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**INTELLIGENT CITIES  
CHALLENGE**

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# Le Havre Seine Métropole : Intelligent City Transformation Overview

ICC Final Deliverable



# Executive summary

## Actions to further develop a culture of innovation inside Le Havre Seine Métropole

Le Havre Seine Metropole (LHSM) is the laureate of a national programme and is labelled Innovative Territory since 2019. LHSM joined the ICC European programme to reinforce this **phase of its development strategy** mainly focusing on transversal aspects : governance, territorial animation on innovation and developing industrial pilot. In the framework of the programme, LHSM chose to focus on **City Goal 2, Enhancing citizen participation, connectivity and community**. Its overarching objective is to **build an innovation programme to drive the digital, social and environmental transition** ; while increasing the attractiveness of the territory and local skilling.

In order to achieve this ambition, the metropolis worked on on four key actions:

- The development of the Innovation and **Smart Port City Observatory**, whose goal was to monitor the progress and impact of the program over the 10 years
- Launch of an **intrapreneurial support programme** within local administrations, aiming to develop a culture of innovation in the public sector with an intrapreneurship programme
- Developing **innovative public procurement**, leveraging public procurement as a driver for innovation locally
- Creating **communities of practice** on key issues of importance for the city and open innovation programme / challenges.

Overall, It is early to measure all the impact of these actions on the metropolis. Some things have worked and been successfully implemented to help boost a culture of innovation and transform practices: a benchmark on sustainable innovative procurement, KPIs for the Smart Port City Data Observatory, regular contact between consortium members, interactive exchanges with other cities during the city labs, etc.

In the future, Le Havre Seine Metropole and HAROPA Port will continue working on the topic of innovation through their respective roles. HAROPA, the port, will build on the experience of the ICC as it develops the company strategy of the Port (notably on installing an innovation culture internally). All 4 ongoing actions will be pursued, as they are ongoing independently from the ICC.

Over the next three years, LHSM aims to continue contributing towards a **culture of innovation** at the metropolis level.

Section

1

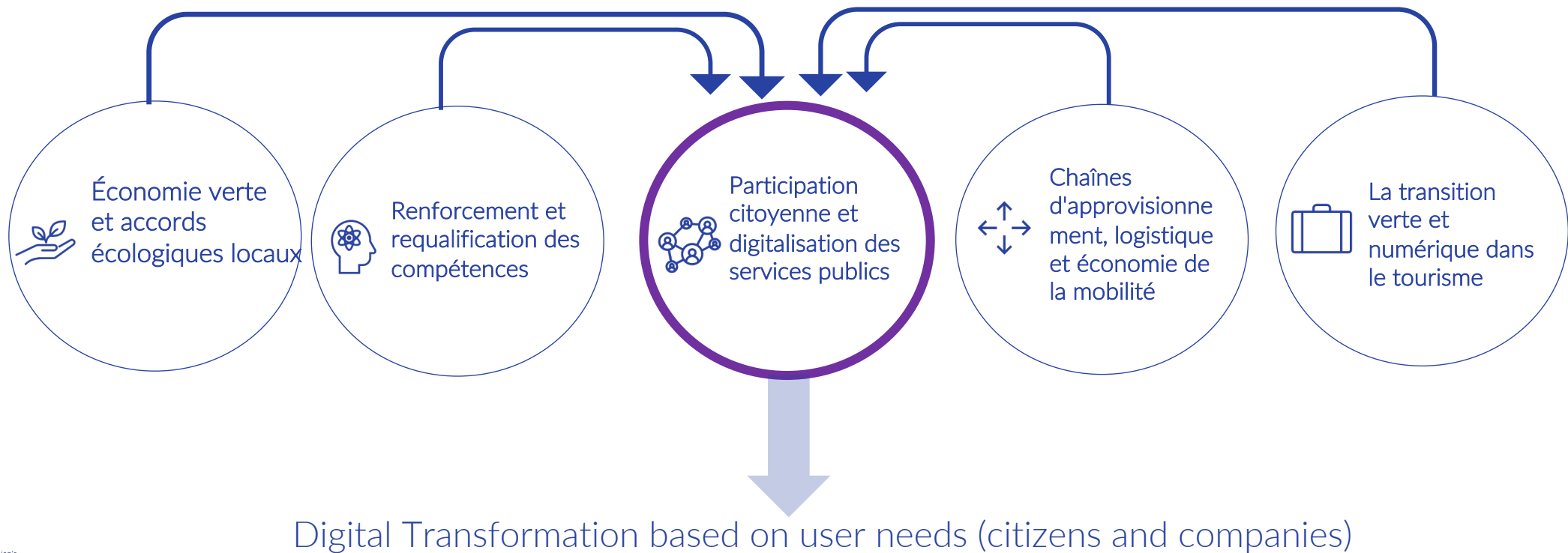
# Le Havre Seine Métropole : Preparation and assessment

ICC transformation

September 2020 to January  
2021

# Introduction

- Le Havre Seine Metropole (LHSM) has joined the ICC to reinforce this phase of its development strategy mainly focusing on **transversal aspects : governance, territorial animation on innovation** and developing industrial pilot. In the framework of the programme, LHSM has chosen to focus on **City Goal 2, Enhancing citizen participation, connectivity and community**. Other thematic areas will feed into this priority city goal.



