Manchester

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# triangulum

## DEMONSTRATE · DISSEMINATE · REPLICATE

*D6.5 Revised implementation plan*
*Leipzig*

*WP 6, Task 6.7*

*January, 2018 (M36)*

| Project Acronym | Triangulum | | |
|---|---|---|---|
| Project Title | **Triangulum: The Three Point Project / Demonstrate. Disseminate. Replicate** | | |
| Project Coordinator | Damian Wagner (Damian.Wagner@iao.fraunhofer.de)<br>Fraunhofer IAO | | |
| Project Duration | 1st February 2015 – 31st January 2020 (60 Months) | | |
| Deliverable No. | D6.5 Revised implementation plan Leipzig | | |
| Diss. Level | PU | | |
| Status | | Working | |
| | | Verified by other WPs | |
| | | Final version | |
| Due date | 31th January 2018 | | |
| Work Package | WP 6 | | |
| Lead beneficiary | City of Leipzig | | |
| Contributing beneficiary(ies) | Fraunhofer Society (FhG), Manchester City Council (MCC), University of Stuttgart (IAT) | | |
| DoA | | | |
| Date | Version | Author | Comment |
| 28/06/2017 | 0.1 | Nadja Riedel | First Draft, City of Leipzig |
| 28/08/2017 | 0.2 | David Bausch | Second Draft, reviewed by David Bausch, City of Leipzig |
| 18/09/2017 | 0.3 | David Bausch | Third Draft, reviewed by Lighthouse Cities |
| 25/11/2017 | 0.4 | David Bausch | Fourth Draft, reviewed by Fraunhofer IAO |
| 22/12/2017 | 0.5 | David Bausch | Fifth Draft, integrated feedback from Fraunhofer IAO |
| 24/01/2018 | 0.6 | David Bausch | Sixth Draft, integrated feedback from internal review |
| 29/01/18 | 0.7 | David Bausch | Final draft |
| 30/01/18 | 0.8 | Marielisa Padilla | Cross check Coordination Team (IAT) |
| 02/02/18 | 1.0 | David Bausch | Final |

# Executive Summary

The City of Leipzig is today one of the most dynamic cities in Eastern Germany with around 580,000 inhabitants. Leipzig's economy is successfully turning from a post-industrial to a modern, knowledge-based economy. The city has long-term experience in using European and national funding for urban regeneration projects. In the past, Leipzig successfully took part in the URBAN initiative, and it uses the European Regional Development Funds and European Social Funds (ERDF/ESF) in combination with national subsidy programs for the regeneration of multiple districts. Including citizens and civil initiatives in urban regeneration processes has been one of the key success factors for Leipzig's positive development in the last decade.

The adequate reaction to the city's fast-growing population - in the face of limited financial resources - is one of the biggest challenges the City of Leipzig is facing today. Smart and integrated solutions are crucial in order to master these challenges of a growing city. The Horizon 2020 Smart Cities and Communities project Triangulum proved to be of utmost importance for the development of smart solutions within the city. In an extensive participation process relevant stakeholders have been identified and possible solutions developed. With the support of businesses, science and the public this implementation plan has been written in order to guide the future implementation of smart city solutions in the City of Leipzig. It addresses the sectors energy, ICT and mobility in an integrated way. The revised implementation plan describes the area Leipzig West, which is used for the implementation of smart city solutions. The developed solutions themselves are listed and their costs, the funding and business models applied for implementation, the reference to the lighthouse cities, the key timescales, the lead partners, and the local governance & coordination structure are addressed.

This implementation plan is aligned to the implementation structure within the Lighthouse Cities and includes further measures for citizen integration and participation. Effective implementation is envisaged to start on year 4, but depends on the availability of funding.

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# 1   City context and definition of the policy challenge

## 1.1   Overview of current State of the City

The City of Leipzig, located in the Free State of Saxony in Germany, is a regional centre with great importance for the economic, social and cultural development of the region. In cooperation with such cities as Halle, Dresden, Chemnitz and Zwickau the City of Leipzig forms the metro area Mitteldeutschland which is of great importance to the economic competition on a European level.

In the beginning of the 20th century, Leipzig was one of the four biggest cities in Germany with a prosperous and diverse economic structure. With the centralistic structure of the former German Democratic Republic (GDR), the city lost its importance as well as a significant amount of its population. With the turnaround in 1989 and the German reunification in 1990, Leipzig faced multiple challenges: to redefine and fill with life the city in a transformed system, an open world and a globalized economy.

Today, the City of Leipzig is one of the most dynamic cities in Eastern Germany with around 580,000 inhabitants. After years of population decline and an above-average unemployment rate, Leipzig started to regain popularity in the last years. The number of inhabitants is increasing continuously. Population forecasts anticipate up to 720,000 inhabitants in the year 2030 (2000: ca. 493,000 inhabitants). [1]

Leipzig's economy is successfully turning from a post-industrial to a modern, knowledge-based economy. The city's economic strategy focuses on five clusters: automotive & suppliers, healthcare & biotech, energy & environment, logistics & services and media & creativity. Although three large companies of the automotive industry (Porsche, BMW) and logistics (DHL, Amazon) are located in Leipzig, the small and medium enterprises (SMEs) form the backbone of the local economy – two out of three employees in Leipzig work for companies with less than 250 employees. Despite the very positive employment development of the past decades, the employment rate in 2016 read 7.9 % and with that well above the Germany-wide average.

Leipzig has long-term experience in using European and national funding for urban regeneration projects. In the past, Leipzig successfully took part in the URBAN initiative, and it uses the European Regional Development Funds and European Social Funds (ERDF/ESF) in combination with national subsidy programs for the regeneration of multiple districts. Including citizens and civil initiatives in urban regeneration processes has been one of the key success factors for Leipzig's positive development in the last decade. Leipzig's tradition of strong civil engagement is very much valued and plays an important part in any further development.

The adequate reaction to the city's fast-growing population - in the face of limited financial resources - is one of the biggest challenges the City of Leipzig is facing today. This includes all relevant sectors: provision of affordable housing, energy consumption, waste management and sustainable mobility. Smart and integrated solutions are crucial in order to master these challenges of a growing city. However, the integrated urban development approach (INSEK – see next chapter 1.2.1) was and continues to be one of the most important tools for shaping the future of the City of Leipzig. Therefore, it is of utmost importance to integrate this Smart City Implementation Strategy into plans and strategies existing today.

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[1] Data: City of Leipzig, Population Register.

## 1.2 Strategies and concepts

### 1.2.1 Integrated Urban Development Concept (INSEK) Leipzig 2030

In 2009, the City of Leipzig endorsed the Integrated Urban Development Concept "SEKo Leipzig 2020". It incorporated all significant topics and provided an overarching future strategy. The strategy has been developed by a special taskforce within the city administration with contributions by civil society, science institutions and the local economy. However, it couldn't foresee the rapid growth of Leipzig which was to follow. In 2010, the first indication for a trend shift became visible as Leipzig turned from a shrinking city into a rapidly growing city. The strategy no longer suited the reality Leipzig was facing, and in 2015 the revision of the strategy was decided by the city council. Between then and today, a comprehensive strategy has been developed, again with the active involvement of the public. The "INSEK Leipzig 2030" (Integrated Urban Development Concept Leipzig 2030) is to come into force as from mid-2018. The Smart City process – more specific, the Triangulum project – has been closely linked to the revision. With that, aspects such as digitization could be deeply integrated into the new strategy.[2]

### 1.2.2 Overview of activities relevant to the Smart City Implementation Strategy

The protection of the environment has always been of high priority to the City of Leipzig. To fulfil the goal of reducing the CO2-emission per capita on a sustainable level of 2.5t until the year 2050, an Energy and Climate protection Concept (2011) and based on this, the Energy and Climate protection Work Program (2014) have been implemented.

Besides, the City of Leipzig is engaged in the national "Dialogplattform Smart Cities" (Dialogue platform Smart Cities), initiated by the Federal Ministry for Environment, Nature Conservation, Building and Nuclear Safety. Within the framework of the dialogue platform representatives of different German cities, ministries, science institutions, NGO's and industry representatives developed the Smart City Charta Germany in 2016 and 2017, which has been adopted at the 11th. "Bundeskongress Nationale Stadtentwicklungspolitik" (National Congress for Urban Development Policy) in June 2017 and is the relevant guideline regarding Smart City development for german cities today. The City of Leipzig contributed the knowledge it gained during the Triangulum project to improve an innovative and relevant Charta.

The local utility companies ("L-Group"), responsible i.a. for energy and heat supply, water supply and public transport, play an important role in the Smart City development in the city. They issued their strategy paper *Impulspapier leipzig.leben.morgen.* (*leipzig.living.tomorrow.*) in 2016 which delivered valuable input on possible projects and helped advance the cooperation between the City of Leipzig and the utilities. The concept also includes various measures for efficient use of resources with the help of innovative technologies and the possibilities of digitisation.

## 1.3 Project area Leipzig West

Leipzig's activities within the Triangulum project focus on the district of Leipzig West with a special focus on the premises of the Baumwollspinnerei (a former cotton mill). The focal district Leipzig West includes the statistical districts of Lindenau, Neu- and Alt-lindenau, Schleußig, Plagwitz, Leutzsch and Kleinzschocher which form the historic part of Leipzig West.

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[2] The final document will be eventually published in the mid of 2018.
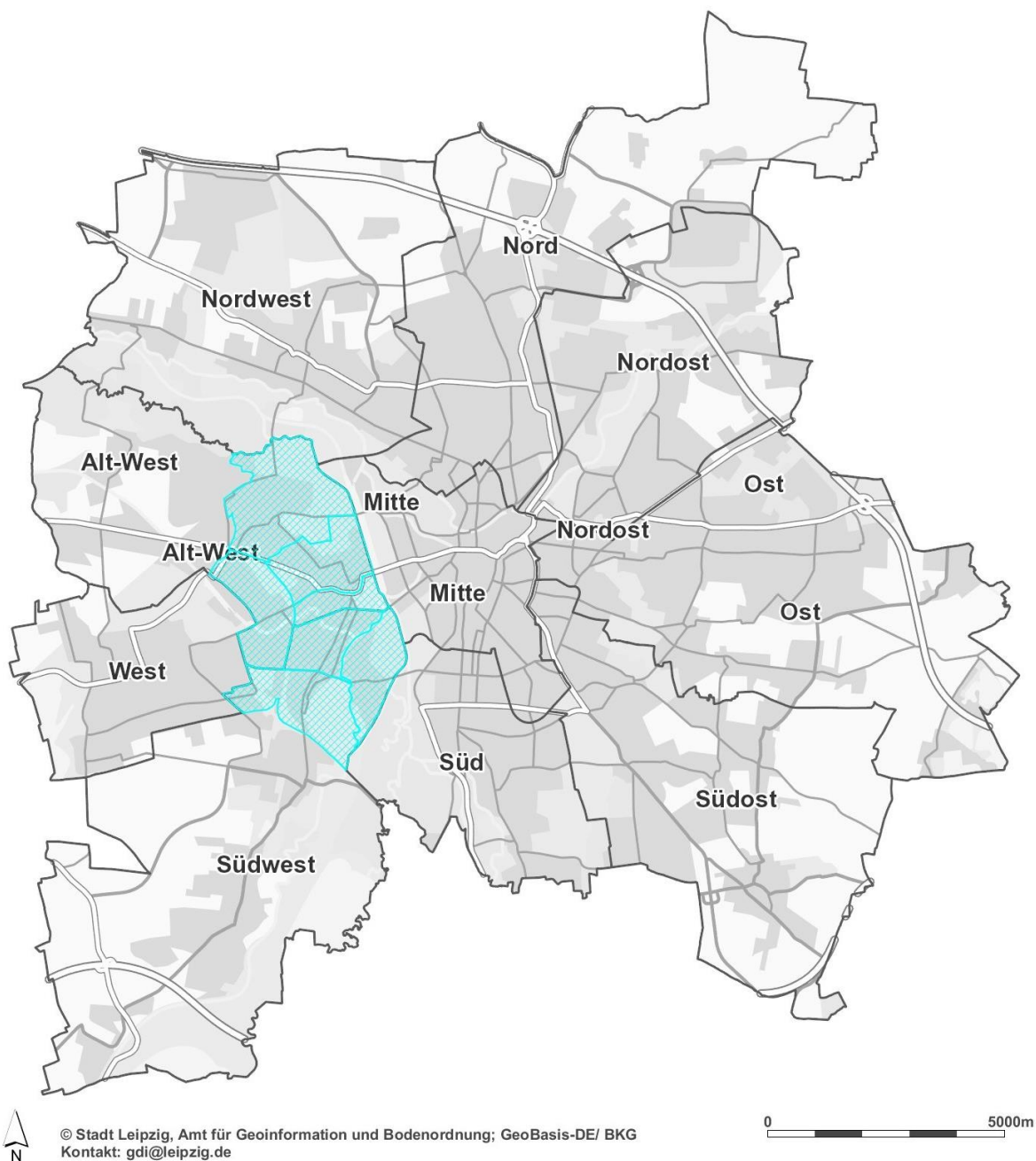
Figure 1: Map of the City of Leipzig, Project area "Leipzig West" in blue[3]

