This document is a summary of the workshop delivered for the city of Izmir. It is not a complete transcript and it does not claim to be precise: this summary is based on the main concepts and ideas emerged and discussed by the participants.

This document is organized in two parts:

BECOMING A SMART ENOUGH CITY

EXECUTIVE SUMMARY OF RECOMMENDATIONS FOR THE CITY OF IZMIR ON HOW TO ADDRESS THE CHALLENGE OF LEVERAGING THE NEW OPPORTUNITIES OFFERED BY THE DIGITAL REVOLUTION
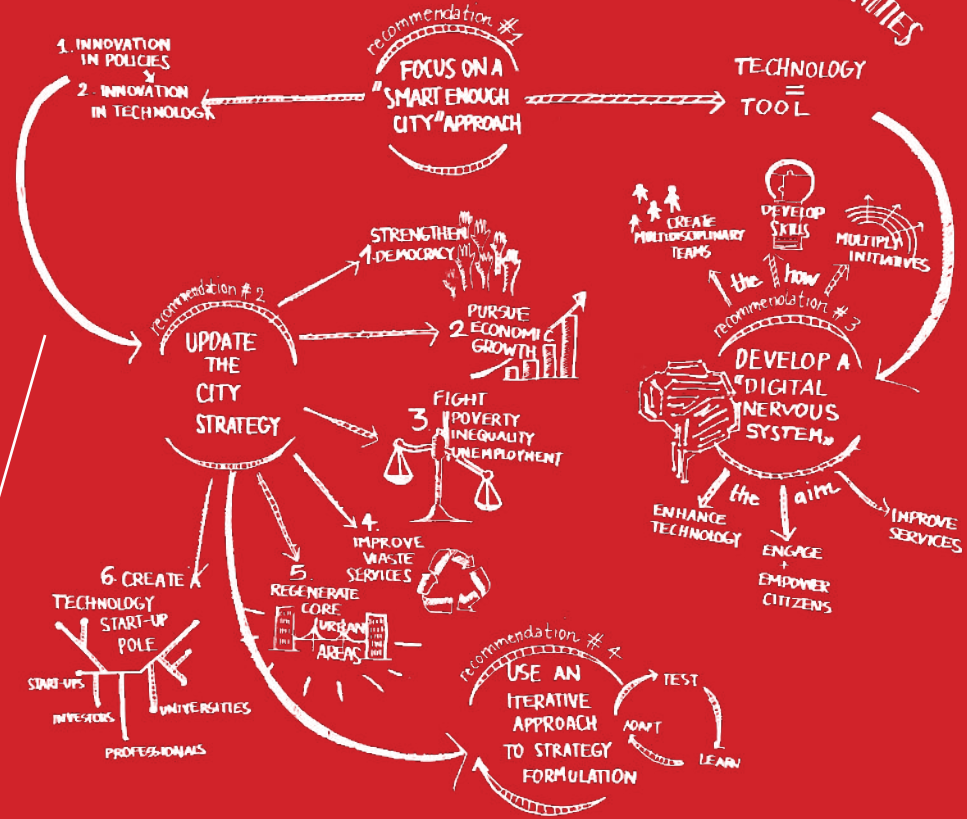
WORKING INSIDE THE SMART.CITY_LAB

A SNAPSHOT OF THE PARTICIPANTS' WORK, IDEAS AND DISCUSSIONS THAT BUILT THE RECOMMENDATIONS

BECOMING A SMART ENOUGH CITY

HOW CAN THE CITY OF IZMIR LEVERAGE THE NEW OPPORTUNITIES OFFERED BY THE DIGITAL REVOLUTION?

recommendation #1
FOCUS ON A "SMART ENOUGH CITY" APPROACH

1. INNOVATION IN POLICIES
2. INNOVATION IN TECHNOLOGY

TECHNOLOGY = TOOL

recommendation #2
UPDATE THE CITY STRATEGY

STRENGTHEN DEMOCRACY
1
PURSUE ECONOMIC GROWTH
2
FIGHT POVERTY INEQUALITY UNEMPLOYMENT
3
IMPROVE WASTE SERVICES
4
REGENERATE CORE URBAN AREAS
5
CREATE TECHNOLOGY START-UP POLE
6

START-UPS
INVESTORS
UNIVERSITIES
PROFESSIONALS

CREATE MULTIDISCIPLINARY TEAMS
DEVELOP SKILLS
MULTIPLY INITIATIVES

the how
recommendation #3
DEVELOP A "DIGITAL NERVOUS SYSTEM"

the aim
ENHANCE TECHNOLOGY
ENGAGE + EMPOWER CITIZENS
IMPROVE SERVICES

recommendation #4
USE AN ITERATIVE APPROACH TO STRATEGY FORMULATION

TEST
ADAPT
LEARN

1 Avoid committing to a "smart city" agenda and to policies and investments that maximize the role of technology. Instead, focus on a "smart enough city" approach:

• Innovate in policies, before innovating in technology
• Use technology as a tool only.

2 Update the city's current strategy, considering the most urgent challenges for Izmir, its citizens and its ecosystem:

• Emphasize and strengthen the democratic values and the process. This is part of Izmir's DNA and is extremely relevant both for Turkey and Europe
• Pursue economic growth, supporting Izmir's small and medium-sized enterprises. Traditional industries need to be supported in their evolution and adaptation to new regulations and more competitive conditions
• Fight poverty, inequality and unemployment by creating new job opportunities. Specific policies and interventions must be introduced to protect the weakest members of society and to facilitate the hiring and the re-qualification of unemployed citizens
• Invest in enhancing basic environmental and waste management services. Some of the most critical situations require drastic and rapid interventions that will also benefit Izmir citizens by improving their health and quality of life, and boost industries like tourism, fishing, farming
• Regenerate core urban areas. Some central and coastal areas have a high potential for becoming highly attractive locations for new developments that will generate an inflow of investments and economic growth, and become attractive for professionals and enterprises
• Create a technology-startup pole within the city. Living in the digital age requires the creation of a new ecosystem integrating universities, global companies, local enterprises, and new startups. A technology-startup pole will be essential to facilitate and accelerate this ecosystem's growth, and attract investments and new professionals.

