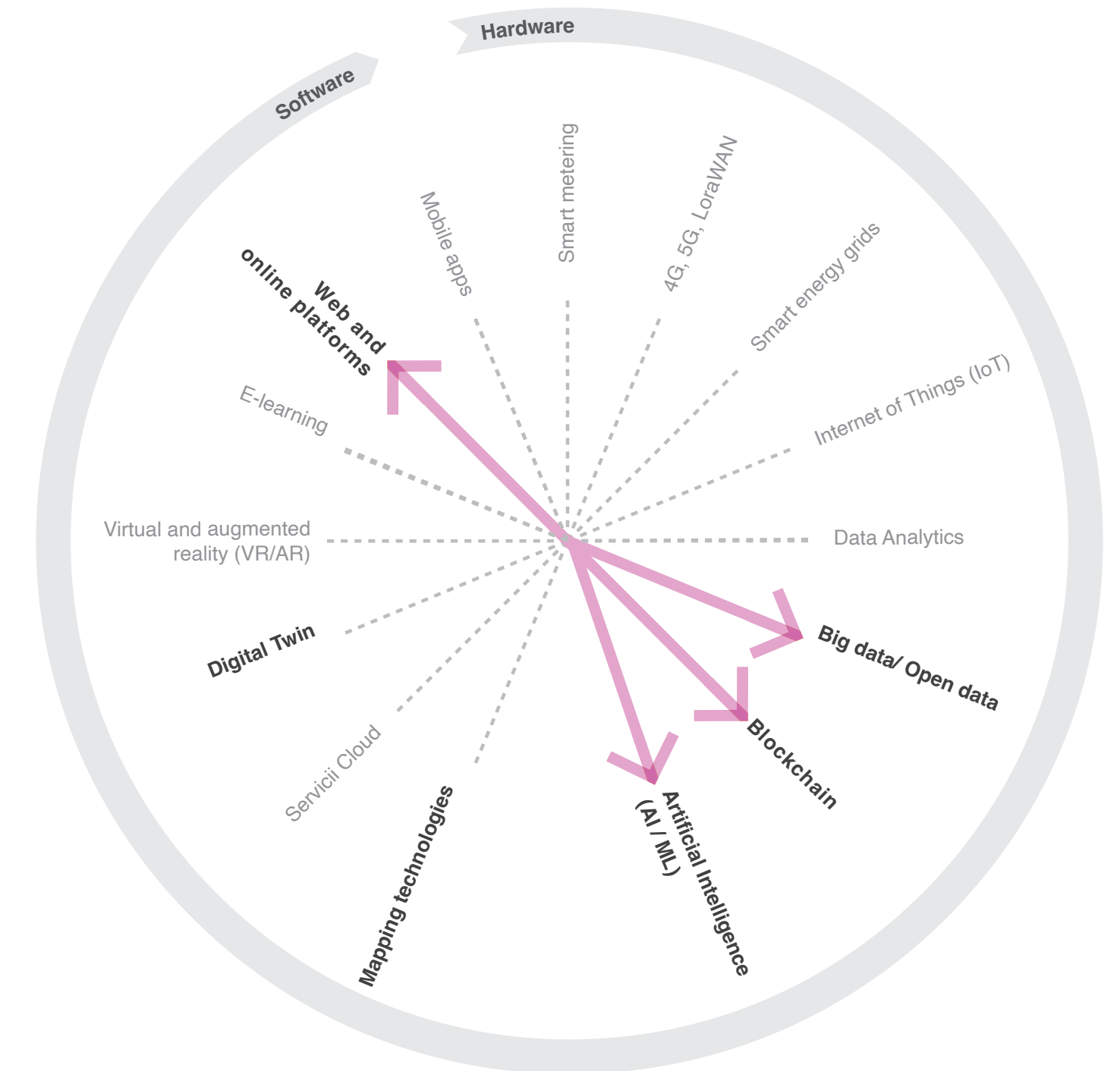
Ambition 4: Timișoara: An Attractive City for International Talent

- ↑ Governance and Implementation
- ↑ **Operational Impulse**
- ↑ Strategic Impulse
- ↑ Why Timisoara Smart City?
- ↑ Arguments in Favour of the Smart Cities
- ↑ The Process of Co-Design

RELEVANT LOCAL ACTORS



DIGITAL ENABLERS



Ambition 5: The Sustainable City

SMART CITY KEY
DIMENSION:
ENVIRONMENT



SUSTAINABLE
DEVELOPMENT GOAL



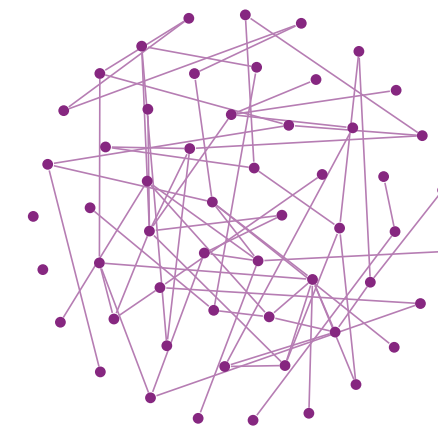
Timișoara, although known as a city of parks and green space, could not keep the quality of the environment, hand-in-hand with the increase of population and industrial development.



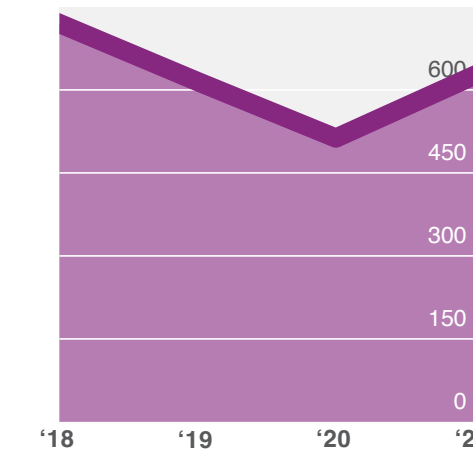
Ambition 5: The Sustainable City

- ↑ Governance and Implementation
- ↑ **Operational Impulse**
- ↑ Strategic Impulse
- ↑ Why Timisoara Smart City?
- ↑ Arguments in Favour of the Smart Cities
- ↑ The Process of Co-Design

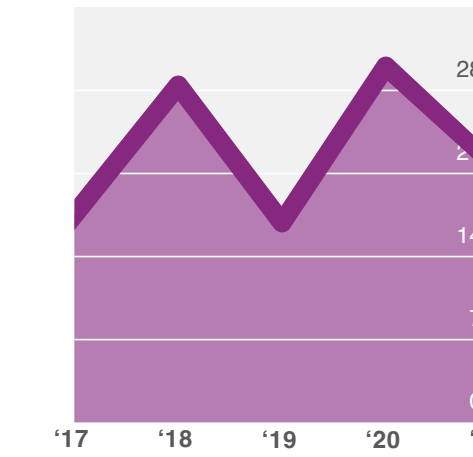
55
Number of environment sensors (air quality) public and private (Urad&ETA)



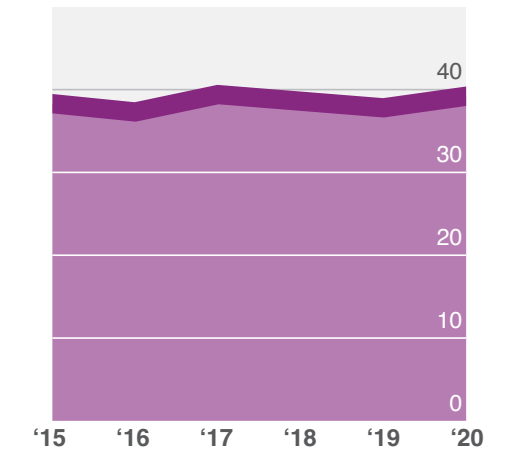
626
CO2 emissions PPM (2021)



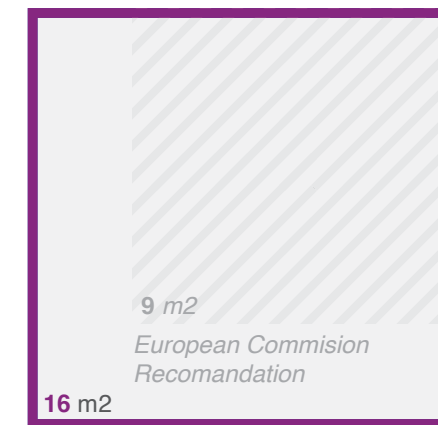
22.04
Particulate matter PM2.5 mg/m3 (2019)



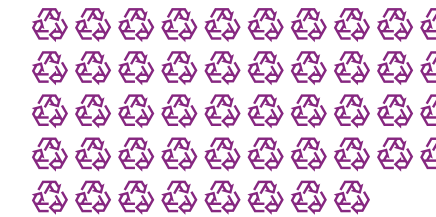
39.20
Water consumption per capita (m3)



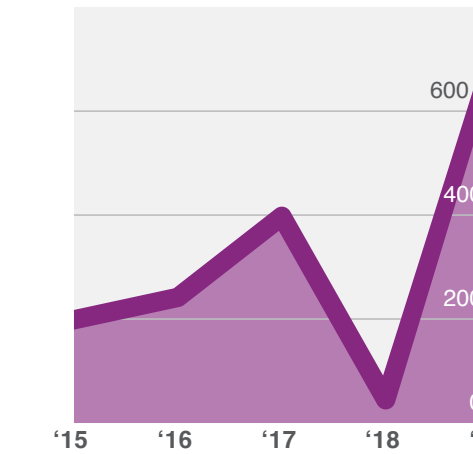
16
Parks, green spaces (sqm/inhabitant)



475
Number of waste collection points



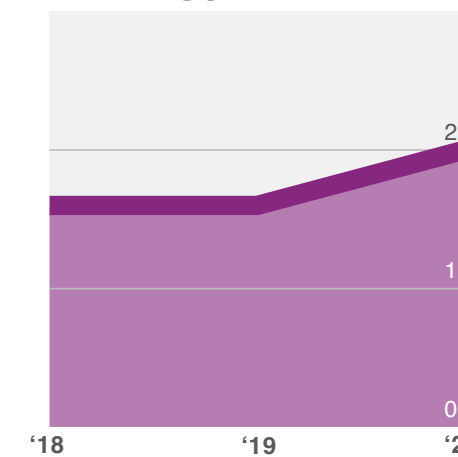
691
Amount of household waste kg per capita(2019)



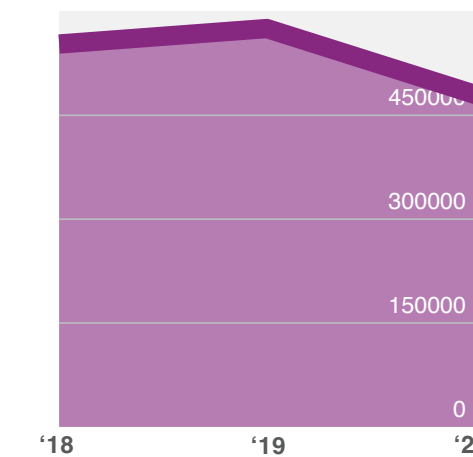
13.50%
% recycling from recyclable waste



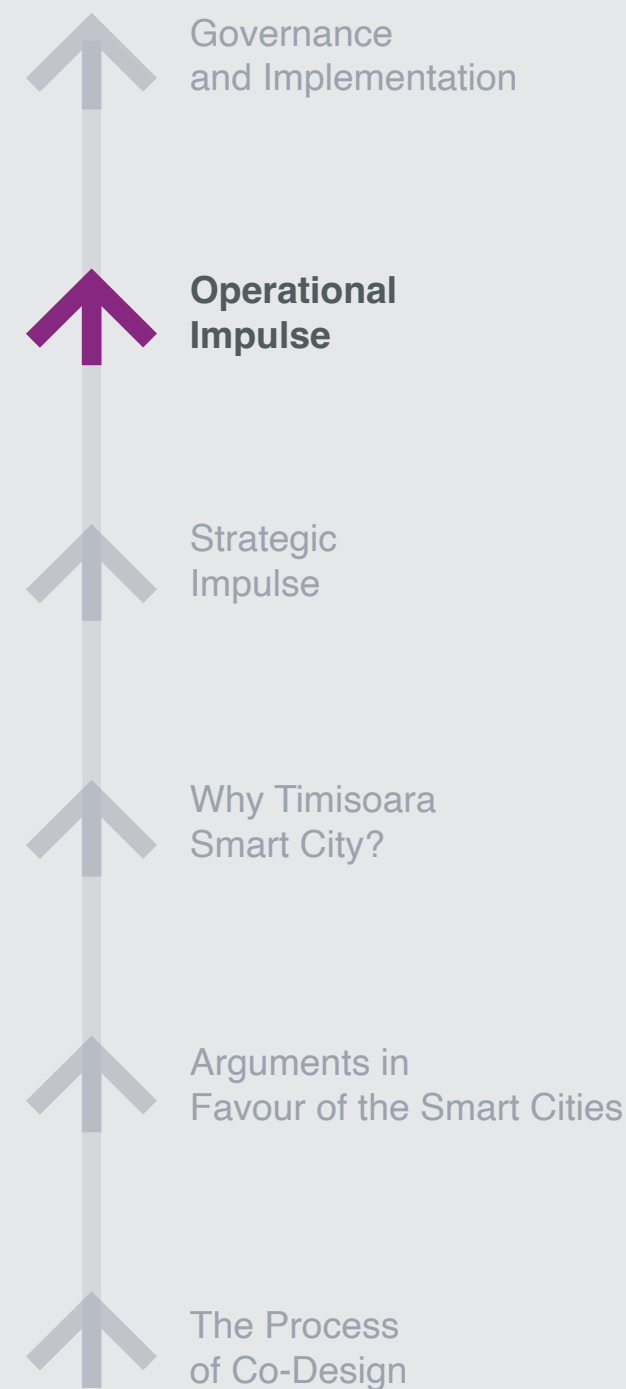
1.90
Parity: Thermal energy produced (MWh) versus Thermal energy delivered



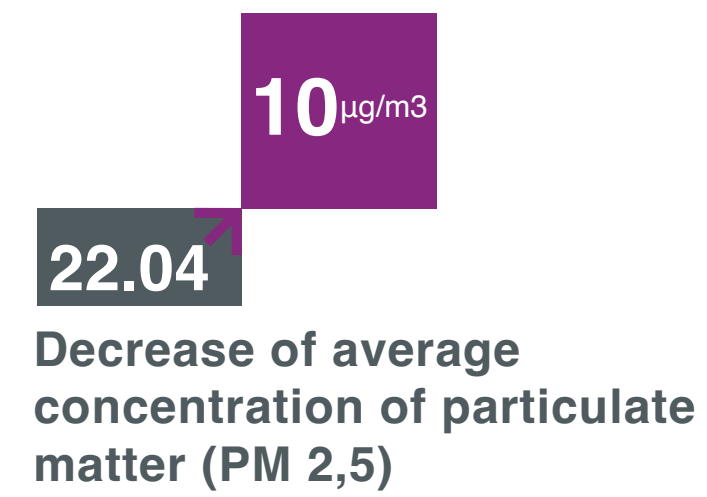
480,482
Natural gas consumption (MWh)



