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CHALLENGE

Logroño: Intelligent City Transformation Overview

ICC Final Deliverable

Executive summary

Logroño is the main city of La Rioja, a region in the north of Spain. Logroño had several challenges before the pandemic, where ICC could support:

- **Digital transformation:** Provide citizens and public servants with new tools to improve the local attention and speed of processes

- **Improve its wine tourism experience:** Become an international tourist destination based on wine and gastronomy tourism

- **Improvement of local green economy and the retail sector of the city:** Improve local green economy and commerce. Deliver new solutions to city challenges using green technologies and promoting new sustainable technologies.

The vision of Logroño was to **become greener and digital before 2030.** The city deployed the urban agenda in the city to become carbon neutral in 2030, this vision is related to our city model and the above challenges selected for ICC.

The city prioritized the responsible sharing of public space in the street between pedestrians and automobiles, as well as its digital transformation to improve the services offered to citizens and visitors.

The city's plans for the following 3 years are to overcome its challenges and to finish the projects related to ICC challenges.

Mayor Foreword

The intelligent Cities Challenge has been really a guide to know international experiences on other cities about their greening vision, their strategies and how to implement them. We have used the knowledge provided by the project to implement several strategies in our city on our digitalization as a public service, our wine tourism experience and the retail sector and its sustainability.

It has been a very interesting journey that we have made ours to be the guide to future strategies in Logroño.

Pablo Hermoso de Mendoza

Mayor of Logroño

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Section

1

Logroño: Preparation and assessment

ICC transformation

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Introduction

- Logroño is the capital of La Rioja (Spain) and concentrates 46% of the region's population, with 151,136 inhabitants. It is the region's main industrial, financial, and cultural centre.

- Logroño is strategically located between Madrid, Barcelona, and Bilbao, with easy access to the latter's airport and maritime port, the most important in the north of Spain. The city, located in Ebro valley and has a mild weather, influenced by the Mediterranean and the Atlantic, a healthy natural environment, a high standard of living (the GDP per capita is EUR 26,833, 4.2 points over Spain's average) and full health cover for its citizens.

- Logroño's economy heavily relies on tourism and services, especially those related to wine and gastronomy. It is a reference touristic and cultural destination, with all the required infrastructure and professionals. The service sector accounts for 60% of the city's gross added value (GAV), led by hostelry, real state and retail (food, beverages and tobacco). Industry represents 27.9% of the GAV, followed by construction (6.9%) and agriculture (5.2%).

- Our city strategy within ICC has been aligned with: the European Urban Agenda, our strategy to become a carbon-neutral city by 2030 (NZC), the covenant of mayors and our tourism strategy Logroño Enópolis. There are multiple strategies in a city, many of them repeat actions and don't match well with others. But this time ICC strategy roadmap has been designed to match with other existing strategies in Logroño.

City needs: State of the city overview

The state of Logroño today

Logroño performed the City Scan to assess the degree of maturity of the main municipal management areas, identifying the following aspects to improve:

- Digitalization of public services.
- Sustainable and smart tourism.
- Energy performance of buildings and infrastructures.
- Support to local entrepreneurship ecosystem.

These items are fully aligned with Logroño's goals for ICC the program and became more urgent to tackle after the COVID-19 crisis. However, there is an important lack of economic resources to undertake ambitious reforms.

After internal meetings, Logroño held the Needs Assessment Workshop with two groups of stakeholders: digital and green economy.

Key insights from city performance analysis

Higher performance observed

1 Traffic is fluid and citizens have easy access to public transport.

2 Municipal services are available online and there is a citizen app. Digital connectivity is appropriate and there is free WiFi available at public spaces.

3 The city's GDP growth is above the average regional (and national) growth.

4 The city is perceived as safe and most population has access to health-care services.

5 Air quality is high. All citizens have access to quality water. There are initiatives to promote local food.

Lower performance observed

1 E-government services used to a limited extent via partially digitized platforms. No use of open data in policy-making.

2 No development strategy based on sustainable and smart tourism.

3 Little renewable energy generation and consumption.

4 Innovative schemes in relation to the circular and collaborative economy.

5 No resources to respond to a natural or climate disaster.

ICC strategy: Vision and ambition statements

Describe the ICC strategy: Vision and ambition statements

Overarching ICC city vision

Leverage on digital tools to provide high quality services to citizens in an efficient manner, create an attractive touristic offer, and generate economic and sustainable growth.

Digital city platform

Digital Wine City

Local green economy

Ambition statement 1
Digitize the public administration

Provide digital services to citizens

Making municipal processes more efficient

Integrate data from all municipal areas

Ambition statement 2
Become a Smart Tourist Wine Destination

Create a digital touristic experience

Integrate businesses from different sectors to enrich the offer

Create experiential tourist packs

Ambition statement 3
Activate the local green economy

Assess the city's resources

Identify companies already doing business in the green sector

Establish partnerships

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City solutions and delivery strategy

Briefly describe the key elements for each solution

💡 *Digital city platform*

Description

Logroño will start the deployment of its e-government platform in 2021

Relevant to which city ambition statement

Ambition statement 1: Digitize the public administration

Benefit to city

Improve productivity, citizen services and knowledge about the city

Business model

N/A

Parties interacting

City Council
Local DIH
IT local cluster
National IT business association

Blockers and risks

Changes in municipal processes
Resistance to change from public workers
Compatibility with existing IT systems