3 Develop a better digital "nervous system" throughout the whole administration, to leverage and enhance the role and use of technology, develop a better capacity to engage and empower citizens, and to deliver better services. To achieve this, it might be useful to:

• Create multi-disciplinary teams throughout the municipality that can collaborate across clusters and offices and augment the collective knowledge, thus increasing their actions' impact
• Develop new skills and know-how throughout the whole administration and promote digital literacy across the entire population
• Multiply initiatives to increase the learning and possibility of real and long-lasting transformation.

4 Use an iterative approach to strategy formulation, creating opportunities for the Mayor's team to reflect on the progress made, discuss available data and citizens' feedback, reframe their challenges, reorganize their strategy and policies. Because strategy is not a one-shot operation: it is a dynamic, continuous and adaptive process that evolves with eventual shifts, emerging needs and future challenges that the city and the citizens might be facing.

WORKING INSIDE THE SMART.CITY_LAB
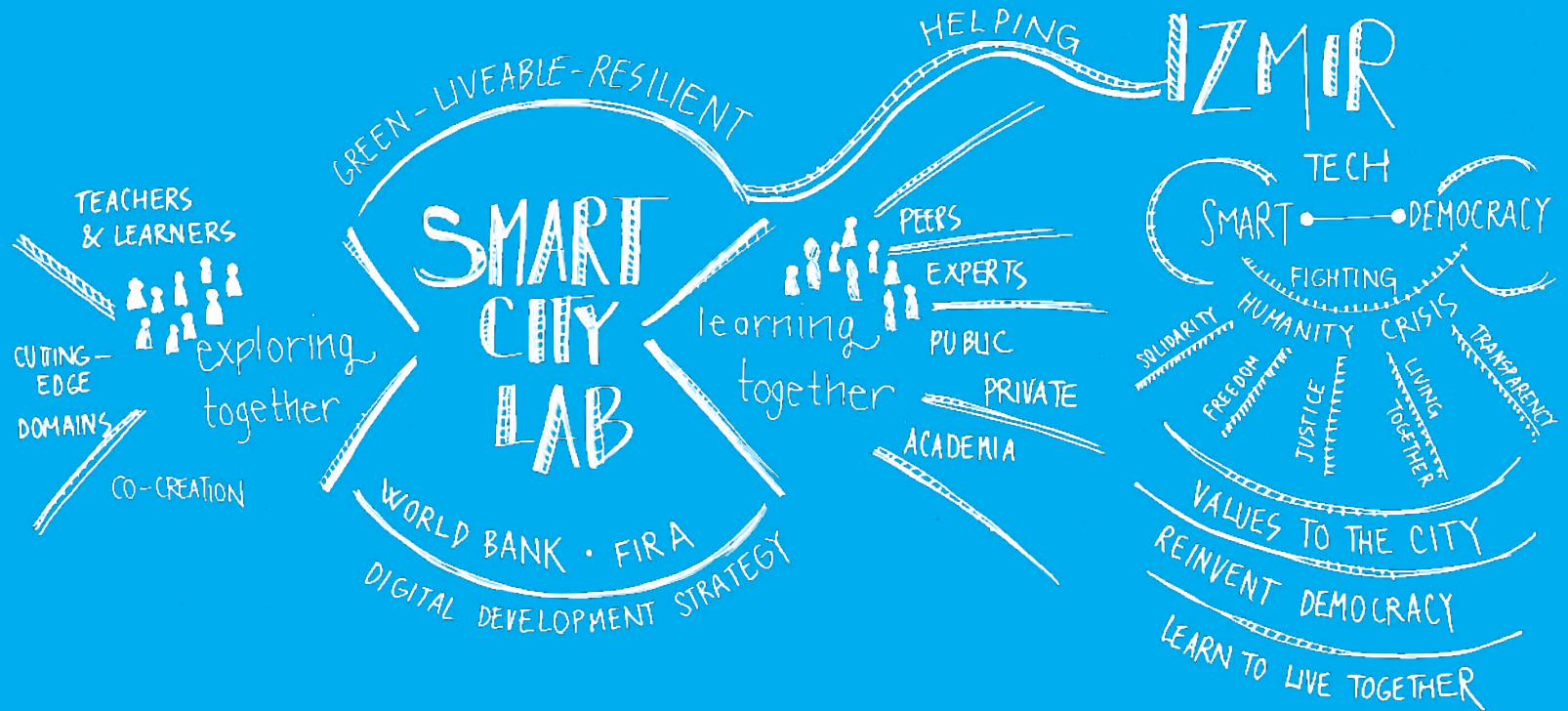
"We work with many metropolitan areas across the world to offer support, provide assistance and help create inclusive, resilient, prosperous, livable, and green cities. The World Bank's relationship with Izmir is a long-standing one: we have been working together for over 15 years. We have now decided to go the extra mile: to convene international experts in this gathering, for them to share their experiences and perspectives, and help Izmir develop a "Smart City Strategy." We believe these connections, this kind of collaboration, this co-design process are the best ways to assist the city on its path towards the future. We believe the people in this assembly, all at the cutting edge of their domains, will help make a difference."