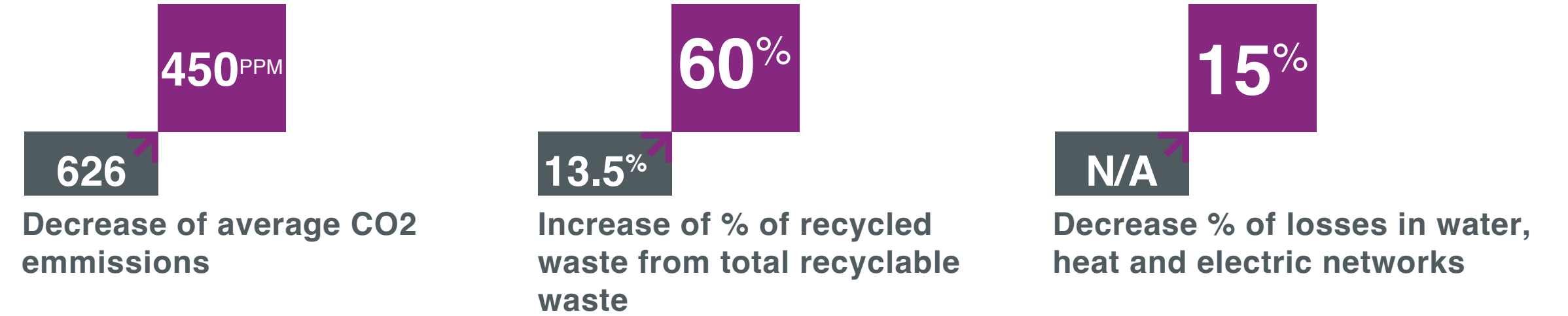
Ambition 5: The Sustainable City



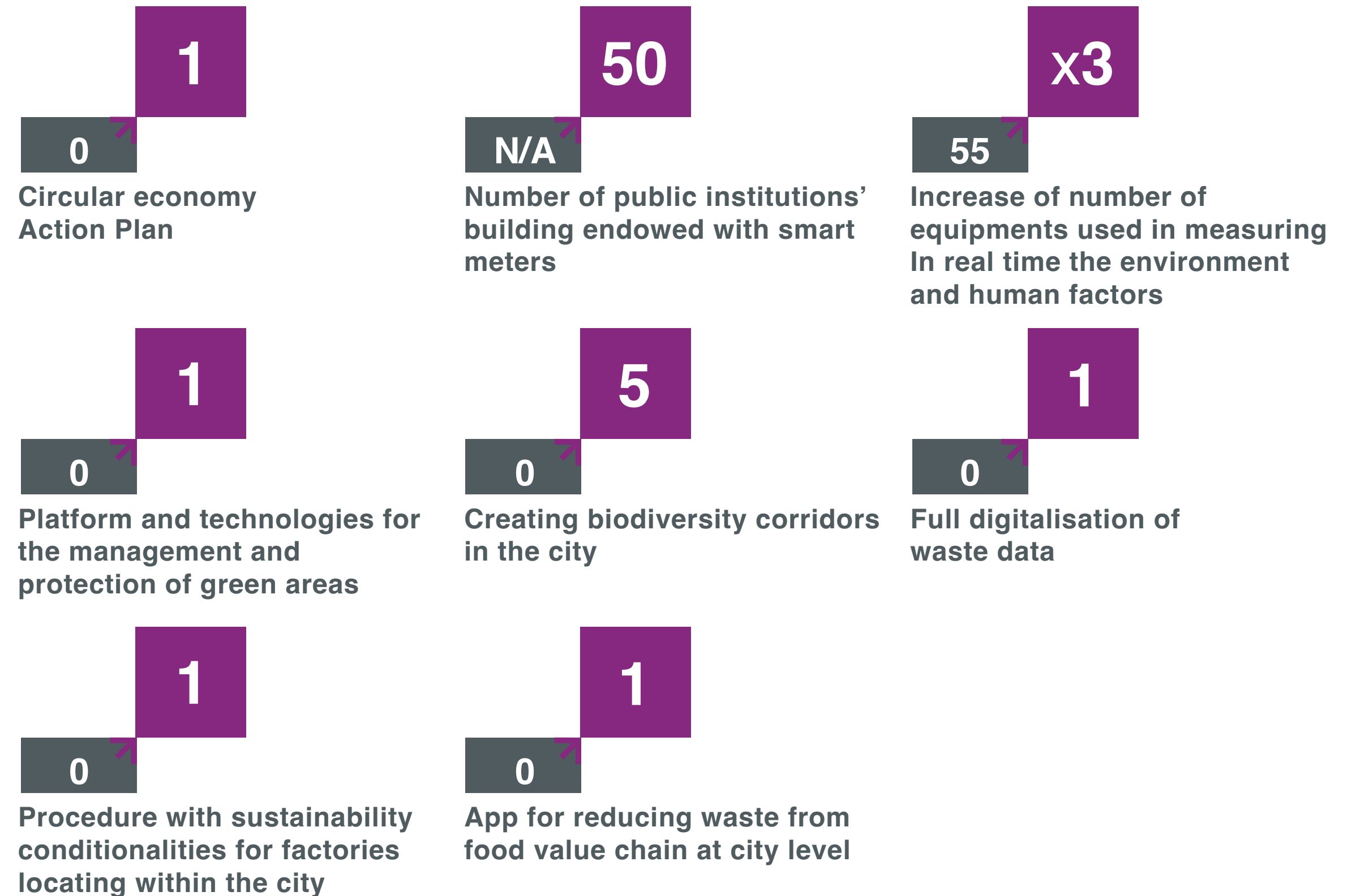
KEY INDICATOR OF THE AMBITION



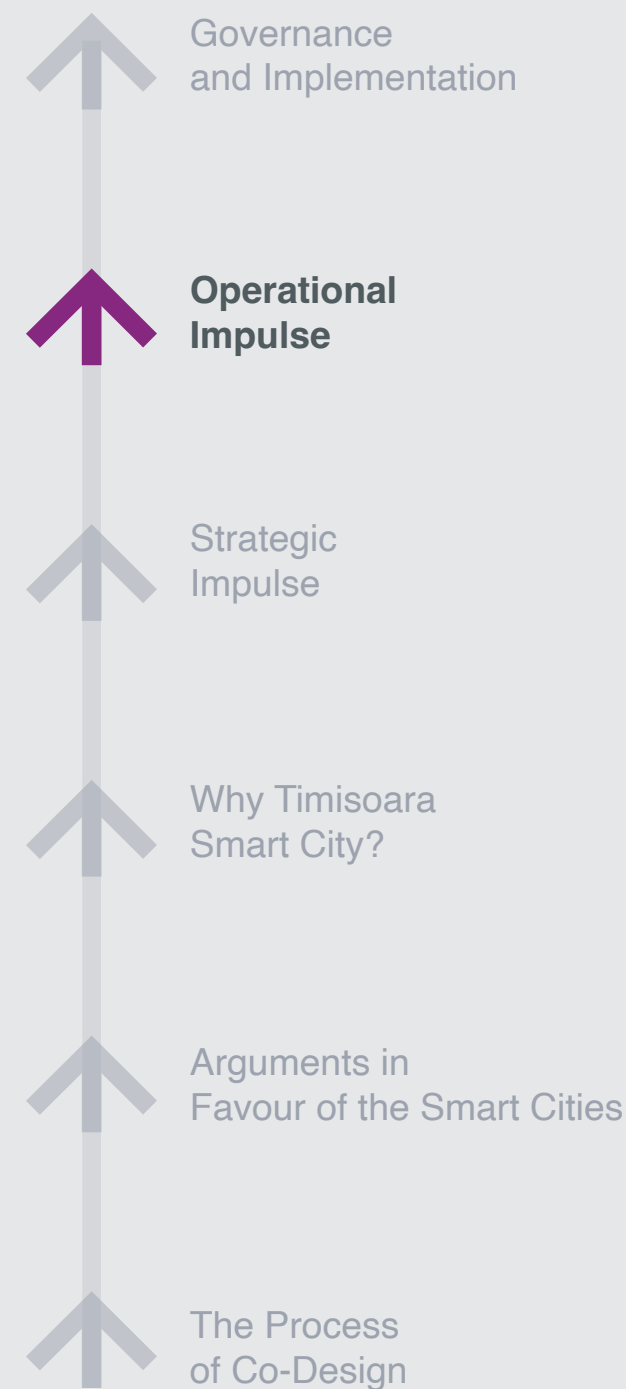
OUTCOME KPIs



OUTPUT KPIs



Ambition 5: The Sustainable City



OBJECTIVES

STRATEGIC PROJECTS



Reducing daily consumption of resources



Action plan for the **circular economy Timișoara**



Local incentives **to encourage and reward sustainable citizen behaviour**



Green energy for Timișoara - infrastructure, technologies and system to harness geothermal and waste energy



Digital monitoring and optimisation of consumption: energy, water, wastewater generation, network losses, etc.



Cleaner environment - increasing the quality of green spaces and biodiversity



Timișoara Evergreen: highlighting and protecting green spaces and biodiversity through smart tools and open data



Corridors for biodiversity: selecting and introducing types of plants and green spaces that attract insects, birds, and wildlife





Nature-based solutions: Application of innovative green infrastructure solutions in one or more city parks



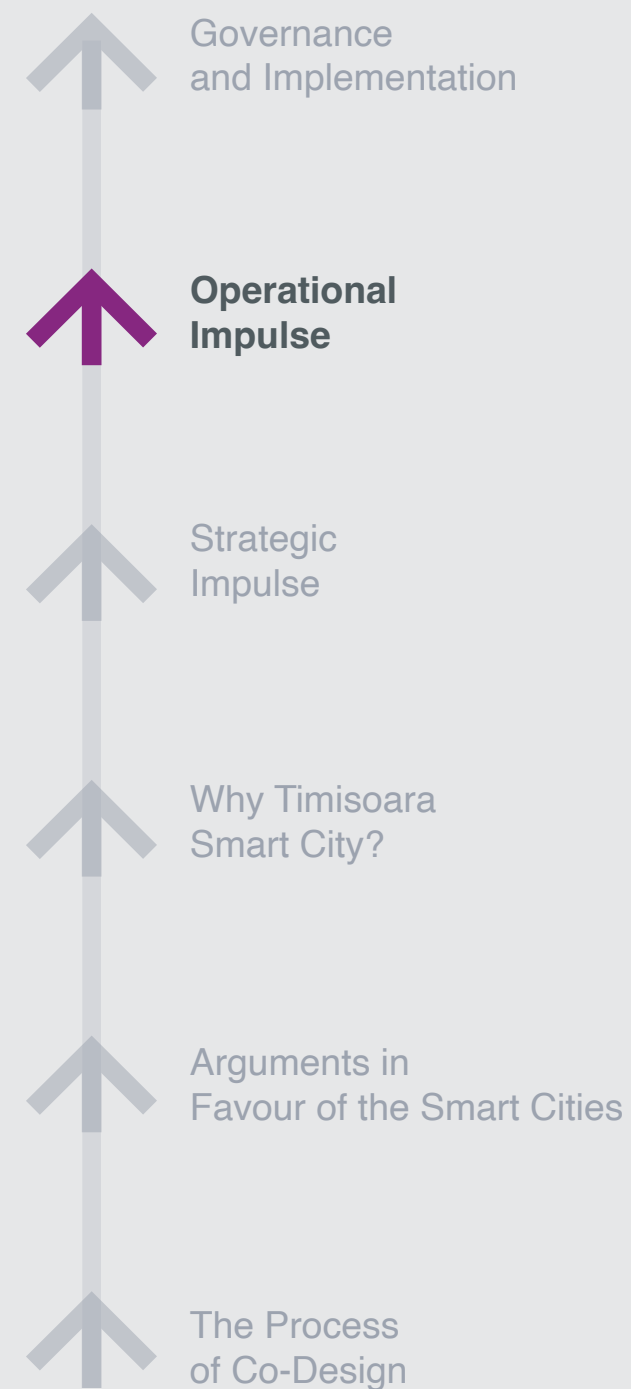
Fighting allergens: digital solutions to identify unmaintained plots and automatically generate warnings and enforcement

KEY

Planned 

In progress 

Ambition 5: The Sustainable City



OBJECTIVES



Improving living conditions in the city based on data collected in real time concerning human and environmental factors

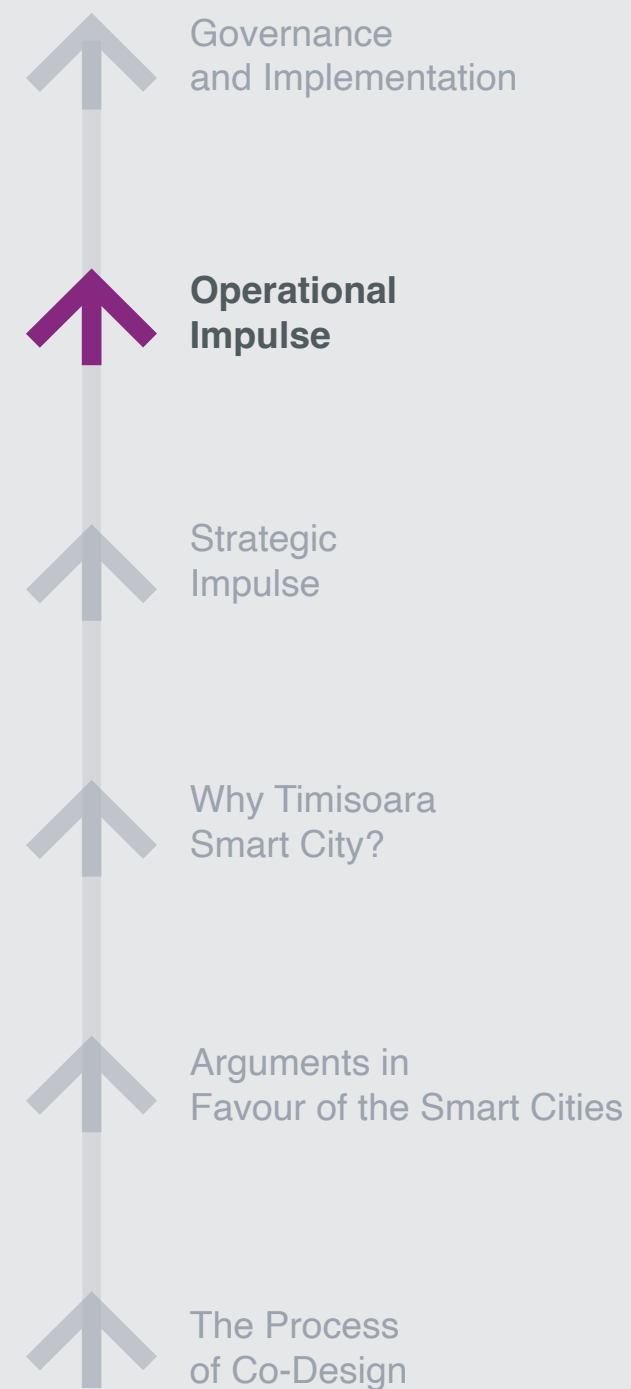
STRATEGIC PROJECTS

- Scanning environmental quality:** Use of technologies - drones, sensors, platforms - to analyse the quality of environmental factors in real time
- Timișoara - a clean city:** digitization and optimization of waste collection, recycling and management processes
- New sustainability rules for the setting up of business production capacities in the city** - e.g. carbon footprint, greenhouse gas emissions, types of waste generated, etc.
- Food Waste:** application to optimise food usage within shelf/life and to reduce losses in the food consumption chain