Pending uncertainties

N/A

City solutions and delivery strategy

Briefly describe the key elements for each solution

Digital Wine City

Description

Logroño aims to become a world reference in wine tourism, as well as a smart destination

Relevant to which city ambition statement

Ambition statement 1: Digitize the public administration
Ambition statement 2: Become a Smart Tourist Destination
Ambition statement 3: Activate the local green economy

Benefit to city

Boost the local economy, create jobs

Business model

Public-private collaboration to design and build a comprehensive and attractive offer

Parties interacting

City Council
Wineries in the city
Tourist sector: hostelry, catering, culture, sports, etc.
ICT companies
Education sector

Blockers and risks

Travel restrictions
Tourist and service sectors in crisis

Pending uncertainties

Funding
Who will be onboard

City solutions and delivery strategy

Briefly describe the key elements for each solution

Local green economy

Description
Mobilize local companies to design a roadmap for greening the city

Relevant to which city ambition statement
Ambition statement 3: Activate the local green economy

Benefit to city
Boost the local economy, healthier citizens

Business model
Public-private collaboration to maximize the outcomes in environmental, economic and social terms

Parties interacting
City Council
Local companies in the construction, energy, gardening sectors related to new green economy activities

Blockers and risks
Lack of funding
Legacy infrastructures

Pending uncertainties
Size and cost of the projects included in the roadmap

City strategy: justification

Our vision is to become increasingly greener and, by 2030, be Net Zero City, whilst increasing our revenue and quality of life, improving our local economy through sustainable economic activities, digital transformation and high-quality and sustainable wine tourism.

City solutions contribute to change the local economy and produce greener income generation in the city, accelerating administrative processes, fostering the consumption of zero-mile products and improving the wine tourism experience where Logroño has a very good starting position.

The city has managed to get funds to implement all these projects but the way is not paved, all projects can be difficult to implement, resistance to change, resistance to become more sustainable (changes in personal mobility) and change of behaviours.

One of the key factors for the success of the project is the swift implementation of changes in the city. All slow changes bring an increasingly resistance to change, so the fast change is preferred so the benefits of the implementation can be appreciated.

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Section

2

Logroño: Ambition and roadmap

ICC Transformation

High level implementation roadmap for solution *Digital city platform*

Activity ✔ Milestone

Digital city platform

	Mar 21	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21

1 e-government platform

Digitize internal processes and communications with citizens and businesses

Monitor internal process performance

> Tender evaluation and contract signature
> Deployment of general administration modules
> Training
> Process modelling

2 National Interoperability Framework

Adopt the developed national interoperability framework

Evaluate the national marketplace

Propose a roadmap for
new application deployment

> Data quality assessment
> Id. data to share

3 Digital services

Draw the current domain-specific application map and identify interoperability and other issues

Propose a roadmap for domain-specific application integration

Integrate the domain-specific applications and monitor performance

> Domain-specific application mapping
> Interoperability assessment

Overarching Milestones

Process models ★
Application map ★

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Initiative charter *Digital city platform*

	E-GOVERNMENT PLATFORM	NATIONAL INTEROPERABILITY FRAMEWORK	DIGITAL SERVICES
Link to vision	Efficient transparent public services	Smart public services	Smart and efficient public services and infrastructure
Link to ambition statement	Digitize the public administration		
Description	Deployment of e-government platform and citizen folder	Integration in national data spaces and application of national interoperability standards	Monitoring services and infrastructure: smart irrigation, public lighting, energy consumption, etc.
Estimated cost and source of funding	EUR 2M (own funds)	EUR 5,250,000 (NextGenEU)	EUR 500,000 (own funds)
Initiative lead	IT department	Spanish Network of Smart Cities	IT department and city areas
Initiative working team (core team)	IT department + contractor	IT department	IT department and city areas + contractors
Contributors (stakeholders)	City areas	Spanish Network of Smart Cities	City areas + contractors
Ultimate goal and scope	Digitize internal processes and services/communication with citizens	Integrate in a national marketplace of data and applications to easily incorporate new features	Compile information about services and infrastructures for adequate management
Major milestones	Different modules deployed	Application of standards, data ready	Domain-specific data and applications integrated
Dependencies	Redefinition of internal processes	Definition of national standards	Sectoral applications
Key stakeholders	Civil servants Citizens	Spanish Network of Smart Cities GAIA-X initiative	Civil servants City contractors
Impact and timing	Jun 21 – Dec 22	Jan 22 – Dec 23	Jan 21 – Dec 22
Risks	No willingness to cooperate	No enough interest at national level	Data ownership, interoperability
Support needed	Business process definition	Integration process definiton	IT integration

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Key Performance indicators – Activities (inputs and actions)

Initiative	Activities – Inputs and actions

e-government platform	Digitize internal processes and communications with citizens and businesses:
	• Identify internal processes (process mining)
	     • Identify public uses of the e-platform through data analytics
	     • Identify internal uses of the e-platform
	• Identify non digital processes
	• Develop new process map for the local administration

	Monitor internal process performance: • Define needs in the process performance • Develop an Integrated Control Panel for performance monitoring • Analyse internal process efficiency • Define performance KPIs • Monitor performance and propose continuous improvement measures

