



WP T1

DELIVERABLE T1.4.1

Urban Innovation Action Plan (UIAPs)
BURGENLAND / EAST STYRIA

05 2019
Final



Project information	
Project Index Number:	CE677
Project Acronym:	URBAN INNO
Project Title:	Utilizing innovation potential of urban ecosystems
Website:	http://www.interreg-central.eu/Content.Node/URBAN-INNO.html
Start Date of the Project:	1 st June 2016
Duration:	36 Months
Document Control page	
Deliverable Title:	D.T1.4.1 – Urban Innovation Action Plan (UIAPs) _ BURGENLAND / EAST STYRIA
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Contractual Delivery Date:	05.2019
Actual Delivery Date:	05.2019



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EXECUTIVE SUMMARY

The Urban Innovation Action Plan is one of the core outputs of the URBAN INNO Project. The target area for the Urban Innovation Action Plan is the region Burgenland and Eastern Styria. Therefore, this action plan is related to the most important strategies in these regions, the research and technology strategy Bgld. („FTI Strategie Bgld”) as well to the economy and innovation strategy Styria („Wachstum durch Innovation”).

Based on these documents and other sources the *Urban Innovation Action* plan describes the regional background and the characteristics of the Urban Innovation Eco System. The economy of the region is dominated by SMEs. Due to less job possibilities there are a lot of commuters in the region. Due to this creation of jobs is a big issue. Main economic fields in the region besides of SMEs are production of milk products, selling of and dealing with agricultural products, production of natural cosmetics, treatment of steel products, energy supply, production of machine components and production of clay roofing tiles. In December 2016 the unemployment rate in the federal country of Burgenland was at 11.8 %, in Styria 10.0 %. A big chance for the region is possibly the location between Vienna and Graz as well as the closeness to the borders of Hungary and Slovenia.

Beside the background of the region also an analysis of some socio economic factors was done. Within this analysis the strengths and weaknesses of the fields Economy, Innovation / R&D, User involvement, Education / human resources, Policy, Cluster organisation & governance were found. Based on discussions and different workshops during the project duration of URBAN INNO following targets were identified for the innovation network:

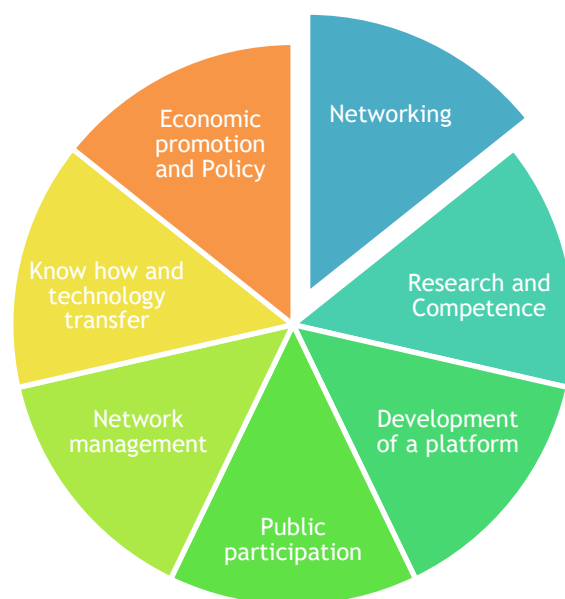


Figure 1: Defined target areas of the network



Concerning these target areas also an overarching mission statement as well as strategic and operational objectives were defined.

According to the overarching mission statement the Urban Innovation Cluster Network will be:

- The most important contact point for all existing companies and start-ups regarding innovation questions
- The most important platform for exchange of innovation know how and experiences
- The most important information source concerning research and competence
- The best possibility to realise public participation
- The best connector for economic promotion (subsidies)
- The most important stakeholder in policy matters

In order to reach the overarching **mission** further **strategic and operational aims** were defined:

- Contact/Relationship to the chamber of commerce

- PR measures to be popular in all sectors

- Focus also on research and competence companies

- Close contact to citizens associations

- Knowledge about promotions and subsidies

- Relationship to political offices (federal state government)

Based on the target areas, the overarching mission as well as the strategic and operational aims eight fields of action were defined, whereas also concrete actions or measures for every action field were specified.



Following picture (figure 2) shows the eight action fields including the specified actions and measures.

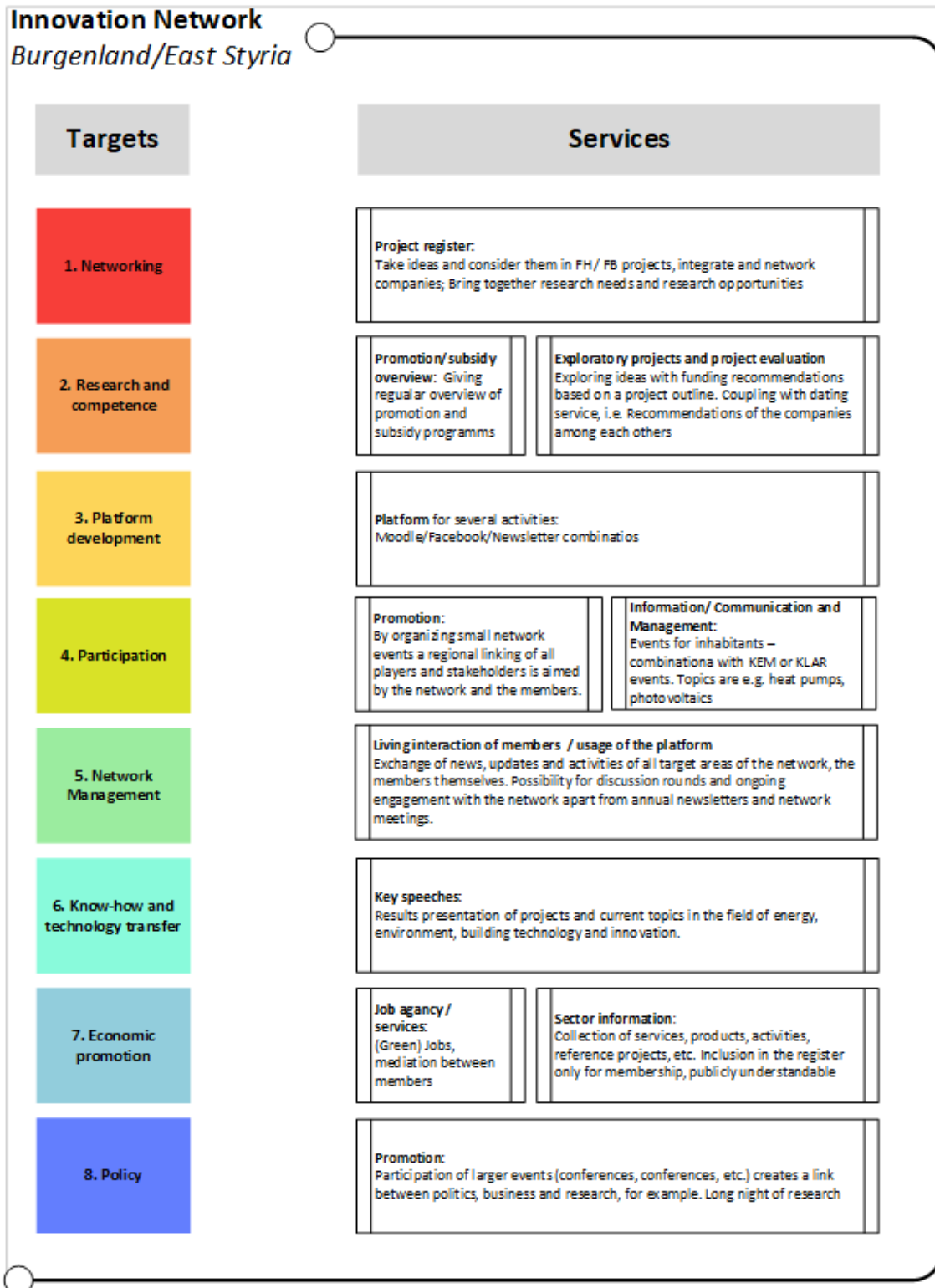


Figure 2: Definition of actions and measures within the target areas



Furthermore the mission, strategical and operational aims, the target areas and measures were described in a rough project sketch. This project sketch could be improved and submitted at a call for projects for example at any Interreg programme.

The Urban Innovation Action plan is based on the elaboration of the Urban Innovation Network. The network was launched in January 2018. For the future management of this network also as structure were defined:

- First, the network should be founded in the form of an association.
- If medium-term economic benefits are to be offered to members, a limited liability company should be established.
- At the beginning, at least one full-time person with the necessary experience and know-how is required (as a neutral intermediary).
- For further personnel planning: sustainable growth according to demand.
- The whole of the members form a plenary meeting once a year, electing an honorary chairman and a steering group.
- The tasks of the individual positions still have to be defined.

Beside the management structure also an implementation strategy and financing possibilities as well as a communication plan were defined:

All these aims, activities, measures and the URBAN INNO network which are collected within the Urban Innovation Action Plan will have a significant impact on the region of Burgenland and Eastern Styria.

For Burgenland there will be some specific impacts:

Main focus is set at exact positioning in research, technology and innovation questions

With the output of the UIAP Burgenland will improve its strengths in the field sustainable energy. According to these basics three content related foci were defined for Burgenland whereas the focus on sustainable energy is the most important for the Urban Innovation Action Plan. Also in Styria there will be some impacts which are triggered by the UIAP as well as the styrian economy and innovation strategy.



The main impacts in this region will be in the fields:

- Technology
- Creativity
- Innovation
- Life quality

For an outlook one of the main outputs will be to make the region Burgenland and Eastern Styria fit for future. This needs a transformation of the whole region into a knowledge and information society. A region without natural resources finds its strengths in the minds and the creativity of its citizens. Therefore a further improvement of education, knowledge and creativity will be the most important topics in future.