The area is dominated mainly by buildings from the Wilhelminian era and used to be one of Leipzig's most industrialised neighbourhoods. After 1989 many industrial sites fell derelict and the vacancy rate of the housing stock was rising.

Leipzig West has therefore been and continues to be one of the focus areas of urban regeneration with the support from different EU and national funding programs. After years of decline the district is now one of the fastest growing districts in Leipzig (2016: 78,000 inhabitants, 2030: 95,000 inhabitants expected) and a cultural and innovative

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3 City of Leipzig, Office of Geoinformation and Land Management, GeoBasis-DE/BKG.

district within the city – and with that, it is home of many innovative small businesses and start-ups. Today the Karl-Heine-Kanal as well as various attractive open spaces and a heterogeneous building stock contribute to Leipzig West's image of a vibrant housing area. Although several of the former industrial sites, such as the Baumwollspinnerei, Tapeten- and Westwerk have been in re-use again mostly by cultural and creative industries or have been turned into housing (e.g. Buntgarnwerke, Globus-Werke), there are still derelict or under-used sites waiting for commercial or housing development.



Figure 2: Images from Leipzig West[4]

As Leipzig West is increasingly the home to start-ups and SME's in the cultural field, a supporting structure for innovation and development evolved in the past years, ranging from business accelerators such as the SpinLab which received up to 17 million euros in funding for their start-ups, the Social Impact Lab and the Business Innovation Center to several co-working spaces. Multiple local subsidy programs of the city's economic development department aim at supporting innovation and promoting cooperation between different branches and enterprises. Especially the premises of the Baumwollspinnerei (est. 1884, formerly one of the largest cotton mills in Europe) have undergone an exemplary development from "cotton to culture". After the breakdown of the production after 1989, most of the brick buildings (area 6 ha) fell derelict. But already in the early 1990s a transformation

[4] Credit: City of Leipzig.

process started, and the premises became home to new users - mainly artists - which opened their galleries there. Today about 1,000 people are working there and about 200,000 visitors come to the Baumwollspinnerei every year. As the area faced the typical problems of deindustrialization, it has been a role model for other cities (see also Interreg project "SECOND CHANCE"). Due to the existing structures and the past and ongoing developments the area will be one focal point for Smart City developments within Leipzig West (see also chapter 3.3.3). Besides the Natural History Museum which will move to hall seven on the premises shortly, the area will also be the location for the future "Smart Systems and Smart Infrastructure Hub Dresden/Leipzig" (see chapter 4.2.1).
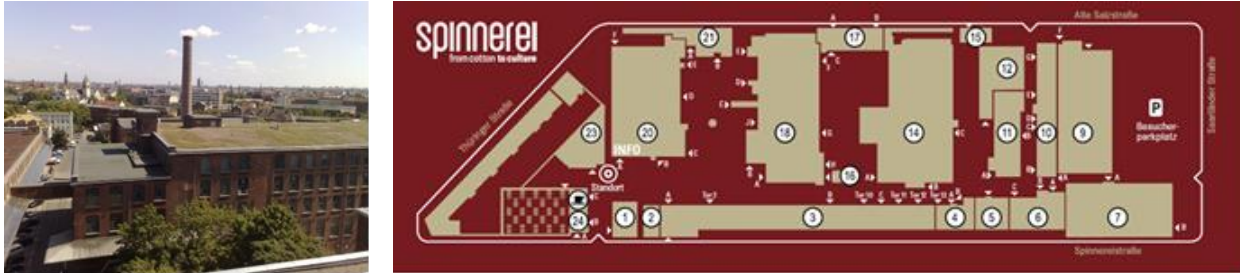


Figure 3: Image and map of the Baumwollspinnerei Leipzig (former cotton mill)[5]

Implementing smart city solutions within a compact, partly historic and dense neighbourhood bears multiple difficulties. Framework conditions like protection of cultural heritage buildings, very heterogeneous ownership structures and a socially mixed population increase the challenges of Leipzig West to become an energy efficient and smart district and prevent invasive interventions.

Leipzig West has always functioned as a role model and test case for urban development processes in Leipzig. The challenges of implementing smart city solutions within a compact, partly historical and dense neighbourhood are faced in different cities all over Germany and Europe. Leipzig West plays the role of a forerunner within the city, which makes it a well suited focal district for the Smart City implementation strategy.

### 1.3.1    Social structure

Since the year 2000, Leipzig West is growing noticeable faster compared to all of Leipzig (+43%, whole city: +14% in the period of 2000 until the end of 2015). At the end of 2015, around 78,000 people or 14% of the whole city population lived in the quarters of the project area. It is expected that the population in Leipzig West will grow constantly until the year 2030.

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[5] Image credit: City of Leipzig. Map from www.spinnerei.de (last accessed 31.05.2017).

Figure 4: Population development, City of Leipzig and Leipzig West[6]



Figure 5: Average age of population, City of Leipzig and Leipzig West[7]
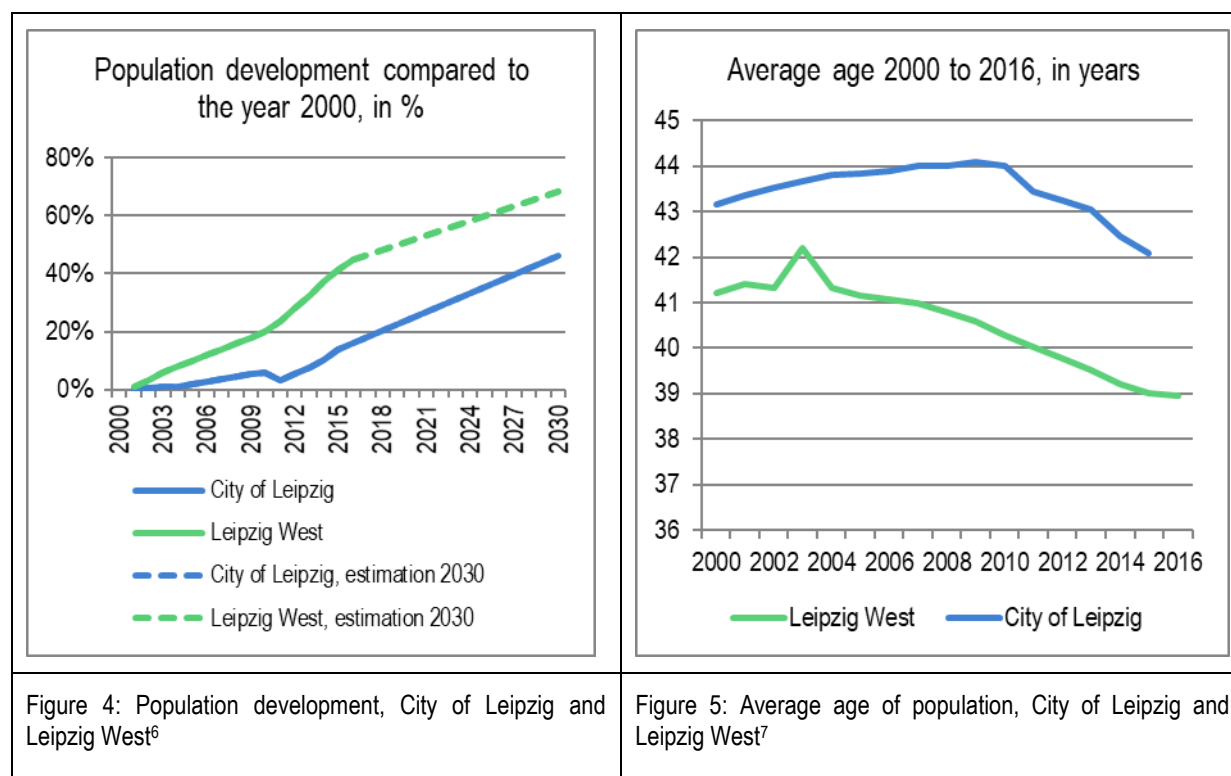
Besides the population growth, the average age in Leipzig West decreased in the last decade. Besides an increased influx of families, the rejuvenation of the local population is an expression of the influx of artists, students, tradespersons and employees middle-aged.

If compared to the whole city, the inhabitants of Leipzig West are at a disadvantage when it comes to the economic situation. With 7.7%, the unemployment rate for the project area Leipzig West is above the citywide average of 6.8% (both values for 2015). The most affected districts are Kleinzschocher and Altlindenau with an unemployment rate of 9.8% and 9.4%, respectively.[8]

### 1.3.2    Energy infrastructure

The urban pattern in Leipzig West is heterogeneous and carries the potential for improved energy efficiency. Some of the heat supply is provided by district heating, especially in the southern parts of Neulindenau as well as in the southern parts of Plagwitz. Supported by EFRD funds an extension of the district heating system in some parts of Leipzig West is planning. Additionally, more district heating could be installed in parts of Neulindenau and Plagwitz as well as in parts of Lindenau and Altlindenau, according to the municipal utilities of Leipzig.

For buildings in the eastern parts of Neulindenau, in the western parts of Lindenau and in the southern parts of Altlindenau however, local heating systems appear to be more efficient. Energy-saving measures within buildings across the district have much room for improvement and carry the potential for a vastly improved overall energy balance.

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[6] Data: Free State of Saxony, Statistical Office.
[7] Data: City of Leipzig, Population Register.
[8] Data: Federal Employment Agency.

### 1.3.3 Mobility

The thriving development of population and businesses in Leipzig West is not without consequences for transport development. The number of motor vehicles increased in the last years and at the end of 2015, 22,713 privately owned cars have been registered in Leipzig West. Around 80% of these vehicles are privately owned cars. This equals to a density of around 292 cars per 1000 inhabitants (at the end of 2015), which is below the average for the whole city (380 cars per 1000 inhabitants)[9], but shows an increase of privately owned cars of 34% since 2001. Considering the unchanged road infrastructure, this means an actual load increase in roads, parking spots as well as pollution. The increase of privately owned cars in Leipzig West – especially Plagwitz (since 2001: +55%), Lindenau (+43%) and Neulindenau (+36%) – is considerably higher than in the whole city (+15%).[10]

Overall, the traffic in Leipzig and Leipzig West is dominated by cars. Due to population growth and the positive economic development, a further increase in passenger and freight traffic is to be expected in the coming years.[11] This coming increase in cars is seen as the main issue in the area of mobility, as the existing road network will not be able to bear the traffic and stationary traffic.