KEY

- Planned
- In progress

Ambition 5: The Sustainable City



OPEN ACTIONS

7

**Infrastructure/
Hardware**

2

**Platform/
Software**

2

**Capacity Building/
Consolidation**

1

Research

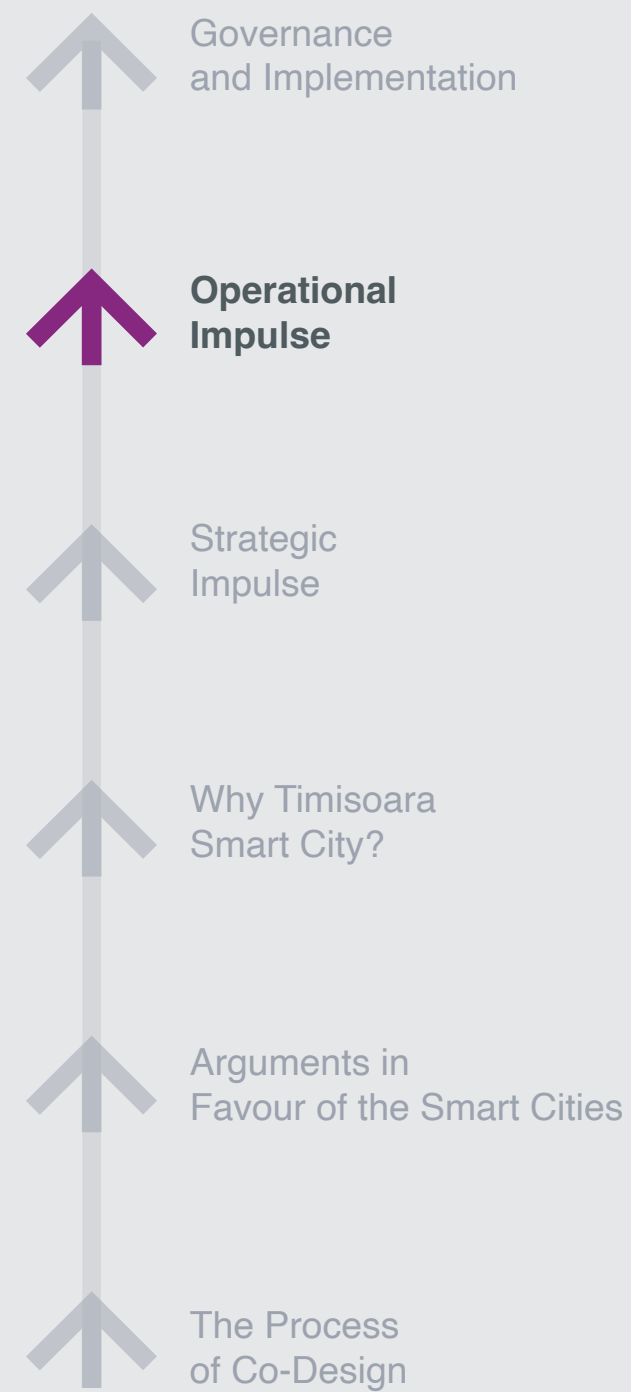
1

**(Non)financial
Incentives**

-

Events

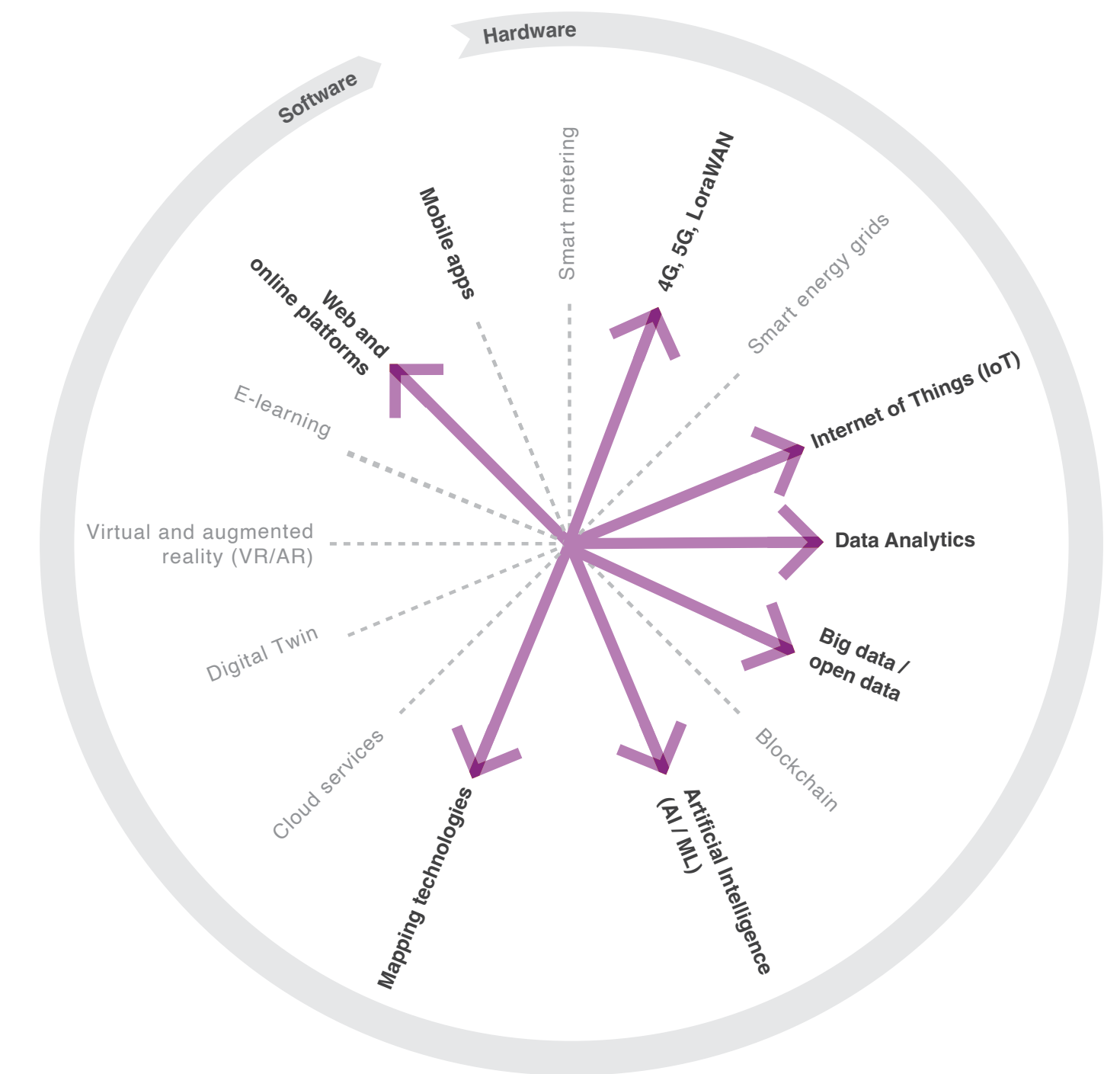
Ambition 5: The Sustainable City



RELEVANT LOCAL ACTORS

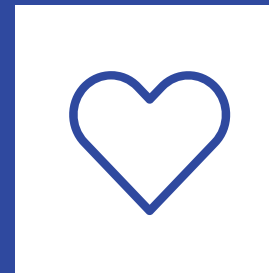


DIGITAL ENABLERS



Ambition 6: Smart City is Fun City

SMART CITY KEY
DIMENSION:
LIVING



SUSTAINABLE
DEVELOPMENT GOAL

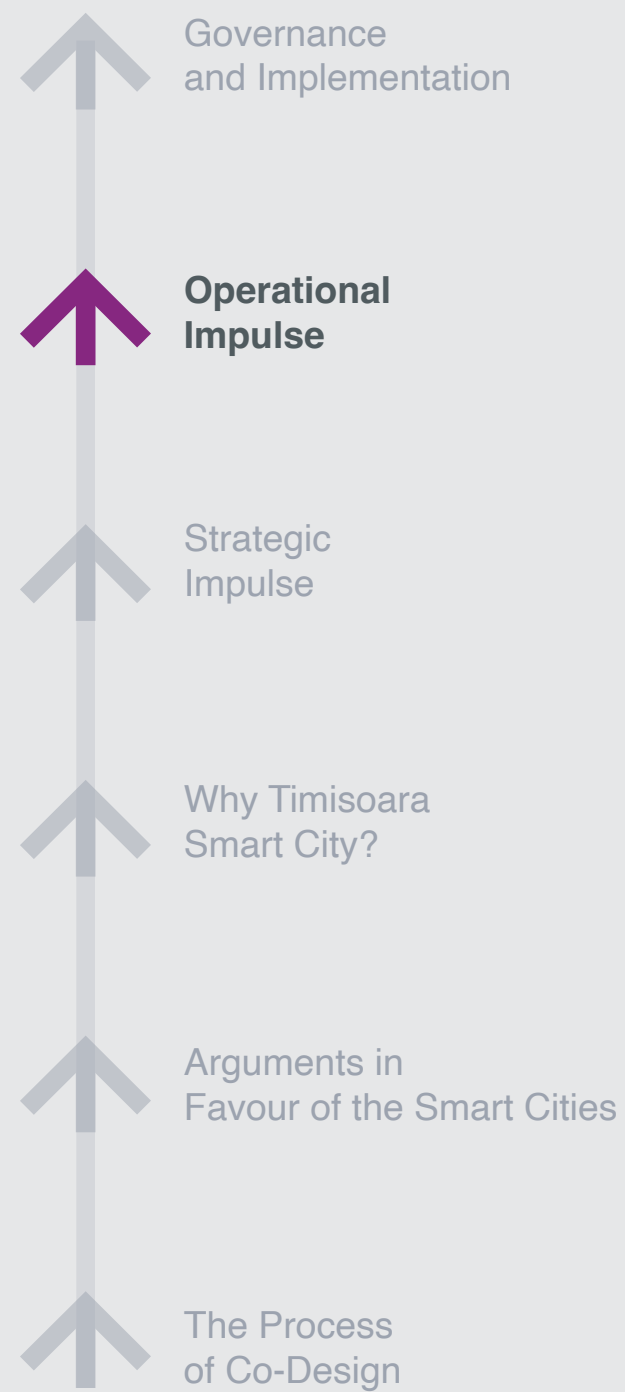


Alongside with the existing culture infrastructure, it is essential for a true "Fun City Timișoara" the contribution of the creative entrepreneurship, tech and niche events.

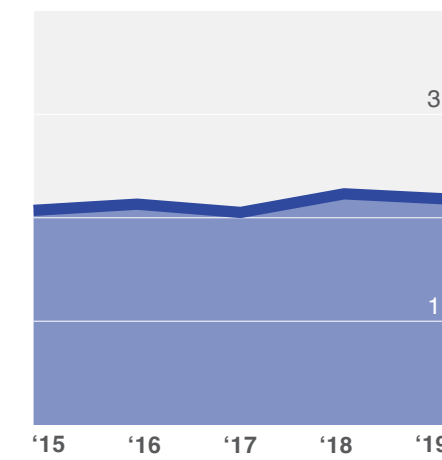
As an observation, Rome benefits from the same average length of stay of tourists, but with a number of 15 million tourists. In the case of Timisoara, the number of tourists is balanced with regard to the number of inhabitants.



Ambition 6: Smart City is Fun City



2.18
Average length of stay of tourists (days, 2019)

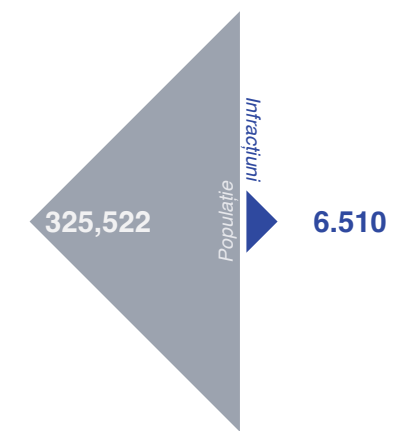


8
Performance halls

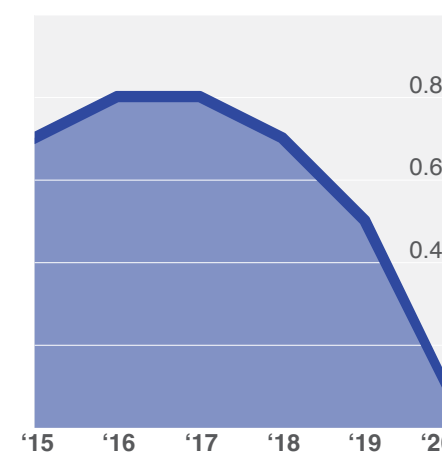


2,205
Number of seats in performance halls

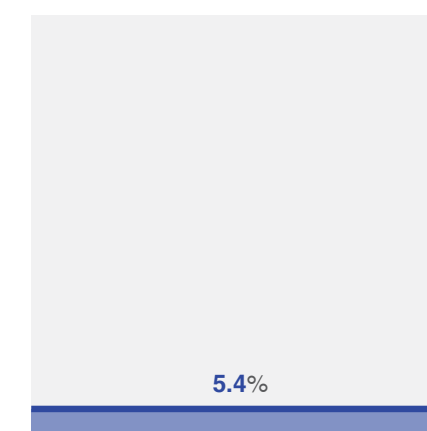
0.02
Crime per capita



0.1
No. of spectators at events per capita (days, 2019)



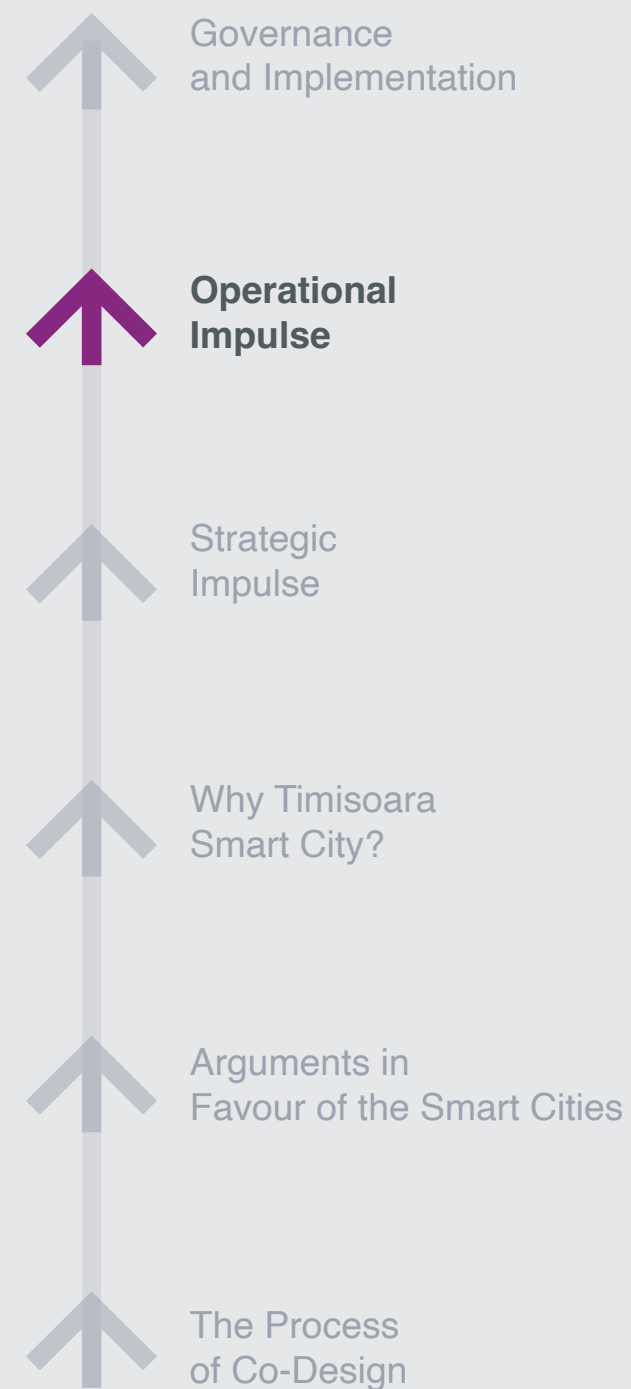
5.4%
% of creative industries companies out of total enterprises



9
Museums



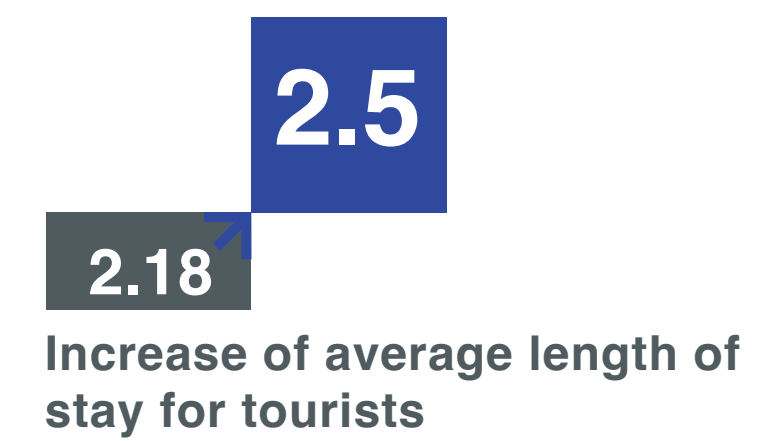
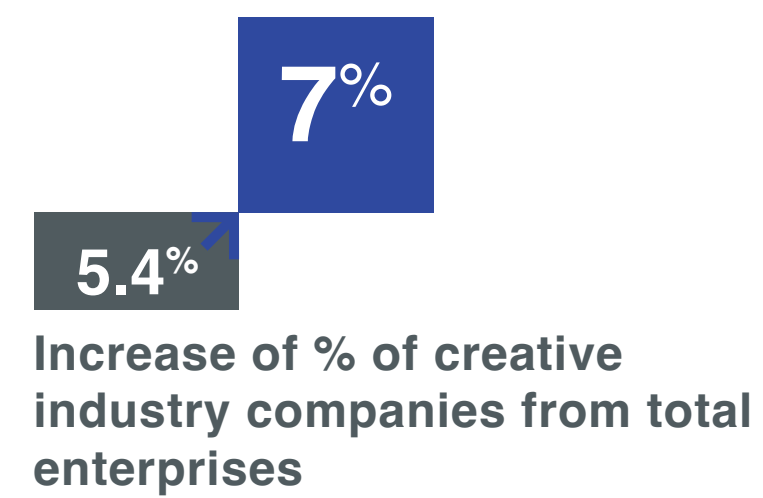
Ambition 6: Smart City is Fun City