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Key Performance indicators – Activities (inputs and actions)

Initiative	Activities – Inputs and actions

National interoperability framework	Adopt the developed national interoperability framework:
	• Study the technical specifications and requirements proposed
	    • Identify databases subject to be integrated
	    • Identify missing data which could be interesting to generate
	• Develop the necessary APIs and data sharing mechanisms

	Evaluate the national marketplace: • Assess the maturity of the existing applications • Identify applications subject to be integrated / adapted by Logroño • Contact the solution owner(s) for details on technical requirements needed (databases, APIs, etc.)
	Propose a roadmap for new application deployment • Estimate the resources (technical, human, financial) needed to implement the solution for Logroño • Ask the affected municipal areas / citizen groups about the importance they pay to the different solutions • Apply a cost-benefit analysis to each action • Prioritize actions based on their importance to the ecosystem and the previous analysis

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Key Performance indicators – Activities (inputs and actions)

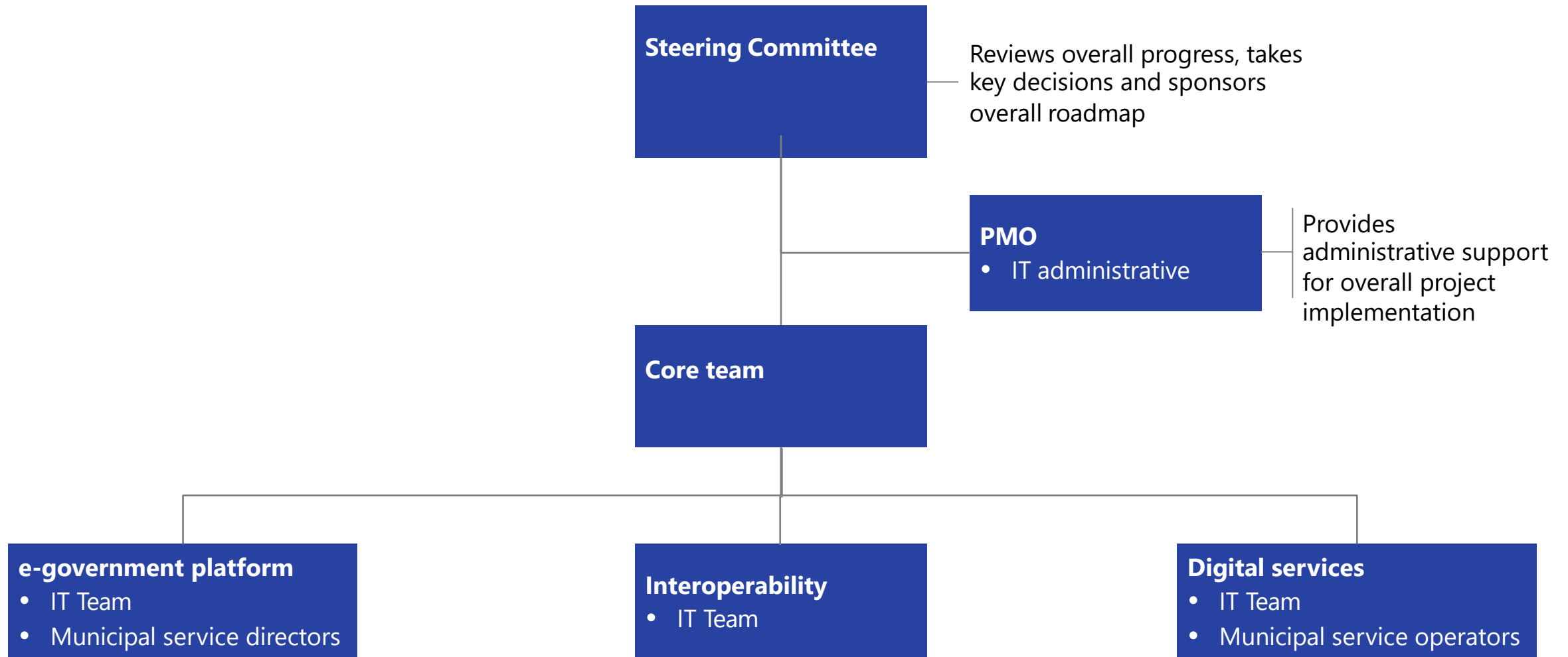| Initiative	Activities – Inputs and actions
Digital services	Draw the current domain-specific application map and identify interoperability and other issues: • Identify the applications used by each municipal area and how they run (at local servers, at remote servers, on the cloud) • Contact the IT solution developer(s) to assess the integration feasibility • Clarify data ownership and access rights • Assess the performance of the current applications
	Propose a roadmap for domain-specific application integration • Estimate the resources (technical, human, financial) needed. Several options: • The integration work is included in current contract clauses • The integration work can be performed by the municipal IT team • The integration work needs to be done with the help of an external contractor • Ask the affected municipal areas about the importance they pay to the different solutions and the desired functionality • Apply a cost-benefit analysis to each action • Prioritize actions based on their importance and the previous analysis • Design a new application map, improving performance and reducing the total number of applications
	Integrate the domain-specific applications and monitor performance

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Key Performance indicators – solution maturity (outputs)