Sameh Wahba

The World Bank Group
Urban, Disaster Risk Management, Resilience and Land Global Practice,
Global Director

"We launched the Smart City Expo World Congress in 2011 because we wanted to create a platform for cities to become better places to live in. We invited city officials, corporations, institutions, and different constituencies to come together, share their experiences, connect their work. The Smart City Expo has grown in size and relevance over the years—but we didn't feel that this kind of growth was sufficient. Together with the World Bank, we believed that we were ready for something more ambitious: we wanted to offer a more direct approach to help cities deal with their challenges. So, we decided to create this new space, the Smart.City_Lab, where a group of experienced 'city builders' could work together with a Mayor and his team to discuss a critical challenge for the city. That's how Smart.City_Lab City Challenge workshops were conceived.
We want this initiative to be a platform not only for exchange and discussion, but also for concrete actions—a place where we can challenge the status quo. But to trigger real, long-lasting change we need your help, so that cities become better places to live, work and play."

Ugo Valentl
Smart City Expo World Congress, Director

"Sociologist Richard Sennett defines a city as 'a human settlement in which strangers are likely to meet.' This is what this workshop aspires to be as well: a place where different people with different backgrounds have the opportunity to meet, discuss, understand, and learn together. In this room today there are 40+ experts who are eager to combine their perspectives and contribute their experiences to gain a better understanding of the complex challenges Izmir (and other international cities) is struggling with, and to discuss effective new ways to approach the design of possible solutions and interventions."

Maurizio Travaglini
Smart.City_Lab Facilitator
Architects Of Group Genius, Founder and CEO

"I believe in democracy. Today's crisis comes from totalitarian and populist ways of thinking: being against living together, against freedom and justice represents a dreadful crisis for humanity.
The 'smart' concept stands close to democracy, as building smarter cities means resisting these forces. Only when democracy meets technology are we able to open new channels to carry democratic values to the people, and show them that democracy remains mankind's best innovation. This is why finding smarter ways to approach and develop a digital transformation strategic plan for our city represents the main challenge ahead of Izmir. And to face this challenge, to overcome today's crisis, we need to create more occasions to convene, exchange ideas and experiences. To find new solutions together."

Mustafa Tunç Soyer
Mayor of Izmir

THE SMART ENOUGH CITY

The work inside the Smart.City_Lab was inspired by the writings of **Ben Green**, a Harvard researcher and author of "The Smart Enough City."

Green suggests that technological advancements can only happen if they are strictly related to progress and innovation in policy and program reforms; the worst thing we can do with technology is to think that it will do the work solely. Technology should be considered as a powerful tool to address the needs of urban residents, in conjunction with other forms of innovation and social change. When talking about the future of our cities, WE are the ones who will need to do the hard work—and the fundamental underlying question that should guide us is: **what kinds of cities are we poised to create?**

What follows is an excerpt, freely adapted from his book *The Smart Enough City*.

1 **Address complex problems rather than solve artificially simple ones.** Overlooking or striving to eradicate the world's natural complexity leads to "solutions" that address artificial problems and often create more problems than they solve. Self-driving cars appear poised to create urban utopias, for example, but only because technologists focus disproportionately on efficient car travel as the hallmark of a good city. In their failure to recognize the many challenges and trade-offs related to transportation, or even the need to balance smooth traffic against other goals, technologists oversimplify the problem of transportation into one that can be solved via optimization and then propose an elegant solution.

2 **Implement technology to address social needs and advance policy, rather than adapting goals and values to align with technology.** To address today's challenges in civic engagement and democracy, city governments and technologists have proposed countless technologies: online platforms, social networks, and 311 apps, all with the express purpose of making politics and governance simpler and more efficient. But power and politics are not optimization problems—being "smart" will not solve democracy. Smart Enough Cities instead lead with social and political goals and deploy technology only to advance that agenda. They are not seduced by technologies that sound attractive but do not align with their plans and values.

3 **Prioritize innovative policy and program reforms above innovative technology.** Smart Enough Cities should follow what I call the "limited tech test." When considering the use of a new technology, city leaders should ask the following questions: If it were possible to achieve the same outcomes without technology, would it still be innovative?

Would the impacts be desirable? Smart Enough Cities adopt technology only when they can confidently answer in the affirmative.

4 **Ensure that technology's design and implementation promote democratic values.** Many smart city technologies make governments and companies more efficient by collecting as much data as possible, a process that entails infringing on people's privacy and autonomy. They operate with the aid of opaque and proprietary algorithms that are developed and deployed without public input. These trends create massive information and power asymmetries that empower governments and companies over those they track and analyze. In this way, the smart city is a covert tool for increasing surveillance, profits, and social control. Embracing their role as public stewards to ensure that new technology benefits everyone, Smart Enough Cities consider a broad range of designs for new technology to ensure that both the means and the ends support democracy and equity.

5 **Develop capacities and processes for using data within municipal departments.** It is easy to believe that technology can improve government simply by virtue of its sophistication, but poor data quality limits analyses, siloed departments struggle to share data, and many departments have little trust in data to solve their problems. What makes data most useful is not having the most advanced technical capabilities but lowering institutional barriers and identifying the problems that data can address. Smart Enough Cities should follow their lead, rejecting smart city rhetoric that prescribes newer and more advanced technology as the way for city governments to quickly solve every problem. They must instead focus on the painstaking work of developing the infrastructural (even quotidian) processes and practices that make data actionable.

Applying Ben Green's principles on Smart Enough Cities to develop a new definition of Izmir's challenges and discuss how to approach the design of possible solutions and interventions.

Are we addressing complex problems or are we artificially solving simple ones?

Are we tackling the real social needs of our community, or are we just adapting them to already-available technical solutions by copy-pasting best practices?