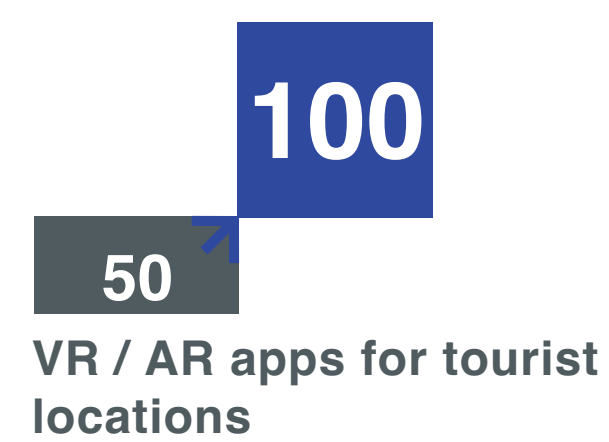
KEY INDICATOR OF THE AMBITION



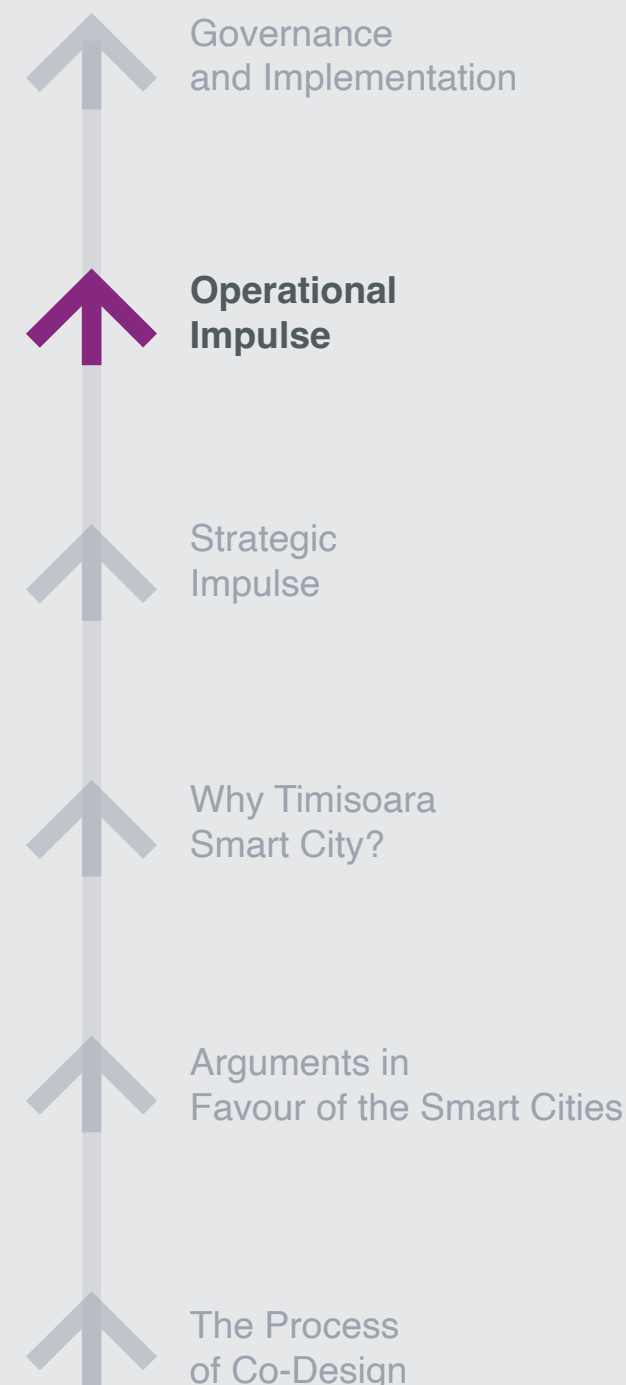
OUTCOME KPIs



OUTPUT KPIs



Ambition 6: Smart City is Fun City

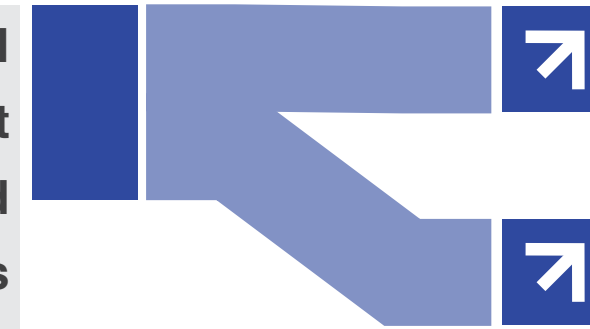


OBJECTIVES

STRATEGIC PROJECTS



Improved mental and physical health of citizens in a city that offers more predictability and less stress

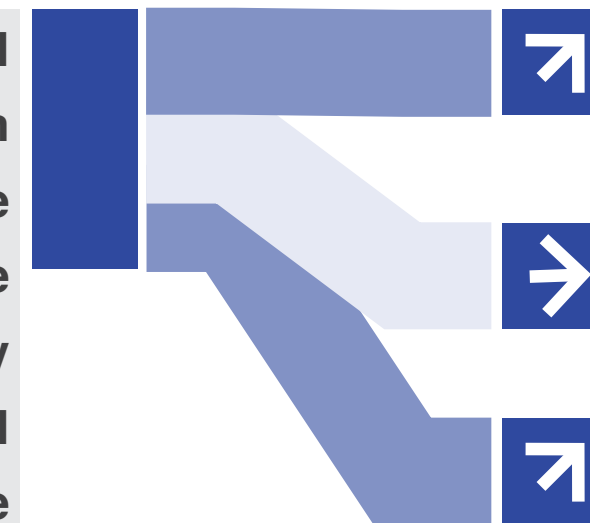


"TIMISOARA" Cityapp - Integrated App incorporating all useful information: entertainment, tourist attractions, HORECA, public transport routes, parking,

Sports in parks: Providing and distributing sports that can be placed in public parks/areas and promoting them digitally on the map



A dynamic and diverse cultural life of the city, based on Timișoara Capital of Culture 2023 rollout, vibrant creative industries and an innovatively harnessed multicultural cultural heritage



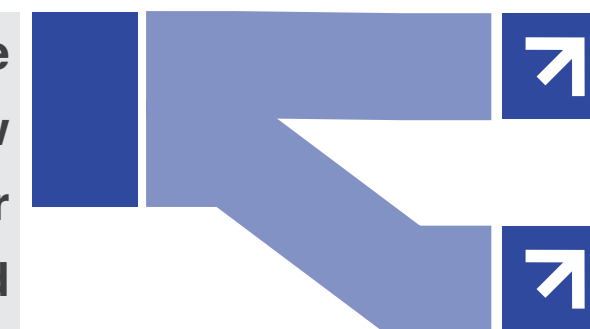
Culture in the street and local night life promoted digitally: The presence of artists from all creative spheres on the streets of Timișoara

Tourist/interest locations mapped on VR/AR apps connected to physical locations and stories in the city

Platform to support **cultural operators** to deliver high quality events



Creating the conditions for the city in which you want to grow professionally, raise your children and grow old



Creativity workshops for neighbourhood citizens: spaces with basic equipments and technologies, playshop, makerspace, exhibition, all adapted to the profile and traditions of the neighbourhood

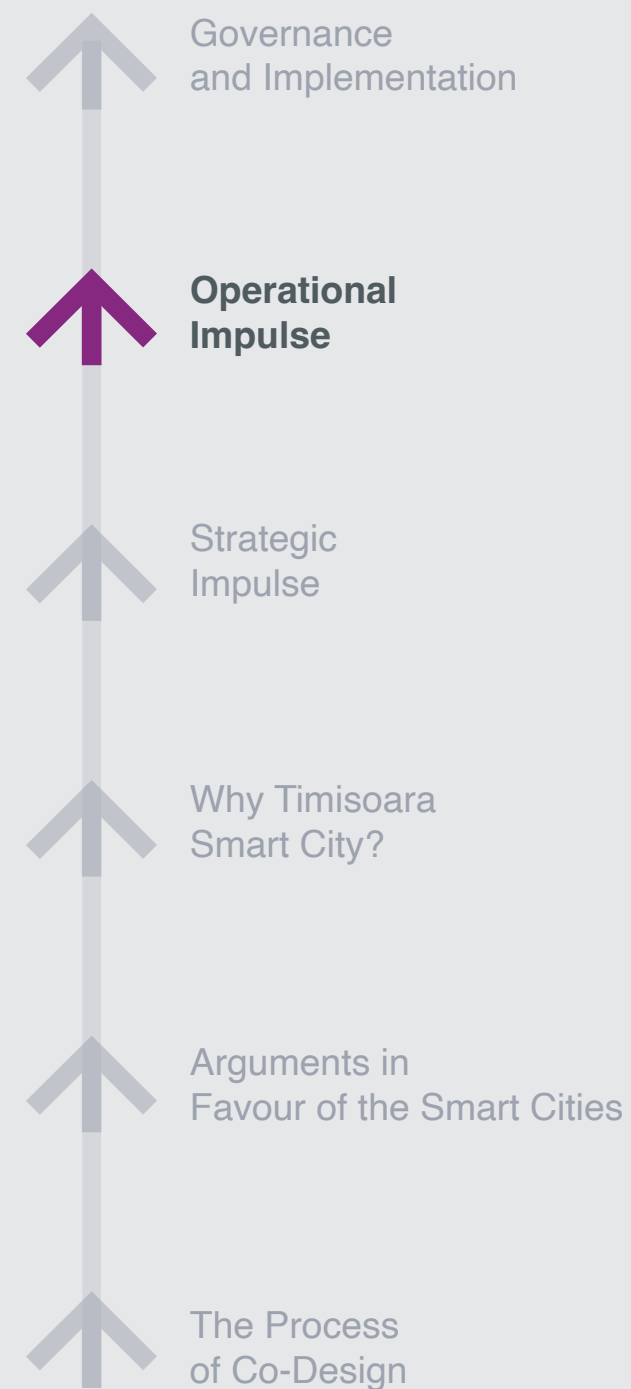
High-tech interactive urban installations: QR codes in public spaces with information about cultural events, educational activities for children, smart parks and resting places (with wireless charging and free wifi)

KEY

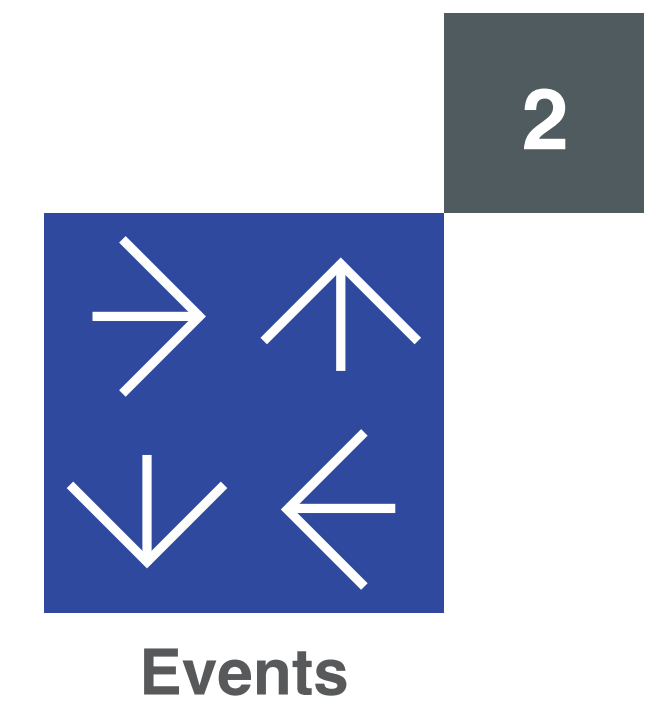
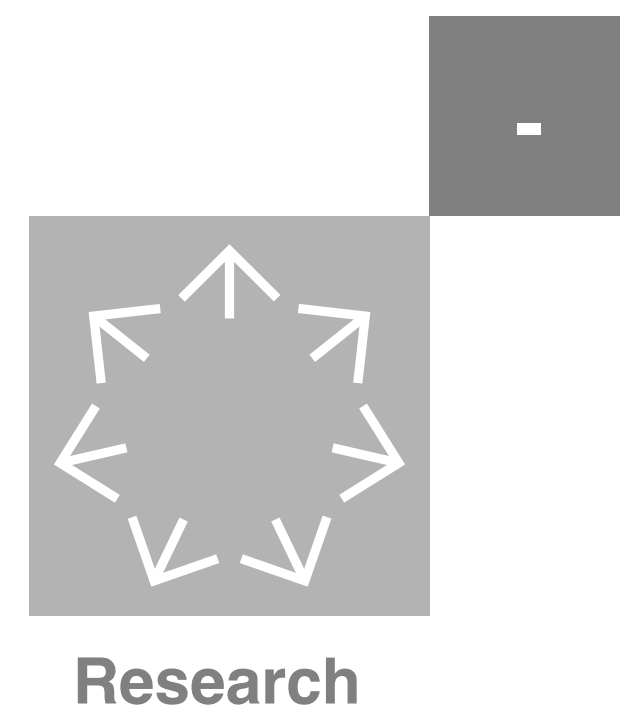
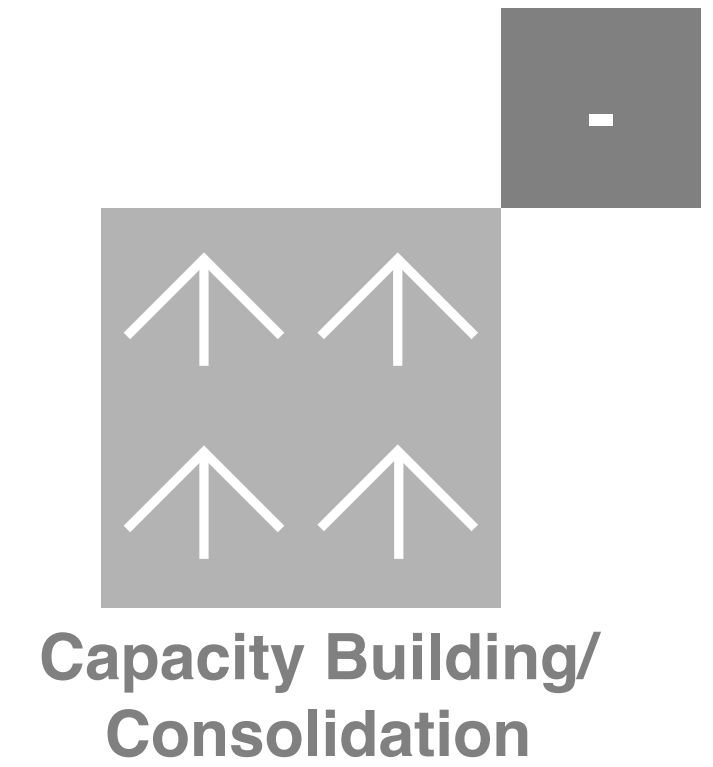
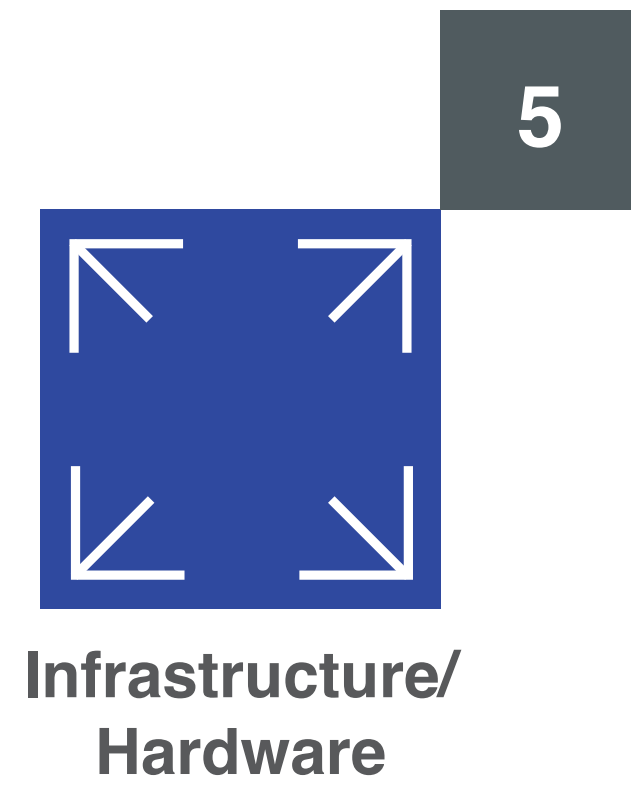
Planned