BACKGROUND - OVERVIEW OF THE URBAN ECOSYSTEM

1 Characteristics of the urban innovation ecosystems - regional background

The Region of Pinkafeld / Hartberg is located in the southeastern part of Austria (see figures below). Pinkafeld is part of the federal country of Burgenland (district Oberwart). Hartberg is situated in the federal country of Styria (district Hartberg-Fürstenfeld). Hartberg itself counts 6.534 inhabitants, Pinkafeld 5.648. Including the surrounding municipalities, the project area consists of app. 20.000 inhabitants. “Energy” always had an important position within the area (e.g. Pinkafeld was the first municipality, which was electrified in Burgenland) and this early trend has continued until today. Nowadays many institutions related to the topic “Energy” are located within the area, e.g.:

- companies (e.g. Herz Energietechnik, Public Utility Company of Hartberg)
- research facilities (e.g. Research Burgenland GmbH, 4ward Energy Research GmbH)
- educational institutions (e.g. University of Applied Sciences Burgenland (Department Energy- and Environmental Management), HTL Pinkafeld (secondary technical school)) and
- engineering offices (e.g. TBH Ingenieur GmbH, Ökoplan Energy Services GmbH)



Figure 3: The Project cities – Geographical Coverage



The region is located between the two biggest cities in Austria, Vienna and Graz (app. 1 hour by car in each direction). A high percentage of the inhabitants of the region are commuters to the bigger cities as well as the economy is highly connected to them. On the other hand side, this is a reason for high use of individual traffic (e.g. cars). Passenger transport by train is getting less and less, some of the train stations are not supplied by the public train company anymore.

The region, especially Hartberg and Pinkafeld itself have mixing dwelling structure. As the region is quite rural - also Pinkafeld and Hartberg are small cities - there is a big share of single-family houses. Nevertheless apartment buildings (freehold as well as rental apartments - especially social housing) also have a considerably amount.

Both cities and relevant stakeholders (municipal utilities, domestic housing companies etc.) have set up strategies for future-oriented and sustainable development of the cities. The sustainability shall include all relevant areas (ecology, economy, social aspects ...). The strategies of the cities were developed together with different stakeholders (inhabitants, public bodies, trade and producing industry, municipalities, non-profit organisations etc.). This process was set up before the ongoing national projects and also before the URBAN INNO project has started. Therefore, the purpose of the URBAN INNO pilot is to renew the existing strategies with the help of the quadruple helix cluster approach as well as to link them to the ongoing developments in different projects and other ongoing trends.

The economy of the region is dominated by SMEs, there are only a few bigger companies. Creation of jobs in the region is a big issue, which is obvious due to the big amount of commuters. Otherwise there are a few bigger companies in the region, which are big economic factors in the small structured economy. Crafts enterprises and other blue-collar jobs are dominating the employment structure in the region.

Main economic fields in the region besides of SMEs are production of milk products, selling of and dealing with agricultural products, production of natural cosmetics, treatment of steel products, energy supply, production of machine components and production of clay roofing tiles.

In December 2016 the unemployment rate in the federal country of Burgenland was at 11.8 %, in Styria 10.0 %. A big chance for the region is possibly the location between Vienna and Graz as well as the closeness to the borders of Hungary and Slovenia. The motorway A2 is an important traffic infrastructure, which is crossing the region.

In Austria rural regions and small cities are seen as energy producers for bigger cities due to the potential of wind, photovoltaics and biomass production. Although the region is not a suitable region for wind energy, it is foreseen that it can produce its own energy and use it in a smart way in the future.



This goal is supported by the local companies and research facilities as well as by the federal and local governments and also integrated in the ongoing national Smart City projects in the area, which are:

Hybrid Grids Demo (Hartberg):

The purpose of this project is the development and the "Living Lab" test operation of a passive energy source- and network-wide distribution network management over a particularly multipliable approach. The urban energy system should be converted into a functional energy storage, which can store large amounts of extra energy. Thus, both short-term surplus electricity and thermal energy deficits, as well as variations over months in sources of renewable energy can be compensated. The project therefore has a new project focus, and sets up where development and know-how is needed. This approach corresponds to the parent city vision, roadmap and action plan of the city, which would significantly reduce CO2 emissions and strengthen its own municipal utility with this project. The priority goal is to develop and test the operation of an innovative, comprehensive and integrated energy sponge system for electricity, heating and cooling and their networks in the town of Hartberg. All energy networks (electricity , heating / cooling , gas) are optimized in real time.

The focus is on a new technical approach through a central optimizer, which is implemented in parallel to the existing rule infrastructure and supplies the decentralized actors (producers and consumers) with recommendations and information related to this infrastructure. Thus, no active but a passive intervention in the sensitive network regulation is done with this approach. Based on that the current regulatory conditions are met and a demonstration of the envisaged system can actually be guaranteed.



Empower Citizens (Pinkafeld):

Purpose of the project is the participatory modernization in an environmental and social housing in the small town of Pinkafeld (Burgenland) on the implementation of technological innovations, such as an integrated low-cost energy management, innovative building and energy technologies, as well as new financing and business models. Apart from the optimized use of energy, the users comfort will be increased and additional benefits are worked out together with the residents (for example, safety, Ambient Assisted Living, ...). Over a very comprehensive participatory process a Living Lab will be created, that contains the typical phases of an active social space manipulation. The detailed preparation and the test operation of the economic, legal and technical approach is in line with the residents. The modernization will be implemented in 6 already identified renovation projects in the small town of Pinkafeld. Through participatory, subliminal activities (e.g. B. Urban Gardening, cabarets, festivals, community farms, community garden, shared kitchen, car pool, community area, community workshop, neighbourhood watch, carpooling, youth rooms, common green areas, movement and meeting areas) an active social space manipulation is carried out.

Other projects linked to both cities dealing with climate change adaptation are also about to begin initialized by partners of the core team.

It has also to be stated, that the Region is partly located in the former objective 1 region of the European Union, which is - beside the situation near to the boards of Hungary and Slovenia - a reason for big growth of economy in the last 25 years.

During the preparation and development of the network (structure) the region which will be covered by the URBAN INNO network was enlarged to whole Burgenland and the region East Styria. This step was done in the course of a meeting with the federal government of Burgenland, where it became obvious that a wider network is an essential goal for the whole federal country and will be supported politically. In addition it can be stated, that this decision helps to reach a critical mass of members for the network.



2 Socio-economic and SWOT analysis of the urban innovation ecosystem

During two core team trainings in Karlsruhe an analysis of strengths and weaknesses was done. By this analysis the fields economy, innovation and R&D, user involvement, education and human resources, policy and cluster organisation & governance were considered. Within this analysis many interesting strengths and weaknesses were discovered which are listed in the following tables.

Table 1: SW-Analysis - Economy

Economy	
Strength	Weakness
<i>Big amount of renewable resources</i>	<i>Partly missing joint activities on small area level</i>
<i>Many already existing projects in the field of renewable energy</i>	<i>Missing small area linkage of green spaces</i>
<i>Well established infrastructure for district heating based on renewable energy</i>	<i>High share of commuters</i>
<i>Already existing cross linking between stakeholders in the region</i>	<i>Small number of big companies</i>
<i>High nature potential</i>	<i>Area with low purchase power</i>
<i>Various recreational areas</i>	<i>Low research quota in the region</i>
<i>Several competence centers in the field of renewable energy</i>	<i>Weakness in public transport (especially through borders of federal countries)</i>
<i>Smart City projects in the field of energy</i>	<i>Interlinkage of relevant energy infrastructure less developed (Smart Grid)</i>
<i>High share of renewable energy</i>	
<i>Technology centres / impulse centres as company concentration</i>	



Table 2: SW-Analysis - Innovation / Research and Development

Innovation / R&D	
Strength	Weakness
Several research facilities in the field of renewable energy	High qualified research staff hard to acquire due to location
Cooperation Research / Companies / Public sector in projects already existing	No universities - research career in PhD-area hard to reach
Multidisciplinary research facilities (energy, social work, healthcare, economy, IT) existing	Low degree of internationalization
Existing research infrastructure (e.g. Campus Pinkafeld, Herz)	Low share of basic research
Applied sciences as strength in the region	

Table 3: SW-Analysis - User involvement

User involvement	
Strength	Weakness
Connection of nature / culture / sports / health	Critical mass of users for certain innovation strategies not available
Many pupils engaged in public associations	Relevance of sustainability not well-known by many users
Existing city development concepts based on work with associations	
Microcosm supports word-of-mouth advertising by single gate keepers	
High share of home ownership	



Table 4: SW-Analysis – Education and human resources

Education / human resources	
Strength	Weakness
<i>Comprehensive education in the field of renewable energy</i>	<i>No universities - therefore no possibilities for dissertations in the region</i>
<i>Region is an established school location</i>	<i>High qualified research staff hard to acquire due to location</i>
<i>Cooperation education / research is given</i>	
<i>Schools already part of participation processes</i>	

Table 5: SW-Analysis - Policy

Policy	
Strength	Weakness
<i>Strategy of federal countries (e.g. Burgenland 100% renewable energy until 2030)</i>	<i>Complex funding landscape</i>
<i>Ongoing implementation of smart meters</i>	<i>Own rules for building sector and other topics in each federal country</i>
<i>Energy efficient housing subsidies</i>	<i>Low policy goals for mobility</i>
<i>Different subsidies for renewables</i>	<i>Spatial planning concentrated for individual transport</i>

Table 6: SW-Analysis - Cluster organisation & governance

Cluster organisation & governance	
Strength	Weakness
<i>Existing cluster-alike organisations in each federal country</i>	<i>Federal state-crossing and small regional networks hardly existing</i>
	<i>Critical mass for cluster financing in regional area hard to reach</i>



3 Summary of the current situation and major challenges

In summary it can be stated, that all relevant groups of stakeholders for implementing a quadruple helix cluster for the energy topic are located within the area. Besides the inhabitants, many institutions (companies, research facilities, educational institutions, engineering offices) are dealing with sustainability issues linked to energy. Also the municipalities are deeply within the topic due to ongoing projects focussed on the demonstration of results from research. As there are existing local strategies for both cities, including the energy/sustainability topic, the basis for further action is absolutely given. Nevertheless there is enough potential for further improvement of the urban innovation strategy linking all potential stakeholders within a common strategy.