IZMIR CITY CHALLENGES

DIGITAL SOLUTIONS FOR REDUCING CARBON EMISSIONS AND CLIMATE CHANGE IMPACTS

The city challenge redefined
It is a huge and global challenge which needs to be narrowed, by considering how and where Izmir and its citizens can contribute to reduce CO_2 emissions and climate change impacts. Four key aspects can be taken into account: air, noise, sea, and water pollution.

Insights on how to approach the design of possible solutions
Focus on digital solutions to collect data and create a dashboard that allows to:
• Identify problems and their location in real time
• Design specific solutions for specific problems
• Monitor results
• Create public awareness
In our view, technology can be used to better understand the true nature of the problem and change the conversation with the citizens.

SMART TECHNOLOGIES FOR WASTE MANAGEMENT AND CLEAN CITIES

The city challenge redefined

Tackling the waste management issue at different levels: the individual, the supply chain, the policy.

Insights on how to approach the design of possible solutions

Key initiatives at different levels:

• Individual level:

Find ways to motivate people, including social media (for example: posts by the Mayor on different platforms)

Create a cryptocurrency ("Izmir Coin") as an incentive for good behaviors

• Policy level:

Introduce new enforcement and incentives for new buildings to implement built-in waste management systems

Strengthen the dialogue between municipalities and the central government

• Supply chain level:

Promote waste upcycling to create value in terms of different types of products

Create an "Uberization" platform for waste producers and collectors—a sort of marketplace.

SMART TECHNOLOGIES FOR EFFECTIVE AND EFFICIENT MANAGEMENT OF NATURAL RESOURCES
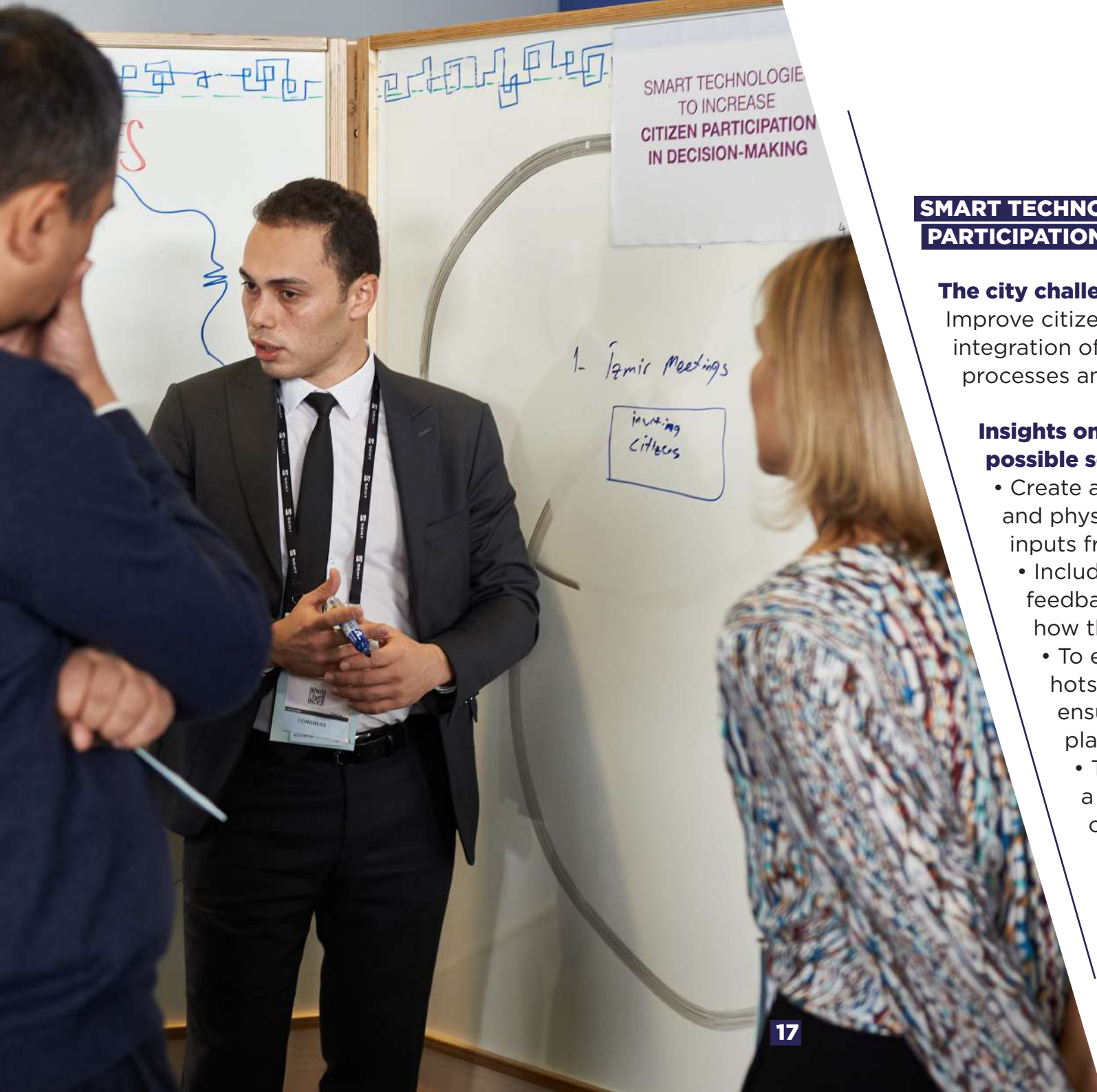
The city challenge redefined

Improve the management of Izmir's natural resources and encourage the development of a green economy (we removed 'smart technology' because it can be a useful tool, but it doesn't represent the real challenge).