In progress

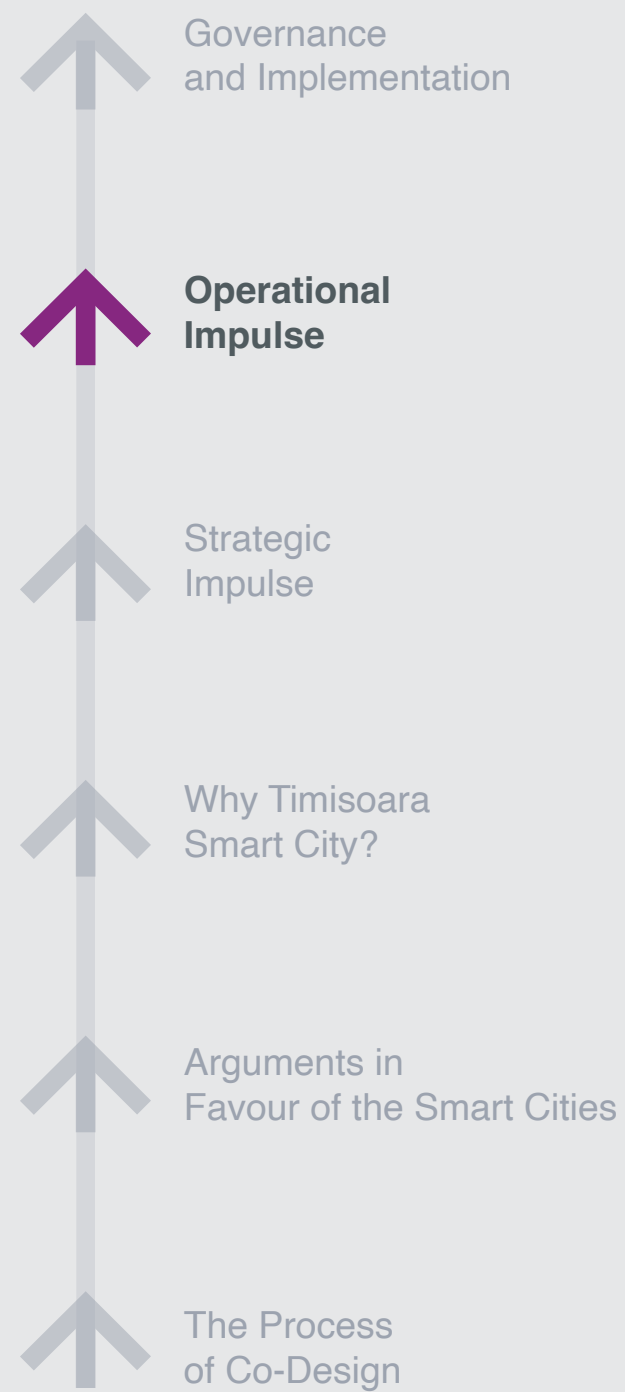
Ambition 6: Smart City is Fun City



OPEN ACTIONS



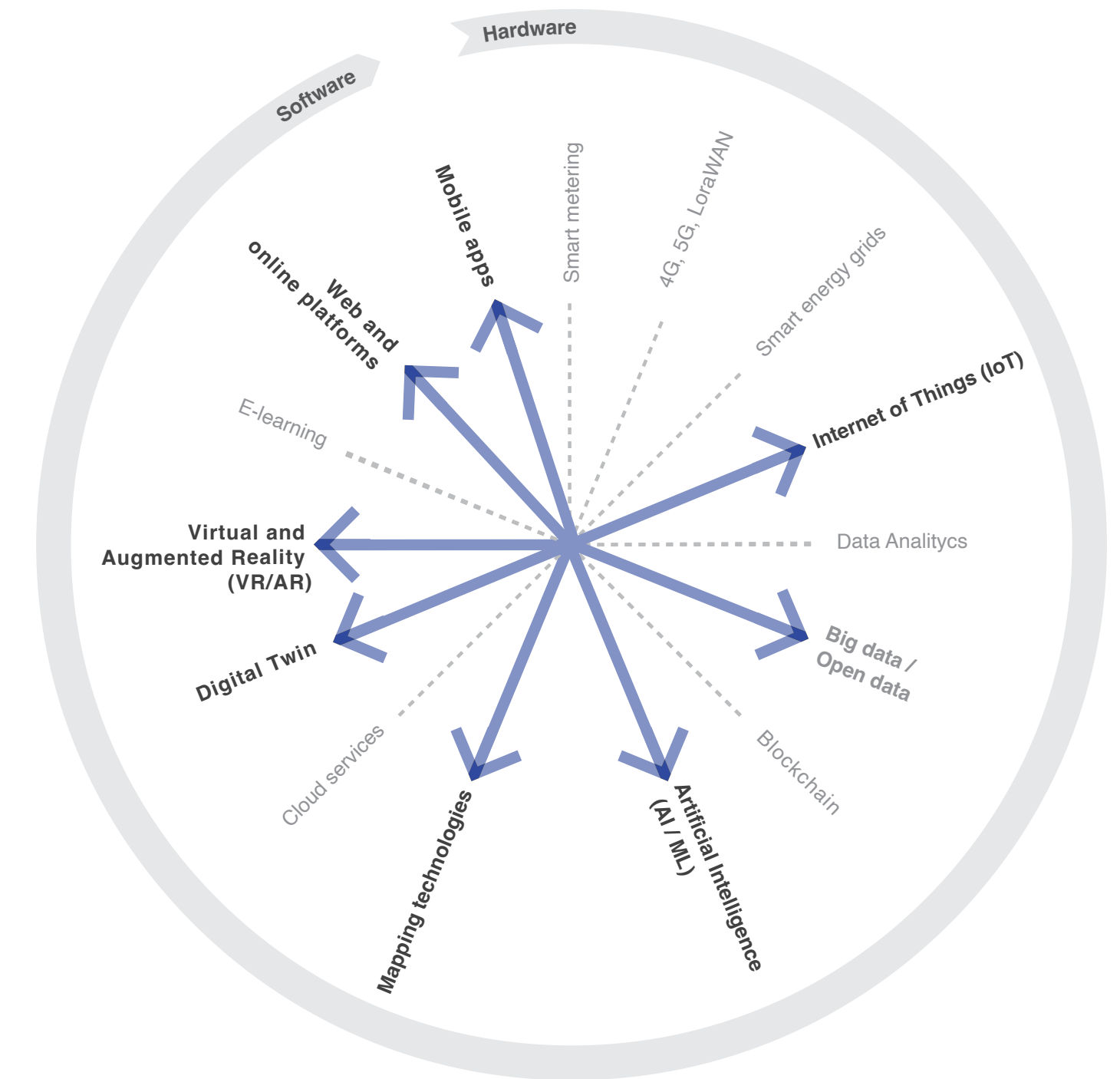
Ambition 6: Smart City is Fun City



RELEVANT LOCAL ACTORS

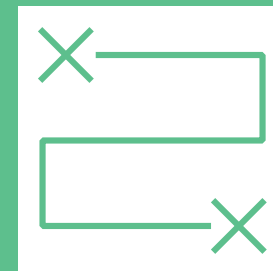


DIGITAL ENABLERS



Ambition 7: Smart and Impactful Public Investments

SMART CITY KEY
DIMENSION:
MOBILITY



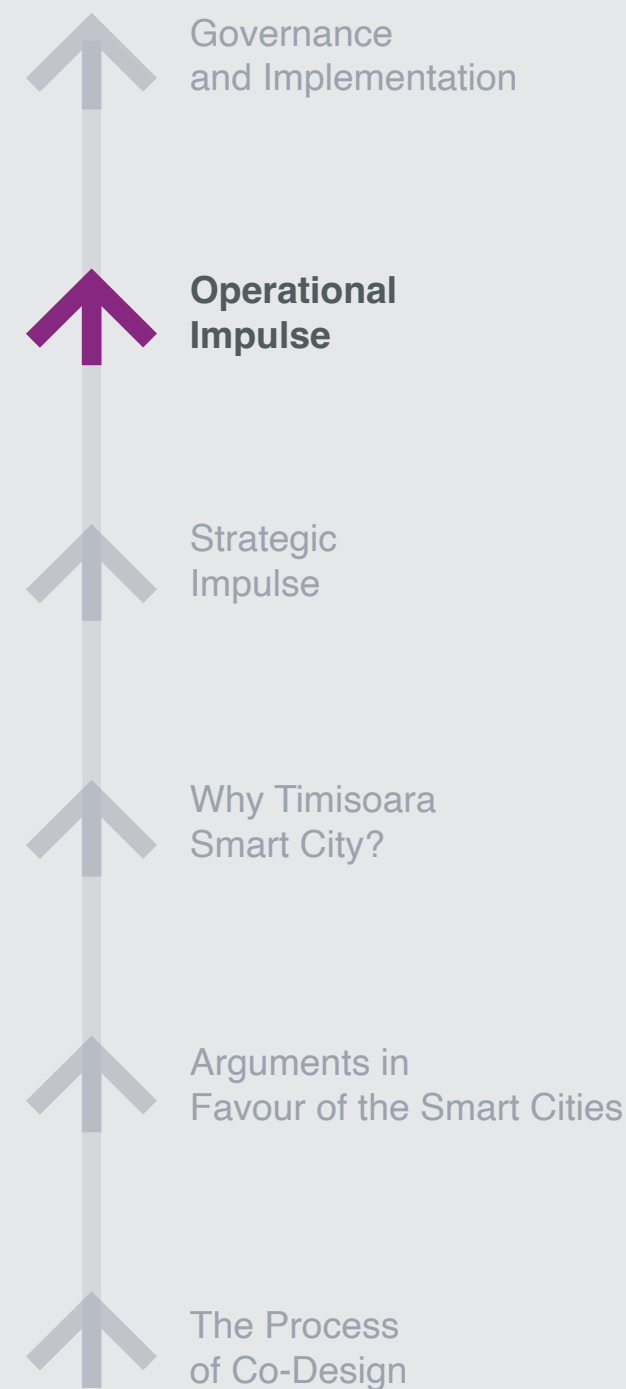
SUSTAINABLE
DEVELOPMENT GOAL



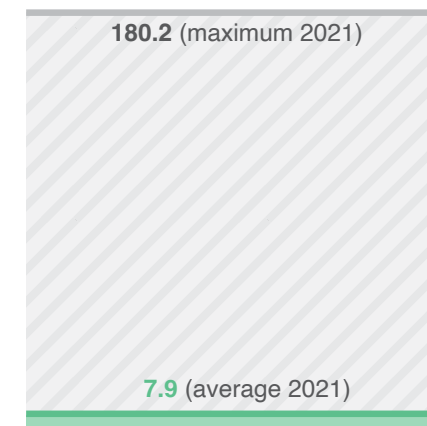
Even if the Timișoara traffic data indicate an improvement of the congestion index, the problems of accessibility and communication of the city centre with the periphery remain on the agenda.



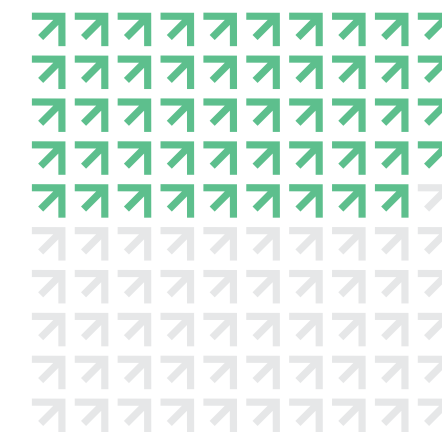
Ambition 7: Smart and Impactful Public Investments



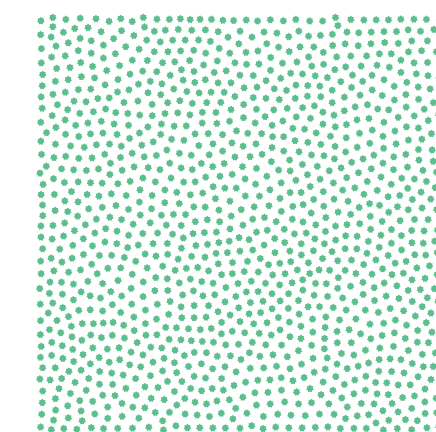
7.9
Traffic congestion index
(annual average 2021)



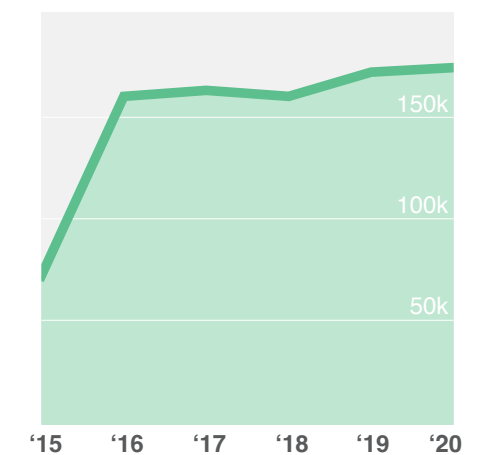
49%
Take-up of fixed broadband
of at least 100 Mbps



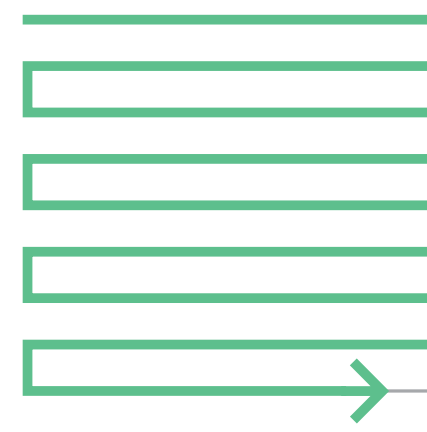
120,602
Number of internet
connections



174,494
Number of passengers rides
in public transport
(thou)