# City needs : State of the city overview

## The state of Le Havre Seine Métropole (LHSM) today

LHSM has recently embarked on several ambitious policy initiatives aimed at supporting its environmental and digital transition :

- **Territorial Pact for Ecological and Industrial Transition** (PACTE) becoming 'Contrat de relance et de transition énergétique' (CRTE) accompanying the closure of coal-fired power plants and other projects, including the development of an ecosystem of services based on innovation and data sharing ;
- The **Smart Port City programme for innovation**, funded by the central and local government and by companies. It is a public-private partnership (80+partners) for the transformation of the metropolis as an industrial port centre. 32 projects are under developpement

The program is focused on 3 topics :

1. the territorial development and attractiveness ;
2. port competitiveness ;
3. industrial digital and environmental transitions.

The first topic includes upskilling and re-skilling actions, with the aim of raising awareness and supporting all audiences (from schoolchildren to the precarious public and in retraining) towards port and industrial trades.

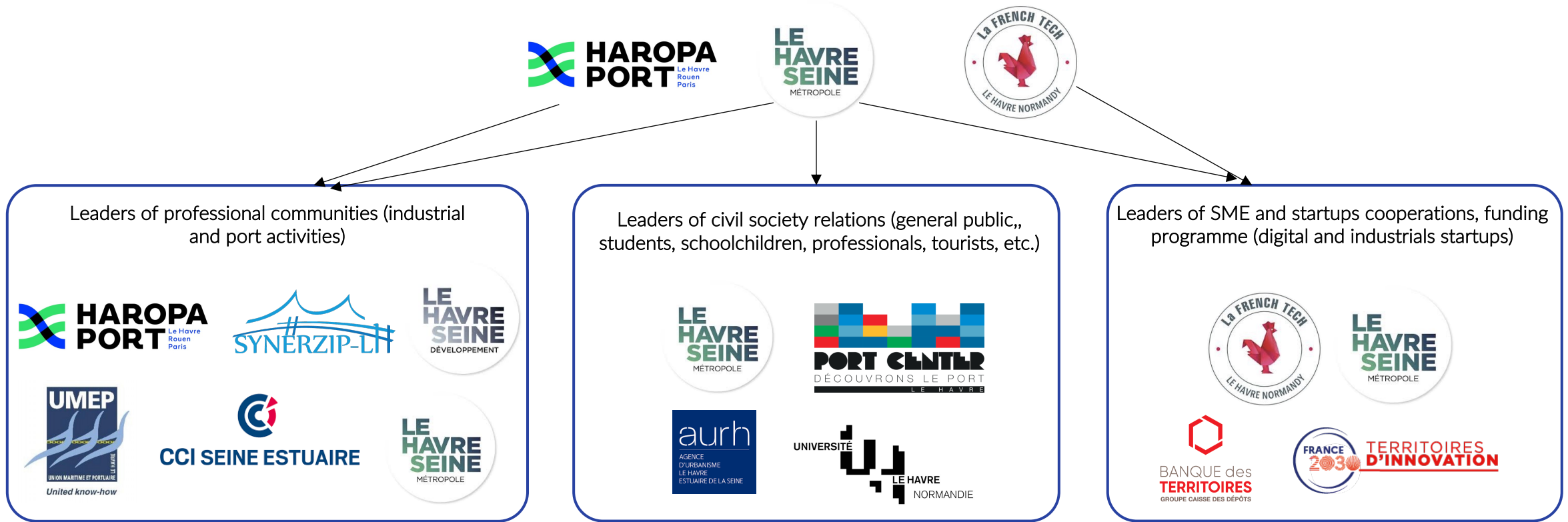
The programme supports the construction of demonstrators and factories to recycle waste and/or produce energy (renewable energy, circular ecology) . These projects make it possible to accelerate energy and environmental transitions.

The recent opening of the 'Cité Numérique', an innovation hub covering the entire territory (ICC partner) and hosting the 42 *Le Havre*, a dedicated coding school with innovative learning methods

## Key insights from city performance analysis

Higher performance observed	Lower performance observed
<p><b>1</b> Economic activities are strongly boosted by the Port and local industry</p>	<p><b>1</b> Persistent need to develop 'user-based' solutions based on real user cases, rather than top-down solutions based on the uptake of specific technologies. Mainly due to the size of industrial plants</p>
<p><b>2</b> An ability to coordinate among actors and develop initiatives to accelerate the development of experimentation and transformative projects.</p>	<p><b>2</b> The potential of data as a source of innovation and growth has not been unleashed.</p>
<p><b>3</b> Existence of sites and skills which could be fertile grounds to create news sectors and industrial demonstrators</p>	<p><b>3</b> There is a need to develop a data and skills plan to identify what data to collect and how to share it.</p>
<p><b>4</b> Existing a first generation of innovation and digital community and enablers</p>	

# City Ecosystem related to the ICC topics



There are 3 main working communities, including a lead partner and professionals associations in each group. Each partner has its own network. Each community has its working program, awareness actions and is in charge of defining new actions. The 3 ICC partners are involved in these communities and ensure coordination of the actions carried out. The ICC program has notably made it possible to strengthen actions in communities 2 and 3.