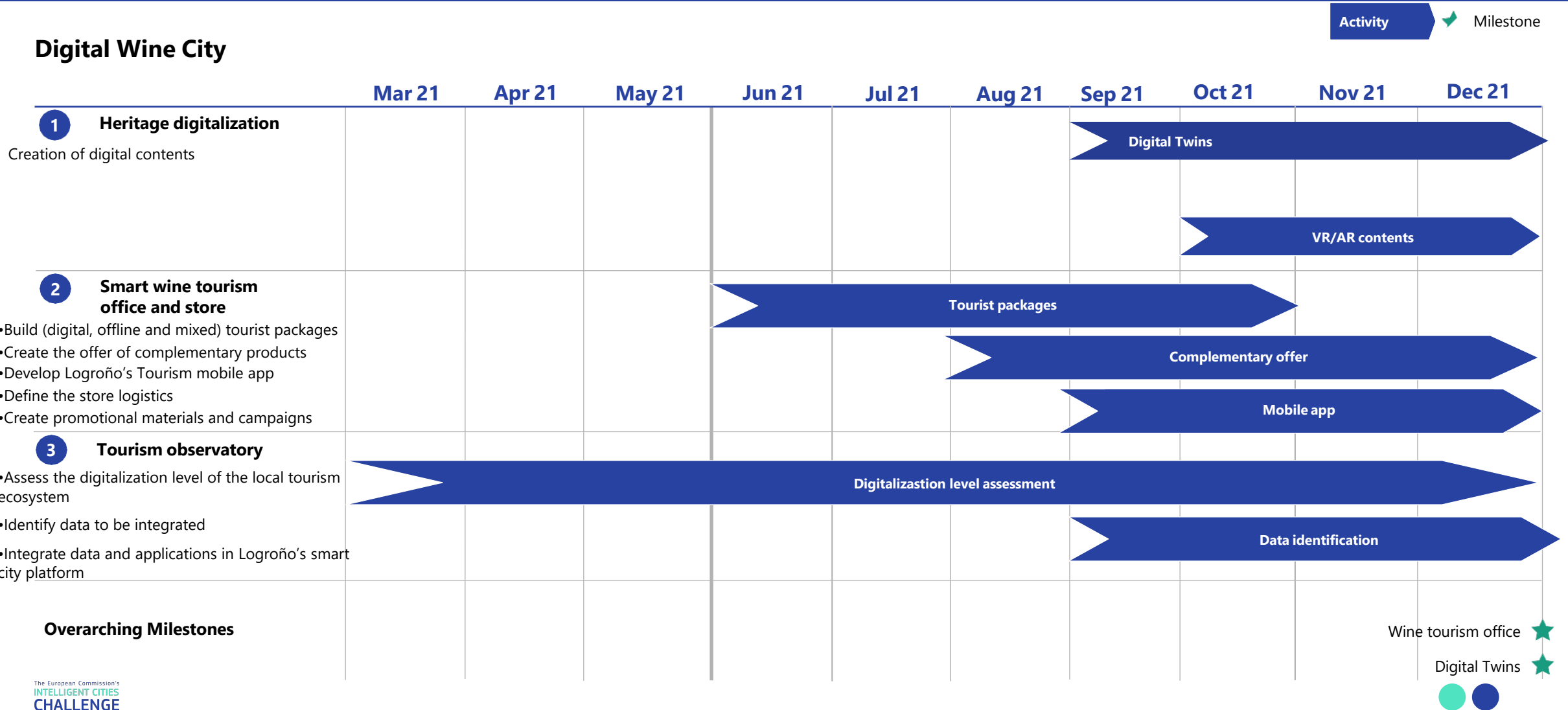| Initiative	Outputs	Targets

Digitization of internal processes and communications with citizens and businesses	• Digital administrative file
	• Unique citizen / business folder
		• 90% of internal process digitized by Dec. 2022
		• Positive evolution of public platform use:
		   • 25% of citizens registered by 2023.
		   • >50% reduction of onsite procedures

Monitoring of internal process performance	• Internal analytics module	• >50% reduction of average time needed to finalize a procedure • >75% reduction of paper use

Integration of domain-specific applications	• Integrated domain-specific databases and aplications:
	   • Traffic management
	   • Smart irrigation
	   • Public street lighting
	   • Building energy management
		• 100% domain-specific databases and applications integrated by Dec. 2022

Governance structure for roadmap implementation - *Digital city platform*

Steering Committee

Reviews overall progress, takes key decisions and sponsors overall roadmap

PMO
- IT administrative

Provides administrative support for overall project implementation

Core team

e-government platform
- IT Team
- Municipal service directors

Interoperability
- IT Team

Digital services
- IT Team
- Municipal service operators

High level implementation roadmap for solution *Digital Wine City*

Digital Wine City

Activity ✔ Milestone

		Mar 21	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21

1 Heritage digitalization
Creation of digital contents

> Digital Twins (Sep 21 – Dec 21)
> VR/AR contents (Oct 21 – Dec 21)

2 Smart wine tourism office and store
- Build (digital, offline and mixed) tourist packages
- Create the offer of complementary products
- Develop Logroño's Tourism mobile app
- Define the store logistics
- Create promotional materials and campaigns