The bike is a popular mean of transportation in Leipzig West. Around 80% of all households owned a bicycle in 2014. It is well above the city average of 71%.[12] Nonetheless, the satisfaction with quality and supply of bicycle infrastructure in Leipzig West is well below average. Around 35 % of the population in Leipzig West is satisfied or very satisfied with quality and supply of bicycle infrastructure in the districts of Leipzig West.

The mobility infrastructure in Leipzig West is of adequate density and features multiple modes of transportation (see Figure 6). Besides very good tram infrastructure and frequent bus connections, multiple sharing options are available. This includes the local car sharing service teilAuto and the bike sharing service nextbike. The density of the sharing stations is good and above average when compared to the whole city.

In order to improve the interconnectivity and accessibility of all modes of transportation, four mobility hubs have been set up on highly frequented junctions in Leipzig West. They are part of a city wide network of 26 mobility hubs, following a city council resolution from the beginning of 2015. The mobility hubs are operated by the Leipziger Verkehrsbetriebe (LVB), which are part of the L-Group. These hubs provide a place where one can find a variety of mobility services in one spot, including bike sharing, car sharing and public transportation stops. Additionally, the mobility hubs feature the possibility for charging of electric vehicles. The idea of the mobility hubs is to advertise multimodal transport and ease interconnections between multiple modes of transportation.

The City of Leipzig aims at a further reduction of motorized private transport and a modal split with 20% bicycle usage in 2020 the latest. Considering the expected population increase, a drastically reduced usage of private motorized transport is necessary in order to prevent congestion as well as increased pollution.

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[9] City of Leipzig/Office for Statistics and Elections (2016), "Ortsteilkatalog 2016".
[10] Data: Federal Motor Transport Authority.
[11] City of Leipzig/Office for Economic Development (2017), „Leipzig – Stadt für intelligente Mobilität".
[12] City of Leipzig/Office for Statistics and Elections (2014), "Kommunale Bürgerumfrage 2013".

| | |
|---|---|
| **Tram** Tram station | **Car sharing station (teilAuto)** |
| **BUS** Bus station | **Bike sharing station (nextbike)** |
| **S** City train station | **Mobility station (LVB/L-Group)** |
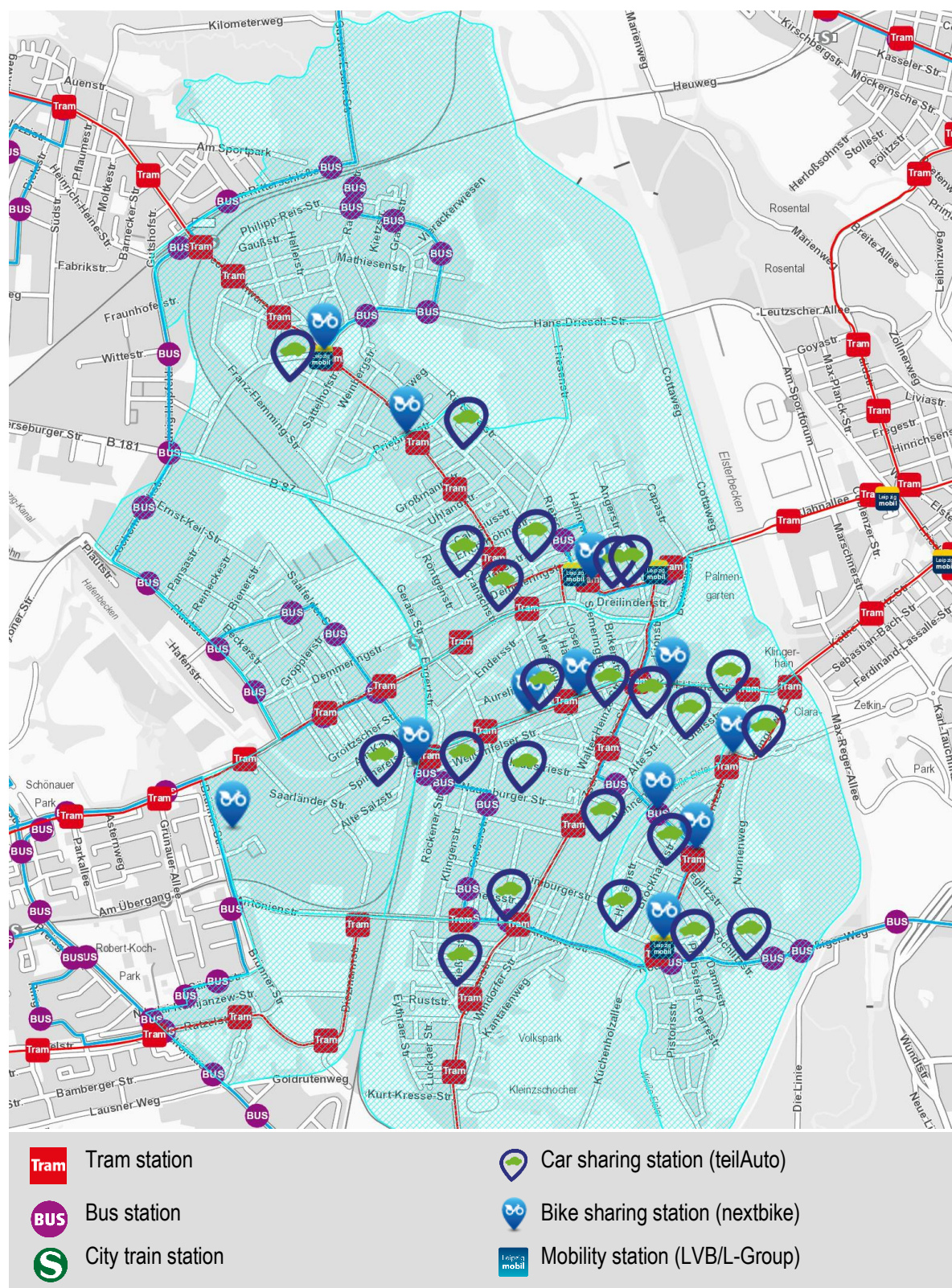
Figure 6: Detailed map of mobility services in project area Leipzig West[13]

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# 2   City assessment based on the Morgenstadt methodology

## 2.1   Brief Overview over the Morgenstadt Methodology and the process[14]

The Triangulum Methodology builds strongly on the Morgenstadt assessment framework developed by the Morgenstadt City Insights ("m:ci") Innovation Network. Throughout the Triangulum project this framework was adopted and improved to support the Follower Cities in developing their own Implementation Strategies. The Morgenstadt assessment framework for sustainable urban development is a multidisciplinary methodology for analysing complex urban systems and transferring this knowledge into integrated concepts and innovative solutions for future cities[15]. The Model was developed in the course of Phase I „m:ci" and is based on the deep-dive analyses of Freiburg, Berlin, Copenhagen, Singapore, New York City and Tokyo City Labs. In order to achieve an in-depth understanding of the sustainability performance of cities both qualitatively and quantitatively, the Morgenstadt Model is structured into three levels of analysis: 1. performance indicators (quantitative analysis); 2. key action fields (qualitative analysis); 3. impact factors (qualitative analysis). The first two levels of analysis, namely performance indicators and action fields are generic, meaning that they are to be applied with no variations to the sustainability performance assessment of every city partaking in the City Lab project. The third level of analysis – impact factors – is aimed at identifying drivers and barriers that are specific to each city and conditioned by its unique historic, cultural, economic, climatic, morphological, etc. characteristics. In this way, impact factors replenish the generic model and adjust it to the unique needs of each city thus providing for an objective performance profile and at the same time laying out the basis for an individual sustainability roadmap. In this way, the combination of quantitative and qualitative means of analysis ensures the generation of an objective performance profile of Leipzig. More detailed information about indicators, action fields and impact factors can be found in the Triangulum Replication Framework.

The second Triangulum on-site assessment in the year 2016 was held in Leipzig, one of the three Triangulum Follower Cities, on February 15th-24th. During the on-site assessment, a group of researchers from Fraunhofer and TÜV Süd interviewed 25 local experts in the fields of energy, mobility, city planning, economics, governance and ICT in order to analyse challenges and demands for the future of Leipzig as a smart city. Additionally, some of the interviews were conducted with experts who work specifically on the development of the district Leipzig West (Plagwitz / Lindenau). The district functions as the city's laboratory for intelligent and integrated urban transformation. It also serves as a blueprint for further smart district developments within the city. Leipzig West has undergone several significant stages of development which include the transformation induced by industrialization, a decline in population numbers along with political changes and de-industrialization, and, since the reunification of Germany, an ongoing urban renewal process giving the district a new vigour. Leipzig West is a mixed-used district featuring a high liability factor, engaged residents and continuous revitalization efforts which makes it a perfect demonstration area for future urban development. With the support of Triangulum, the City of Leipzig is developing the first Smart City Implementation Plan for Leipzig West.

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[14] Fraunhofer IAO (2015), "Morgenstadt: City Insights, City Lab Report Prague".
[15] Fraunhofer IAO. (2013)."Innovation Network "Morgenstadt: City Insights". Final Report.

## 2.2 **Results of Fraunhofer On-Site Assessment**[16]

### 2.2.1    First Insights – Challenges and Potentials

The first insights into the required actions and potentials and evaluation of possibilities for Smart City Solutions on the city level could be revealed analysing the collected data. In spite of having to deal with certain challenges, Leipzig has also demonstrated great potential. The city is turning from a shrinking into a booming one. At the same time Leipzig is the 2nd poorest regional capital city in Germany with ageing infrastructure and lack of financial resources. Despite these challenges, the population is very actively involved into urban design and the sharing culture of the city is remarkable.

In the energy sector there is a lack of concrete objectives and a future energy concept is currently under development. In the building sector, energetic refurbishment of the old buildings is lagging behind. Moreover, energy consulting for the tenants and landlords should be offered.

In the mobility sector, public transportation needs to be promoted and the emerging bicycle trend needs to be supported since the share of motorized private transport in the modal split is high. Leipzig should make use of its innovation potential for new mobility concepts (i.e. sharing culture, strong and dynamic automotive sector with Porsche and BMW) in order to become a central innovation hub for new mobility concepts. In the ICT sector there is a lack of an overarching digitization plan and sectoral use of IT systems is a remarkable challenge.