Section

2

# Le Havre Seine Métropole: Ambition and roadmap

ICC Transformation

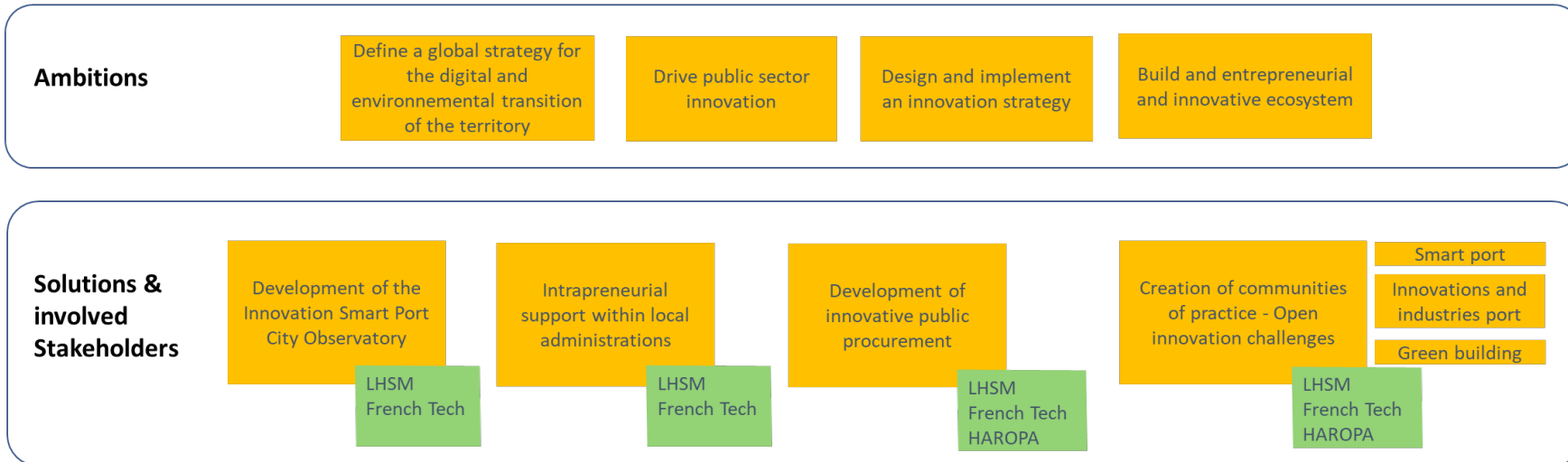
February 2021 to May 2021

# ICC strategy: Vision and ambition statements



## Le Havre Smart port city

Accelerate the digital and environmental transition of the territory with innovative actions





# 1 Roadmap summary

Four actions to drive the digital transformation process :