> Tourist packages (Jun 21 – Sep 21)
> Complementary offer (Aug 21 – Dec 21)
> Mobile app (Sep 21 – Dec 21)

3 Tourism observatory
- Assess the digitalization level of the local tourism ecosystem
- Identify data to be integrated
- Integrate data and applications in Logroño's smart city platform

> Digitalizastion level assessment (Mar 21 – Dec 21)
> Data identification (Sep 21 – Dec 21)

Overarching Milestones

Wine tourism office ★
Digital Twins ★

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Initiative charter *Digital Wine City*

	HERITAGE DIGITIZATION	SMART WINE TOURISM OFFICE+STORE	TOURISM OBSERVATORY
Link to vision	City digital twin	Personalized digital services for tourists	Destination assessment and improvement
Link to ambition statement		Become a Smart Tourist Destination	
Description	Digitize heritage linked to wine culture and create AR/VR contents	Creation of a dedicated info point (physical and virtual) to offer tourist packages and support	Creation and exploitation of a dedicated tourism data infrastructure: generation, storage, analytics, AI
Estimated cost and source of funding	EUR 250,000 (own funds)	EUR 5,600,000 (own funds + NextGenEU)	EUR 800,000 (own funds + NextGenEU)
Initiative lead	Municipal Tourism Department	Municipal Tourism Department	Municipal Tourism Department
Initiative working team (core team)	Tourism Department + contractor	Municipal Tourism and IT Departments	Municipal Tourism and IT Departments
Contributors (stakeholders)	Heritage, Culture and IT Departments	Local businesses: wineries, tourism, hostelry, agrifood, crafts, etc.	Local businesses, transport companies, etc.
Ultimate goal and scope	Enrich the cultural offer of the city and enable virtual/hybrid visits	Attract visitors and boost the local economy	Monitor visitors and their activities to assess tourism performance and adequate the offer
Major milestones	New contents ready	Physical+virtual spaces available and equipped	Indicators defined, data available, AI algorithms
Dependencies	Rehabilitation of some of the spaces	Complementary offer by local businesses	Data from local businesses
Key stakeholders	Tourism, Heritage and Culture Departments	Tourism Department, local businesses	Local businesses
Impact and timing	Jan 21 – Dec 21	Jun 21 – Dec 21	Sept 21 – Dec 22
Risks	Not enough supporting material available	Not enough items to articulate a complete offer	Not enough updated quality data available
Support needed	Content design and development	(Physica+virtual) Space design and development	Indicator definition, data platform integration

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Key Performance indicators – Activities (inputs and actions)

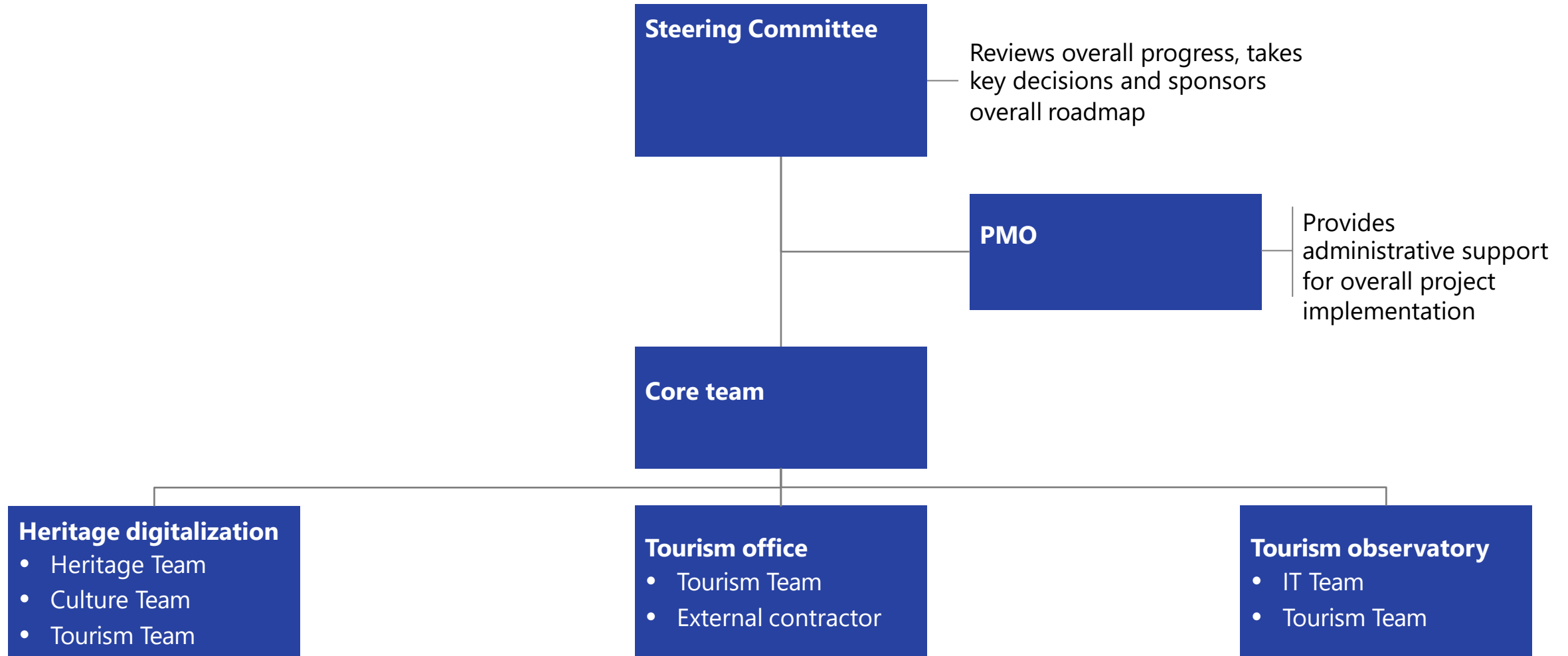| Initiative	Activities – Inputs and actions
Heritage digitalization	Creation of digital contents: • Digital twins of heritage buildings • VR contents for online visitors, adapted to the knowledge/interest of different individuals and a special focus on accessibility • AR contents for onsite visitors, adapted to the knowledge/interest of different individuals and a special focus on accessibility