Insights on how to approach the design of possible solutions

• Build a participatory platform for different stakeholders (citizens, private sectors, academia, NGOs, etc.) to identify problems and co-design solutions
• Create a cross-disciplinary green team within the municipality, dedicated to the creation of this platform
• Foster international cooperation between cities
• Introduce incentives/penalties to involve the private sector and promote greener businesses.

SMART TECHNOLOGIES TO INCREASE CITIZEN PARTICIPATION IN DECISION-MAKING

The city challenge redefined
Improve citizen participation through the integration of in-person and virtual platforms, processes and infrastructures.

Insights on how to approach the design of possible solutions
• Create a multi-source system, both digital and physical, that allows the collection of inputs from citizens
• Include a transparent follow-up and feedback process to inform citizens on how their inputs have been used
• To ensure equality: set up digital hotspots across the municipality to ensure that everyone can access these platforms
• To increase engagement: introduce a "champions initiative" to foster citizen participation (different community leaders can encourage citizen participation).

DIGITAL SOLUTIONS FOR THE PLANNING OF PUBLIC TRANSPORT SYSTEMS

The city challenge redefined
Improving, supporting, democratizing accessibility to public transport and mobility systems.

Insights on how to approach the design of possible solutions
Our roadmap on how to approach the challenge:
• First: understand reality
• Increase citizen participation
• Leverage existing resources and infrastructures
• Get "the basics" right, by creating efficient and affordable mobility infrastructure (metro/trams); then use technology to improve these services.

METHOD RECOMMENDATIONS FOR THE PREPARATION OF THE DIGITAL TRANSFORMATION STRATEGIC PLAN

The city challenge redefined

Engage citizens of all ages–beyond qualifications and abilities–to better understand and address the city's most critical challenges: waste management, water sanitation and hygiene, mobility, migration, governance, bureaucracy.

Insights on how to approach the design of possible solutions

- Identify the DNA of the city, looking at the different segments of the population and their needs, to better understand the real challenges
- Set up a team that includes people from different departments, dedicated to the development of a digital strategy for the city
- Implement possible interventions, while monitoring results, and keep iterating and engaging citizens to get the solutions right.

METHOD RECOMMENDATIONS FOR THE PREPARATION OF THE DIGITAL TRANSFORMATION STRATEGIC PLAN
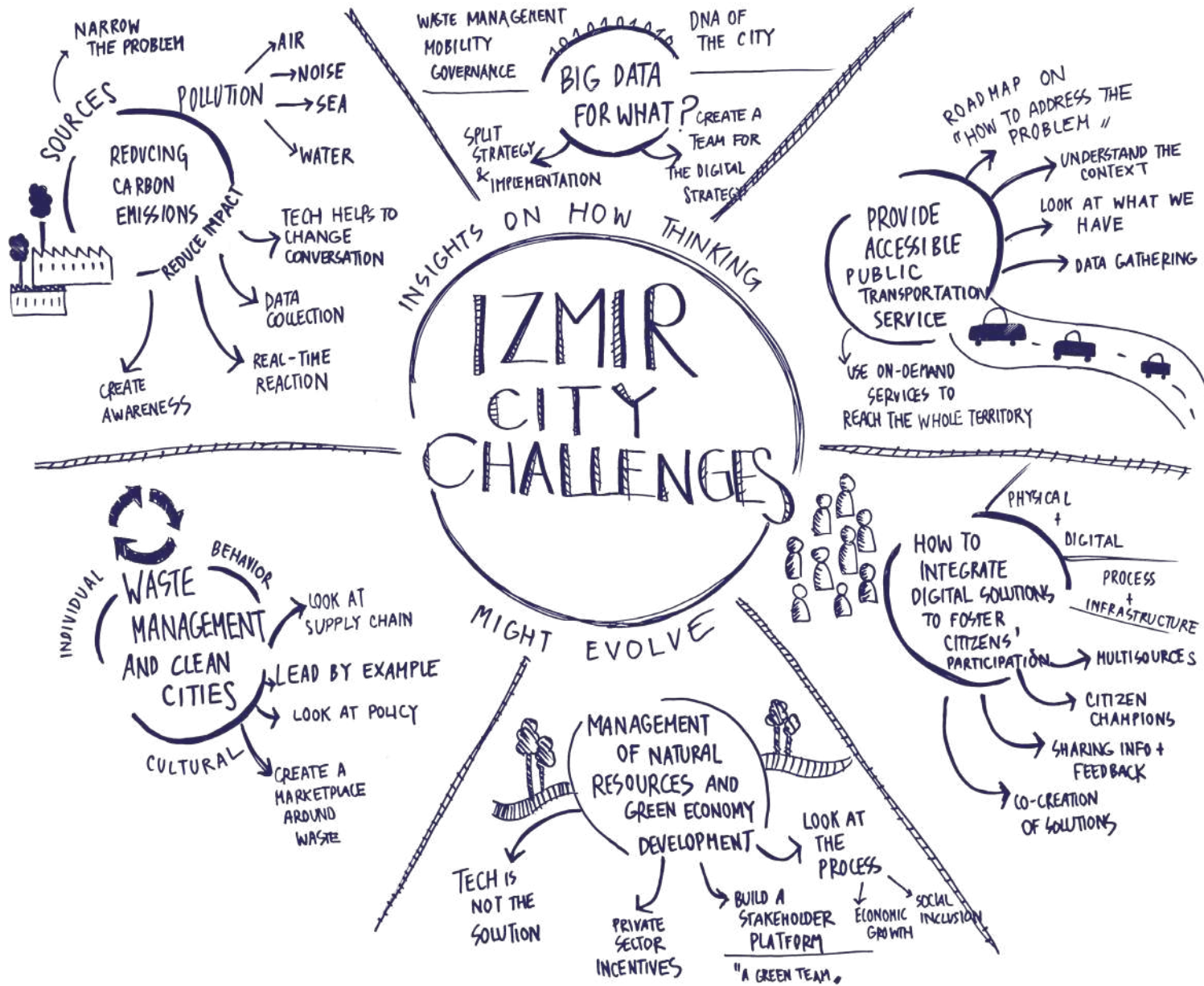
The city challenge redefined
Planning and deploying an urban regeneration project in the city center that involves all stakeholders, with the aim of creating a hub for the digital development of the city and to encourage innovation in services, businesses, entrepreneurship.