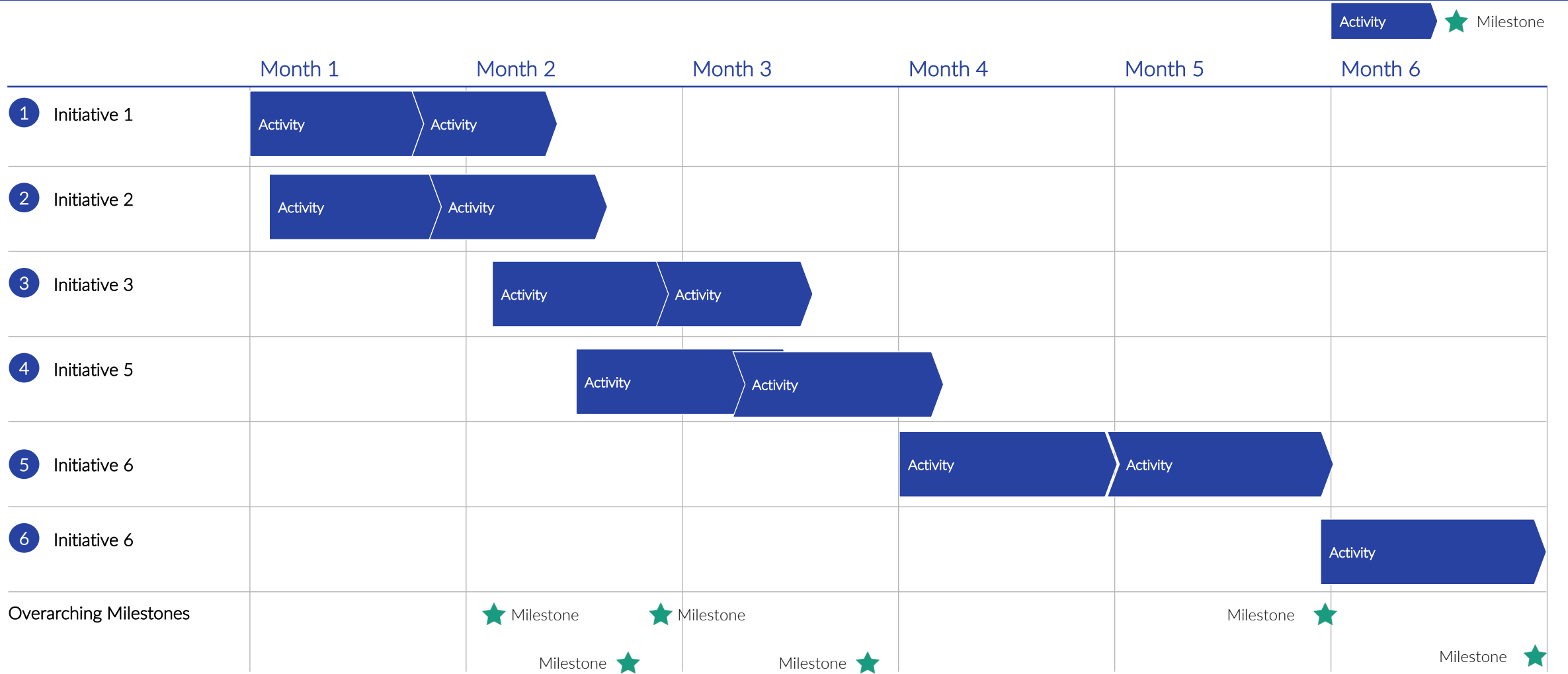


Le Havre Seine Métropole (LHSM) has defined several topics of work within the framework of the ICC program, contributing to its overall energy and digital transition strategy. The actions developed relate to the observatory, including quantitative and qualitative data, employee training actions, and community leadership actions.

All the solutions are part of a global strategy that adjust to crises (pandemic then energetic crises)





# High level implementation roadmap (“10000m plan”)



# Some images from our stakeholder workshop (June 2021)






## 2 Initiative charter for the proposed solutions

	<b>1</b> Development of the Innovation and Smart Port City Observatory 	<b>2</b> Intrapreneurial support within local administrations 
<b>Description &amp; goals</b>	<ul style="list-style-type: none"> <li>Establishment of an observatory for the Le Havre Smart Port City innovation program. The goal is to be able to monitor the progress and impact of the program over the 10 years. The axes are defined in connection with the French National investment program. The platform will also be a means for LHSM to engage with the local ecosystem.</li> </ul>	<ul style="list-style-type: none"> <li>The goal of this action is to develop a culture of innovation in the public sector with an intrapreneurship programme.</li> <li>Le Havre Seine Metropole with the support of a national agency and Le Havre French Tech, deployed an internal innovation policy for the City of Le Havre and Le Havre Seine metropole with the intrapreneurship approach. This activity is strongly linked to the development of a major digital innovation programme.</li> </ul>
<b>Major milestones &amp; activities</b>	<ul style="list-style-type: none"> <li>April 2021: Validation of the indicator system</li> <li>May 2021: development of an online survey - webinar survey</li> <li>Oct 2021: presentation of a 1st step of the observatory (with the list of indicators)</li> <li>Nov 2021: information gathering</li> <li>April 2022: presentation of the first results of the information gathering</li> </ul>	<ul style="list-style-type: none"> <li>For the past year, the Metropolis and City of Le Havre has been following a national scheme for intrapreneurship.</li> <li>In July, 6 projects will be presented to the Jury, 3 at the City level and 3 at the Metropolis level.</li> <li>Projects presented include a platform to support online retailers as well as a carbon trading scheme, whereby local producers can "buy" carbon in exchange for planting trees/local wildlife.</li> </ul>



## 2 Initiative charter for the proposed solutions

	<p>3 Development of innovative public procurement </p>	<p>4 Creation of communities of practice on key issues importance for the city and open innovation programme / challenges  </p>
Description & goals	<ul style="list-style-type: none"> <li>An exploratory activity looking at options the city has to leverage public procurement as a driver for innovation locally. The goal is to identify options (including legal or regulatory), become inspired by other models, and increase awareness and buy-in. How to innovate with available procurement regulation and rules?</li> </ul>	<ul style="list-style-type: none"> <li>The goal is to support the development of active communities of innovation stakeholders around specific themes considered to be key to the city's development (e.g. port activities, industrials innovations, green buildings).</li> <li>Communities will allow to identify challenges, and drive the development of innovative solutions. Collaborative approaches will be encouraged.</li> <li>Innovation challenges will be implemented to address key/common challenges.</li> </ul>
Major milestones & activities	<ul style="list-style-type: none"> <li>June 2021 : National/European benchmark, interviews with peers</li> <li>Oct 2021 : Short note on the tools used in France to drive innovative public procurement and recommendations for LHSM</li> <li>January 2022: launching of one or two public procurements, based on results of initial analysis</li> </ul>	<ul style="list-style-type: none"> <li>Launching of the first three communities by summer 2021.</li> <li>Additional communities will be launched during the second half of 2022.</li> <li>Each community will define a roadmap and workplan.</li> </ul>