Table 7: Present vs. future Vision

SPOT	PRESENT (Situation)	FUTURE (Vision)
	Which strengths do we plan to build on?	Which opportunities do we want to seize?
POSITIVE	1 <ul style="list-style-type: none"> ▪ Big amount of renewable energy resources 	<ul style="list-style-type: none"> ▪ Building smart grid / smart users / smart energy system
	2 <ul style="list-style-type: none"> ▪ Interlinkage of research facilities / companies 	<ul style="list-style-type: none"> ▪ International cooperation on research projects
	3 <ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪
	4 <ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪
	5 <ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪
	6 <ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪
	Which problems do we want to solve?	Which threats do we need to avoid?
NEGATIVE	1 <ul style="list-style-type: none"> ▪ Integration of renewable energy resources in grid and market 	<ul style="list-style-type: none"> ▪ Prejudices / Top down pressure on smart energy
	2 <ul style="list-style-type: none"> ▪ Gaining international relevance through cooperation in a network 	<ul style="list-style-type: none"> ▪
	3 <ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪
	4 <ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪
	5 <ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪
	6 <ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪



ACTION PLAN

4 Thematic priorities - fields of action

Based on discussions of the network Core Team members, as well as discussions during the mentoring work shop supported by CyberForum, different targets for the innovation network were identified.

Defined target areas:

- | | | |
|------------------------------|-------------------------------------|-----------------------|
| 1. Networking | 4. Public participation | 7. Economic promotion |
| 2. Research and competences | 5. Network management | 8. Policy |
| 3. Development of a platform | 6. Know how and technology transfer | |

5 Mission statement and objectives

5.1 Overarching mission statement and objective(s) for the UICN

The vision of the Urban Innovation Network Burgenland / Eastern Styria is to increase the research and innovation activities in the fields of renewable energy and climate protection by set up of an innovation network and the belonging supporting services as well as the integration of the members of the network. Furthermore the innovation network will create a framework which should help to knowledge carriers in the region and should motivate other owner of know how to come to the region Burgenland and East Styria. Beyond this also the regional economical power should be strengthened and improved.

Eco innovations and decarbonising are not only protection measures for climate and environment but they're also a chance for our economy. SMEs have a lot of unused potential to convert challenges caused by environmental pollution and climate change into chances for economic benefits. Often special knowledge and skills are needed. Therefore it is very difficult for SMEs to use these chances and big potential for the development of the region, for research, economy and labor market are lost.

Therefore the Urban Innovation network will support SMEs to use the available innovation potential. During this process other companies and research institutes as well as public services also will support the SMEs in using the offered chances.



By networking of all actors in the field of energy, energy efficiency, renewable energy, climate protection and climate change adaptation synergies will be used and the benefit of all network members should be improved.

The innovation network will contribute a significant part in reaching the aims of the research strategies of Burgenland and Styria. Furthermore the barrier to enter the market will be lowered for all stakeholders in the fields of research, development and innovation. Moreover the innovation network will also contribute to improve sustainability in the region. Beside the content-addressed mission, there is also an overall mission of the Urban Innovation Cluster Network.

According to this within the next 5 years the Urban Innovation Cluster Network will be:

- The most important contact point for all existing companies and start-ups regarding innovation questions.
- The most important platform for exchange of innovation know how and experiences.
- The most important information source concerning research and competence.
- The best possibility to realise public participation.
- The best connector for economic promotion (subsidies).
- The most important stakeholder in policy matters.

5.2 Strategic and operational objectives

In chapter 5.1 the overall mission of the Urban Innovation Cluster Network is described. According to this, some strategic objectives were defined in order to reach the defined overall mission:

- In order to be the most important contact point for innovation questions it would be necessary to have good contacts to the chamber of commerce in Burgenland and Styria. Maybe it is possible to work together with the responsible person for innovation in the chamber of commerce.



- To realise the most important platform for innovation and know how exchange it is necessary that the Urban Innovation Cluster Network becomes established within the whole business sector in Burgenland. This establishment could be realised by intense PR measures.

- The same as mentioned in the two points above is needed to become the most important information source concerning research and competence. On the one hand it is very important to work closely together with responsible persons for research and competence from the chamber of commerce and on the other hand it is important to set PR measures in order to get the Urban Innovation Network Cluster known by the research and competence companies and centres.

- In order to be the best possibility concerning public participation it is necessary to have good contacts to as many as possible cities, communes and majors. Furthermore a close contact to citizens associations and clubs would be advantageous.

- To be the best connector for economic promotion (subsidies) it is necessary to be trained by the relevant sources, which award economic promotion. The main sources for economic promotion are the chamber of commerce in Burgenland and Styria and the KPC - Kommunalkredit Public Consulting that is the main source for economic promotion in whole Austria.

- Concerning the last overall mission, to become the most important stakeholder in policy matters it is necessary to have good contact to the political offices of the federal state government. This could be realised with regularly meetings where activities and plans of the Urban Innovation Cluster Network are presented.



Beside the overall mission of the Urban Innovation Cluster Network also the targets from chapter 4 were specified during discussions of the core team members and the mentoring by CyberForum. Furthermore, the specified targets were prioritised and also measures were defined during the second core team training.

Following tables show the target areas with specified targets including a prioritisation of the targets and belonging measures.

Target area 1: Networking

Table 8: Target area 1 - Networking

Objective	Prio	Measures
1.1: Fair, tolerant and active networking among the members themselves and with other experts within and outside the region.	A	Set up a network statute, in which all members should be recognized themselves. Advertisement of the network via events.
1.2: Developing a pool of relevant stakeholders to the development of various projects/plans/initiatives (Not only businesses are very important for projects, also other stakeholders).	A	Define a membership structure, stakeholder identification and analysis. Directly addressing the relevant stakeholders
1.3: Establishing of a multiplying effect by the implementation (other regions or extension of the region).	B	Active internal and external marketing for the network (word of mouth). Implementation of confidence-building measures in the network.
1.4: National and international networking from the region with other model regions for renewable energies.	B	Implementation/Attendance of events, conferences, matchmaking events, networking projects.
1.5: Work together with public stakeholder and decision-makers in work groups or in discussion forums to develop a settlement policy, competition policy, promotion policy, investment policy, location policy and ultimately an optimal regional economic policy which is specially designed for the requirements of the regional competence networks beside further network-independent policy measures which are able to develop greater impact.	C	Involvement of decision-makers via 1.1 - 1.4



Target area 2: Research and competence:

Table 9: Target area 2 - Research and competence

Objective	Prio	Measures
2.1: Establish/strengthen competences, pool, and structure and implement reference projects.	A	Consortia form and submit funding proposal. Professional exchange with other members at thematic workshops.
2.2: Skills development, e.g. through complements in the trainings and advanced trainings offers for the innovation field energy or to bring new training opportunities into the region.	C	Development of quality networks.
2.3: Development of research co-operations between companies, research facilities, municipalities taking citizens and other stakeholders in the area of renewable energies/sustainable use of energy into account.	A	Use of an innovation broker.
2.4: Development of young researchers.	B	Design an exchange network for young researcher (supra-regional/national/Europe-wide). Establishing a talent exchange available to everybody (demanders and suppliers and 2nd chance pool).

Target area 3: Platform development:

Table 10: Target area 3 - Platform development

Objective	Prio	Measures
3.1: Development of a one-stop-shop platform (neutral responsible person, marketer and implementer) of all crosscutting issues in sector energy and economy.	A	Application of a start-up financing via public funds.
3.2: Establishing a loose cooperation platform to pursue the strategic network objectives.	B	Offering a trial-membership.
3.3: Development of a regional exchange platform to support the exchange of views between the stakeholders or to support common initiatives to raise awareness (social component of sustainability), creating public/youth awareness.	A	Organising information/ discussion meetings.
3.4: Exchange over appropriate platforms (e.g. online forum, regular internal meetings, events for the general public).	B	Develop web presence for the network.

Target area 4: Citizen participation:

Table 11: Target Area 4 - Citizen Participation

Objectives	Prio	Measures
4.1: Establish a comprehensive participatory process for the users: The target group will be informed about the implementation and the procedure and will be constantly involved in the planning and implementation process. Guarantees a high level of practical relevance and focus on the implementation also the definition of user requirements (socio-economic aspects).	B	Holding of information and awareness-raising events.
4.2: Involvement of the public/user to generate a wider acceptance of the implementation. The users could not only use the exchange of experience, it could also might be useful for the working groups if it is necessary to get feedback from all involved actors and if required to organize feedback from external experts (planner, component suppliers, authorities, etc.).	B	Application of participatory methods in the projects (open innovation, feedback from end user).

Target area 5: Network management:

Table 12: Target Area 5 - Network management

Objectives	Prio	Measures
5.1: Continuous performance and self-review (feedback + evaluation).	C	Define KPIs for the objectives and for the monitoring.
5.2: Continuous improvement and adaptation measures.	B	Define a service portfolio for the network.
5.3: Tunnelling the providing information and the public relations is an essential success factor especially within the region to achieve a multiplication effect.	B	Execute event management and network marketing.
5.4: Self-sustaining existence of the innovation network beyond the URBAN INNO project => sustainability.	A	Application of a start-up financing.

Target Area 6: Transfer of knowledge and technologies:

Table 13: Target Area 6 - Transfer of knowledge and technologies

Objectives	Prio	Measures
6.1: Transfer of findings/know-how into the enterprise or the region with an ideas of implementation	A	Events, cooperation projects, dissertations, qualification networks.
6.2: Transfer of know-how from the enterprise to the research facilities transfer to the systematic treatment of the business ideas	A	Dissertations, events, cooperation projects, qualification networks.