88.72km
Bicycle paths



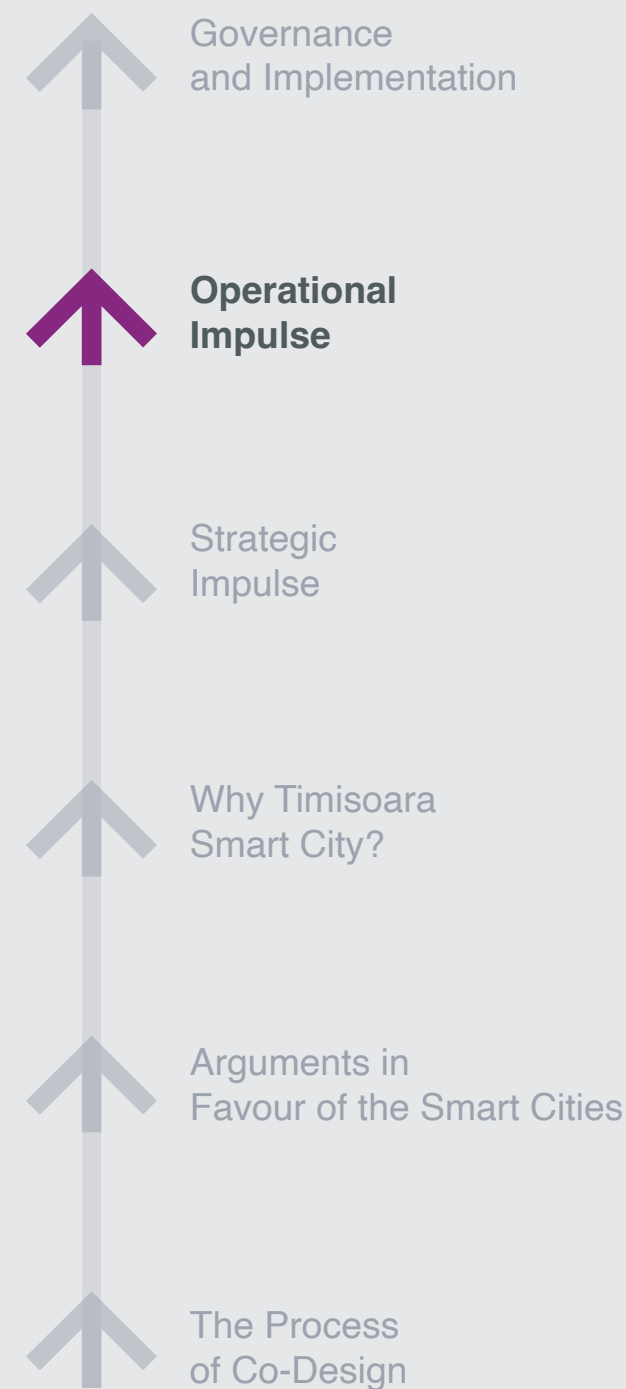
434
Number of bicycles
(City hall)



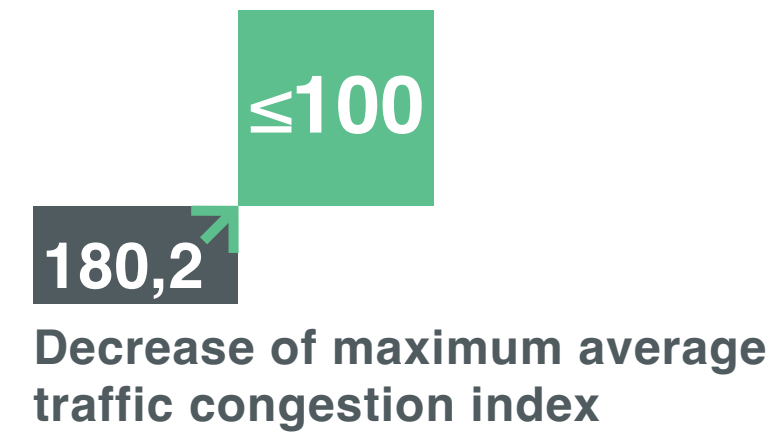
20
Number of charging stations
for electric vehicles



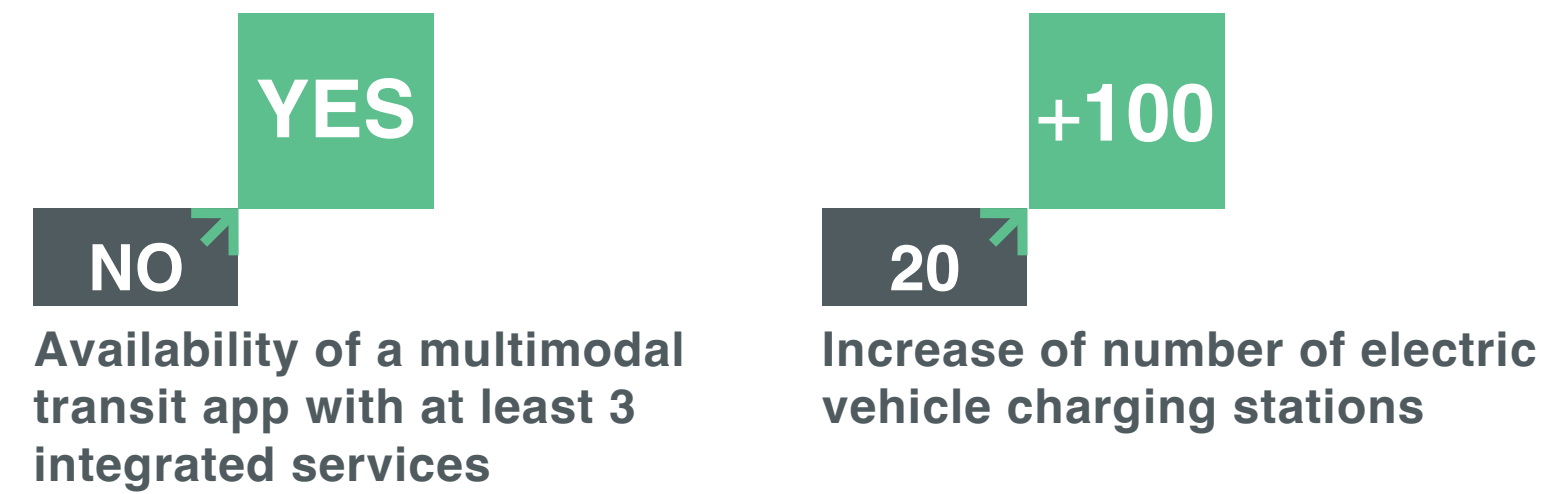
Ambition 7: Smart and Impactful Public Investments



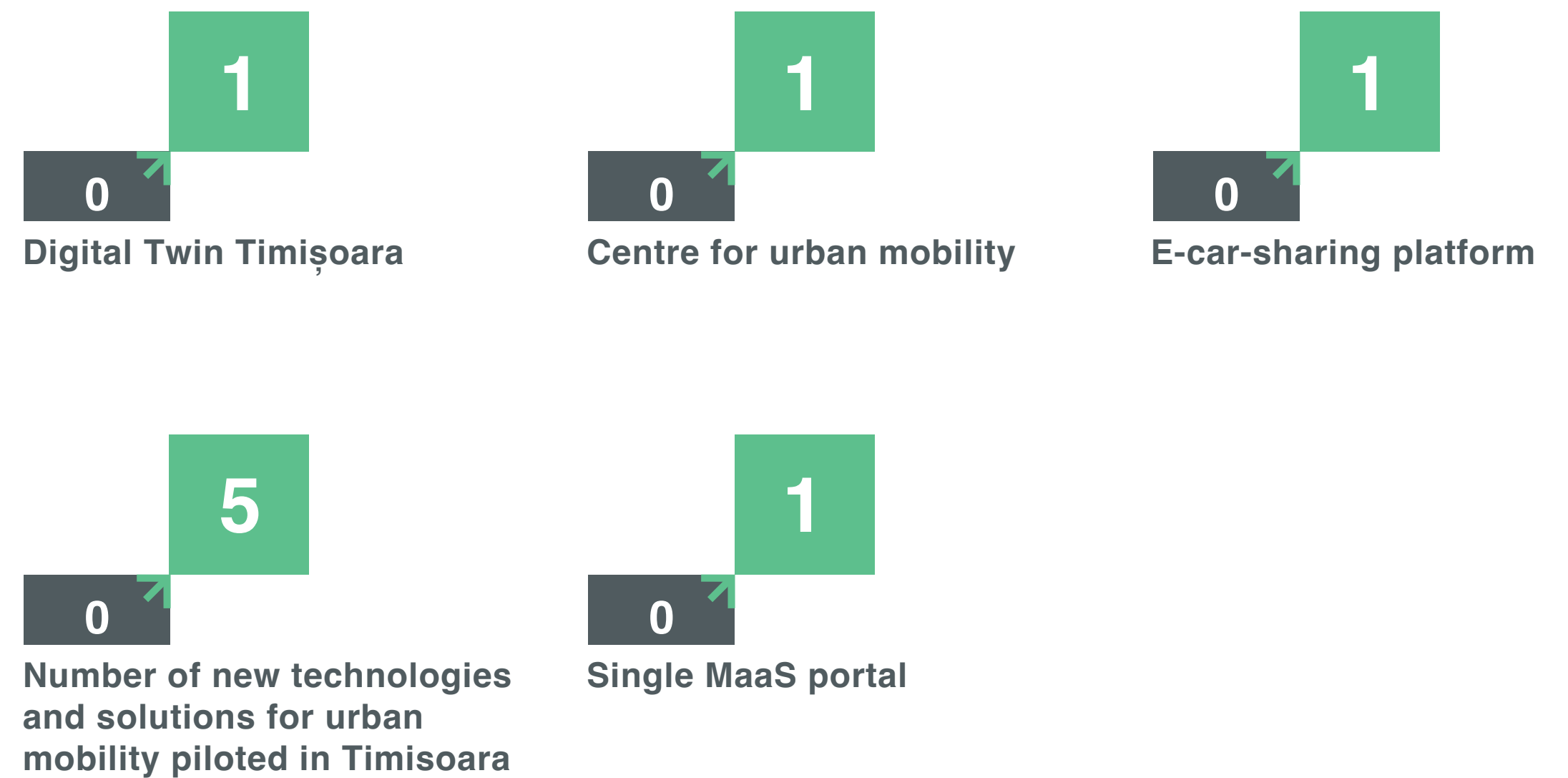
KEY INDICATOR
OF THE AMBITION



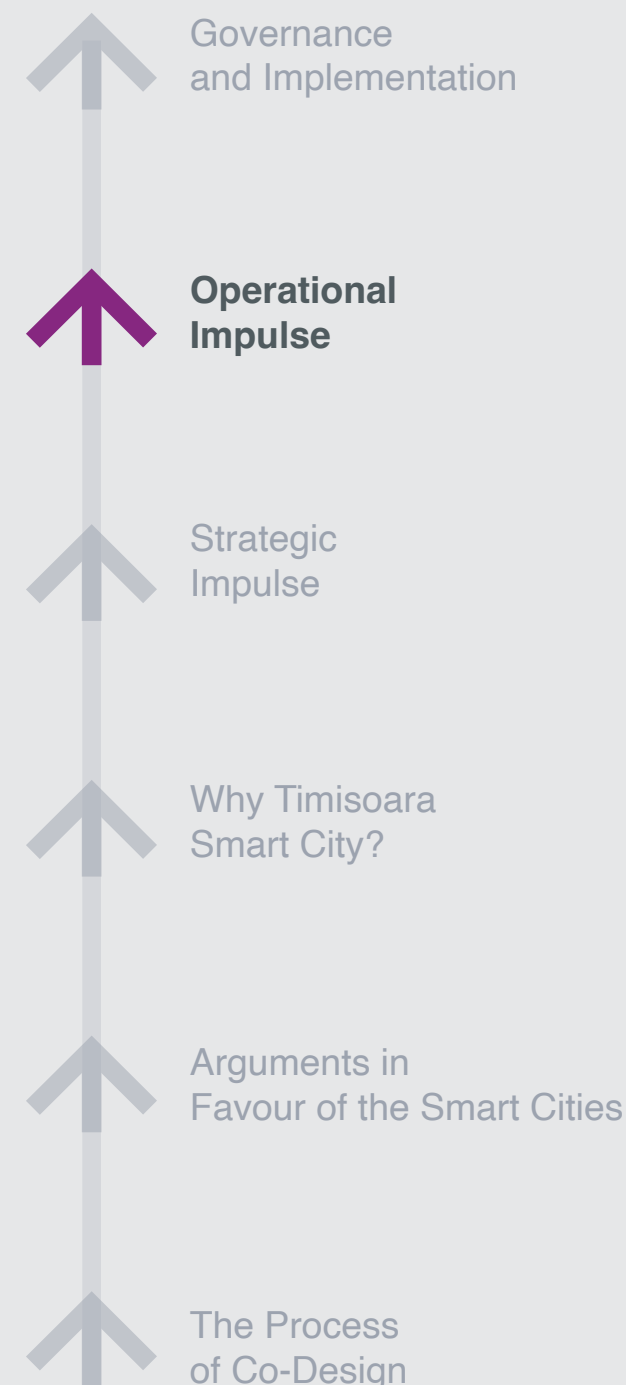
OUTCOME KPIs



OUTPUT KPIs



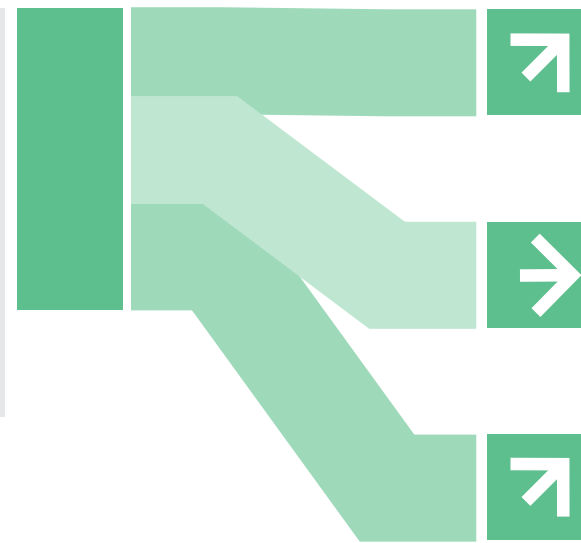
Ambition 7: Smart and Impactful Public Investments



OBJECTIVES



Boosting and strategically guiding investment in digital infrastructure



Smart City infrastructure: ultraconnectivity, ultrabroadband, IoT

Timișoara Digital Twin: Digital city platform: architecture - sensor data collection - open and standardised data - 3D city map

Lobby for the implementation of the legislation concerning the **Public Private Partnership (PPP) for digital investments**



Supporting public institutions to achieve optimal impact from their investments through instruments that support their operation and sustainability



Urban Mobility Centre: Development of a smartly managed and integrated multimodal mobility and parking solutions

Prototyping and piloting new means of urban mobility through international city partnerships - eCar sharing, eBike sharing, AD shuttles, delivery bots/drones, smart intersections, etc.

Digital platform presenting and promoting **status of strategic public projects**