### 2.2.2    Data Collection Leipzig – First Insights Action Fields[17]
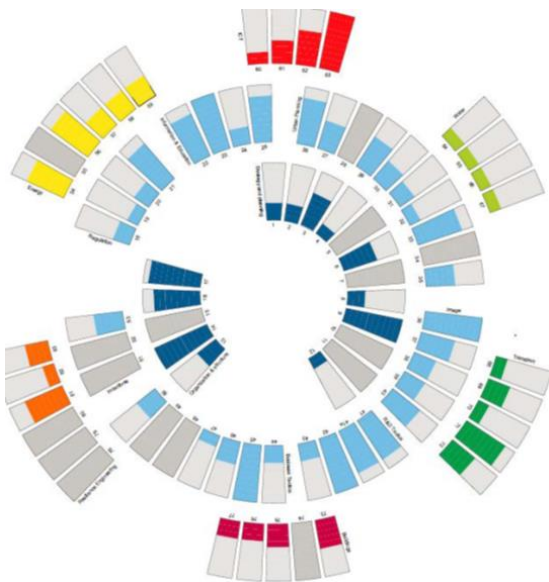


| | |
|---|---|
| Urban Leadership | Strategy and Planning |
| | Organization & structure |
| Levers | Regulations |
| | Information & Education |
| | Urban Planning |
| | Image / Brand |
| | R&D Tactics |
| | Business Tactics |
| | Incentives |
| Points of Action | Energy solutions |
| | ICT solutions |
| | Water solutions |
| | Solutions for Mobility and Transport |
| | Building Solutions |
| | Resilience Engineering |

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[16] Fraunhofer IAO (2016), Presentation „Leipzig Follower City - Ergebnisse des On-site Assessments von 15. bis 24. Februar 2016".
[17] Fraunhofer IAO (2016), Presentation „Leipzig Follower City - Ergebnisse des On-site Assessments von 15. bis 24. Februar 2016".

## First Insights – Energy

- Braunkohlekraftwerk Lippendorf dominates the discussion
    - Cost-effective heat-extraction reduces CO2-Emissions
    - Uncertainty due to the fossil-fuel phase out –debate
- EEX-stock market and innovative energy trading companies
- Energy association with the first PV System (86 kWp)
    - Availability of roof surfaces criticised
- Old buildings hamper energetic restoration
- Municipal utilities reposition themselves
    - Energy concept is being developed
➔ Lack of concrete objectives / goals und energy concept (under development)
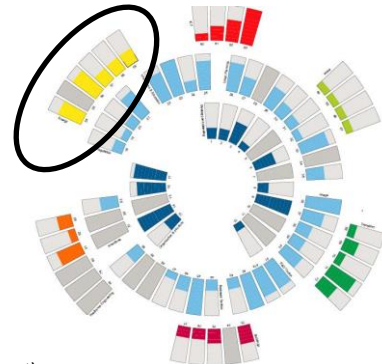


## First Insights – Buildings

- Problematic ownership conditions /-structures
- High price sensitivity of the tenants
- City Administration has limited possibilities to influence
- The energy system of the old buildings can rarely be renovated
- Often moderate renovation done in the 1990s (not energy related)
    - Barriers for the renovation of the energy system exist
- PV-Installation problematic
- High living quality (green)
- Mixed-use of industry / habitation areas
➔ Energy advice service for the tenants and  landlords needed
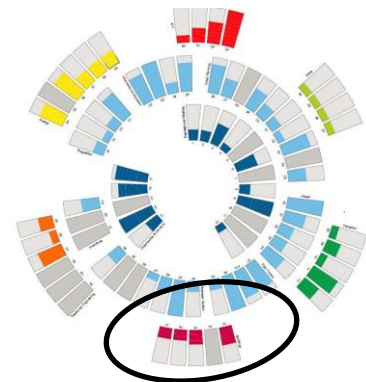


## First Insights - Mobility

- Traffic and Public Space Development Plan, Update 2015
- Data use being discussed
- E-Ticketing
- High share of motorized private transport
- High private transport convenience (e.g. parking spaces)
- PT relatively expensive (Indicator S27)
- Remarkable Sharing-Culture
- Cycling Trend(~900 Bikes/ 1000 Inhabitants)
➔ Boost PT and bicycle traffic
➔ Leipzig as the central industry location for E-Mobility
➔ Expand intermodality
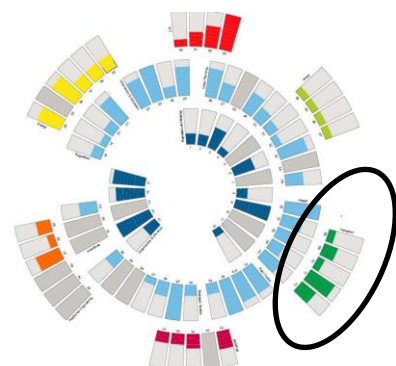
First Insights – ICT

- Traffic management based on real-time data (potential for improving)
- Sectoral use of IT-Systems
  - o   IT-Systems of different administrative bodies separate
  - o   Shared access not possible
- Creation of spatial data infrastructure since 2012
  - o   EU Initiative INSPIRE (Infrastructure for Spatial Information in the European Community)
- ➔ Lack of overarching digitization plan
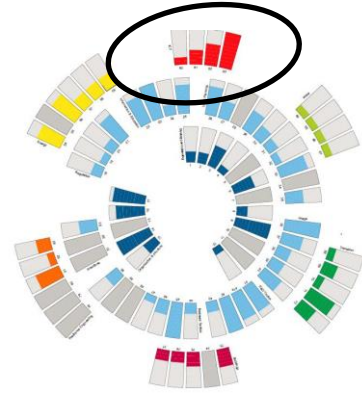
### 2.2.3    Hypothesis

As a result of the data analysis, six hypotheses were developed for the future smart city development of Leipzig.

### Hypothesis 1: Governance Structures

To become sustainable, the city of Leipzig needs to link the cross-sectoral themes and adjust its existing administrative structures to meet the needs of flexible governance structures.

E.g. through:

- Interdepartmental working groups for the cross-sectoral themes
- Locating the overriding themes in the administrative department of the Mayor of the City
- Setting specific goals for each department connected to the cross-sectoral themes (shared responsibilities)

### Hypothesis 2: Innovations

The Know How of the research institutes in Leipzig is to be put to a greater use, in order to nudge innovations in companies and city infrastructures.

E.g. through:

- Shared research projects focusing on applicability and feasibility
- Innovations-Think Tank (Quadruple Helix: City, industry, research, civil society)

### Hypothesis 3: Smart City Profile Leipzig

Leipzig can become the forerunner city in the development and implementation of „Low Budget Smart City".

E.g. through:

- E-Cargo bikes instead of a van
- Focus on the development and application of favourable ICT-components and ICT-systems
- Evaluation of the IT-Low Budget Solutions (Raspberry Pi)
- Enabling low-value added Citizen-Sharing-Solutions through ICT-Platforms, still improving sustainable use of resources living qualities
- Create test field for low cost technologies (Leipzig West)

### Hypothesis 4: Flexibility

The Smart City Approach creates additional flexibility and scopes of action for the city planning and service development, and makes it easier to deal with the future uncertainties.

E.g. through:

- Intelligent and interconnected planning and forecasting tools, creation of risk scenarios and development of more robust paths
- More efficient and flexible use of resources
- Demand driven solutions („traffic on demand")
- Creation of flexibility within the Infrastructure, e.g. decentralized networks
- Expansion of the sharing infrastructure

## Hypothesis 5: Digitization

Digitization offers greater potential than the actors in Leipzig previously have assumed. Raising this potential provides additional development possibilities.

E.g. through:

- Digitization Plan / Data Strategy development
- Joint development by city administration, IT-Cluster, other companies, university and civil society
- Creation of infrastructures: Hardware (Broadband), Data-and ICT-Platform, which the city's different actors can use
- Shared platform for the data of the city administration, energy, mobility sharing / participation, tourism, economy, health.
- ➜ Establish a seed incubator / a Think Tank

## Hypothesis 6: Test Field

New solutions have to be tried out in the Smart City. The „Leipziger Westen" will benefit of being specifically declared as the test field for new technologies and the companies are invited to try and demonstrate their newest ideas.

E.g. through:

- Addressing noticeably innovative companies and research units.
- Facilitating the implementation of the experiments (Permits)
- Targeted PR, to gain acceptance and attention
- Professional support (Research, Economy, Administration, Policy)

These hypotheses will be tested in the further implementation of smart city projects.

# 3 The Leipzig Smart City approach and participation process

## 3.1 Smart City working structures within the municipality

The Office for Urban Renewal and Housing Construction Subsidies (ASW) of the City of Leipzig is the main local project partner within the Triangulum project. A coordination unit within this office is responsible for the participation process as well as the development of the Smart City Implementation Strategy and . This unit is financed with funds from the Triangulum project. No further financial resources are available for implementing Smart City projects. The coordination unit is in active exchange with other offices and departments within the municipality regarding Smart City topics (e.g. joint initiatives, perspective funding proposals) but also functions as a point of contact for the public utility companies (L-Group) and their Smart City activities. Furthermore, the ASW represents the City of Leipzig in various Smart City initiatives on the national level. The Smart City coordination unit is also responsible for the knowledge exchange with the international partners within the Triangulum project.

## 3.2 Participation process

There have been discussions on Smart City issues before the start of the Triangulum project within the City of Leipzig, but these discussions mostly took place separately within the different concerned departments and offices, usually without involving other relevant stakeholders like the public utility companies, science institutions or the civil society. To focus the discussions and involve various stakeholders, a wide participation process on the Smart City topic was initiated within the Triangulum project. In general the participation process uses top-down and bottom-up approaches to involve different stakeholder levels but also to represent the Smart City topic within the Leipzig West district.
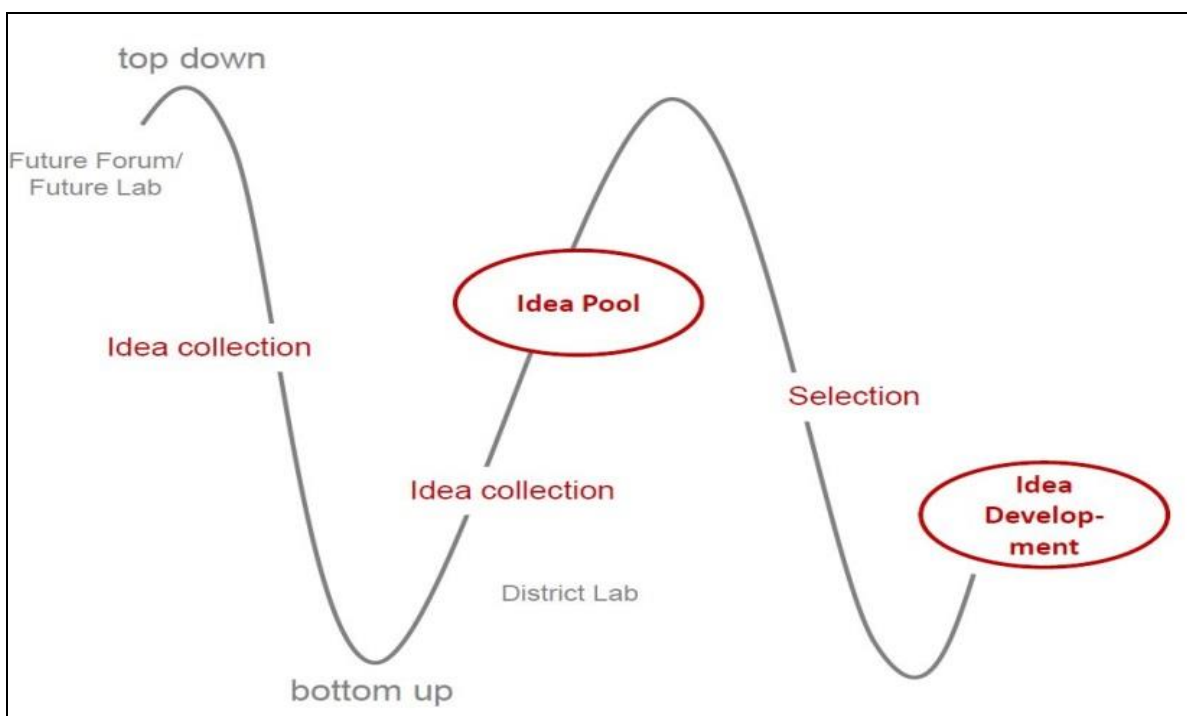


Figure 7: Counter-current principle of participation

To accompany the participation process and to secure the exchange within the different formats, the Kompetenzzentrum für Öffentliche Wirtschaft, Infrastruktur und Daseinsvorsorge (Competence Centre for public economy, infrastructure and public services) of Leipzig University is involved in the process.