Target Area 7: Business development

Table 14: Target Area 7 - Business development

Objectives	Prio	Measures
7.1: Creating an environment that gives start-ups the possibility to cast and implement findings/innovations into a business model - inter alia job creation.	A	Location marketing, start-up consulting or marketing new products/services, link between the relevant actors.
7.2: Identification of the region with sustainable energy and vice versa (see formerly example Güssing) and adding value to the touristic benefit.	C	Implementation of awareness-raising meetings (intern), location marketing (extern).
7.3: Attract skilled workers and qualified employees, young researchers.	B	Support the development of telework models, establishment of field offices in Vienna/Graz for commuters, see also 2.4 .

Target Area 8: Politics

Table 15: Target Area 8 - Politics

Objective	Prio	Measures
8.1: Strategy development for the entire innovation field of the region and definition of political recommendations.	B	Creating the contact to relevant political decision-makers and involvement in think tanks as well as attendance to political relevant events.
8.2: Lobbying and representation of the members' interests dealing with politics, economy, association, etc. .	A	Continuously recording the members' interests, see 8.1.



6 Major initiatives and projects to be implemented

During some network workshops and an expert meeting, eight fields of action were defined, whereas also concrete actions or measures for every action field were specified. Following picture shows the eight action fields including the specified actions and measures.

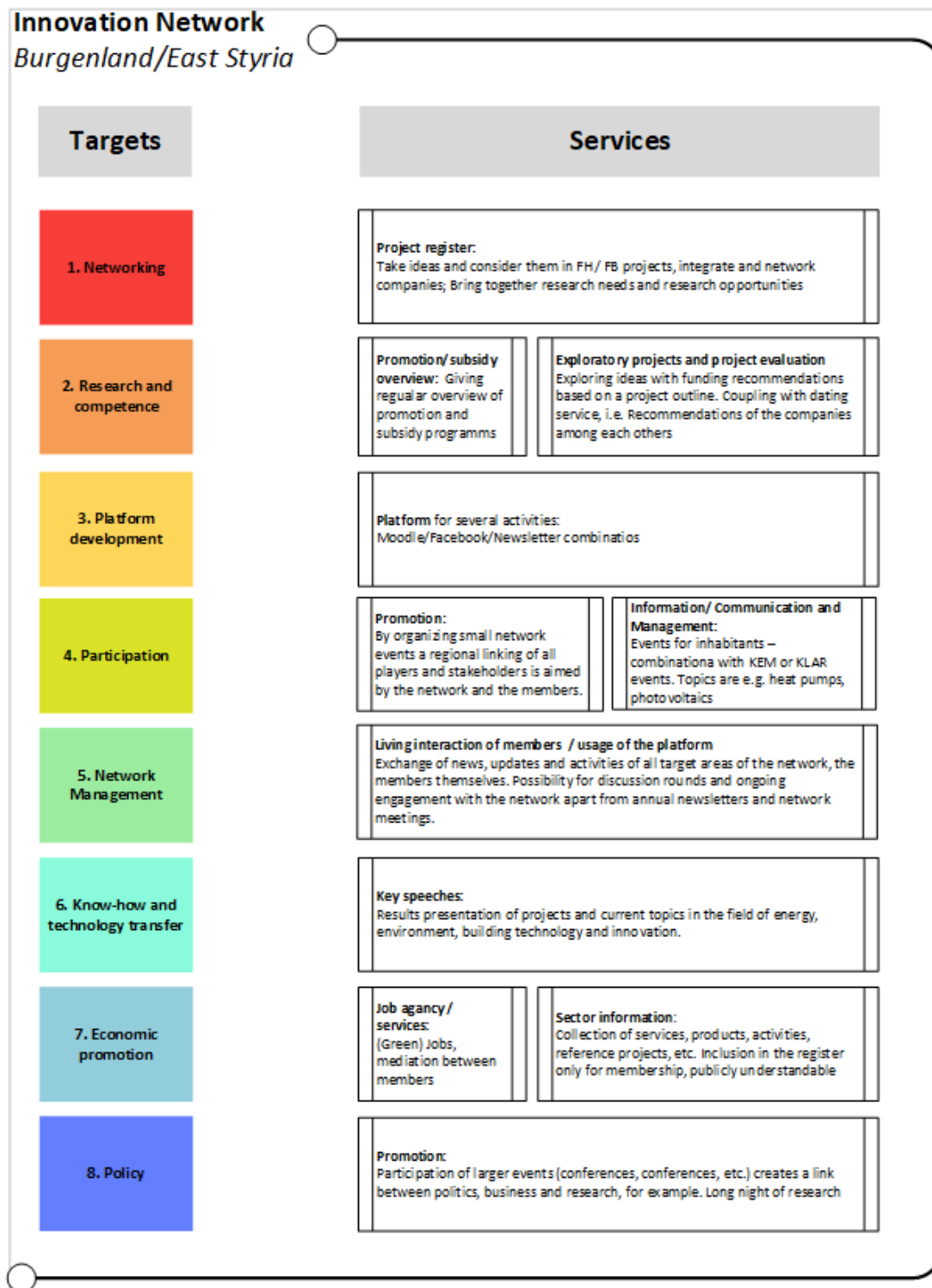
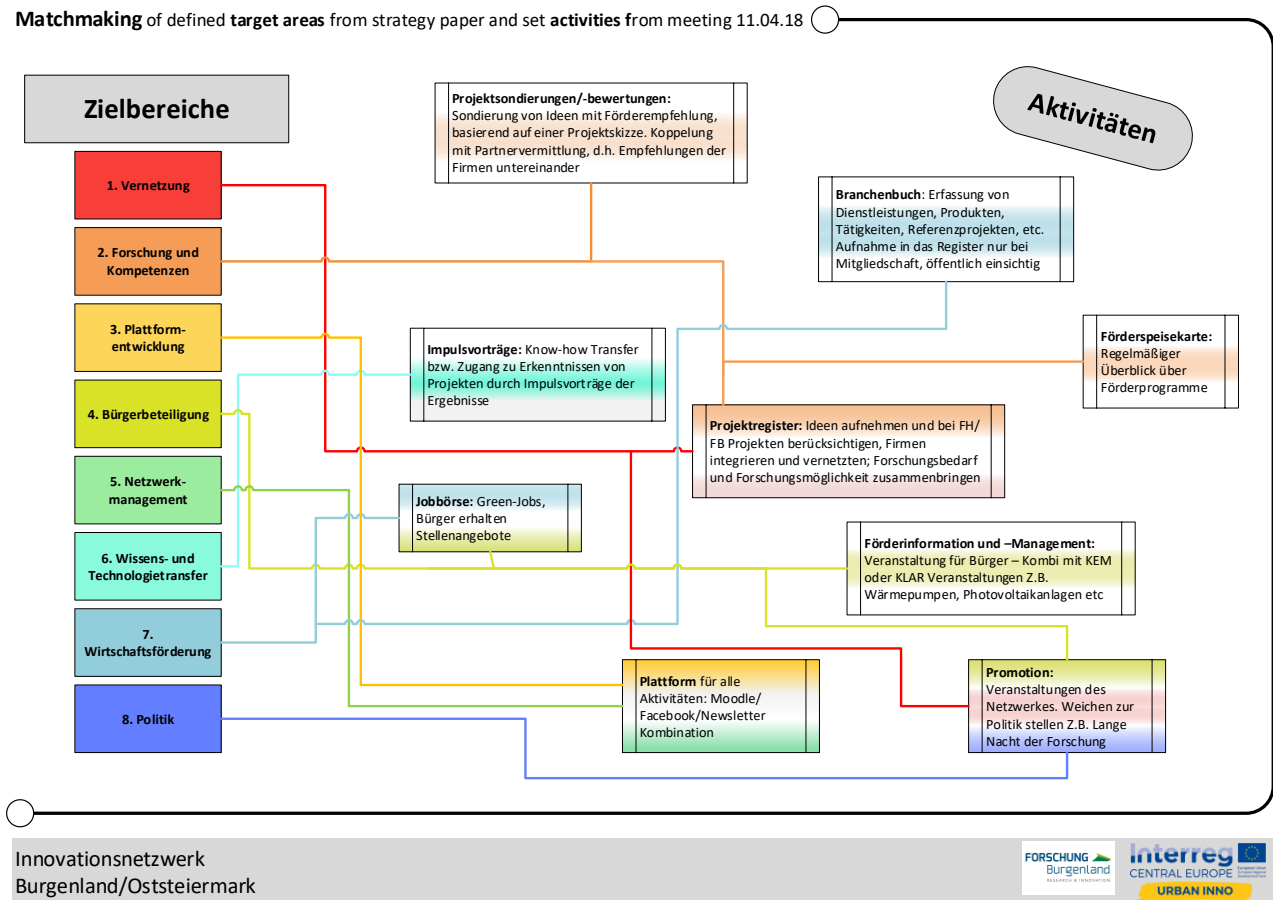


Figure 4: Target area of the Network



As there are also important relations between and among the action fields and the specific actions these relations were analysed and shown at following graphic. Figure 5 shows the matchmaking of the defined target areas from the strategy paper and the set activities from the core team. The content of figure 5 is written in German but general contains the same as figure 4, which is the result of the matchmaking process.

Matchmaking of defined target areas from strategy paper and set activities from meeting 11.04.18



Innovationsnetzwerk
 Burgenland/Oststeiermark

Figure 5: Matchmaking of the target areas and possible activities

The target areas and services listed above will be reached and addressed by set up of a project which aims at realising the Urban Innovation Action Plan. This project will cover all the 8 target areas including the belonging services and connections.