Insights on how to approach the design of possible solutions
Make the city interesting and attractive for digital professionals and investors:
• Make more plots available for construction within the urban regeneration project area
• Provide proper housing quality, accordingly with the population growth
• Open jobs to attract and retain talents
• Foster economic growth and fight unemployment and inequality through local investments in real estate.

INSIGHTS ON HOW THINKING MIGHT EVOLVE

IZMIR CITY CHALLENGES

Sources / Pollution / Reducing Carbon Emissions
- NARROW THE PROBLEM
- SOURCES
- POLLUTION
  - AIR
  - NOISE
  - SEA
  - WATER
- REDUCING CARBON EMISSIONS
- REDUCE IMPACT
  - TECH HELPS TO CHANGE CONVERSATION
  - DATA COLLECTION
  - REAL-TIME REACTION
- CREATE AWARENESS

Big Data
- WASTE MANAGEMENT
- MOBILITY
- GOVERNANCE
- 1010101010
- DNA OF THE CITY
- BIG DATA FOR WHAT?
- SPLIT STRATEGY & IMPLEMENTATION
- CREATE A TEAM FOR THE DIGITAL STRATEGY

Provide Accessible Public Transportation Service
- ROADMAP ON "HOW TO ADDRESS THE PROBLEM"
  - UNDERSTAND THE CONTEXT
  - LOOK AT WHAT WE HAVE
  - DATA GATHERING
- PROVIDE ACCESSIBLE PUBLIC TRANSPORTATION SERVICE
- USE ON-DEMAND SERVICES TO REACH THE WHOLE TERRITORY

Waste Management and Clean Cities
- INDIVIDUAL
- BEHAVIOR
- WASTE MANAGEMENT AND CLEAN CITIES
- CULTURAL
- LOOK AT SUPPLY CHAIN
- LEAD BY EXAMPLE
- LOOK AT POLICY
- CREATE A MARKETPLACE AROUND WASTE

Management of Natural Resources and Green Economy Development
- MANAGEMENT OF NATURAL RESOURCES AND GREEN ECONOMY DEVELOPMENT
- TECH IS NOT THE SOLUTION
- PRIVATE SECTOR INCENTIVES
- BUILD A STAKEHOLDER PLATFORM "A GREEN TEAM"
- LOOK AT THE PROCESS
  - ECONOMIC GROWTH
  - SOCIAL INCLUSION

How to Integrate Digital Solutions
- HOW TO INTEGRATE DIGITAL SOLUTIONS TO FOSTER CITIZENS' PARTICIPATION
- PHYSICAL + DIGITAL
- PROCESS + INFRASTRUCTURE
- MULTISOURCES
- CITIZEN CHAMPIONS
- SHARING INFO + FEEDBACK
- CO-CREATION OF SOLUTIONS

SNIPPETS OF CONVERSATIONS

IT'S NOT ABOUT TECHNOLOGY, IT'S ABOUT PEOPLE

"Citizens used to be 'consumers' of municipal services; now they are getting empowered, and growing their capacity, expertise, know-how. Municipalities should use technological solutions to facilitate people's involvement and engagement."

"Putting people at the center includes many aspects: equal access to infrastructure, transportation, public services, financing, education... We need to make sure these opportunities are available to all: women, the elderly, disabled people, citizens with a lower income, etc. Technology can be a useful means to realize equal access, but it should not be considered as an end itself."

"To deal effectively with complex urban challenges, a cultural change is needed from all constituents: how can we combine cultural change and problem solving, and involve citizens in decision-making? How can we create digital platforms to foster this mindset shift?"

"We focused our work around the concept of 'Citizens AND...': citizens and public spaces, citizens and the city, citizens and service delivery, citizens and data, etc. It's about putting people at the center of the planning and implementation process, and fostering important values such as transparency in the allocation of resources; efficiency in budgeting and prioritization; accountability in service delivery — with democracy as the overarching framework. Technology can help us make better and more sustainable decisions, with the aim of creating a more livable, prosperous, inclusive city."

"As you develop your digital technology strategy, consider that it should be based on other strategies for it to correctly address issues. You really need to understand all the different aspects of a strategy: how they fit together, what their connections are, how to get from A to B, and how technology fits into each one of these pieces. A strategy doesn't start from technology, it starts from all the other aspects. Get the other pieces right, and then add technology. This implies to have a cross-functional team to develop that strategy."

"Why do we want to bring technology to the city? That's the first question. We can bring experts, but if we don't know why we do this, and what the problems that we are trying to address are, it will never work."

"Having a strategy is an incredibly important first step. But the hard work comes afterwards. You need external experts and to ensure that they are embedded within your local government capacity–they are the ones who will be doing the day-to-day implementation, working with partners and citizens to make sure you continue to understand and meet the targets, and that what you planned and announced does take shape in reality."