The objectives of this process structure are:

- To involve a wide scope of Smart City stakeholders within the city,
- To discuss and develop a joint understanding and strategic approach for Smart City issues for Leipzig and conclude action fields that need to be addressed to become a Smart City,
- To identify and develop joint Smart City concepts and pilot projects on city-wide and Leipzig West level which are the basis for the Smart City implementation strategy for Leipzig West.

Three different participation formats (Future Forum, Future Expert Lab, SC Workshops) used in Leipzig for the Smart City process will be described in the following chapters.
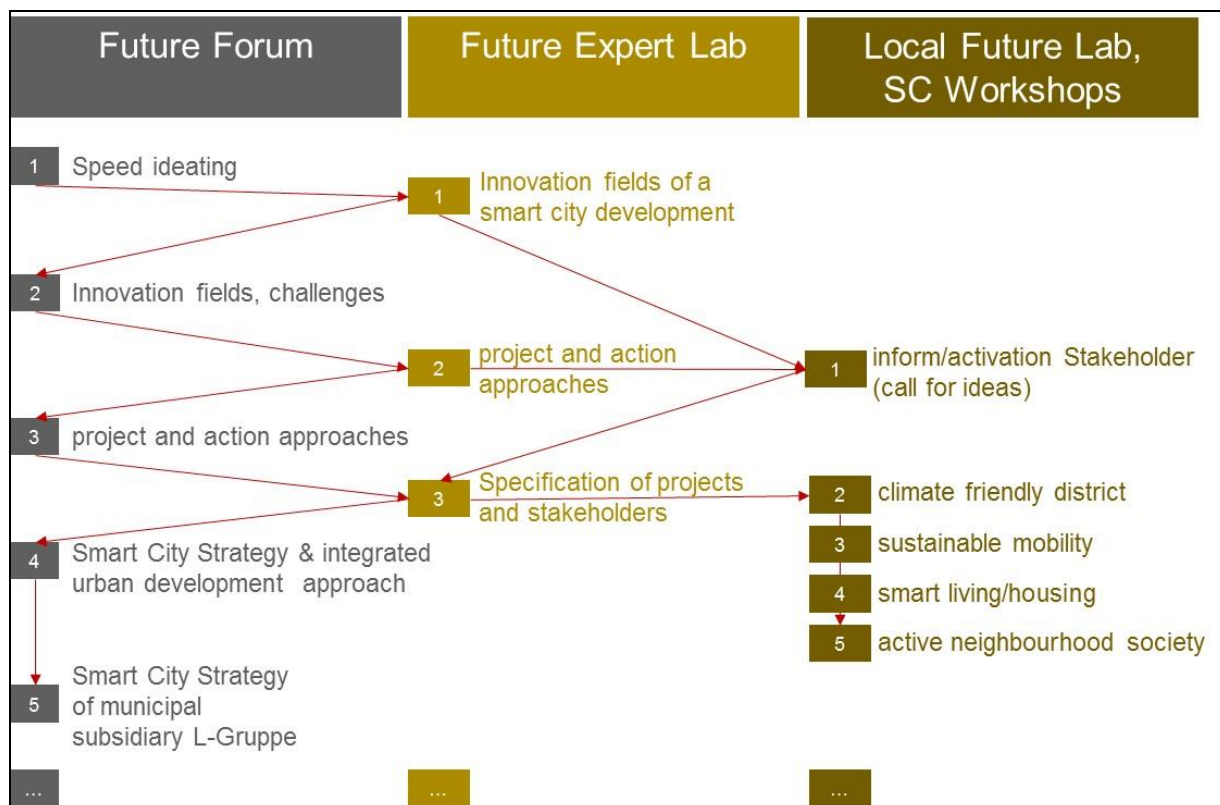


Figure 8: Three formats of participation

### 3.2.1 Future Forum

The Future Forum was initiated as an advisory and decision making council in October 2015, following the initiative of the local Triangulum coordinators. The advisory council consists of about 20 representatives from the municipality (i.e. the Mayors for Urban Development and Construction, General Services, Economic Development

and Environment), the public utility companies (e.g. CEO's of the L-Group: public utilities, public transport, water supply), representatives of the City Council and professors of related subjects at Leipzig University.

The main objective of the Future Forum is to secure the knowledge exchange between the municipality and its public utility companies and to set the framework for joint Smart City strategies and projects. The Future Forum meets every 3-4 months. Until the beginning of 2018, nine meetings of the Forum took place. The topics of the meetings ranged from developing a joint Smart City understanding and common innovation fields, the development of joint funding proposals to the discussion of specific innovation fields (such as mobility and energy). The Future Forum was also linked to the revision process of the INSEK Leipzig 2030 (see chapter 1.2.1), e.g. to the workshop "Leipzig is growing sustainably – the digital city" in November 2016. In this workshop around 50 participants with different backgrounds (civil society, science, economy, city administration as well as other municipalities) discussed opportunities and challenges of a "Digital City".

In the meeting of the Future Forum in March 2017 an evaluation of the progress of the Forum was discussed with its members. The participants came to the conclusion that after working on a joint definition for Smart City Leipzig and more strategic aspects the focus now should be more on tangible innovation fields and joint projects. Therefore the format of the Future Forum was adopted slightly in May 2017 in order to secure the knowledge exchange with further participation formats.

The table below lists all Future Forums which have taken place until January 2018. The pictures show in an exemplary way the general setting of the Future Forum. The Future Forum is planned to continue throughout the year 2018.

| Number | Date | Topic |
|--------|------|-------|
| 1. | 21.09.2015 | Constitution und Speed Ideating in order to identify Smart City topics and get familiar with the meaning of "Smart City". |
| 2. | 17.12.2015 | Smart City definition for Leipzig and innovation fields. |
| 3. | 25.05.2016 | Presentation of current project approaches and fundamentals of digitalization strategy of the City of Leipzig. |
| 4. | 28.09.2016 | Presentation and discussion of Integrated Urban Development Concept (INSEK) 2030. |
| 5. | 17.10.2016 | Presentation of Smart City paper "leipzig.leben.morgen" of the L-Group and presentation of smart city strategies from Morgenstadt cities. |
| 6. | 13.03.2017 | Presentation of InnoLEVER project application (see chapter 3.4) as well as discussion about further cooperation with Smart City topics between city administration and public utilities. |
| 7. | 29.05.2017 | Smart and sustainable mobility within a growing city. Presentations on current and prospective developments in the field of mobility in Leipzig, on the strategies of the public transport company LVB and on the measure and implementation concept "Leipzig – Stadt für intelligente Mobilität" (Leipzig – City of intelligent mobility) |
| 8. | 21.08.2017 | Water and waste water management within a growing city. Presentations and discussion round tables on current and future development regarding water supply and waste water management. Additionally, the needed change in rain water management due to climate change has been discussed. |
| 9. | 11.12.2017 | Intelligent energy supply within a growing city. Major point for discussion was the further development and prospective decarbonisation of the district heating network in Leipzig. |

Table 1: Future Forums and topics

Figure 9: Images from 1st Future Forum in October 2015[18]

### 3.2.2 Future Expert Labs

In addition to the strategic Future Forum the practice-oriented Future Labs were initiated in October 2015 in order to bring together the working level of the involved city departments, the public utility companies and representatives of the project area Leipzig West.

Different meetings were held during which six thematic workshop groups (Energy; Housing; Water/Sewage/Waste; Businesses/Economy/Broadband; Mobility and Governance) with around 10-12 interdisciplinary experts each discussed Smart City issues. Mirroring the Future Forum, the first task was to develop a common Smart City understanding and identify relevant innovation fields. Furthermore the working groups defined the challenges and opportunities of Leipzig West to become a smart district, developed first project ideas for the district and identified synergies/interfaces between the different innovation fields. Similar to the Future Forum, the Future Labs have progressed during their various meetings. Some of the developed project ideas were evaluated as not applicable for implementation; others were discussed more in detail and led to funding proposals.



Figure 10: Images from Future Expert Labs[19]

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[18] Credit: City of Leipzig.
[19] Credit: City of Leipzig.

### 3.2.3 Participation process in the Leipzig West

In 2016 the participation and communication process within the test lab Leipzig West was intensified. The objective was to involve the relevant local stakeholders - which includes the engaged neighbourhood as well as founders and leaders of local businesses - inform on and explain Smart City developments to the general public and discuss possible pilot projects for the district. The kick-off event started as a joint meeting with the Future Lab and took place in February 2016. About 70 interested citizens, businesses and local initiatives took the chance to get to know the current Smart City developments in Leipzig West and discuss their project ideas for a smart district with the experts from the Future Lab.

After this kick-off meeting a call for ideas was launched in March 2016. The objective was to get to know ideas for smart projects from the people directly affected by Smart City measures in the district. About 30 different project ideas coming from the different innovation fields (energy, housing, civil society) were submitted. Some of them were discussed and detailed further to prepare for possible funding proposals. In the discussions during the kick-off meeting it showed that there is still a need for further information on Smart City issues but also for discussing the challenges and opportunities of digitization and Smart City in the district. Therefore different other participation measures were introduced to satisfy these needs.

In September and October 2016 a series of four thematic evening events took place. Each event was dedicated to one Smart City topic: Smart Energy, Smart Mobility, Smart District and Active neighbourhood society. After an input speech by a member of the local Triangulum team on Smart Cities and on first ideas on a "smart" district in Leipzig West the participants got together in smaller groups. They discussed visions and obstacles for the further smart development of the district but also came up with own project ideas. The results contributed to the development of the LivingLab measure (see 4.4.1.) Additionally the website *smartcity.leipziger-westen.de* was launched to document the Smart City Process in Leipzig West. It is updated constantly with new information on events and other Smart City topics.
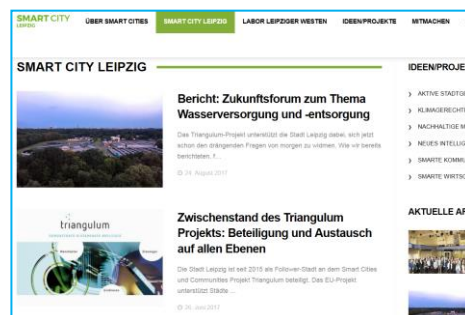


Figure 11: Images from different events in Leipzig West and the Smart City website

The Triangulum team also informs regularly on the Smart City process in the Quartiersrat Leipziger Westen (District council Leipzig West). This council was setup in the scope of the national urban development program Stadtumbau

Ost. It represents the civil society of the district including building institutions, businesses, NGO's, social services etc. and functions as a multiplier within the district.

Besides, the local Triangulum team works closely together with other partners to engage people in Smart City topics. Together with the Institute of Urban Development and Construction Management of Leipzig University the Triangulum team contributed to the series of evening lectures "HOT SPOTS: DER STADTENTWICKLUNG" in 2016 and 2017. The public lectures that take place in Leipzig West are held by experts from different cities, science institutions, NGO's and other stakeholders to widen the view on Smart City related topics.