Following table shows a project idea which could be submitted in different EU-funded calls like Interreg Central, etc.:



Table 16: Project Idea for submission

PROJECT / INITIATIVE TITLE		
PARTNERSHIP		
Lead Partner	<p><i>Forschung Burgenland GmbH</i></p> <p><i>Thomas Schneemann</i></p> <p><i>thomas.schneemann@forschung-burgenland.at</i></p>	
Further regional / national partners	Policy/administration	<p><i>Chamber of commerce Burgenland</i></p> <p><i>Chamber of commerce Styria</i></p>
	Industry	<p><i>Industry Association Bgld.</i></p> <p><i>Industry Association Stmk.</i></p>
	Research & Higher Education	<i>University of Applied Sciences Bgld.</i>
	Civil society / NGOs...	<p><i>Citizens associations</i></p> <p><i>Government</i></p>
	Others	
DESCRIPTION		
Objectives	<p><i>Short description of the major objective(s) of the project:</i></p> <ul style="list-style-type: none"> - <i>Become most important contact point concerning innovation</i> - <i>Most important platform for know-how exchange</i> - <i>Important information source for research & competence</i> - <i>Best possibility realise public participation</i> - <i>Best connector for economic promotion (subsidies)</i> - <i>Most important stakeholder in policy matters</i> 	
Activities	<p><i>For the UIAP 8 target fields including some belonging services and actions were defined:</i></p> <ol style="list-style-type: none"> 1. <i>Networking</i> <ul style="list-style-type: none"> • <i>Project register</i> 2. <i>Research & competence</i> <ul style="list-style-type: none"> • <i>Overview of funding opportunities</i> • <i>Evaluation of project ideas</i> 3. <i>Development of Platform (IT based)</i> 4. <i>Citizens participation</i> <ul style="list-style-type: none"> • <i>Information events (thematic & networking)</i> 5. <i>Cluster management</i> <ul style="list-style-type: none"> • <i>Interaction of members managed by moderators on platform different topics & activities</i> 	



	<p>6. <i>Knowledge & technology transfer</i></p> <ul style="list-style-type: none"> • <i>Keynote speeches (e.g. project results)</i> <p>7. <i>Business support</i></p> <ul style="list-style-type: none"> • <i>Job exchange (UI focus: innovation, etc.)</i> • <i>UI yellow pages (services, products, etc.)</i> <p>8. <i>Policy</i></p> <ul style="list-style-type: none"> • <i>Policy manager → contact to politicians and UI network (info exchange)</i>
Timeframe	01/2020 - 12/2022
Estimated costs & sources of funding	Cannot be defined at the moment
Internationalisation linkages	-
Expected impact	<p><i>Overall impact</i></p> <ul style="list-style-type: none"> • <i>Access to relevant technologies (clean technologies, etc.)</i> • <i>Scientific founded and educated people</i> • <i>Good regional networking and international know how exchange</i> • <i>Innovation management and establishment of active communities</i> <p><i>Specific impact</i></p> <ul style="list-style-type: none"> • <i>New building materials, technologies and innovations conc. Energy efficiency</i> • <i>R&D projects energy production, storing and transforming</i> • <i>R&D (improvement) of energy technologies → smart grids, intelligent controlling for buildings and electricity consumption</i> • <i>Technical and supply safety of decentralised, renewable energy production</i> • <i>Socio economic aspects of renewable energy supply like market models, regulations, supply chain, etc.</i>



6.1 Strategic target area 1 - Networking

Networking is one of the key target areas for the Urban Innovation Cluster Network. It is also very important for the members of the UICN because networking is one of the fields where the members can get their biggest benefit.

Networking is a process that fosters the exchange of information and ideas among the UI-partnership that share a common interest. Networking is also the developing and the using of contacts made in business for purposes beyond the reason for the initial contact. In our case is used for innovation purposes. Professionals connect their network through a series of symbolic ties and contacts. UI connections may form due to an individual's education, employer, industry or colleagues. The ability to network is one of the most crucial skills any UI partner can have. How else will you meet the clients and contacts necessary to grow your business? But many people are put off by the idea of networking, thinking it requires a phony, glad-handing personality that oozes insincerity. Nothing could be farther from the truth.

What does a good networker do? How does he or she act? What is his or her basic attitude? You may decide, for example, that a good networker should be outgoing, sincere, friendly, supportive, a good listener or someone who follows up and stays in touch. To determine other skills an effective networker needs, simply ask yourself "How do I like to be treated? What kinds of people do I trust and consider good friends?" Many people go to networking events, but very few know how to network effectively. Networking is more than just getting out and meeting people. Networking is a structured plan to get to know people who will do business with you or introduce you to those who will. The best way to succeed at networking is to make a plan, commit to it, learn networking skills and execute your plan. To make the best plan, ask yourself: What do I want to achieve? How many leads (prospects) do I want per month? Where do my customers and prospects go to network? What business organizations would benefit my business? How can I build my image and my business's image? What would I like to volunteer to do in the community? In this context URBAN INNO provides comprehensive support.

The other half of the battle is learning to network effectively. Typically, ineffective networkers attend several networking groups but visit with the same friends each time. Obviously, this behavior defeats the entire purpose of networking. If you stick with familiar faces, you never meet anyone new. And since most people stay within their circle of friends, newcomers view the organization as a group of cliques. This is one reason people fear going to new organizations by themselves - they're afraid no one will notice them. The trick with networking is to become proactive. This means taking control of the situation instead of just reacting to it. Networking requires going beyond your comfort zone and challenging yourself.

Based on the presented networking knowledge within the UI target area networking, it is planned to set following activities:

- Set up of network (member acquisition)
- Organisation of regularly network meetings
- Creation of a project register



Set up of network:

The Urban Innovation Cluster Network was already established during a Launch Event in January 2018 where some members joined the network. Nevertheless, it is necessary to enlarge the network and to get as much as possible companies as members of the network. Therefore an adequate and effective acquisition process has to be developed and implemented. Probably the best option could be first to present the Urban Innovation Cluster Network together with an event organised by the chamber of commerce in Burgenland and Eastern Styria. After that another methodology for getting members has to be developed.

Organisation of regularly meetings:

It is planned to organise regularly meeting (twice or tree times a year) where all members are invited. These meetings should cover one interesting topic for the members and different presentations by experts should be organised. After the meeting there should be an informal part, like a buffet or a wine tasting, were the members could do networking to get to know each other and socialising for further bilateral activities (know how exchange, co-operations, etc.).

Creation of a project register:

Besides the usual network activities also a project register will be developed. This will be a register where all (research) ideas, needs (for co-operation), competences, etc. of the members of the Urban Innovation Cluster Network are collected and utilized. The utilization could be in that way, that the manager of the UICN, which could be Research Burgenland or the University of Applied Sciences Burgenland, connects all the ideas, needs and competences of the members with projects where the members could participate. Furthermore there is the possibility that also members of the UICN have needs which could be covered by other members of the UICN. The project register could be more or less a “match making” database for project ideas, needs and competences.

6.2 Strategic target area 2 - Research & Competences

URBAN INNO will carry out different feasibility studies and evaluations of project ideas. The goal of the URBAN INNO feasibility study is to determine whether the project / idea should go ahead, be redesigned, or else abandoned altogether. By this UI-feasibility study objectively and rationally the strengths and weaknesses of an existing or proposed venture is investigated, opportunities and threats in the URBAN INNO eco-environment will be researched, the resources required to carry out the idea and the prospects for success will be defined.

First URBAN INNO will survey the historical background of the idea. In this context a description of the product or service, details of the operations and management, marketing research and policies, financial data, legal requirements and tax obligations will be investigated to define the state of the art.



In the next step the URBAN INNO feasibility studies evaluate the project's potential for success. Therefore, perceived objectivity is an important factor in the credibility of the study for potential investors and lending institutions. The URBAN INNO feasibility study is a comprehensive report that examines in detail the framework conditions. It also takes into consideration its risks and its constraints (calendar, costs, and norms of quality etc.).

At the end every idea has a result, if it should be proceeded or not, with partners are necessary, which financial effort should be calculated, which R&D or innovation work should be done and what work plan is therefore necessary.

Next to the URBAN INNO feasibility study it is planned to provide regularly an overview of all available / relevant funding opportunities for the different stakeholders of the URBAN INNO ecosystem. In this context regularly relevant funding agencies will be contacted, and their websites will be investigated. The results will be clustered for the different target groups and potential funding activities. The overview of all funding opportunities will be updated twice a year. It will be available for all target groups for free.

6.3 Strategic target area 3 - Platform development

The aim of the platform development is to carry out various media such as Facebook and the creation of a newsletter. In the process, different actors such as municipalities and small and medium-sized enterprises are to be involved. The platform is also intended to carry out a large exchange of information regarding all objectives. All participants get access and can directly upload their topics in various media.

The summarized goals to be achieved are :

Creation of a newsletter:

The newsletter is sent four times a year. The dispatch takes place to the most different participants of the network. These include a wide variety of companies in the region as well as political organisations as well as research and development companies. The topics include the latest findings from renewable energy systems, and which projects are currently being implemented in the region. Furthermore, various topics can be introduced by the companies involved, which will then be integrated into the newsletter.

Creation of an information platform:

It is intended that an information platform be created. That platform is displayed digitally on a Moodle platform. The members can write questions and answers directly into the platform. Furthermore, it is also possible to search for project partners for the implementation, or to directly advertise projects for processing.



Integration of social media:

The region has its own social media platform. This requires a separate layout. Themes from the region are posted on the platform. Furthermore, own groups are formed which integrate the areas of research, economy and politics.

Topic finding according to the respective focus in the region:

In the field of topic finding, a workshop is held four times a year. In these workshops topics will be found which will then be integrated for the newsletter, the information platform and the social media setup. The topic selection is determined by majority vote.

The platform is intended to facilitate exchanges between regions and participating organizations. Everyone can bring in their ideas and current information technology. Furthermore, meetings can be organized where lectures on current topics can be held.

Activities:

- water management
- energy - focus on electricity industry
- protection against natural hazards
- health
- forestry
- building and living
- disaster management
- ecosystems / biodiversity



6.4 Strategic target area 4 - Citizens participation

The action plan integrates the citizens in the most diverse decision for network creation. For this purpose, it is planned to hold a corresponding information event. In these information events, relevant topics are prepared and presented to citizens. It can be about social, technical and health issues.