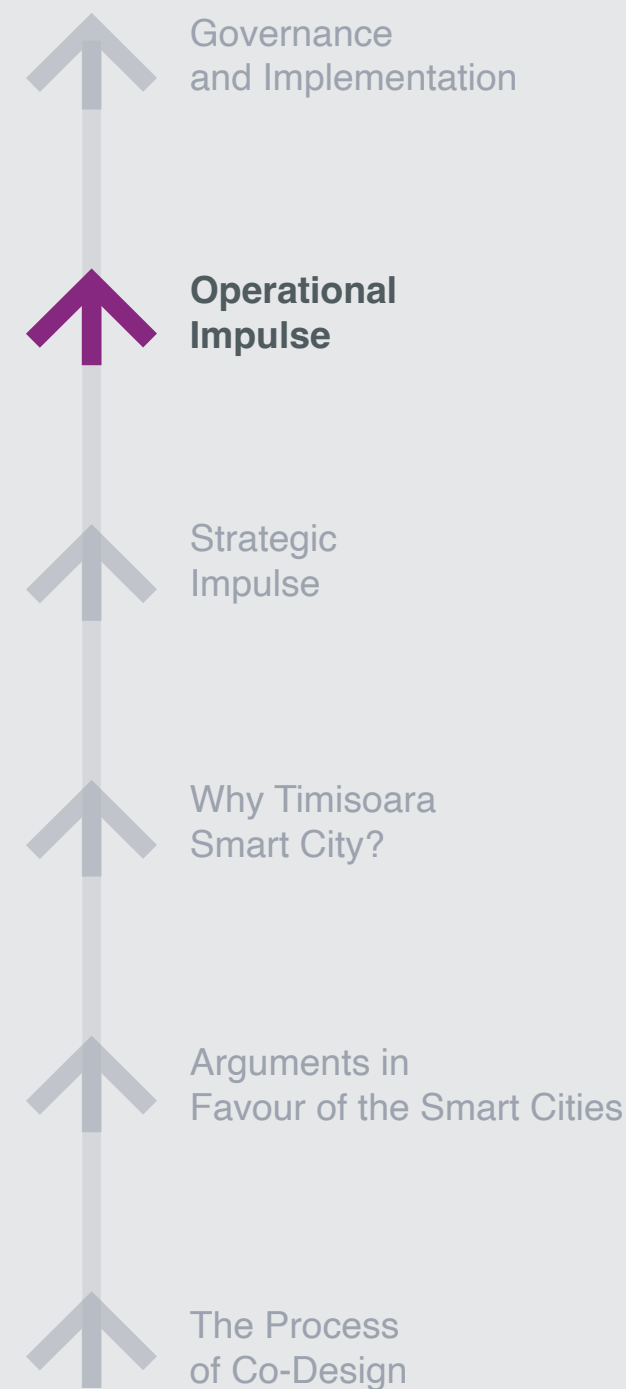
KEY

Planned

In progress

STRATEGIC PROJECTS

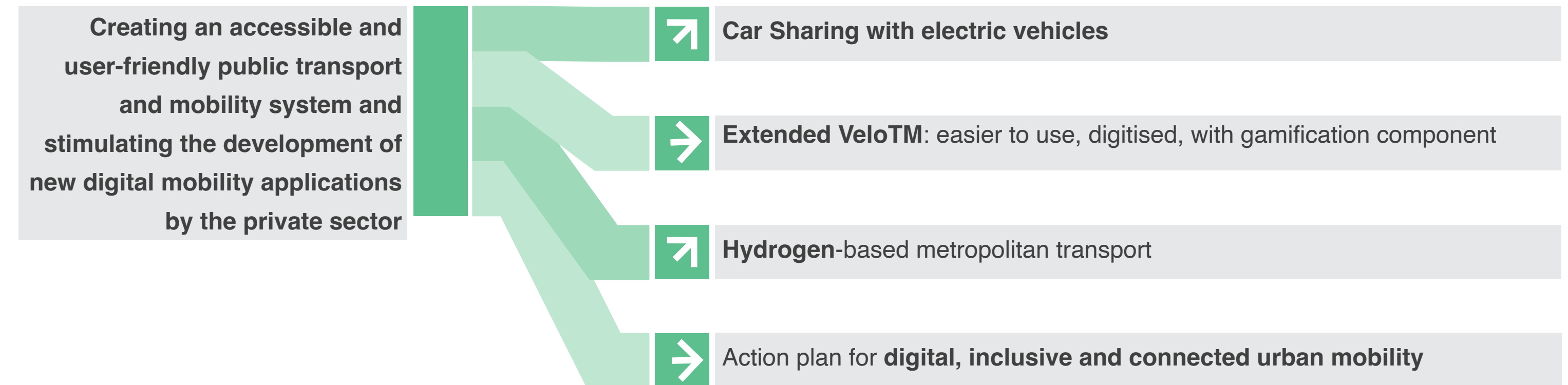
Ambition 7: Smart and Impactful Public Investments



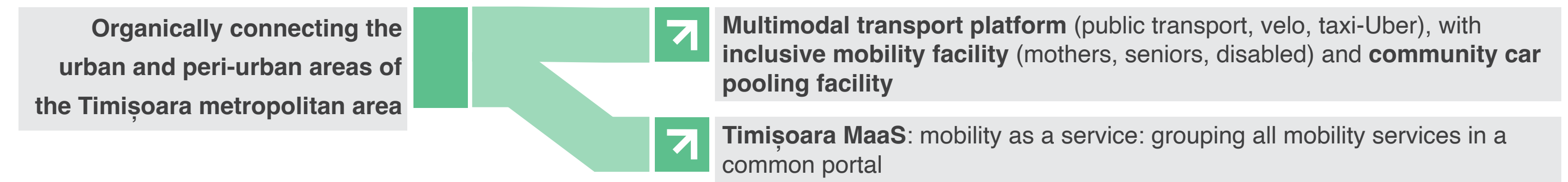
OBJECTIVES

STRATEGIC PROJECTS

III



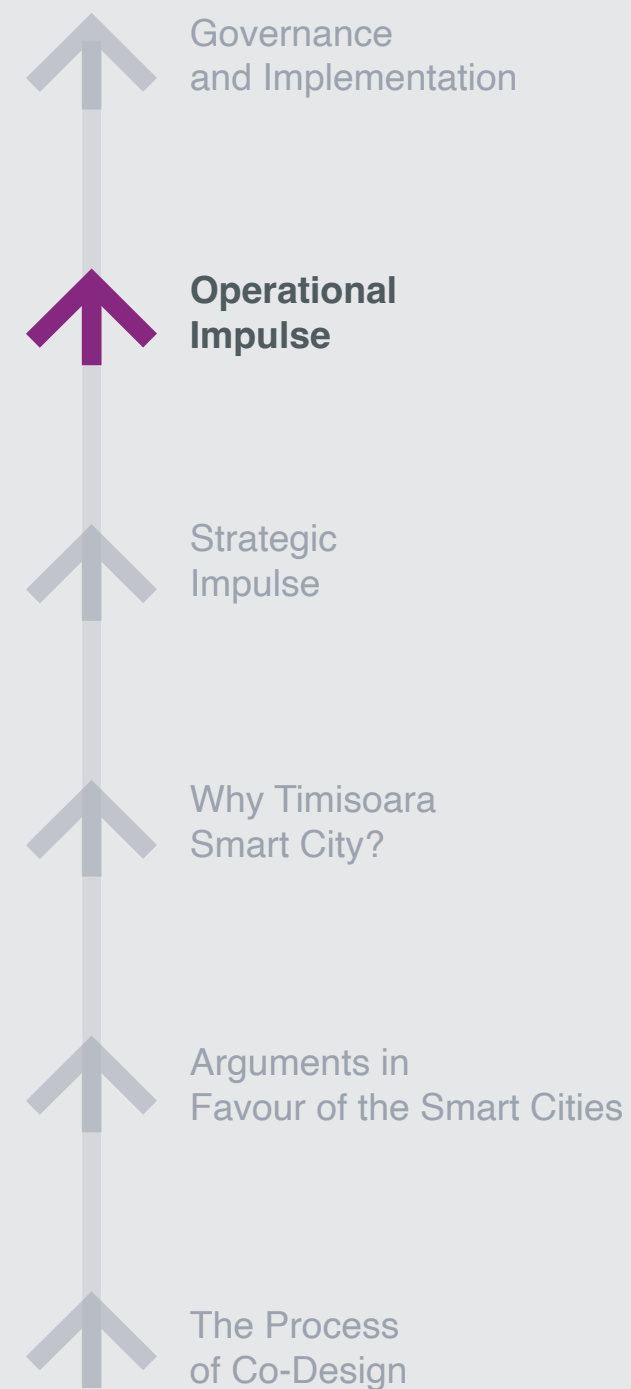
IV



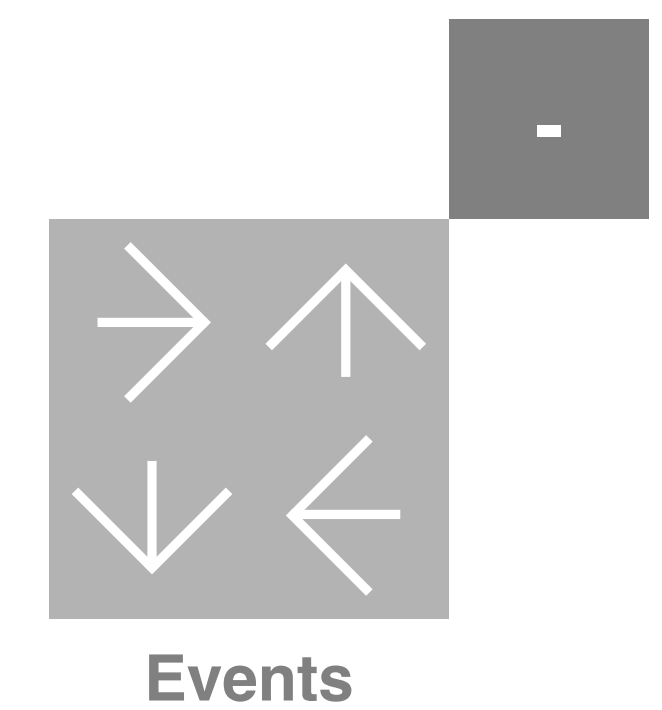
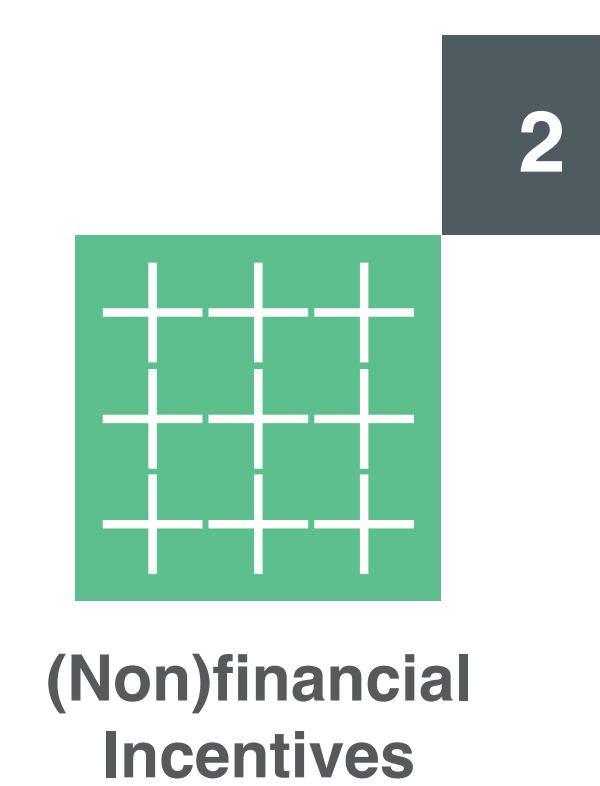
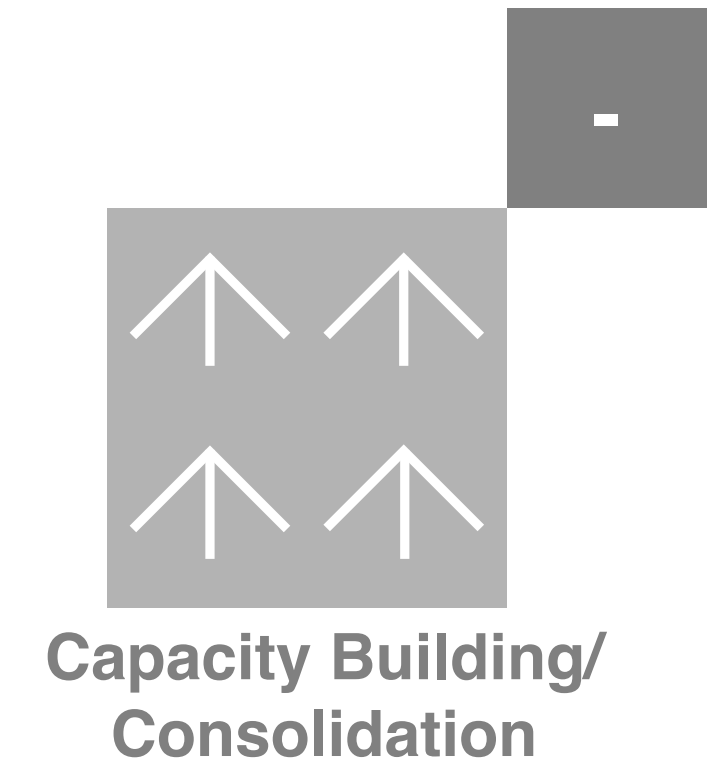
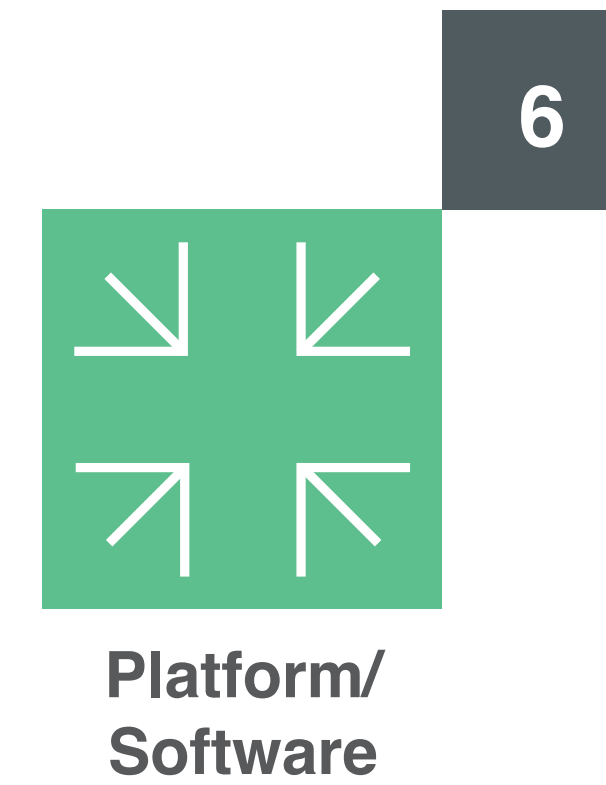
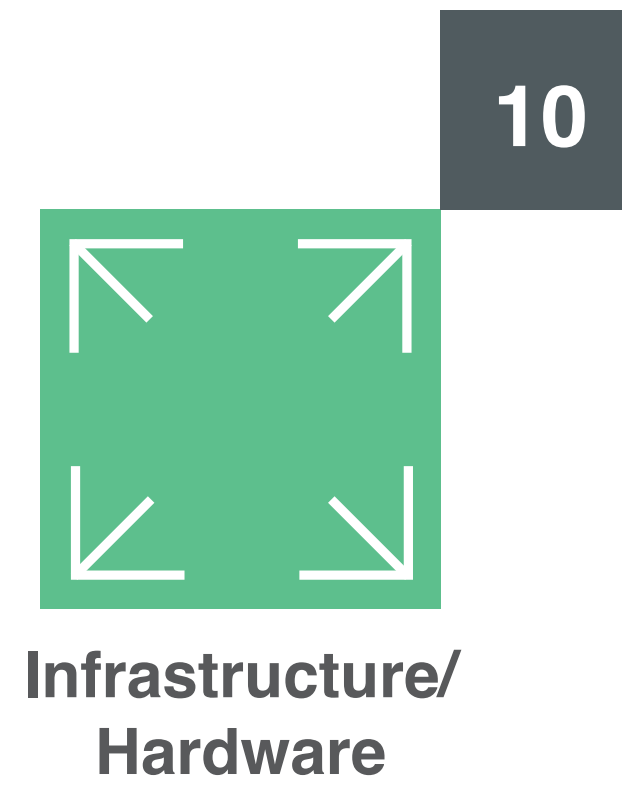
KEY

- Planned
- In progress

Ambition 7: Smart and Impactful Public Investments



OPEN ACTIONS



Ambition 7: Smart and Impactful Public Investments

- ↑ Governance and Implementation
- ↑ **Operational Impulse**
- ↑ Strategic Impulse
- ↑ Why Timisoara Smart City?
- ↑ Arguments in Favour of the Smart Cities
- ↑ The Process of Co-Design