"One of the most complex aspects of leadership is when it comes to enabling change. There is a belief that technology can help us to make change happen; we need to understand how. Building capacity is an essential part of it–an ecosystem of people working with you, partners, collaborators... that's strategy. How do you build this capacity so that people are part of this change?"
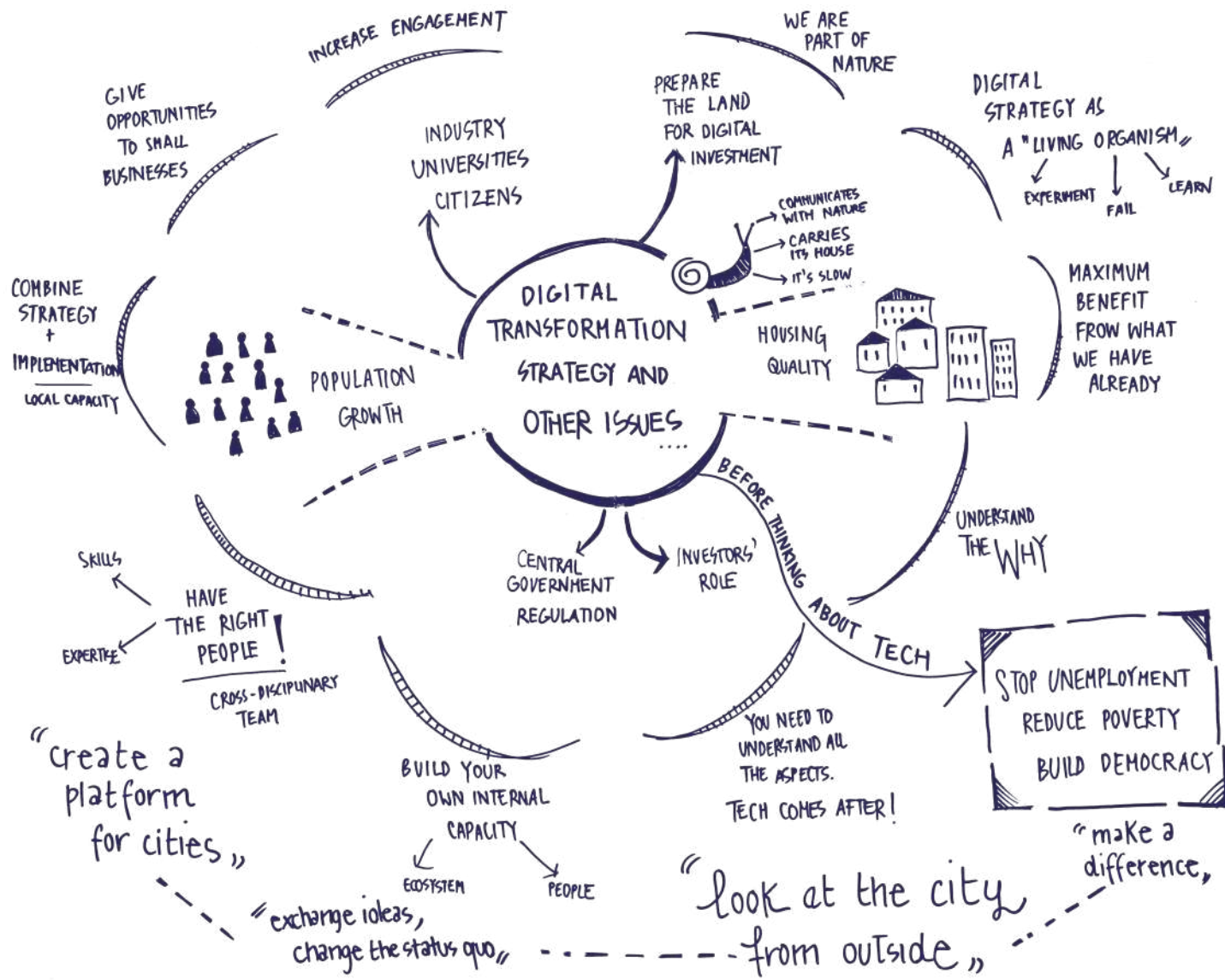
Maurizio Travaglini
Smart.City_Lab Facilitator
Architects Of Group Genius, Founder and CEO

"The citizens of Izmir need to be mobilized: if I convince them to do something together, we can affect the rest of the city. The same thing is true for our relationship with technology. First, I myself should understand the importance of technology, and so should my team, to gradually expand this understanding to the next level... as we understand more as a team, and involve more people, then we can really transform the city."

Mustafa Tunç Soyer
Mayor of Izmir

INCREASE ENGAGEMENT

GIVE OPPORTUNITIES TO SMALL BUSINESSES

WE ARE PART OF NATURE

INDUSTRY UNIVERSITIES CITIZENS

PREPARE THE LAND FOR DIGITAL INVESTMENT

DIGITAL STRATEGY AS A "LIVING ORGANISM"
EXPERIMENT   FAIL   LEARN

COMBINE STRATEGY + IMPLEMENTATION
LOCAL CAPACITY

DIGITAL TRANSFORMATION STRATEGY AND OTHER ISSUES ....

COMMUNICATES WITH NATURE
CARRIES ITS HOUSE
IT'S SLOW

MAXIMUM BENEFIT FROM WHAT WE HAVE ALREADY

POPULATION GROWTH

HOUSING QUALITY

BEFORE THINKING ABOUT TECH

UNDERSTAND THE WHY

SKILLS

HAVE THE RIGHT PEOPLE !
CROSS-DISCIPLINARY TEAM

EXPERTISE

CENTRAL GOVERNMENT REGULATION

INVESTORS' ROLE

STOP UNEMPLOYMENT
REDUCE POVERTY
BUILD DEMOCRACY

"create a platform for cities"

BUILD YOUR OWN INTERNAL CAPACITY
ECOSYSTEM   PEOPLE

YOU NEED TO UNDERSTAND ALL THE ASPECTS.
TECH COMES AFTER!