### 3 Key Performance indicators

Solution	Activities – Inputs and actions	Solution Maturity - outputs	City performance – outcomes and impacts
<b>1</b> Development of the Innovation and Smart Port City Observatory	<ul style="list-style-type: none"> <li>• Number of working groups with local stakeholders</li> <li>• Number of completed questionnaires</li> </ul>	<ul style="list-style-type: none"> <li>• Number of informed objectives in the observatory</li> <li>• Number of indicators completed compared to the number of indicators chosen (progress of collection)</li> <li>• Results</li> </ul>	<ul style="list-style-type: none"> <li>• Improved monitoring of innovation in the territory</li> <li>• Improving information to the citizen (with conference and event)</li> </ul>
<b>2</b> Intrapreneurial support within local administrations	<ul style="list-style-type: none"> <li>• Stakeholder reunions between the City of Le Havre, the Community of Le Havre and the French Tech</li> <li>• City official days spent working on developing a solution (1 day a week, 6-8 weeks in total)</li> </ul>	<ul style="list-style-type: none"> <li>• Number of solutions chosen by the jury</li> </ul>	<ul style="list-style-type: none"> <li>• Impact of solutions on the local territory (to be defined once solutions have been approved)</li> </ul>



### 3 Key Performance indicators

Solution	Activities – Inputs and actions	Solution Maturity - outputs	City performance – outcomes and impacts
<p><b>3</b></p> <p>Development of innovative public procurement</p>	<ul style="list-style-type: none"> <li>• Time spent on preparing and conducting benchmark</li> <li>• Interviews conducted in the framework of the benchmark</li> </ul>	<ul style="list-style-type: none"> <li>• Number of good practices identified</li> <li>• Number of potential legal and regulatory options identified to launch innovative public procurement</li> <li>• Number of presentations of benchmark</li> <li>• Results</li> </ul>	<ul style="list-style-type: none"> <li>• Increased understanding of successes and failures of other cities in the field of innovative public procurement</li> <li>• Launching of innovative public procurement</li> </ul>
<p><b>4</b></p> <p>Creation of communities of practice on key issues of importance for the city and open innovation programme / challenges</p>	<ul style="list-style-type: none"> <li>• Time allocated by LHSM and French Tech to set up and organise first meetings</li> <li>• Methodology developed for the creation and nurturing of the communities of practice</li> </ul>	<ul style="list-style-type: none"> <li>• Number of communities created</li> <li>• Level of attendance and engagements in the communities</li> <li>• Number of innovation challenges launched</li> </ul>	<ul style="list-style-type: none"> <li>• Number of solutions/innovations developed</li> <li>• Number of solutions identified to common challenges</li> <li>• Expansion of the communities (new membership)</li> </ul>



## 4 Governance structure for roadmap implementation

- The governance system for the roadmap is in the process of being defined:
  - Governance mainly based on the collaboration and communication among the 3 partners of ICC with a monthly review (local city team members and key community stakeholders e.g. the ICC local committee)
  - Governance for the roadmap will be linked to the broader governance of the local innovation ecosystem which is currently being developed, especially the Smart port city innovation programme
- Each activity will have its own governance and management, defined mostly on the partner steering the activity and the source of funding, e.g.:
  - **Creation of communities of practice on key issues of importance for the city and open innovation programme / challenges:** Each community of practice will have its own governance, driven by members and coordinated by the French Tech/Cité Numérique and Le Havre Seine métropole. Each community of practice will define its own agenda.
  - **Development of the Innovation and Smart Port City Observatory:** On-going action driven by the local public administration in the framework of the Smart Port City Programme (supported by the local urbanism agency). The observatory is meant to act as a platform to engage with the broader ecosystem and drive the Smart Port City programme.





Section

3+4











# Le Havre Seine Métropole : Impact

ICC Transformation

February 2021 to May 2021

# 1









# Development of the Innovation Smart Port City Observatory

Strategy	Stakeholders involved	Inputs, outputs, outcomes and impacts
<p><b>Description</b></p>  <p>What: Development of the Innovation Smart Port City Observatory</p> <p>Why &amp; how: Establishment of an observatory for the Le Havre Smart Port City innovation program. The goal is to be able to monitor the progress and impact of the program over the 10 years. The axes are defined in connection with the French National investment program. The platform will also be a means for LHSM to engage with the local ecosystem.</p>	<p><b>Solution lead:</b> Le Havre Seine Métropole</p>  <p><b>Solution working team:</b> Le Havre Seine Métropole with the support of AURH, urban planning local agency is the projet manager of the observatory</p> 	<p><b>Source of funding and estimated cost</b></p> <p>The observatory is funded by the national State, and more specifically the Caisse des dépôts and by the AURH</p> 
<p><b>Link to vision</b></p>  <p>The solution links to Coordinate local digital transformation projects and ambitions through governance and collaboration mechanisms.</p>	<p><b>Contributors:</b> Local agency, More than 10 innovative projets are involved</p> 	<p><b>Solution maturity outputs</b></p> <p>Several projets are evaluated through this observatory, for example digital projet such as: 5G, open data, smart sensors, cybersecurity in the shipment industry, etc.</p> 
<p><b>Link to ambition statement</b></p>  <p>The ambition statement : the solution links to Define a global digital strategy for the territory + Design and implement an innovation strategy</p>	<p><b>Risks and mitigation</b></p> <p>What are the key risks? <b>Indicators are not successfully developed; national-level initiative, difficult to fill in the indicators for projects;</b></p> <p>What challenges are likely to arise during implementation? <b>The indicators are not relevant;</b></p> <p>What are mitigating measures that are being put in place? <b>Nothing specific.</b></p>	<p><b>City performance outcomes and impacts</b></p> <p>10-20 projects are concerned by the indicators (but not all of them). The indicators have been agreed on but they have not yet all been completed by the team.</p> 
<p><b>Expected impact and timing</b></p>  <p>April 2021: Validation of the indicator system</p> <ul style="list-style-type: none"> <li>• May 2021: development of an online survey - webinar survey</li> <li>• Oct 2021: presentation of a 1st step of the observatory (with the list of indicators)</li> <li>• Nov 2021: information gathering</li> <li>• April 2022: presentation of the first results of the information gathering</li> </ul>		