In summary, the following goals should be implemented:

Conducting information events:

The events are organized together with the communities. For this, a wide variety of themes are selected. The invitations to the citizens take place with the newsletter or also with the community newspapers, in addition invitations are sent directly. At the events themselves different topics will be presented which have been selected. The focus is on the simple communication of content and information.

Possibility of participation by the citizens (finding a topic):

Civic surveys are used to identify selected topics for a wide variety of areas. There is a pre-selection of topics that are proposed to the citizens. By mailing the citizens are questioned, after appropriate post return the topics are fixed and introduced into the events.

Implementation of citizen participation models:

Citizen making purchases for the region. This applies to the use of renewable energy-systems or sustainable solutions. The focus is on energy conservation and sustainability. It is also planned to develop a citizens coin, where the savings can be passed to the citizens.

Determination of the citizens decisions

The implementation of the decisions is subsequently carried out through financing by the network as well as civic assistance models. This guarantees a wide acceptance.



6.5 Strategic target area 5 - Cluster management

In the field of network management, it is planned to implement the interaction of the members via the developed platform. It should come to the exchange of news or experience. All activities of the members should also be published and introduced. Furthermore, it should come to the holding of network meetings. In those meetings a wide variety of experiences are reported.

By creating a region, it should be possible to implement a wide variety of discussion groups within the stakeholder. The members of this network can contribute their topics for preparation and discussion by creating a membership fee.

Network meetings:

Through running network meetings a variety of information is exchanged. These network meetings are held and documented four times a year. The topics are selected in advance and prepared accordingly.

Introduction of problems (solution):

The combination of different companies within the network leads to problem solving in a wide range of areas, including system solutions in the field of renewable energies as well as in research and development.

6.6 Strategic target area 6 - Know-how and technology transfer

Know-how or knowledge transfer with URBAN INNO refers to sharing or disseminating of knowledge and providing inputs to problem solving based on the quadruple helix cluster approach. Therefore a better transfer of know-how in the URBAN innovation systems by selected tools will be carried out. The URBAN INNO knowledge transfer seeks to organize, create, capture or distribute knowledge and ensure its availability for future users in the URBAN INNO ecosystem. It is considered to be more than just a communication problem. If it were merely that, then a memorandum, an e-mail or a meeting would accomplish the knowledge transfer. Knowledge transfer in sense of URBAN INNO is more complex because knowledge resides in organizational members, tools, tasks, and their subnetworks and much knowledge in organizations is tacit or hard to articulate. In the URBAN INNO project knowledge transfer focuses on transferring technological platform, market experience, managerial expertise, advance corporate culture, and other intellectual capital that can improve the URBAN INNO ecosystem.



Additionally, the project carries out a comprehensive transfer of technologies. By this process technology is transferred from the places and ingroups of its origination to wider distribution among more people and places within the URBAN INNO ecosystem. It is managed by URBAN INNO along various axes: among universities, from universities to businesses, from large businesses to smaller ones, from governments to businesses, across borders, both formally and informally, and both openly and surreptitiously.

Knowledge and technology transfer within URBAN INNO will be carried out particularly by different keynote speeches. The content will be related to the presentation of results of project and current topics in the areas of energy, environment, building technology and innovation. URBAN INNO coordinate this know-how transfer also among pilot projects and co-creation experts.

Moreover, this knowledge and technology transfer is carried out by the participation to conferences for cross-fertilization of ideas with world-class experts in the URBAN INNO fields / topics.

6.7 Strategic target area 7 - Business support

Business support within URBAN INNO entails tasks and processes to develop and implement growth opportunities within and between the URBAN INNO ecosystem. Business support is the creation of long-term value for all URBAN INNO organisation. In this context URBAN INNO will define tasks and processes concerning the analytical preparation of potential growth opportunities, and support and monitor the implementation of growth opportunities.

The proposed projects and initiatives of URBAN INNO within the strategic target area “business support” focus on jobs with focus on the environment. Therefore, a job exchange will be installed within URBAN INNO, that will be used for the facilitation of (green) jobs among the URBAN INNO members and ecosystem. In this context all URBAN INNO stakeholders will be informed about this possibility and they will be encouraged to use this approach for registering of new jobs and for applicants. Further URBAN INNO will support this initiative by direct contacts and references.

Further it is planned within URBAN INNO to establish yellow pages with focus of the URBAN INNO approach and content. This means, that all URBAN INNO services and products will be accumulated within this document. Further all URBAN INNO activities and references will be integrated in the yellow pages. All this content is only be used from URBAN INNO members. These URBAN INNO yellow pages will be public available.



6.8 Strategic target area 8 - Policy aspects

There is a comprehensive link with politics, science and industry. In addition and in combination with other events, there should be an intensive exchange regarding the whole project. Also, some information events are linked to major urban events. As a result, the stakeholders are optimally integrated into the project and can also contribute their opinions.

Subsequently, it is planned to implement a responsible person who keeps in constant contact with the politicians and reports on the ongoing activities (policy manager). That person then also passes the information to the network. As a result, requests are recorded accordingly and further treated in the network.

As a project and exchange of information, the Long Night of Research in Pinkafeld is a major milestone. The advantage is that there a wide variety of organization exhibitors and so the network is constantly expanding. It also ensures that project ideas are generated. Interested citizens can inform themselves on site and take new ideas for the implementation of renewable energies. The Long Night of Research is announced in the newsletter, also topics which are presented there are described in more detail.



IMPLEMENTATION - MONITORING AND EVALUATION

7 Management structure

Vision:

The vision is a guiding idea, a long-term vision of the innovation network. This vision of the future describes the uniqueness of the network and thereby gives it an identity. The vision must be lived by the members of the network and encourage them to work toward achieving the vision of the future. The vision is therefore the guiding principle of the innovation network, e.g. "We are the leading / one of the leading innovation networks in the field of renewable energies in Burgenland / Styria / Austria / Europe."

The vision for the Innovation Network Sustainability Burgenland/ Eastern Styria is:

"Through the innovation network and the support services offered as well as the networking among the members, the research performance and innovative strength in the fields of renewable energies, climate protection and climate change adaptation in Burgenland and Eastern Styria are to be increased."

Mission:

The mission statement, unlike the vision statement, does not describe a condition but a purpose or mission. It states why the innovation network exists. The mission statement should address the target group (s) of the innovation network, which services are offered and the reasons why this innovation network and its services are unique and needed. The mission statement is a memorable description of the purpose of the network (why the network exists). How do we make the vision a reality? The mission statement states through which long-term activities the achievement of the vision should be aspired.

The Mission Statement for the Innovation Network for Renewable Energy, Climate Protection and Climate Change Adaptation Burgenland / Eastern Styria:

"Eco-innovation and decarbonisation not only protect the climate and the environment, but also create enormous opportunities for the economy. Small and medium-sized enterprises still have untapped potential to turn environmental pollution and climate change challenges into business opportunities. Since this often requires special knowledge and skills, it is particularly difficult for these companies to actually seize these opportunities. Great potential for sustainable development of the region, for research, economy and labour market in the region is thus lost."



Organization structure

In this step, one should define rules that apply within the network, e.g. how new members are received, how decisions are made, who is responsible for what, and so on. The bigger the network becomes, the more important it is to set up a separate network organization / office. Furthermore, the legal form of this network organization for the network to choose from clubs, association, cooperative societies, company, whereby the advantages and disadvantages of the respective legal form and the suitability for the achievement of the objectives and the implementation of the planned service portfolio must be weighed.

Based on discussions during the second Core Team Training, the following is suggested:

- First, the network should be founded in the form of an association.
- If medium-term economic benefits are to be offered to members, a limited liability company should be established.
- At the beginning, at least one full-time person with the necessary experience and know-how is required (as a neutral intermediary).
- For further personnel planning: sustainable growth according to demand.
- The whole of the members form a plenary meeting once a year, electing an honorary chairman and a steering group.
- The tasks of the individual positions still have to be defined.

Implementation strategy

The implementation strategy deals with the operational establishment of the network. In implementing the strategy, particular attention should be paid to the following points:

- Implementation should be in small but very operational steps that do not overwhelm the scarce resources of network members.
- Start activities that quickly deliver concrete outcomes and encourage shared successes among members.
- Continuous communication of both the objectives and the degree of implementation of the strategy to the members already achieved is necessary.
- All relevant network members should be involved in the implementation of the strategy in a work-sharing manner: Everyone must make their contribution to the implementation.
- Networking: UI can contribute at the development of the feasibility of the future research work.
- R&D: UI can support through a survey of the potential R&D fundings of the developed ideas. Through UI alternative R&D funding opportunities can be identified and gathered.



- Development of platforms: UI can act as a platform to identify suitable R&D contents and R&D partners
- Cluster management: UI can coordinate meetings of the cluster members to develop the ideas.
- Citizens participation: UI can support the citizens participation as a lot of citizens are necessary to find suitable and representative solutions
- Know-how and technology transfer: UI can transfer the gathered know-how between the members and beyond
- Business support: UI can provide incentives for the involved business to develop their turnover. UI can support the development of suitable exploitation strategies for the involved industry.
- Policy aspects: UI can identify improvement possibilities of the policy. UI can carry out surveys for the relevant policy aspects of the projects and actions. UI can support the development of improvement possibilities of the related policy.

Financing:

In the context of the sustainability of the network, the financing issue is of vital importance. Basically, there are two main sources of funding for networks:

Public funding:

- National Network Support Programs
- Grants from regional and local economic development institutions
- Funding in EU projects

Private sector revenue sources:

- Membership fees
- Revenue from network services
- Commissions / income from the placement of orders
- Income from events
- Revenue from the acquisition of public projects (national tenders, EU, ...)
- Participation in joint patents and licenses (research intensive networks)
- Investment companies, venture capital (in exceptional cases)
- Sponsoring by major companies



Although sustainability should be the long-term goal of a network, most networks, especially in the initial phase, need public funding to make the necessary investments in the network infrastructure and to build a targeted service for their members. In this step, it is therefore necessary to think about a possible financing model, both in terms of start-up financing and later on-going operations. However, the funding model should be flexible, as (as the network grows) financing needs may increase. Based on discussions in the context of the second Core Team Training, the following suggestions for possible funding were developed:

- Applying for public funding for start-up funding to establish the network.
- Sustainable funding by requesting further public funding for the network (not for individual member consortia).
- If necessary, later acquisition of subsidies from the federal state and / or municipalities
- Define membership fees at a balanced rate.
- Sponsorship by member companies.