Tourism office and store	• Build (digital, offline and mixed) tourist packages
	    • Make an inventory of the local tourist offer
	    • Bundle that offer in attractive packages
	    • Identify gaps and make proposals to fill them
	• Create the offer of complementary products (tasting, wines, deli food, local crafts, books, etc.) to be available at the store
	• Develop Logroño's Tourism mobile app
	• Define the store logistics
	• Create promotional materials and campaigns

Tourism observatory	• Assess the digitalization level of the local tourism ecosystem: wineries, restaurants, hotels, local stores, transport companies, etc. • Map the applications they use for: customer acquisition, purchase experience, and loyalty • Identify data to be integrated, define KPIs, agree on a common framework for data collection and sharing • Integrate data and applications in Logroño's smart city platform

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Key Performance indicators – solution maturity (outputs)

Initiative	Solution Maturity - outputs	Targets

Heritage digitalization	• Building digital twins
	• VR contents
	• AR contents
	• Mobile app
		• 5 building digital twins by Jun. 2022
		• Visitors by Dec. 2022:
		  • 2,000 online
		  • 5,000 onsite

Tourism office and store	• Map of the local tourism actors and offering
	• Tourist packages
	• Store, both physical and virtual
	• Logroño's Tourism mobile app
		• >90% of the local tourist offer integrated
		• >10 new tourist packages
		• Purchases by Dec. 2022:
		  • 5,000 online
		  • 10,000 onsite
		• Average tourist satisfaction >9/10

Tourism observatory	• Application map from the local tourist companies
	• Common framework for data collection and sharing:
	  • Data to be shared and conditions for re-use
	  • KPIs to be monitored
	  • Governance
		• >70% of local tourist companies provide data by Dec. 2023
		• >25% of additional revenue from tourist packages
		• Top-5 visitor profile identified by Dec. 2022

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Governance structure for roadmap implementation - *Digital Wine City*

Steering Committee

Reviews overall progress, takes key decisions and sponsors overall roadmap

PMO

Provides administrative support for overall project implementation

Core team

Heritage digitalization
- Heritage Team
- Culture Team
- Tourism Team

Tourism office
- Tourism Team
- External contractor

Tourism observatory
- IT Team
- Tourism Team

High level implementation roadmap for solution *Local green economy*

Activity ✔ Milestone

Local green economy

	Mar 21	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21

1 San Blas Markethall
- Building renovation
- Incubator space design and construction
- Creation of agrifood startup service portfolio

Building renovation

Incubator design

Startup portfolio

2 Urban Challenge
- Receive and evaluate startup applications
- Deploy living lab for selected startups
- Assess results from living lab

Launch of urban challenge

Living lab

Assessment

3 New SMEs
- Building renovation
- Definition of an urban living lab for testing new technologies
- Definition of a mentoring program with the local IT cluster
- Creation of startup service portfolio

Building renovation

Local ecosystem building

Challenge launched   Startups selected ★

Overarching Milestones

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Initiative charter *Local green economy*

	SAN BLAS MARKETHALL	LOGROÑO URBAN CHALLENGE	FUNDING AND INCUBATOR FOR NEW SMES
Link to vision	Promote local food and products	Serve as urban living lab for new technologies	Regenerate the local economy
Link to ambition statement	Ambition statement 1: Digitize the public administration Ambition statement 2: Become a Smart Tourist Destination Ambition statement 3: Activate the local green economy		
Description	Transform the old city markethall into an agrifood business hub and incubator	Support new circular business models addressing urban challenges	Support the creation of new business initiatives, with special focus on innovation and a deprived district
Estimated cost and source of funding	EUR 250,000 (own funds + NextGenEU)	EUR 100,000 (own funds)	EUR 1,250,000 (own funds)
Initiative lead	Economic Promotion Department	Economic Promotion Department	Economic Promotion Department
Initiative working team (core team)	Economic Promotion Department	Economic Promotion Department, ECOEMBES	Economic Promotion Department
Contributors (stakeholders)	Local entrepreneurship ecosystem	ECOEMBES, f6	IT cluster
Ultimate goal and scope	Incubate and support agrifood businesses	Solve urban challenges and attract EU startups	Revitalize the local economy and abandoned áreas
Major milestones	Business support portfolio ready, agreement with investors reached	Competition launched, winners selected	Funding calls, incubator space
Dependencies	Building renovations finished	N/A	N/A
Key stakeholders	Mentors, investors, local businesses	ECOEMBES	N/A
Impact and timing	Jan 22 – Dec 22	Jun 21 – Jun 22	June 21 – Dec 22
Risks	Low attractiveness of support services	Unsufficient number or quality of startups	Insufficient number or quality of initiatives
Support needed	Investors, mentors	Investors, mentors	N/A