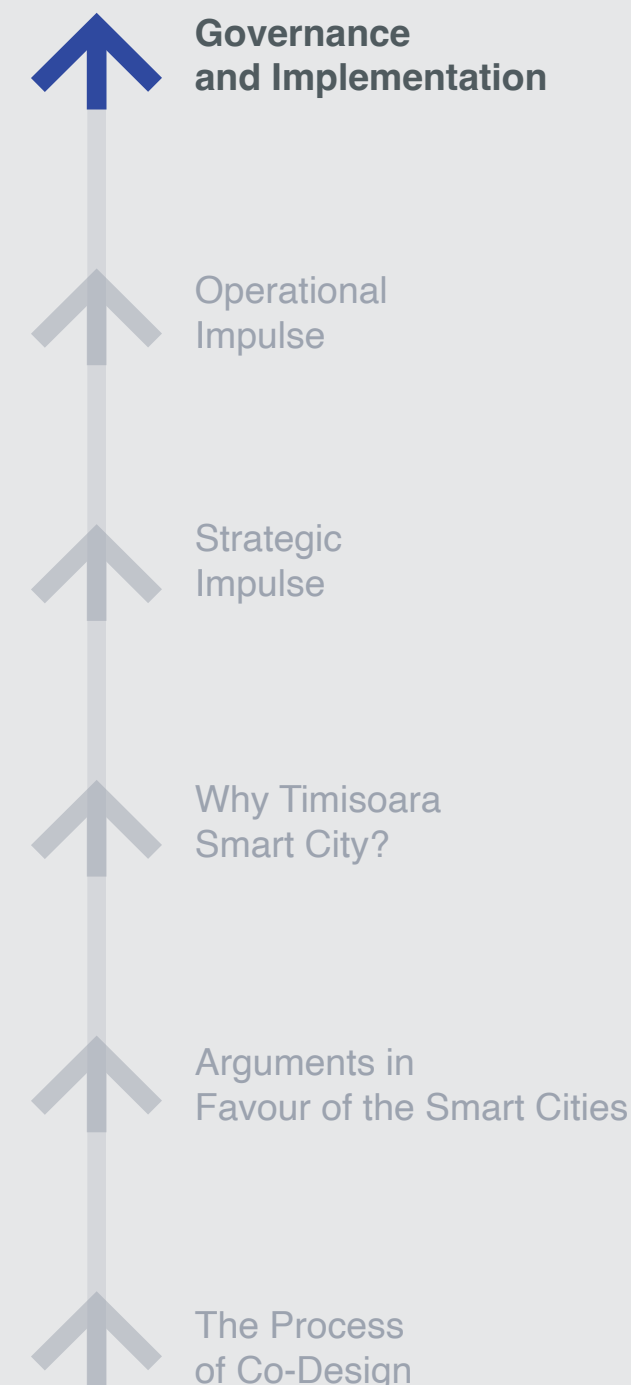
RELEVANT LOCAL ACTORS



DIGITAL ENABLERS



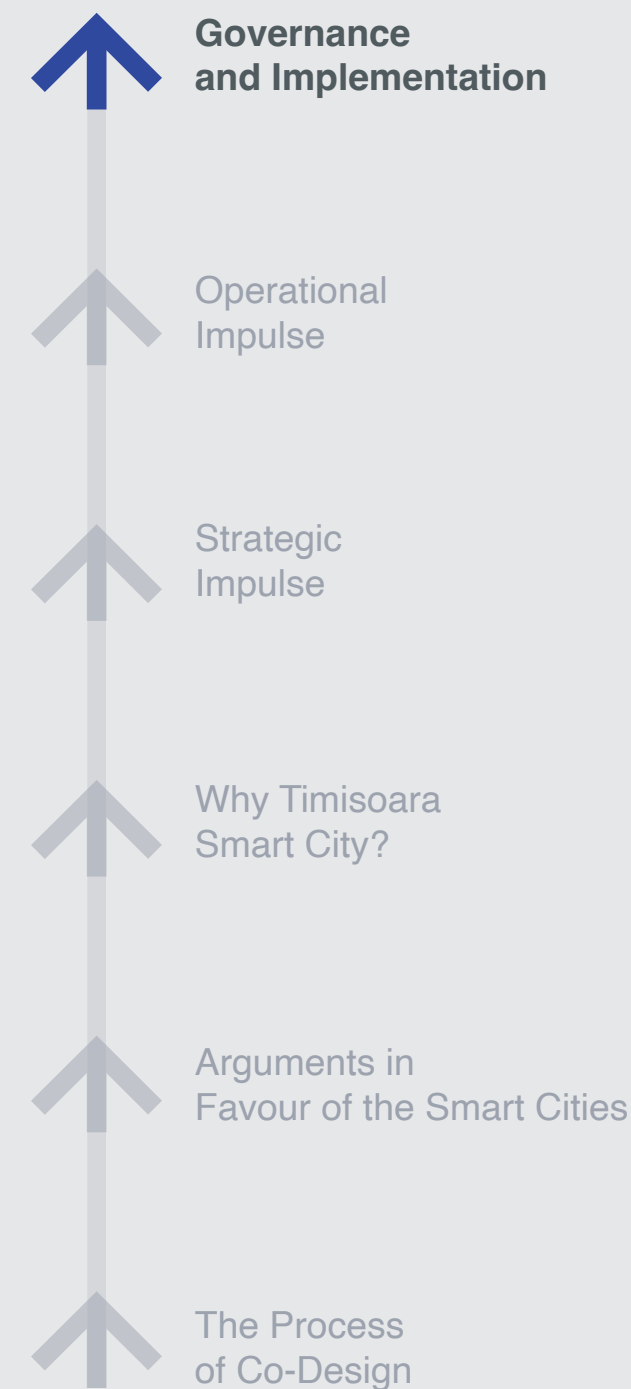
Process



For the **"pilot" phase of implementation, during the first 12 months** we shall deploy a **facilitation process** with the following objectives:

- **Coordination** of the strategy implementation;
- **Institutional building** – creating the structures and principles of governance;
- Creating the appropriate framework for **large scale engagement** of professionals and organisations;
- Management of **the portfolio of strategic projects**, through the creation of working groups, drafting of project concept notes, attracting relevant resources and start of projects' implementation;
- Facilitation of implementation of **open actions by third party actors**;
- Building up of a **cohesive community around the strategy**;
- Ensuring **transparency and traceability** for the entire implementation roadmap;
- Rollout of the **complete cycle of monitoring, evaluation and update** of the strategy, for the first 12 months.

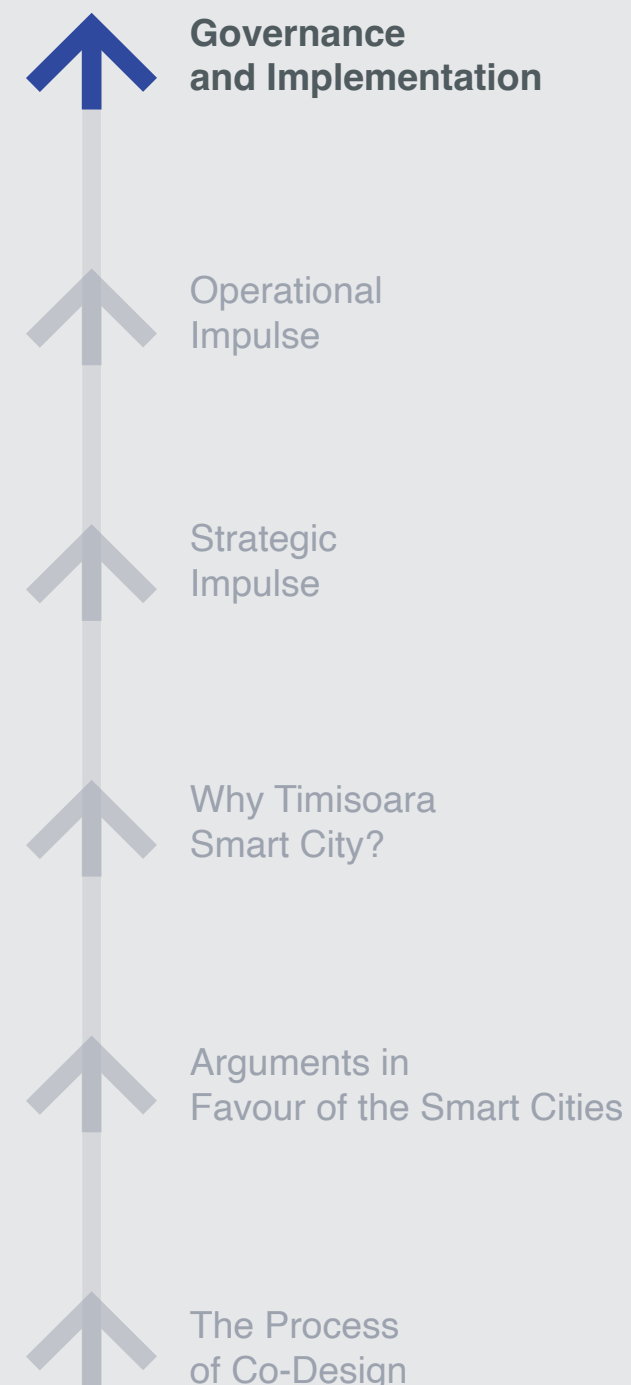
Process



The main **instruments** which will be brought along encompass:

- **Process design**
- **Process facilitation**
- **Training on facilitation** for the 7 action group and project working groups coordinators
- **Institutional building** – define objectives, principles, resources and ways to operate, for each governance entity
- **Internal guidelines and procedures** (e.g. way to ensure complementarity and no overlapping among strategic projects, as well as the drawing up of new KPIs at project level etc.)
- **Organising workshops and thematic / specialised workshops** for various types of local actors
- **Research** – data and information collection, processing and analysis throughout the implementation, including new KPIs to be measured at city level
- **Project management** – per individual strategic project
- **Online consultations** with various target groups
- **Communication and engagement platform for local actors** – citizens and organisations
- **Monitoring platform**

Institutional Building



➤ City Hall of Timișoara

Role: Leader of the process, coordinator of the governance and implementation, promoter of strategic projects and facilitator for the open actions

➤ SmarTM – Steering Group

Role: Deliberative, focused on the principles of governance and implementation, as well as providing support and recommendations with regard to monitoring, evaluation and update of the strategy

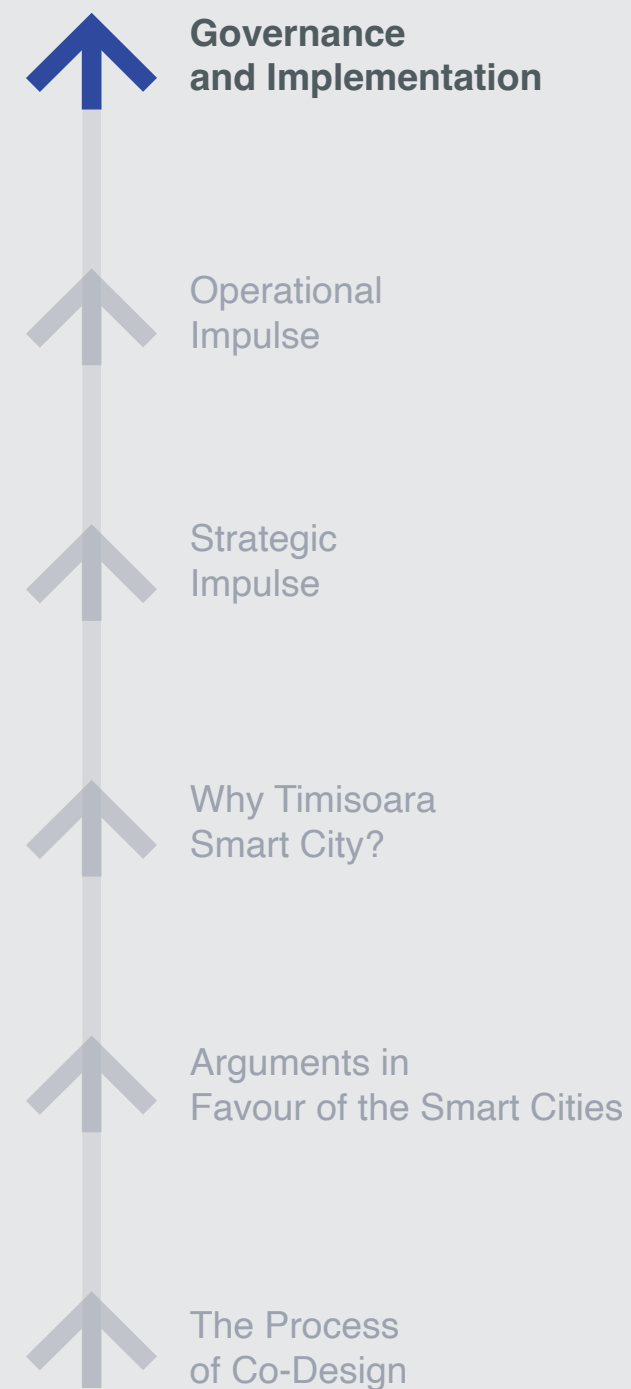
➤ FRUIT – Foundation for Urban Redesign and Improvement of Living in Timișoara

Role: Executive, operational, to prototype and develop projects. FRUIT will have its own team, led by a CEO, as well as a Board led by the City hall, and with representative of each Smart City types of local actors: SME, corporates, universities, NGO, citizens etc. All decision-making and executive positions will be limited in time.

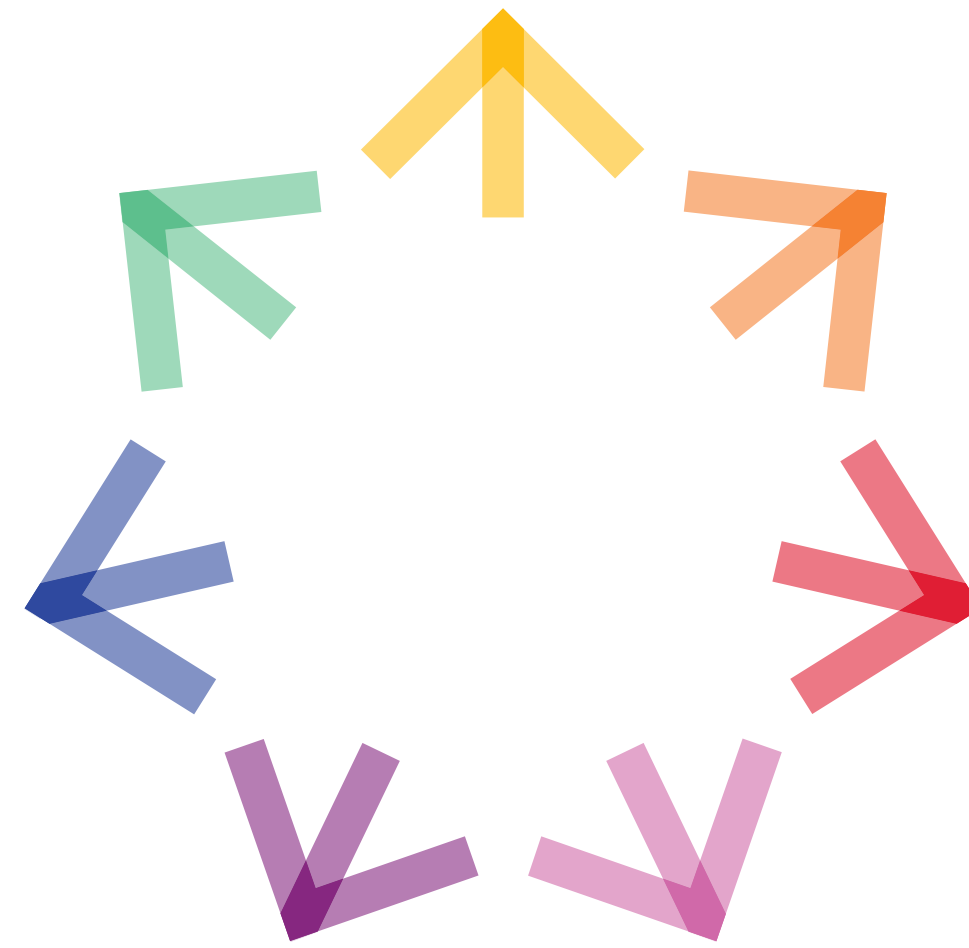
➤ PartnerTeaM – Smart City and Digital Transformation Deal for Timișoara (currently named "Extended stakeholder group" on DECIDEM)

Role: Consultative, with 7 action groups, each for one strategic ambition – initiates project concepts, as well as technology terms of reference. Both individuals and organisations can join this non-juridical entity.

Funding Approach



- **EU Grants managed at regional and national levels**
 - Regional Operational Programmes – West, Romania
 - National Plan for Recovery and Resilience
 - Operational Programme Intelligent Growth, Digitalisation and Financial Instruments
 - Operational Programme Technical Assistance
- **EU Loans**
 - European Investment Bank
 - European Investment Fund
- **Private Investors**
 - E.g. Smart City Marketplace
- **EU Grants managed directly by the European Commission**
 - InvestEU
 - Urban Innovative Actions
 - Interreg Europe
 - I3 – Interregional Innovation Investments
 - Digital Europe Programme
 - URBACT
 - Horizon Europe
 - Connecting Europe Facility



Call to Action !

The Smart City and Digital Transformation Strategy Timișoara 2022-2027 received ***Expressions of Interest from professionals***, during the third online consultation (Dec 2021 – Jan 2022), to **participate in the upcoming working groups for over 50% of the strategic projects !**

THANK YOU AND STAY TUNED !

smartcity@primariatm.ro