"make a difference"

"exchange ideas, change the status quo"

"look at the city from outside"

CLOSING REMARKS

"The most difficult thing is to take a look at one's own city from an outside viewpoint. This is what happened here: experts from other cities gave me a fresh new perspective on Izmir and the way to approach its challenges and find new possible solutions. It has been a real democracy feast, very precious and helpful, and I hope we can all convene together a year from now to discuss what happened in between, and how we can go forward."

Mustafa Tunç Soyer
Mayor of Izmir

"Each one of you has donated four hours of their time to convene here, and put their experience, heart and soul into helping Mayor Mustafa Tunç Soyer and his team co-create new possible approaches to the challenges Izmir is facing. I want to thank everybody for having created a space for this meaningful exchange.
What's important for us, the World Bank Group, is not only serving our clients, but also making a difference in the lives of populations. And I think that this workshop helped a lot in demonstrating that technology is an enabler, and showing that new, different approaches to the most critical city challenges can be found."

Sameh Wahba
The World Bank Group
Urban, Disaster Risk Management, Resilience and Land Global Practice,
Global Director

ESSENTIAL READINGS

REFERENCES ABOUT THE SMART ENOUGH CITIES... AND SURROUNDINGS

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Abdumalikov Abdukhakim, Turkey • **Ağca Nihal**, Unibel A.S., Istanbul, Turkey • **Aktas Fikret**, City Council, Izmir, Turkey • **Avato Patrick**, International Finance Corporation, Belgrade, Serbia • **Backikci Erman**, Konda, Izmir, Turkey • **Baeumler Axel**, World Bank Group, Washington DC, United States • **Bajohr Till**, International Finance Corporation, Washington DC, United States • **Batalla Marta**, European Commission (DG GROW), Belgium • **Beser Ozan**, International Finance Corporation, Austria • **Borsato Laura**, País Digital, Buenos Aires, Argentina • **Buhigas Maria**, Barcelona City Council, Spain • **Bustoni Mansur**, World Bank Group, Uzbekistan • **Charles Alice**, World Economic Forum, Geneva, Switzerland • **Çınar Mutlu Nilüfer**, Unibel A.S., Istanbul, Turkey • **Clos Joan**, UN Habitat, Barcelona, Spain • **Da Silva Lisa**, International Finance Corporation, Washington DC, United States • **Dinur Sharon**, Jerusalem Municipality, Israel • **Elmaliach Moti**, United Hatzalah / Israel Land Authority, Israel • **Flores Sabine**, Metropolregion, Hannover, Germany • **Giusti Karina**, Smart Cities And Connectivity, Buenos Aires, Argentina • **Gómez Pomar Julio**, IE Business School, Madrid, Spain • **Gun Wang Hyoung**, World Bank, Washington DC, United States • **Háfoss Kristina**, Government of the Faroe Islands, Tórshavn, Faroe Islands • **Hassouni Fatiha**, Union for the Mediterranean, Spain • **Kadir Eryüce Onur**, Izmir Metropolitan Municipality, Turkey • **Karakas Ali**, Konda, Izmir, Turkey • **Khaliulin Pulat**, Tashkent Government, Republic of Uzbekistan • **Khen Aleksey**, Tashkent Government, Republic of Uzbekistan • **Leopairote Karndee**, Future Lab, Bangkok, Thailand • **Manchon Anais**, Fira, Barcelona, Spain • **Majo Anna**, Barcelona City Council, Spain • **Mclean Masic Joanna**, World Bank Group, Washington DC, United States • **Mulas Victor**, World Bank Group, Tokyo, Japan • **Ndipo Wild**, Blantyre City Council, Malawi • **Nishiyama Reiko**, International Affairs Bureau, City of Yokohama, Japan • **Okuno Shunei**, City of Yokohama, Japan • **Ozgen Ovunc**, Izmir Metropolitan Municipality, Turkey • **Rothschild Hannah**, ICLEI, Germany • **Sagiroglu Talha**, Ford Otosan, Istanbul, Turkey • **Sağıt Güler**, Izmir Metropolitan Municipality, Turkey • **Sanchez de Madariaga Ines**, UNESCO - UPM, Madrid, Spain • **Soler Alba**, Anteverti, Barcelona, Spain • **Torras Vives Gemma**, World Bank, Washington DC • **Tunç Soyer Mustafa**, Mayor of Izmir, Turkey • **Wahba Sameh**, World Bank Group, Washington DC, United States • **Wang Se-Eun**, World Bank Group, Washington DC, United States • **Ziya Yangöz Kerem**, SODEM, Istanbul, Turkey

PARTICIPANTS

DESIGN, FACILITATION & PRODUCTION TEAMS

FIRA
Alvaro Fernandez Traid
Anais Manchon Canitrot
Delphine Romeu
Marc Ruiz Enciso
Marta Lazaro Aranda
Sandra Crispi Romans
Sonia Pollastri
Ugo Valenti

WORLD BANK GROUP
Gemma Torras Vives
Hyoung Gun Wang
Johanna Mclean Masic
Lisa Da Silva
Ozan Beser
Patrick Alexander Avato
Sameh Wahba
Se-Eun Wang
Victor Mulas

ARCHITECTS OF GROUP GENIUS
Andrea Ghisalberti
Chantal Dumont
Giordana Vilardi
Giulia Ricci
Lorenzo Ciapponi
Maurizio Travaglini
Paolo Martelli
Simone Bettini