Key Performance indicators – Activities (inputs and actions)

Initiative	Activities – Inputs and actions
San Blas Markethall	• Building renovation • Incubator space design and construction • Creation of agrifood startup service portfolio
Urban Challenge	• Receive and evaluate startup applications • Deploy living lab for selected startups • Assess results from living lab
New SMEs	• Building renovation • Definition of an urban living lab for testing new technologies • Definition of a mentoring program with the local IT cluster • Creation of startup service portfolio

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Key Performance indicators – solution maturity (outputs)

Initiative	Solution Maturity - outputs	Targets
San Blas Markethall	• Agrifood startup incubator space • Agrifood startup service portfolio	• Incubator program supporting 10-15 startups per year • Service portfolio helping 3-5 startups per year to scale up
Urban Challenge	• Receive and evaluate startup applications • Deploy living lab for selected startups • Assess results from living lab	• >50 startup applications received, 15 selected, 3 winners • 3 solutions for Logroño's challenges on circular economy
New SMEs	• Building renovation • Definition of an urban living lab for testing new technologies • Definition of a mentoring program with the local IT cluster • Creation of startup service portfolio	• Incubator program supporting 25-30 startups per year • Service portfolio helping 10 startups per year to scale up • Urban living lab • 25 new ancillary businesses in the neighbourhood • 5 new building renovation initiatives in the neighbourhood

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Key Performance indicators - Cross cutting indicators

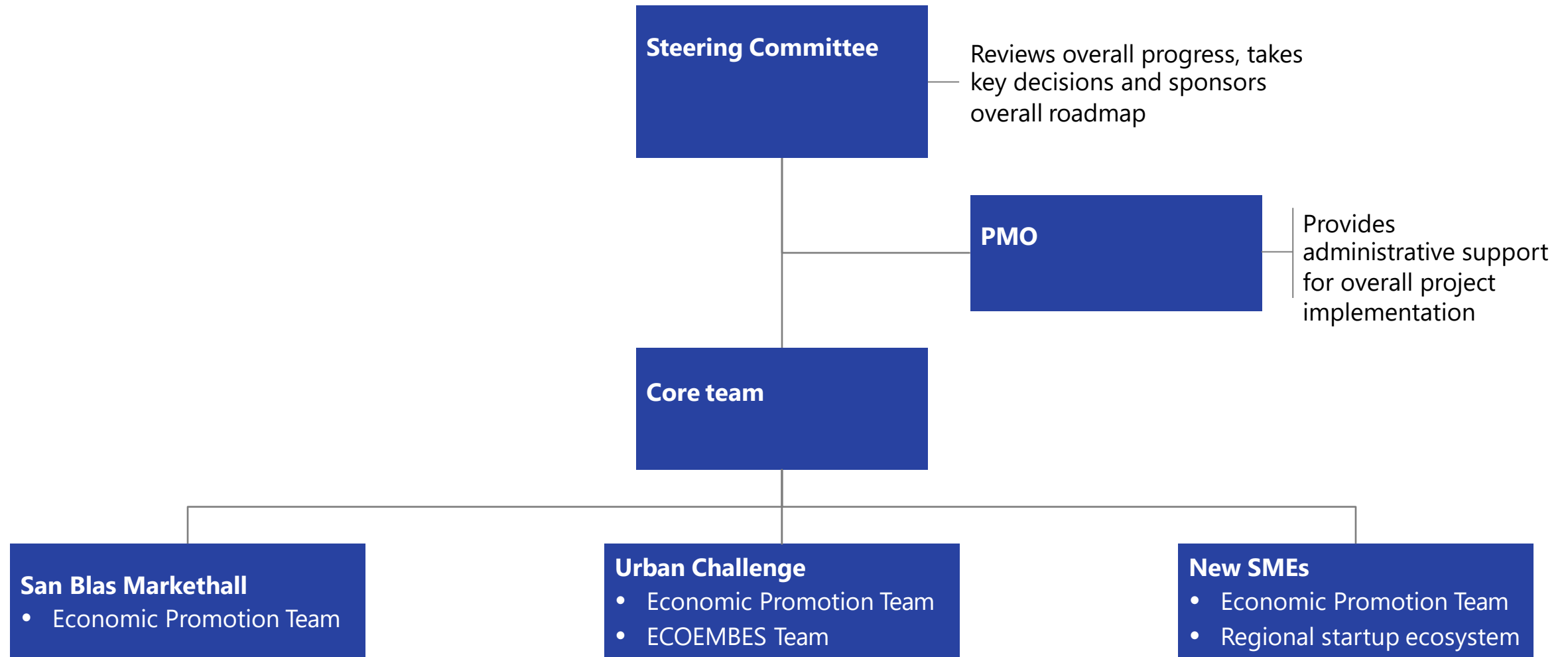| Cross cutting indicators |
| --- |
| Number of publications on smart city / smart tourist destination journals |
| Number of contributions to smart city events to showcase results |
| Number of contacts form other cities interested in replicating good practices from the different initiatives |
| Number of IT companies and jobs created in the city |