# 2

## Intrapreneurial support within local administrations

Strategy	Stakeholders involved	Inputs, outputs, outcomes and impacts
<p><b>Description</b></p>  <p>What: Intrapreneurial support within local administrations</p> <p>Why: There is a lot of innovation coming from the public sector and city officials which is insufficiently exploited.</p> <p>How: National scheme for intrapreneurship is managed by the state and Le Havre is participating</p>	<p><b>Solution lead:</b> Le Havre Seine Metropole (LHSM) and French Tech Le Havre</p> <hr/> <p><b>Solution working team:</b> LHSM with the support of Beta.gouv.fr</p>  <hr/> <p><b>Contributors:</b> Le Havre Seine Metropole, the city of Le Havre</p> 	<p><b>Source of funding and estimated cost</b></p>  <p>The source of the funding is provided by the central government and the Communauté urbaine. No additional funding is required.</p>
<p><b>Link to vision</b></p>  <p>The vision the solution links to <b>Coordinate local digital transformation projects and ambitions through governance and collaboration mechanisms.</b></p>	<p><b>Risks and mitigation</b></p> <p>What are the key risks? <b>Delays in the implementation of the scheme; insufficient number of interested applicants coming from Le Havre; absence of staff within the public institution (if they are working full time); HR must adapt (incentive to draw the employee back).</b></p>	<p><b>Solution maturity outputs</b></p>  <p>Digital platforms are being used in the project. The 2 project focuses on merchants and their online sales.</p> <p>The other projects are not using key enabling technologies at this point.</p>
<p><b>Link to ambition statement</b></p> <p>The ambition statement the solution links to <b>Ambition Statement B Drive Public Sector Innovation</b></p>	<p>What challenges are likely to arise during implementation? <b>Participants are not given the necessary conditions (e.g. mainly time) to participate in the scheme.</b></p>	<p><b>City performance outcomes and impacts</b></p>  <p>6 projects were successfully selected, and after 2 months ; 3 projects really kicked off. Their impact is not yet known as they were launched only a few months ago. They include:</p>
<p><b>Expected impact and timing</b></p>  <p>Expected impact &amp; when will the solution begin to create impact?</p> <p>Starting in October 2021, with the first cohort of successful applicants. A second cohort of projects is expected in 2022. It will be open to more public organisations in the area.</p>	<p>What are mitigating measures that are being put in place? <b>Active dissemination campaign to engage Le Havre stakeholders to participate in the programme; the scheme has allocated specific time to participants to work on their projects (they have specific time allocated – 1 day per week for 2 months).</b></p>	<ol style="list-style-type: none"> <li>1) CarboLocal</li> <li>2) Helping traditional merchants sell their goods online</li> <li>3) Recycling of gravestones</li> </ol> <p>Officials were given a working space and one day per week to work on their project.</p>

# 3 Development of innovative public procurement

Strategy	Stakeholders involved	Inputs, outputs, outcomes and impacts
<p><b>Description</b></p>  <p>What: Development of innovative public procurement</p> <p>Why &amp; how: An exploratory action looking at options the city has to leverage public procurement as a driver for innovation locally. The goal is to identify options (including legal or regulatory), become inspired by other models, and increase awareness and buy-in. How to innovate with available procurement regulation and rules?</p>	<p><b>Solution lead:</b> Le Havre Seine Métropole 5LHSM)</p>  <p><b>Solution working team:</b> LHSM, French Tech Le Havre, HAROPA with the support of IDATE company</p> 	<p><b>Source of funding and estimated cost</b></p> <p>5-10 man days of expert Philippe Baudoin, financed by the ICC.</p> 
<p><b>Link to vision</b></p>  <p>The vision the solution links to <b>Become one of the most attractive destinations to develop innovation ventures and startups in key local sectors</b></p>	<p><b>Contributors:</b> None</p> 	<p><b>Solution maturity outputs</b></p> <p>No implementation yet, but the tools should mainly be related to digital platforms to help launch public markets.</p> 
<p><b>Link to ambition statement</b></p>  <p>The ambition statement the solution links to <b>Drive public sector innovation</b></p>	<p><b>Risks and mitigation</b></p> <p>What are the key risks? <b>No buy in from institutional actors and particularly the entities in charge of public procurement and judicial affairs.</b></p> <p>What challenges are likely to arise during implementation? -</p> <p>What are mitigating measures that are being put in place? <b>Create wider dissemination seminars, including with other French cities (Bordeaux) that have successfully implemented such innovative practices.</b></p>	<p><b>City performance outcomes and impacts</b></p> <p>First presentation of results to a close-knit community in September 2021. Wider dissemination planned for 2022.</p>
<p><b>Expected impact and timing</b></p>  <p>Expected impact &amp; when will the solution begin to create impact?</p> <p>The benchmark was presented several times to various different stakeholders of the Communauté urbaine. A wider dissemination seminar is planned for during 2022.</p>	<p>What challenges are likely to arise during implementation? -</p> <p>What are mitigating measures that are being put in place? <b>Create wider dissemination seminars, including with other French cities (Bordeaux) that have successfully implemented such innovative practices.</b></p>	<p>So far, several innovative procedures have been launched. The new step is to wider the process</p> <p>Ongoing discussions with Finnish harbor city Pori to share best practices.</p> 