## 3.3 Key findings of participation process in the City of Leipzig

The Smart City participation process in Leipzig is running since October 2015. So far it has illustrated that intensive discussions with various stakeholders on different levels form a good basis for a Smart City development in Leipzig, i.e. to develop a sound implementation strategy and possible pilot projects. The following points will summarize the key findings of the participation process.

### 3.3.1    Smart City definition

The starting point for all participation formats was to define what „Smart City" means for the City of Leipzig. It became clear that in Leipzig's understanding the term "smart" does not only refer to technology. Smart City also includes new ways of co-creation, cooperation and business models within a city.

In summary, the following Smart City definition was identified:

- Included in integrated urban development processes the Smart City approach offers solutions for increasing quality of life and innovation to face future challenges of a growing city, e.g. population growth and climate change.
- Opportunities occur through the implementation of connected ICT technologies and new forms of cooperation, co-creation and financing between city administration, (local) businesses, science and civil society.
- The city administration acts as coordinator, initiator, enabler and partner for the civil society, science and (local) businesses to ensure an integrated urban development.
- Smart City processes aim at building an adaptable, responsive, user-friendly and innovative city.

Apart from that, different innovation fields were defined that will be addressed in the Smart City Strategy for Leipzig West.
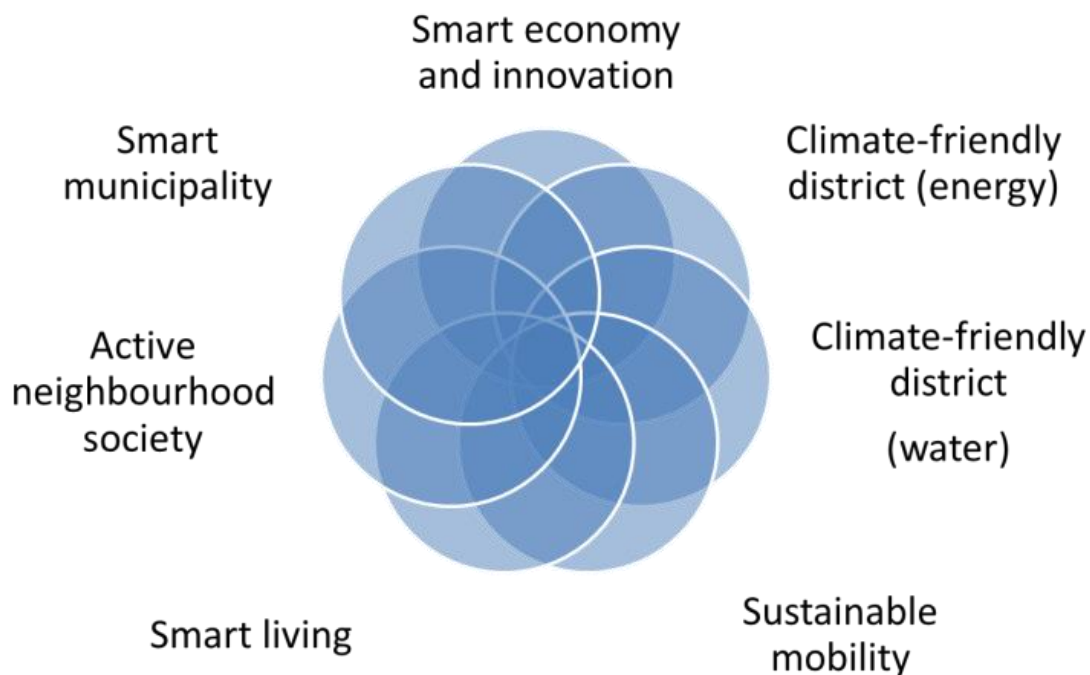
Figure 12: Smart City innovation fields in Leipzig

Moreover, guidelines for the development and implementation of Smart City projects were discussed during the participation process. They should be respected when it comes to detailing and prioritizing Smart City pilot projects:

- to act ecologically,
- to invest and finance innovatively,
- to use and connect Smart Data technologies,
- to create synergies by sharing processes and
- to impart and communicate knowledge and experience as well as to build community.


### 3.3.2    Development of Smart City Implementation Strategy and pilot projects

For some of those innovation fields first pilot projects to be implemented in Leipzig West were defined and detailed (see chapter 4). These are innovative approaches, developed in a participative and cooperative process, which have a high chance of being realised and contributing to an increased quality of life in the city. The focus of the process therefore is cooperation, composed of the following components:

- Synergies through sharing
- Communication
- Utilize technology
- Shape the community
- Innovative financing models
- The City as enabler

One crucial issue for the implementation of Smart City projects is funding. So far, some of the possible pilot projects have a "test" character, i.e. a suitable business model is not in place but could be developed if the measure is implemented. Therefore public and private funding opportunities are of high importance for most

municipalities, such as Leipzig, on their way to a Smart City. The Federal promotion of urban development in Germany covers different aspects of urban development ranging from housing development, technical infrastructure adjustment to social inclusion. Other funding schemes focus on single Smart City aspects (e.g. e-mobility, adaption to climate change, digitization while the same is true for the funding opportunities on EU level. It is the task of the local Triangulum team to research and valuate funding opportunities suitable for pilot projects described in chapter 4. As an example, the Horizon 2020 SCC1 application is described in the following chapter.

## 3.4 **HORIZON 2020 SCC1 Lighthouse proposal – InnoLEVER**

As part of its Smart City Implementation Strategy, the City of Leipzig applied for Smart Cities and Communities Lighthouse Projects (SCC-1-2016-2017) by the European Commission and applied in February 2017. In the InnoLEVER project proposal, the City of Leipzig joined forces with Dublin (Ireland) and Gdynia (Poland) to apply as a Lighthouse City. The consortium consisted of 40 partners from ten countries including the Fraunhofer Society, the follower cities Ostrava (Czech Republic), Lviv (Ukraine), Tbilisi (Georgia) and other business and science partners.

In Leipzig the proposal was led by the ASW that brought together a local consortium consisting of partners from the public utility companies, local SME's and local science institutions.

Core element of the project proposal was the so-called LivingLab Leipzig West: an experimental district in which innovative solutions will be developed with the active involvement of the civic society. This would continue and intensify the Smart City participation process started within the Triangulum project. The planned co-creation process enables the active collaboration of multiple stakeholders: besides the municipality, local businesses, universities, and citizens are all included in the process.

Other measures within the InnoLEVER proposal addressed the areas of e-mobility, smart grids & energy storage, smart living and a comprehensive ICT data platform. The area of the Baumwollspinnerei forms a laboratory to test innovative solutions which can then be opened and scaled-up to the whole district. E.g. the energy storage would at first be of benefit to the area and then open up to the public grid. A corporate e-car sharing would first improve accessibility of e-mobility at Baumwollspinnerei and then spread to other locations in Leipzig West. Incorporating RES in combination with smart building technologies would make the historic building fabric energy efficient without large scale interventions (e.g. windows, facades). The investments of InnoLEVER would have supplemented ongoing investments on the Baumwollspinnerei (e.g. new museum) and in the energy infrastructure (e.g. extension of district heating) in Leipzig West. The local funding budget for the Leipzig consortiums leveled up to 4.8 Mio. €, yet further private investments are necessary to implement the projects.

The proposal was rejected by the European Commission in May 2017. Nevertheless, the proposal was a helpful step to further develop project ideas, which are now also part of this implementation strategy. Especially the forming of the local consortium, which still exists today, has been very helpful to drive the projects towards a possible implementation. As the proposal has been rejected, the developed project ideas are now in the need to receive funding through other channels. These options are currently explored.

# 4    Projects and measures for implementation

The challenges for the City of Leipzig as described above are reminiscent of the challenges of most European cities. The Smart City Implementation Strategy takes up these challenges of the growing European city and has the central objective to find intelligent solution approaches which support a foresighted city development.

The following chapters outline the projects the City of Leipzig and their partners agreed to pursue further. The measures are grouped within the Smart City innovation fields defined in the participation process (see chapter 3.3). The colors (green, yellow, red) indicate the status of the project. Green indicates an ongoing project. Yellow indicates that the relevant stakeholders are involved and the implementation is agreed on, while the implementation of the project has not started yet. Commonly, this is due to a lack of funding sources. Red indicates that further discussion with relevant stakeholders is needed in order to implement the project.

The projects are grouped as follows:

| Climate friendly district and smart living | Smart economy and innovation | Sustainable mobility | Active neighbourhood society | Smart municipality |
|---|---|---|---|---|
| Baumwollspinnerei – Smart Grids and Energy Storage | Smart Infrastructure Hub Leipzig | Corporate e-car sharing | LivingLab Leipzig West | Urban Data Platform |
| Baumwollspinnerei - Smart Building | Smart City Tender | Mobility concept for Leipzig West | | Digitisation Strategy City of Leipzig |
| | | | | Smart City participation process and working structures |

Table 2: Overview status of projects and measures

In M37-M60, the realization of these projects will be the main focus. While all projects with the status green seem to be on track, further work and resources will be needed to bring the projects with status yellow and red into existence. In addition, more projects could be realized through the replication of Lighthouse cities solutions. Especially in the field of active neighborhood society (also referred to as citizen engagement in other cities), additional                           projects                          should                          be                          developed.

## 4.1     Climate friendly district and smart living

### 4.1.1     Baumwollspinnerei – Smart Grids and Energy Storage

| Baumwollspinnerei – Smart Grids and Energy Storage | |
|---|---|
| Target area | Baumwollspinnerei |
| Technologies & solutions to be implemented | Multiple measures will be implemented and the installation and integration of multiple energy infrastructures realised:<br>• decentralised photovoltaic plant (50 kWp)<br>• a bio-methane-fired CHP plant (100 kWth; 70 kWel), pro rata powered by biogas estimated rate: 15%;<br>• modernisation of the district network,<br>• the construction of 2MW/2MWh of bulk battery storage;<br>• e-charging columns and metering infrastructure implemented with the participation of building owners, grid operator and energy supplier.<br><br>The distributed PV generation, 2MW battery storage facility and CHP represent the heart of the district's heat and power supply system. These will be economically optimised by intelligently coordinating their use considering on-site consumption, balancing energy with the local grid and optimising electricity import from the public grid. Power management between the local grid and the public distribution grid will minimise network overloads. Furthermore, the additional decentralized storage options presented by electric vehicles will be integrated into the area storage concept. Bi-directional power management between the district and public grids will be achieved using intelligent meters, sub-meters, sensors and controls.<br>The measures will provide an integrated view of all the consumers, stores and producers in the Spinnerei district. A high proportion of renewable energy will be generated, integrated and distributed in an energy- and cost-efficient manner between: 1) the local grid and the public grid, 2) connected buildings and 3) other facilities such as charging points for EVs.<br><br>Tasks related to the planning and preparation phase:<br>• Detailed technical survey of the buildings in the Spinnerei district (energy flow/ energy consumption and generation data)<br>• Installation of advanced measuring infrastructure<br>• Review of the legal framework including joint venture, duties / charges and data protection.<br>• Determination of the optimization potential for roof-installed PV with load profile analyses<br>• Selection of bulk battery storage and associated control technologies and suppliers<br>• Selection of generation, consumption monitoring and demand response technologies<br>• Analysis of the possible extension of the cities district heat network to the Spinnerei<br>• Intelligent simulation of the energy system on site based on AMI data<br>• Project management, securing cross-sectoral applicability of planned measures<br>Tasks related to the implementation and operation phase:<br>• Construction phase of the RES infrastructure and its integration with the ICT platform: CHP, integration of RES (PV and/or geothermal systems), district heat network, modernisation of the district power grid, integration of AMI (smart meters and controls)<br>• Operational phase of the RES infrastructure: monitoring of end-users<br>• Construction phase of the district storage and its integration with the ICT platform<br>• Operational phase of the district storage: Network access, pre-qualification for balancing power market, storage management, inclusion of mobile storage in control system |