Operation:

- (1) The members of the loose network are allowed at any time to close the assembly for a certain period of time, but also to resume it.
- (2) Members of the network can be all physical and legal persons, as well as legal partnerships, who promote the renewable energies with their actions and activities and deal with the topic of climate change and climate change adjustments.
- (3) The exclusion of a member from the network can at any time by the Research Burgenland GmbH for gross violation of the ideals (promotion of renewable energy, climate change adaptation, etc.) and dishonourable behaviour are ordered.
- (4) The members represent the network to the outside in a positive way.
- (5) The network is free and there are no obligations for members.
- (6) The withdrawal from the network is optional for each member at any time.
- (7) The voluntary dissolution of the network can be decided at any time by the Research Burgenland GmbH
- (8) The network is primarily loose and it is only in the future a foundation at the legal level (club, GmbH, etc.) provided.
- (9) First of all, the network relies on the voluntary commitment of its members, therefore, at present, there is no funding for the network of any kind. Should there be a need in the future (possibly after completion of the URBAN INNO project), financing options will be sought, and efforts will be made to make them available.



8 Communication

To ensure the best possible success of URBAN INNO communication action play a crucial role. Both the new knowledge created, and the tools should be communicated in a way to reach the right audience at the right time to contribute to the maximisation of the impact. A Communication plan will serve as a guide to manage the communication activities to achieve national and international visibility and repercussion. Focusing on the Target Groups, the communication channels and the added value of communication a detailed plan is necessary. To make sure that the best possible results for the communication strategy are reached, the whole process will undergo constant monitoring and will be rated against communication performance indicators.

These indicators will be specific according to the channels used for communication. The general goal for the communication is that all target groups:

1. are aware of the URBAN INNO project results
2. use and test the URBAN INNO results
3. give feedback to improve and enhance the URBAN INNO approach
4. and finally make use of the URBAN INNO results.

For the Communication plan a multitude of different Target Groups for communication has been identified. Staying in line with the communication strategy, the groups an initial analysis of these Target Groups has been concluded to highlight the potential content that will be communicated. The table below shows the Target Groups for the communication actions and the contents presented to them.

Table 17: Communication Plan

Target Group	Potential Communication Content
Consultants and linked SME initiatives	URBAN INNO approach for SMEs URBAN INNO Knowledge transfer Results of Proof of Concept
Associations of Municipalities and other regional authorities	URBAN INNO approach for Stakeholders URBAN INNO Knowledge transfer (Policy Focus) Results of Proof of Concept
Academic/ Research Community	URBAN INNO Methodologies Simulation Models Simulation Results Impact Assessment Methodology Results of Proof of Concept



Different networks will be actively involved as well in the co-creation and the communication phase of URBAN INNO, e.g. via specific URBAN INNO communication tasks for consultants to learn how to use the URBAN INNO approach. To reach a large number of European and national public authorities being interested in the context of a comprehensive sustainability vision, URBAN INNO partners will approach different clusters. URBAN INNO will present results, position papers and policy briefs at events of both organisations and aims to organise URBAN INNO events.

Special focus for communication activities is set on scientific peer-reviewed publications. As such, it needs to be stated that all partners are fully aware of the Open Access policy that applies to scientific publications. All peer-reviewed journal (or other) publications arising from URBAN INNO will be made freely and openly available on the project's website and other online databases/pages (institutional or publishers when applicable). All presentations, contributions and publications even partially funded by the project will include the project logo and will prominently acknowledge the grant agreement number. URBAN INNO will attend other conferences and events dealing with innovation issues.

Communication activities play an important role to underpin the communication and exploitation efforts of URBAN INNO to further generate awareness, maximise the impact, and furthermore demonstrate how funding contributes to tackling societal challenges. The communication tools used in URBAN INNO will be constantly evaluated and advanced, as will be the target audiences, making sure that they are reached properly and the objectives for these audiences are fulfilled. The two-way stream of communication certifies that URBAN INNO is providing and receiving information that ensures understanding from all parties. Thus, the Communication Actions taken by URBAN INNO will consider providing general information, measures and the UI principle.

Thus, the Communication Plan of URBAN INNO has 4 overall goals:

1. Promote the URBAN INNO project itself
2. Promote the results of the URBAN INNO project
3. Promote UI targets and the UI services
4. Show added-value of funded, collaborative research

Active and continued engagement throughout the life cycle is critical to the success of URBAN INNO. Utilising established channels, the Consortium will effectively communicate with key stakeholder groups, which will enable the potential of our project outcomes to be published, produce greater impact within the industry, with policy makers and government and ultimately with the general public who will be a direct benefactor.



An analysis of the target audience as part of the Communication plan has identified different target audiences for URBAN INNO. Each of them having corresponding communication objectives, as shown in the following table.

Table 18: Communication objectives

Target Audience	Communication Objectives
Media	<ul style="list-style-type: none"> • Create awareness of the URBAN INNO Project • Inform about the project and its progress • Create awareness on innovation, UI measures and the UI principle
Society, community	<ul style="list-style-type: none"> • Show added-value of funded, collaborative research • Create a basic understanding for UI and UI measures in general • Show benefits of implementing UI measures
Broader Academic / Research Community	<ul style="list-style-type: none"> • Generate enthusiasm for Science as an educational subject • Report academic findings of URBAN INNO and receive feedback and evaluation • Explore opportunities for follow-on activities • Let URBAN INNO speed-up related research by providing models and insights
Broader group of municipalities and policy makers	<ul style="list-style-type: none"> • Report progress of URBAN INNO, showing added-value to economy and society • Highlight the benefits of UI measures, to foster policy driven actions for further advancements (energy strategies, funding schemes, etc.) • Reduce barriers for innovation in the UI environment
Networks not directly involved in the URBAN INNO communication activities	<ul style="list-style-type: none"> • Create awareness for the URBAN INNO project, its progress and results (Tools) • Show the added value of using the URBAN INNO tools • Create awareness for UI and UI measures

The following communication tools will be used (in addition to the communication activities):



- **Branding and style:** URBAN INNO will have a unique branding toolkit to be used on all promotional materials as well as communication and communication activities carried out during the project and beyond. As part of the branding a logo will be designed which will dictate the overall colour scheme and style to be used throughout all the activities and will provide URBAN INNO with a recognisable and unique identity.
- **Communication templates** (flyers, posters, brochures, newsletter, press release template and PowerPoint presentation): Building on the branding and style developed for URBAN INNO, a URBAN INNO-Communication Package will be prepared at the beginning of the project. This package will include templates for flyers, posters, brochures, newsletters and PowerPoint presentation, which will be distributed within the Consortium for further use. Any outgoing communication will be using these templates thus ensuring, that the URBAN INNO project is represented in a recognisable way.
- A wide range of **Publications** is planned. All partners are encouraged to publish both project results and general information about the project in relevant scientific and non-scientific media. For scientific publication international Open Access peer reviewed journals and international conferences are to be preferred. All publications resulting from URBAN INNO will show the acknowledgment of funding and will (where possible) contain the project logo, an appropriate setting of the page, fonts and colours that will visually identify URBAN INNO. While this might not be possible for peer reviewed journals and conference papers, it will most definitely apply to presentation templates.
- In addition to scientific and non-scientific publications, URBAN INNO will also aim for multiple **Press releases**, since they provide an efficient and effective way to communicate information on a much higher level. Common press (i.e. newspapers) as well as popular scientific press will be used for press releases. In particular, manuscripts that have been accepted for publication and important advancements by the Consortium will be mentioned in regular press releases with particular emphasis given to information of relevance to the project. As mentioned above, recognisable press release templates will be developed during the beginning of the project.
- **Social Media** will also be used as Tool for Communication as it offers the possibility to increase the project's reach and get into direct contact with the different target audiences, providing the possibility for interaction and exchange. URBAN INNO will have its own Twitter handle to share the progress of the project and provide the followers with crucial information on the project. Presence in other social media (LinkedIn, Facebook, ResearchGate, etc.) will be discussed during the starting phase of the project.

All Communication actions and tools will be regularly monitored and an evaluation process of all communicated contents and channels will be maintained. This monitoring and evaluation process will be part of the communication plan.



9 Monitoring and evaluation

Monitoring and Evaluation (M&E) is an area of growing importance for the UI community. It allows those involved in development activities to learn from experience, to achieve better results and to be more accountable. There is increased interest in M&E among the UI community due to a stronger focus on the results produced by interventions. M&E processes allow those involved to assess the impact of a particular UI activity, to determine how it could be done better and to show what action is being taken by different UI stakeholders. This should translate into a more effective and transparent way of UI working. There are different M&E tools and approaches used within UI, including data collection methods, analytical frameworks and types of evaluation and review. For each, it lists their purpose and use, skills and time. The choice of which to use in a given UI context will depend on considerations such as the purpose for which M&E is intended, the main stakeholders and how quickly the information is needed.

The UI M&E methods are:

- UI Performance indicators. These measure inputs, processes, outputs, outcomes and impacts of development UI interventions. They are used for setting targets and measuring progress towards them.
- The logical framework (LogFrame) approach. This identifies UI objectives and expected causal links and risks along the results chain. It is a vehicle for engaging UI partners and can help improve programme design.
- Theory-based evaluation. Similar to the LogFrame approach, this provides a deeper understanding of the UI workings of a complex intervention. It helps planning and management by identifying critical success factors of UI.
- Formal surveys. These are used to collect standardised information from a sample of UI related people or households. They are useful for understanding actual conditions and changes over time.
- Rapid appraisal methods. These are quick, cheap ways of providing UI decision-makers with views and feedback from beneficiaries and stakeholders. They include interviewing, focus groups and field observation.
- Participatory methods. These allow UI stakeholders to be actively involved in decision-making. They generate a sense of ownership of M&E results and recommendations, and build local capacity.
- Public expenditure tracking surveys. These trace the flow of public funds and assess whether UI resources reach the intended recipients. They can help diagnose service-delivery problems and improve accountability.