4

# Creation of communities of practice on key issues of importance for the city and open innovation programme / challenges

## Strategy

### Description



What: Creation of communities of practice on key issues of importance for the city and open innovation programme / challenges

Why & How: There is insufficient cross-sectorial cooperation. The activity will support the development of active communities of innovation stakeholders around specific themes considered to be key to the city's development (e.g. port activities, innovation in industrial sector, green buildings). Innovation challenges will be implemented to address key/common challenges.

### Link to vision



The vision the solution links to **Citizens and entrepreneurs buy-in and support the long-term transformation process.**

### Link to ambition statement

The ambition statement the solution links to **Define a global digital strategy for the territory; Design and implement an innovation strategy**

### Expected impact and timing



Expected impact & when will the solution begin to create impact?

Launching of the first three communities by summer 2021.

Additional communities will be launched during the second half of 2022.



## Stakeholders involved

**Solution lead:** Le Havre Seine metropole, French Tech Le Havre



**Solution working team:** French Tech Le Havre, HAROPA, Le Havre Seine métropole



**Contributors:** All local stakeholders



### Risks and mitigation

What are the key risks? **Not enough interest among different stakeholders to pursue the work of the communities. Conflicting interests from institutions; lack of trust among stakeholders; lack of skills and knowledge.**

What challenges are likely to arise during implementation? **Stakeholders do not meet enough; each separate community does not become operational in an independent manner; there are no funds to pursue cooperation.**

What are mitigating measures that are being put in place? **The lead organisation must help to support these communities kick off and closely support them in the first few months of existence; searching for external resources (e.g. European); have an operational roadmap.**

## Inputs, outputs, outcomes and impacts

### Source of funding and estimated cost



Communities are financed by whichever actor considers them useful. Currently, a few of them are being financed by Le Havre Seine Metropole

### Solution maturity outputs



No particular digital tools are used in the set up of the thematic communities or the challenges.

### City performance outcomes and impacts



Communities launched: Smart Port (harbor and logistics), Innovations and Industries, Smart Building Normandie.

Challenges have been launched by the French Tech: Transat Jacques Vabre (blue economy). This one worked well.

HELVETIA, CAMPUS (to be launched), SMART PORT TRANSDEV (transportation).

The level of attendance is good at the moment.



# Impact executive summary

It is overall still **early to measure all the impacts** of actions of the ICC project. Looking at key performance indicators, three actions have achieved their intended impact: the **Smart Port City observatory** is ongoing and providing more improved monitoring to the territory and its citizens. The intrapreneurial programme was launched, projects are not yet completed so we have to wait to measure all their impact. As for the communities of practices, as of yet, three communities are launched with interest of all stakeholders. We have to wait to have solutions or common innovations emerging. The benchmarking work about public procurement was completed, several markets have been launched but we need to enlarge the process.

Over the next three years, Le Havre Seine Metropole (LHSM) and Haropa Port will continue working on the topic of innovation inside their **organisations**. HAROPA will build on the experience of the ICC as it develops the company strategy of the Port (notably on installing an innovation culture internally). All 4 ongoing actions will be pursued, as they are ongoing independently from the ICC. LHSM hopes to keep in contact with cities with whom it engaged (Brno, Anvers, Pori) and to hopefully discuss further with Paris Saclay during the upcoming French ICC event.

## 2 Assessment of city progress at the end of Phase 3



What has worked well during this cycle? What is the impact you are proud of?

- Launch of 3 communities, well adopted by stakeholders
- Successful delivery of the benchmark on innovative public procurement
- Bi-monthly calls between the project leads and the lead expert
- Organisation of dissemination webinar on progress to the ecosystem in 2021 et 2022



What are the main lessons you learnt?

- Regular contact and informal meetings are key to keep the momentum going
- Use the ICC network and reach out to other cities directly (e.g. Pori) for best practices



What will you focus on in the next cycle?

- The successful implementation of the key actions
- The dissemination webinar in front of the ecosystem in 2023



What are the key areas you would be keen to learn from the experience of other cities?