| | | |
|---|---|---|
| | • Operational phase of mobile storage: optimize the bi-directional energy flows of EV stores with the district and public grid, network access, pre-qualification and commercialisation for energy exchange | |
| Costs of planned implementation measures | CENERO Energy GmbH (staff, external services (supporting concepts)) | 300.000 € |
| | LVV (staff) | 150.000 € |
| | Stadtwerke Leipzig GmbH (staff + investments (see below) | 1.500.000 € |
| | energy storage -1-2 MW with 2-1 MWh=35-70 BMWi3 battery-modules incl. battery management system | 540.000 € |
| | power electronic components for the energy storage, voltage source inverter, casing | 540.000 € |
| | energy building connection | 120.000 € |
| Funding & business models applied | Looking for private & public investments (Hall 7, Natural History Museum) Marketing of local energy tariffs to tenants. To this end, a business model based on local generation and consumption of electricity and heat as well as suitable billing concepts are developed. Development, simulation and evaluation of cooperative business models allowing for a holistic optimization of the various assets operated by various independent companies based on the simulation of the energy system | |
| Reference to lighthouse cities (replication) | Energy storage unit in Manchester; Smart Home and public building management via Smart Gateways in Stavanager; Smart Office Management in Eindhoven | |
| Key timescales | 2018 – 2022 | |
| Lead partners | Public utilities: LSW, LVV Private: Cenero Energy GmbH | |
| Risks & risk mitigation measures | Failure of individual building owners/operators to participate | medium | Additional interested parties to be approached from an early project stage |
| | Delivered infrastructure not to standard required by project | medium | Oversight by project leader regarding grid concept design, detailed design, specification, construction and commissioning. |
| | Data not in correct format for modelling, measuring and verification | low | Effective communication and integration |
| | Toolbox outputs not suited to stakeholders and other end users | low | Stakeholder engagement will form part of toolbox requirement specification process to ensure alignment with user needs |
| Local governance & coordination structure | Coordination: City of Leipzig: Office for Urban Renewal and Housing Subsidies Project lead: Cenero Energy GmbH | |
| Replication | Manchester: Energy Storage System Strijp-S: Innovative infrastructure | |
| Current status | First measures about to be implemented; seeking further stakeholder agreement | |

### 4.1.2 Baumwollspinnerei - Smart Building

| Baumwollspinnerei – Smart Building | |
|---|---|
| Target area | Baumwollspinnerei |
| Technologies & solutions to be implemented | The Baumwollspinnerei consists of over 20 mainly brick-buildings dating from the late 19th till the early 20th century. Extensive refurbishment works are not suitable as the buildings are under national heritage protection and the existing building stock is still in good condition. Therefore an increase of energy efficiency in the buildings can only be realized by small scale interventions such as Smart Building automatization technologies.<br>Five buildings of the Baumwollspinnerei with about 20,000m² of mixed usage for offices, artist studios and storage will be included as a demo site.<br>The main demonstration will be the use of a low maintenance wireless sensor and actuator network not relying on batteries, using wireless charging and energy harvesting. The wireless solution will be deployed as a mesh network, allowing for cost-efficient deployment in existing buildings, and will also integrate with the wired network and the BMS already existing. To collect the needed data, a decentralized energy managements system will be installed.<br>The buildings within the demo sites will be able to forecast their own consumption, and what changes in their usual behaviour are possible to act according to the need of the grid while still keeping their comfort within comfort bounds. They will accomplish this via a distributed sensing and control network using LoRa / IoT as a technological basis. This allows for cost-efficient retrofitting of building energy management systems.<br>This will show the feasibility of monitoring of consumption and production for control and billing purposes as well as control for smaller units. |
| Costs of planned implementation measures | provedo Automation GmbH — 150.000 €<br>cenero Energy GmbH — 240.000 € |
| Funding & business models applied for implementation | Possibility of using private investments are being checked<br>Operational phase: reduced price of operation and cost of operation due to efficiency gains |
| Key timescales | 2018 - 2022 |
| Lead partners | cenero Energy GmbH, provedo Automation GmbH |
| Local governance & coordination structure | Lead by local businesses |
| Reference to Lighthouse Cities (Replication) | Eindhoven: Strijp-S building autonomization<br>Smart Grid Controller in Manchester Siemens,<br>Smart Gateway and corresponding sensors from Stavanger (Lyse),<br>Energetic analysis of public buildings (University buildings, student accomodations (Siemens) in Manchester,<br>Eindhoven Office Management App (Volker Wessels) |
| Current status | Seeking stakeholder agreement |

## 4.2 **Smart economy and innovation**

### 4.2.1 Smart Infrastructure Hub Leipzig

| Smart Infrastructure Hub Leipzig | |
|---|---|
| Target area | City of Leipzig (whole city region) |
| Technologies & solutions to be implemented | Together with Dresden, Leipzig won the bid as a Digital Hub, provided by the Federal Ministry for Economic Affairs and Energy (BMWi). The City of Leipzig, SpinLab Accelerator GmbH and HHL Leipzig Graduate School of Management applied as one of twelve Digital Hubs in Germany.<br><br>The special focus of Leipzig's application is on environment friendly energy generation und usage, Smart City concepts in an interconnected and intelligent city as well as e-health systems including the mobile processing of patients data.<br><br>The Smart Infrastructure Hub is a brand that links many players and projects in the fields of energy, smart city, e-health and cross-sectional technologies. A regional hub agency links and moderates between those actors, building a strong network that is open for new partners and projects as well.<br><br>Projects planned include a Startup and technology center, a venture capital fund and events/conferences. |
| Costs of planned implementation measures | No further costs attached.  The brand Smart Infrastructure Hub allows for easier access to regional and national funding. So far, 836.000 Euro could be raised from regional funds for the establishing of the hub. |
| Funding & business models applied for implementation | The Digital Hub is operational due to a mix of private investment, PPP, and regional funds by the Free State of Saxony. |
| Key timescales | Ongoing<br>01/2018 Establishing of local network (done)<br>06/2018 Agreeing on construction of Smart Infrastructure Hub building<br>01/2019 First Digital Hub event (see: Smart City Tender) |
| Lead partners | Public: City of Leipzig, Department for Economic Development; Office for Urban Renewal and Housing Subsidies<br>Private: SpinLab Accelerator GmbH<br>Science/Education: HHL Leipzig Graduate School of Management |
| Local governance & coordination structure | Coordination: City of Leipzig, Department for Economic Development<br>Lead partner: SpinLab Accelerator GmbH |
| Reference to Lighthouse Cities (Replication) | - |
| Current status | Establishing of network, preparing next steps and securing funding |

### 4.2.2    Smart City Tender

<table>
<tr><td colspan="2" align="center"><b>Smart City Tender</b></td></tr>
<tr><td>Target area</td><td>Event: City of Leipzig</td></tr>
<tr><td>Technologies & solutions to be implemented</td><td>One of the main obstacles while implementing smart city technologies is the missing knowledge of existing solutions and the missing bidirectional communication channel towards regional technology businesses. In order to change that, the City of Leipzig plans on organizing a challenge in cooperation with NEU e.V. and the Office for Economic Development. Regional "smart" businesses and start-ups are motivated to develop and provide solutions for challenges which will help the City of Leipzig and the utilities to tackle existing problems. Possible topics include mobility, energy and smart municipality. The competition will aim at local and regional start-ups in order to foster their innovative potential.</td></tr>
<tr><td>Costs of planned implementation measures</td><td>300.000 € with long term return of investment</td></tr>
<tr><td>Funding & business models applied for implementation</td><td>City of Leipzig, Office for Economic Development<br>Funding will be secured for upcoming household period 2019/2020<br>Planned is the model of a grant for winning applicants, however this might change with future planning</td></tr>
<tr><td>Key timescales</td><td>06/2018 – 12/2018 Secure funding<br>First event in 01/2019 in cooperation with the Digital Hub initiative</td></tr>
<tr><td>Lead partners</td><td>City of Leipzig, Department for Economic Development; Office for Urban Renewal and Housing Subsidies<br>Private: NEU e.V. (Network for Energy and Environment), SpinLab GmbH</td></tr>
<tr><td>Local governance & coordination structure</td><td>Coordination: City of Leipzig, Office for Economic Development</td></tr>
<tr><td>Reference to Lighthouse Cities (Replication)</td><td>Eindhoven: i-City Tender,<br>Eindhoven innovation fund (TU/e)</td></tr>
<tr><td>Current status</td><td>Further discussions with Office for Economic Development necessary</td></tr>
</table>

## 4.3    Sustainable mobility

### 4.3.1    Corporate e-car sharing

| Corporate e-carsharing | | |
|---|---|---|
| Target area | Baumwollspinnerei | |
| Technologies & solutions to be implemented | Currently one company on the premises of the Baumwollspinnerei uses two electric cars for business trips and has two charging points. The project builds on this and will implement e-carsharing based on the pooling of additional 7 e-cars and 5 e-bikes from different companies and open up for more users and other cars from other providers.<br>In the first step, eight SMEs as well as start-ups located at Baumwollspinnerei with around 85 employees (combined) will take part in the corporate e-carsharing. The aim is to involve at least 300 people in the e-car pool (many freelance artists are willing to commit to the e-carsharing and the local artist supply shop will use the corporate e-carsharing as a transport service for its customers). Prospectively, the e-carsharing concept could be transferred to other venues with multiple businesses and organisations in Leipzig West (e.g. Westwerk, Tapetenwerk).<br>The installation of additional charging facilities at the Baumwollspinnerei premises (e.g. fast-charging) will be checked. | |
| Costs of planned implementation measures | Econtact GmbH (staff for managing customers, software etc. for 3 years) | 145.000 € |
| | Strominator.de (provision and management of e-vehicles for 3 years) | 130.000 € |
| Funding & business models applied for implementation | InnoLEVER grant application (rejected), Public and private resources of funding are currently being checked for their suitability<br>Strominator.de will own and operate the vehicles. During the operational phase, their fully operational business model will apply | |
| Key timescales | 2018: Seeking agreement with local stakeholders<br>2019-2021 Implementation | |
| Lead partners | Public: City of Leipzig, Office for Economic Development<br>Private: econtact GmbH, strominator (local e-car sharing provider), businesses located at Baumwollspinnerei | |
| Local governance & coordination structure | The project is part of the measure and implementation concept "Leipzig – Stadt für intelligente Mobilität" (Leipzig – City of intelligent mobility) which has been acknowledged by the city council in April 2017 (bill Nr. VI-DS-03289-NF-02 „Leipzig – Stadt für intelligente Mobilität") | |
| Reference to Lighthouse Cities (Replication) | Eindhoven: Corporate e-carsharing Strijp-S/Mobility concept Strijp-S<br>Charging in office-buildings/apartments (Lyse/Stavanger) | |
| Current status | Part of Strategy paper "Intelligent Mobility" by the Office for Economic Development; further discussions with Stakeholders necessary | |