- Cost-benefit and cost-effectiveness analysis. These tools assess whether the cost of an UI activity is justified by its impact. Cost-benefit measures inputs and outputs in monetary terms, whereas cost-effectiveness looks at outputs in non-monetary terms.
- Impact evaluation. This is the systematic identification of the UI effects of an intervention on households, institutions and the environment, using some of the above methods. It can be used to gauge the effectiveness of activities in reaching the poor.



EXPECTED IMPACT FOR THE TERRITORY

11 Expected impact

The Urban Innovation Action Plan was developed in dependence on the research and technology strategy Burgenland („FTI Strategie Burgenlanda“) as well on the economy and innovation strategy Styria („Wachstum durch Innovation“). Many of the aims and approaches of both strategies were considered within the Urban Innovation Action Plan. Therefore, these strategies reflect the impact of the Urban Innovation Action Plan very well.

For Burgenland there will be some specific impacts:

Exact positioning in research, technology and innovation questions

With the output of the UIAP Burgenland will improve its strengths in the field sustainable energy. In this field the innovation power of companies, non-profit-organisations and public administration will be strengthened by following basics:

- Access to relevant technologies
- Scientific founded and flexible educated people
- Networking in the region and intentional know how exchange
- Innovation management and establishment of active communities

According to these basics three content related foci were defined for Burgenland whereas the focus on sustainable energy is the most important for the Urban Innovation Action Plan. Therefore the impact in this field should be that the share of renewable energy related to the total energy consumption is more than 50%. This could be reached by increasing the energy efficiency and the increase renewable energy production. The FTI strategy as well as the UIAP should contribute to this target in following fields:

- New building materials, new technologies and innovations concerning energy efficiency, especially in private and public buildings as well as in the sector mobility
- R&D projects concerning energy production, storing and transforming: new technologies for production of energy, especially from biological waste and residues and production and storing of energy from renewable sources
- Research, development and improvement of further energy technologies like smart grids, intelligent controlling and logistic, especially for buildings and electricity consumption
- Technical safety and supply safety of decentralised, renewable energy production
- Socio economic aspects of renewable energy supply like market models, regulation, supply chains, user influence, regional adds value, energy poverty



Furthermore the Urban Innovation Action plan will have an impact on regional and international networking. The UIAP will contribute to network the stakeholders in the fields research, technology and innovation among themselves as well as interregional and international. Thereby the regional companies and institutions will get better access to information, human and research infrastructure and will be more often asked as business and project partners. In order to set up such co-operation structures following impacts will be seen:

- Networking of public and private sectors, especially by organisations in the fields research, education and companies
- Establishment and improvement of regional, national, international and interdisciplinary co-operations
- Submission of co-operative project applications and implementation of co-operative R&D projects with companies and national and international research institutions
- Settlement of research service companies and expositors of universities, combined with intensive networking of stakeholders

A further impact of the UIAP will be a positive environment for innovations in economy, education and culture. The key for a long-term competitive ability of companies will be a permanent process in research, development and innovation. Based on this steady process it will be possible to be successful with new products and services at regional, national and also international markets. The fields economy, education and culture will be closely linked to each other. Humanities, social and cultural sciences will be the bridge to a complementary and holistic research. Beside renewables the UIAP will also have an impact on arts, culture and humanities which will be reached by interdisciplinary projects.

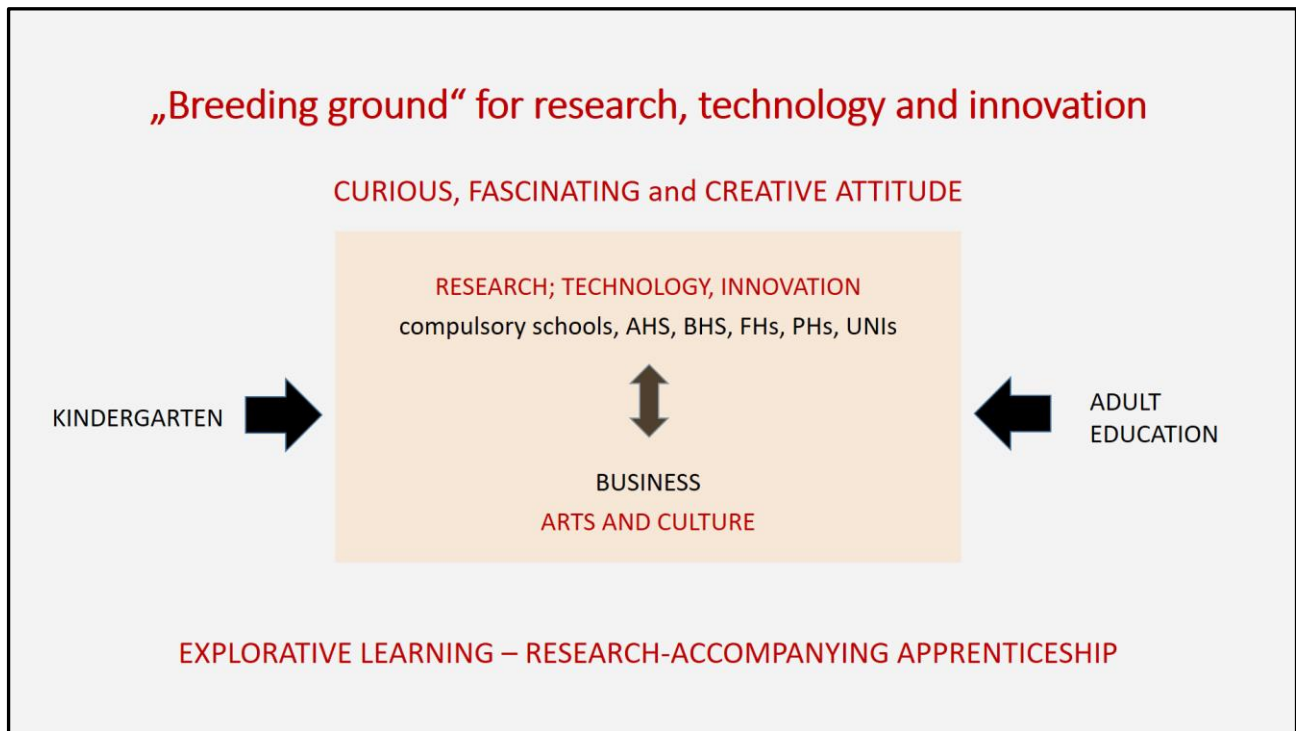


Figure 6: Environmental modell

Also in Styria there will be some impacts which are triggered by the UIAP as well as the styrian economy and innovation strategy.

The main impacts in this region will be in the fields:

- Technology
- Creativity
- Innovation
- Life quality

As there some synergies can be found technology and creativity as well as innovation and life quality were combined together.

Technology & Creativity

In this field, the UIAP and the economy and innovation strategy will have a positive impact in Eastern Styria on a high number of technology-oriented companies which will be competitive in global niche markets. These companies will intensively interact with universities and research and education institutions. Also many SMEs will be involved in this innovation and export dynamics whereby the Eastern Styria region will be one of the



most competitive regions in Europe within the field of technology and innovation. Based on this co-operation between economy, research and education and based on positive framework conditions for new upcoming companies with competitive business models and innovative technology oriented solutions the region will be one of the most attractive places for innovative companies in the field of R&D, innovation and education.

The ideal twin pack: Innovation and life quality

Basis of future success in region (Styria) will be the innovative companies with their well educated employees. This will have an impact on the business environment and the scientific know how which will be directly transferred into added value.

Furthermore life quality, safety, culture, leisure time and areas of unspoiled nature are very important elements for an attractive working place. Also new developed education opportunities will transform Eastern Styria to an interface for technological education, creativity and human resources.

Based on the added value generated by scientific know how, more purchasing power will be generated which will enable a dynamic development of local trading and service companies. This will also have a positive impact on rural communities and their groceries, service providers for leisure time, craft and industry companies.

These positive developments will be seen at the earning and unemployment statistics between the Styrian region and the Austrian average.

In future know how and innovation will be the key qualifications for employees and employers as well as for large and small companies and also for the economy in Eastern Styria.



12 Outlook

As already described in chapter 10 the UIAP was developed on basis of the research and technology strategy Burgenland. („FTI Strategie Bgld”) as well on the economy and innovation strategy Styria („Wachstum durch Innovation”). Therefore, also the outlook is reflected by both documents.

One of the main outputs will be to make the region Burgenland and Eastern Styria fit for future. This needs a transformation of the whole region into a knowledge and information society. A region without natural resources finds its strengths in the minds and the creativity of its citizens. Therefore a further improvement of education, knowledge and creativity will be the most important topics in future. This have to be done, beginning at the early infantile child care until education at universities and all fields of professional training and adult education in all job and social classes.

Based on this education strategies the region will be transformed into a knowledge and production society. New solutions will be developed in markets like mobility, health and environment, especially with a high concentration on new clean technologies. The region should become a pioneer in topics like “clean mobility” and “green technologies” where also new jobs will be created. Beside knowledge, creativity and education the economic progress will be based on core competences like material technologies, machinery, plant and process engineering. All this will be supported by dynamic and international oriented businesses, which will give the region an innovative character.

Furthermore, the elimination of borders in all issues will be necessary to realize this transformation of the Urban Innovation region around and within the centers Vienna, Bratislava, Budapest, Maribor and Graz.

A dynamic development of the region into a knowledge and information society will secure abundance and life quality in future.