- Innovative public procurement solutions to help boost local industrial startups in a harbor context, particularly in the green economy field



# Assessment of city performance - progress against KPIs

	Where we started	Midway through the challenge	Final results
<b>City performance</b>			
1 Development of the Innovation and Smart Port City Observatory	Lack of a common monitoring tool to capture the progress and impact of the program over the 10 years	Working groups with local stakeholders set up Survey completed	Improved monitoring of the territory Improved information to the citizen
2 Intrapreneurial support within local administrations	Objective to boost an entrepreneurial culture within the public administration in a historically industrial territory	2 sets of call for projects were set up The Jury selected 6 projects, public officials were given 6 months to pursue the project 2 projects started and are still underway (Carbolocal, recycling gravestones)	Industrial players are interested Projects are not yet completed so difficult to measure their impact locally
3 Development of innovative public procurement	Pending questions about innovative public procurement Desire to work with the ecosystem of startups locally	1 benchmark developed and 3 best practices identified in other cities (Bordeaux, Toulouse, Eurométropole de Metz) Benchmark presented at LHSM	The benchmarking work has not yet led to any adaptation internally in relation to public procurement or new calls being published
4 Creation of communities of practice and challenges	Cross-sectorial cooperation could be improved, which is key to the city's development (e.g. port activities, innovation in industries, green buildings). Address common challenges through innovation	Meetings set up by Le Havre Seine Metropole, FrenchTech Le Havre and HAROPA Communities created : smart port, innovations and industries, Smart Buildings Normandie Challenges launched (Transat Jacques Vabre)	As of yet, no solutions or common innovations have been developed as a result of the communities set up



# Assessment of city performance - discussion

It is either **rather early** to measure the impact of all actions. **Internal factors have also slowed their implementation.**

- The consortium dynamic has undergone some difficulties with the pandemic crisis dissolution of one of the public agencies which was a partner, French Tech Le Havre. Concretely, this has affected consortium meetings, but also some of the good progress of some actions (such as the communities / challenges). One event that should have been hosted by the French Tech (presenting of the benchmarking work by expert Philippe Baudoin) was also postponed and ultimately cancelled ;
- It is commonly agreed that the lack of political support of the ICC has not allowed the consortium to make more progress in project implementation.

## 3 key lessons

Lesson	Reflections
1	It has been <b>very challenging to reinforce innovation</b> inside a historically industrial environment. Nevertheless, HAROPA, one of the consortium members, believes that all the stakeholders have learned from the ICC project and will try and implement some good practices when designing the upcoming “HAROPA company project”.
2	It has proved difficult to successfully implement actions over the course of a year and a half. Nevertheless, it has been <b>useful to see what is happening in other cities and to learn from them</b> . It is important to rely on similar city systems.
3	<b>Consortium members developed a better understanding of the startup community</b> . Actors are trying to work together but there are still some limitations (governance, technical, support, ...). Le Havre French Tech is undergoing a transformative change.

# Reflections on city collaborations

**General overarching interest for harbour and industrial cities.** Met with large cities and smaller ones too, both in France and outside of France.

- **Anvers** : focus on industrial and port city, ways to boost the local ecosystem, they also worked on innovative public procurement. It allowed Le Havre partners to move forward with their plans, confirmed their initial prospects, discussed the business models of flagships building (The Beacon in Anvers, La Cite numérique in Le Havre)
- **Pori**, in touch with them about innovative public procurement, small ecosystem, dynamic works well.
- Contact with **Brno** through the city labs. Exchanges on the implementation of their data platform, how they were working with their selected officials. They worked on ESRI platform and Le Havre is also familiar with it. They were starting from scratch, interesting to have their perspective on the launch of such a platform.
- **Rouen**, informal exchanges because both cities are part of the same region. There are lots of cooperations between the Paris – Rouen – Le Havre but there is no dedicated cooperation around ICC
- **Saint-Omer** and their smart city approach with a focus on user experiences with the general public. In Le Havre, the citizen cooperation aspect is managed by the city and the Port center (association dedicated to raising port awareness among the general public)
- Interest to meet with **Paris Saclay**, perceived as a reference for public innovation.

# Commitments

## Commitments to on-going resources

Le Havre Seine Metropole and Haropa Port will continue working on the topic of innovation ; Haropa Port has changed organisation and now have a dedicated team focused on innovation and relationships with the port ecosystem;

HAROPA will build on the experience of the ICC as it develops the company strategy of the Port (notably on installing an innovation culture internally).

All 4 ongoing actions will be pursued, as they are ongoing independently from the ICC.

## Commitments to on-going collaboration

The Port will focus on renewing its relationship with its wider ecosystem (mainly tenants), working on projects, such as 5G, blockchain... innovation is a way to renew with the harbour's ecosystem;

The Smart Port city programme lead by Le Havre has transitioned towards an Intelligent Port City and must invest in collective relationships, digital transformation, relationship with the general public, environmental development.

LHSM hopes to keep in contact with cities with whom it engaged (Brno, Anvers, Pori) and to hopefully discuss further with Paris Saclay during the upcoming French event.

## Commitments to on-going KPIs

None identified so far.

# Next 3 Year ambitions

Building on the ICC, what would the city aim to achieve in 3 years time?

To increase among local stakeholders the culture of innovation and to organize challenges and new projects through the communities

Continue with intrapreneurial work

Pursue the work of the Observatory

It might be more difficult to instore innovative public procurement in the short-medium term

What steps will you take over the next 3 years to achieve these goals?

Organize new challenge with more resources

The territory promotes the culture of startups, it will be able to have a success story on the territory, to involve people in this success story. The stakeholders are looking for several projects and stories to inspire people to dare to innovate because there are some that have succeeded. For example : TOWT (sailboats, transport of merchandise by sail, virtuous, maritime); Pilot projects.