### 4.3.2 Mobility concept for Leipzig West

| Mobility concept for Leipzig West | |
|---|---|
| Target area | Leipzig West |
| Technologies & solutions to be implemented | Increase in traffic and the increased necessity to shift towards public transportation have been identified as the most pressing issues concerning mobility in Leipzig West. Therefore, a mobility concept is planned in order to rearrange traffic and make biking and public transportation more convenient. This task is closely related to the establishing of an Urban Data Platform (see **Fehler! Verweisquelle konnte nicht gefunden werden.**). |
| Costs of planned implementation measures | ca. 150.000 EUR |
| Funding & business models applied for implementation | Grant application following the 3rd INTERREG Central Europe Call; application deadline 25 January 2018 |
| Key timescales | 2018: Coordination and agreement with several departments and offices within the municipality, and the LVB as the public transport agency<br>2019-2020: Analysing data gathered on the Urban Data Platform (Action **Fehler! Verweisquelle konnte nicht gefunden werden.**)<br>2021-2022: Develop Mobility Concept |
| Lead partners | City of Leipzig, Office for Urban Renewal and Housing Subsidies, LVB |
| Local governance & coordination structure | Coordination: City of Leipzig, Office for Urban Renewal and Housing Subsidies |
| Reference to lighthouse cities (replication) | Manchester: Corridor traffic management |
| Current status | Further discussions with the responsible department necessary |

## 4.4  **Active neighbourhood society**

### 4.4.1    LivingLab Leipzig West

| LivingLab Leipzig West | | |
|---|---|---|
| Target area | Leipzig West | |
| Technologies & solutions to be implemented | In Leipzig Living lab governance structures will help initiate the transition management procedures within the city administrations and improve their collaboration with the demonstration area stakeholders. This will be complemented and pushed by urban innovation challenges, searching for innovative solutions based on open urban data. The measure will built up on the TRIANGULUM participation process and include the continuation of the established participations formats (see chapter 3.2) and intensify the test-field for smart urban solutions. The LivingLab Hub will work closely together with ongoing projects in Leipzig West, e.g. the Innovation Network (ERDF-founded), the SME Network (Unternehmerstammtisch) (ERDF-founded) and the Smart Systems and Smart Infrastructure Hub Dresden/Leipzig (see chapter 4.2.1).<br><br>The project contains the following measures:<br>• Set up a Living Lab Hub (Local onsite office where regular events will be organized and that will also serve as an info point for interested public. The urban restructuring management in Leipzig West has its offices in the centre of Leipzig West. The offices will also be used for the LivingLab hub)<br>• Run a series of co-creation and participation formats and events (user-centred design), enable innovative procurement process as innovation push for challenge-based pilots for smart urban services<br>• Set up experimental fields for piloting and testing new smart urban solutions<br>• Set up a website/online catalogue for co-creation/solutions mapping | |
| Costs of planned implementation measures | City of Leipzig, Office for Urban Regeneration and Housing Construction Subsidies (ASW) – staff costs for local innovation manager, communication and participation activities for  3 years | 150.000 € |
| | Budget for local business accelerators | Approx. 100.000 € |
| Funding & business models applied for implementation | InnoLEVER grant application (rejected), grant application of the Urban Innovative Actions (UIA-Initiative) in April 2016 (rejected), Public and private resources of funding are currently being checked for their suitability | |
| Key timescales | | |
| Lead partners | Public: City of Leipzig, Office for Urban Regeneration and Housing Construction Subsidies (ASW), Department for Economic Development<br>Private: business accelerators in Leipzig West (e.g. SpinLab Accelerator GmbH, Social Impact Lab) | |
| Risks & risk mitigation measures | Lack of stakeholders' interest in the living lab development | Integration of stakeholders from the very beginning into the LL design process. Strong communication and dissemination strategy |
| | Lack of citizen participation | Co-creation formats designed in the local context to address the local participation culture |
| | Co-creation activities within the LC living labs will not | Public procurement of smart products and services via challenge-based calls |

|  | result in the development of market-ready smart city solutions. |  |
|---|---|---|
| Local governance & coordination structure | Lead: City of Leipzig, Office for Urban Renewal and Housing Subsidies, Department Leipzig West | |
| Reference to Lighthouse Cities (replication) | Eindhoven: Strijp-S triple/quadruple helix approach<br>Manchester: LivingLab from the University of Manchester | |
| Current status | Know-how transfer from Strijp-S, possible workshop in Leipzig; further discussions necessary | |

## 4.5  Smart municipality

### 4.5.1   Urban Data Platform

| Urban Data Platform | | |
|---|---|---|
| Target area | City of Leipzig (whole city region) | |
| Technologies & solutions to be implemented | Aggregation and combination of existing data within the municipality as well as data from the utilities and from different private data sources. This includes data about the infrastructure of a district (energy, water, traffic/mobility, smart building) and infrastructure analysis in order to plan, simulate and optimize infrastructure systems. The Urban Platform integrates communal and external data sources. It is based on open protocols and respects the relevant DIN spec. A common data platform will serve many purposes. One main advantage will be the improved efficiency of administrative processes. As indicated by the Morgenstadt indicators on ICT, the IT-systems are rather segmented. This leads to inefficiencies in the aggregation and usage of data in multiple bodies of the municipality.<br><br>The first application of the platform will be better public transportation planning due to expanded data sources, as the City of Leipzig and the LVB will join their data on traffic. This follows the findings and recommendations made by the Mobility indicator of the Morgenstadt assessment.<br><br>The combined data will by default not be open to the public. However, it is planned to connect the urban data platform to the existing open data portal and enable the possibility of making existing data public. | |
| Costs of planned implementation measures | LVB (staff) | 155.500 € |
| | City of Leipzig (staff, licenses, subcontracting) | 829.920 € |
| Funding & business models | Grant application following the 3rd INTERREG Central Europe Call; submitted proposal on January 25, 2018.<br>Alternatives: part of the digitisation strategy and funded by communal funds. This would delay the implementation phase well beyond 2020. | |
| Reference to lighthouse cities (replication) | The well-equipped and operational open data platforms in Manchester and Eindhoven together with the logic of the ICT Reference Architecture (D6.2) help to focus the efforts during development. | |
| Key timescales | 2018: Preparation<br>01/2019: Start of implementation phase<br>01/2020: Urban Data Platform expected to be operational<br>2021: Extending the data sources beyond traffic data | |
| Lead partners | City of Leipzig: Office for Urban Renewal and Housing Subsidies, Office for Geoinformation and Land Management, Office for Environmental Protection, Office for Building Management Public utilities: LVV GmbH, LVB mbH, Leipziger Stadtwerke GmbH, Leipziger Wasserwerke GmbH, Netz Leipzig GmbH and others | |
| Local governance & coordination | Information bill Nr. VI-DS-02884 for city council „Information zur Zusammenarbeit/Kooperation der Stadtverwaltung mit der Leipziger Gruppe zum geplanten Infrastruktur\|Kataster" | |

| structure | (Information about the cooperation of the municipality with the L-Group on the planned infrastructure cadastre). |
|---|---|
| Current status | Seeking stakeholder agreement, preparing funding application |

### 4.5.2    Digitisation Strategy City of Leipzig

| **Digitisation strategy City of Leipzig** | |
|---|---|
| Target area | City of Leipzig (whole city region) |
| Technologies & solutions to be implemented | As part of the ongoing digitisation, the municipality of the City of Leipzig is in the process of modernizing its structures and develops central measures for the coming years. This digitization strategy is currently being developed and is expected to be finalized by council order by the end of Q1/2018. <br><br> Central measures and new technologies implemented (e.g.): <br><br> • Generation of conditions in order to use central, standardized services city-wide <br><br> • Gradual optimization of process operations (digital records management) <br><br> • Central control of digitization process |
| Costs of planned implementation measures | In the current draft of the strategy the implementation costs for 2019/2020 are estimated to be 4 million EUR. |
| Funding & business models applied for implementation | Communal budget is secured |
| Key timescales | 2017-2020 |
| Lead partners | Public: City of Leipzig, Department for General Services <br> Private: LECOS GmbH (municipal IT-provider) |
| Local governance & coordination structure | Coordinated by Department for General Services of the City of Leipzig, the bill is planned to be approved by city council at the end of 2017 |
| Reference to Lighthouse Cities (Replication) | - |
| Current status | In preparation |

4.5.3    Smart City participation process and working structures

| Smart City participation process and working structures | |
|---|---|
| Target area | City of Leipzig (whole city region) |
| Technologies & solutions to be implemented | One key aspect of the development and implementation of Smart City strategies and projects in Leipzig is co-production: partners from the municipality, the L-Group, local businesses, science institutions and neighbourhood society.<br>A resolution with the information about the necessity to reorganise internal working structures regarding Smart City measures has been acknowledged by the Lord Mayor. It has been announced that a new strategic Smart City planning department will be established. |
| Costs of planned implementation measures | Staff costs |
| Funding & business models applied for implementation | At the moment the Smart City coordination unit at the ASW is financed out of the HORIZON 2020 project Triangulum. In order to secure the continuation of this unit and to intensify participation processes new financial resources are necessary. They can either be secured by the city's own budget or with the help of different funding programs (e.g. funding proposals HORIZON 2020 Lighthouse InnoLEVER (rejected) or (partly) by the Smart Systems and Smart Infrastructure Hub Dresden/Leipzig). |
| Key timescales | Mid-2018 - 2021 |
| Lead partners | Public: City of Leipzig, Office for Urban Regeneration and Housing Construction Subsidies (ASW), Office for Economic Development, Department of General Services<br>Private: public utility companies L-Group |
| Local governance & coordination structure | City of Leipzig, Department of General Services; Office for Urban Renewal and Housing Subsidies |
| Reference to lighthouse cities (replication) | Eindhoven: The City of Eindhoven made changes in their administrative structures to become the centre of the Brainport region and to enable innovation development in the city.<br>Manchester and Stavanger: Strategic Smart City teams |
| Current status | Resolution has been noted by Lord Mayor; further structural measures are in discussion |

Conclusion & next steps

The City of Leipzig is on its way to become a Smart City. The Triangulum Project has a very relevant impact on the propulsion of the topic within the city's municipality and among its citizens. Along the way and with the help of an extensive participation process, relevant stakeholders from industry and science have been involved with the development of solutions which form the basis of the implementation strategy.

The project area Leipzig West has been described in detail. Due to its historical development, social and economic structure it is an ideal testbed for smart city solutions within Leipzig. Multiple of the developed projects aim at an implementation within the borders of Leipzig West first. In the future, the area will continue to play a prominent role when it comes to innovative solution across all sectors (ICT, mobility, energy).

Overall, the analysis provided by the city assessment based on the Morgenstadt methodology provided valuable insights on the strengths and weaknesses within the city municipality. The challenges and potentials have been

described and multiple hypotheses formulated. The hypotheses will be tested during the further implementation of the multiple projects and actions (see chapter 4).

The participation process with its three different formats (Future Forum, Future Expert Lab and local citizen engagement) contributed broadly to the acceptance and understanding of smart city processes within the City of Leipzig. Besides, the context of the events was used to seek the support of relevant stakeholders such as the city's utilities company for some of the project ideas. It is planned to continue the Future Forum throughout 2018 and possibly beyond, as it is by now an established and accepted Forum which gives room to relevant discussions about future projects.

The ten project ideas formulated within this strategy are spread out across the smart city sectors defined along the participation process, namely climate friendly district and smart living, smart economy and innovation, sustainable mobility, active neighbourhood society, and smart municipality. In each sector, they address the most pressing challenges identified by the city assessment based on the Morgenstadt methodology.

In the two remaining years of the Triangulum project and beyond, it will continue to be of high relevance to implement the developed projects. While some of them already reached the status of ongoing implementation, others will need further thought as well as additional agreement of relevant stakeholders. Due to a lack on dedicated funds, the projects need to be integrated in ongoing processes and new business models need to be applied.

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