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Steering Committee

Reviews overall progress, takes key decisions and sponsors overall roadmap

PMO

Provides administrative support for overall project implementation

Core team

San Blas Markethall
- Economic Promotion Team

Urban Challenge
- Economic Promotion Team
- ECOEMBES Team

New SMEs
- Economic Promotion Team
- Regional startup ecosystem

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30

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Section

3+4

Logroño: Impact

ICC Transformation

February 2021 to May 2021

European Commission | The Intelligent Cities Challenge is funded by COSME, the EU programme for Competitiveness of Enterprises and SMEs

Impact executive summary

All projects done in ICC are critical projects for the city and their budgets exceed those expectations of projects defined in ICC.

The roadmap is designed taking into account that larger expectations arise. The projects are more ambitious than expected and their duration exceeded ICC, it is soon to assess their impact on the city.

The **Digital City Platform** is a project of 2,5 years, and 2,5M€, whose definition took 18 months, and that is being now implemented.

The **Digital Wine City** project has been awarded with 3,04M€ and has an implementation of 36 months.

The **Local Green Economy** project has been designed to take in place during 2022 to mid 2024 with a budget of almost 4,6M€

All of them have interactions but there are not critical paths in their implementation.

We do not have resource limitations, these are strategic projects and we have manged to get funding for them.

The main obstacles are based on resistance to change both certain citizen groups and time related restrictions to funding execution.

Major areas of the population are eager to watch the results and the city transformation.

Key Performance indicators

Solution	Activities – Inputs and actions	Solution Maturity - outputs	City performance – outcomes and impacts
Digital city platform (under implementation)	Digitization of internal processes and communications with citizens and businesses	• Digital administrative file • Unique citizen / business folder	• Number and % of digitized internal processes • Number of digitized citizen interaction processes • Increase of online procedures (vs onsite)
	Monitoring of internal process performance	• Internal analytics module	• Number of Identified and solved bottlenecks • Time reduction in file completion
	Integration of domain-specific applications: infrastructure, utilities, citizen participation, etc.	• Domain specific databases and aplications	• Number of domain-specific applications integrated • Number of curated datasets available
Digital Wine City (under implementation)	• Heritage asset digitization • Physical and virtual tourist info point	• Digital twins • VR/AR applications	• Number of digitized spaces • Number of available virtual visits • Number of physical and virtual visitors
	• Data integration from the local tourism ecosystem	• Tourism data infrastructure • Destination monitoring KPIs	• Number of curated datasets available • Number of generated KPIs • Evolution of KPIs
Local green economy (under implementation)	• Urban challenge • Support to new micro-SMEs • Creation of 2 business incubators	• Living lab setup • Business support services	• Number of startups: applications, selected, awarded • EUR invested in startups • Revenue/profit of selected startups after 3-5 years • Jobs created by selected startups after 3-5 years • Living lab results

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Initiative charter. Solution #1 Digital city platform

Strategy		Stakeholders involved		Inputs, outputs, outcomes and impacts	
Description	Implementation of a digital solution to digitize all administrative processes, from electronic register, to the final resolution, in all areas of the city, including among others, accountability, human resources, contracting, auditing and finances.	**Solution lead:**	Technology Modernization area of Logroño City Council	**Source of funding and estimated cost**	Next Generation EU funds & city budget E-Government Platform costs: 2,5M€
Link to vision	Leverage on digital tools to provide high quality services to citizens in an efficient manner, create an attractive touristic offer, and generate economic and sustainable growth.	**Solution working team:**	Technology Modernization area of Logroño City Council All areas of the City Council and dependent agencies. Public employees.	**Solution maturity outputs**	- Digital administrative file - Unique citizen / business folder - Internal analytics module - Domain specific databases and applications
Link to ambition statement	The ambition statement links to statement 1: Digitize the public administration & statement 2: Become a Smart Tourist Destination	**Contributors:**	Public employees **Citizens using the services** Consulting Companies with expertise in telecommunications and human resources		
Expected impact and timing	Provide citizens and public servants with new tools to improve the local attention and speed of processes The solution will be implemented at the end of this year	**Risks and mitigation**	Implementation covering multiple areas in the municipality, multiple problems arise, resistance to change Meetings, involving internal stakeholders in the change implementation	**City performance outcomes and impacts**	- Number and % of digitized internal processes - Number of digitized citizen interaction processes - Increase of online procedures (vs onsite) - Number of Identified and solved bottlenecks - Time reduction in file completion - Number of domain-specific applications integrated - Number of curated datasets available

Assessment of city progress. Solution #1 Digital city platform

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

- Involving all areas in the City Council
- The project will position the city among the most advanced cities in the country

What are the main lessons you learnt?

- Large transformation projects have to be managed with a constant effort to get them done

What will you focus on in the next cycle?

- Implementation and development of new electronic administration units: like tax managing and state managing

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

- To improve our intelligent city services like some of the mentor cities of this project
- An effective exploitation of data

Initiative charter. Solution #2 Digital Wine City

Strategy

Description
ENOPOLIS is the tourism plan for the city consisting of attracting a new segment of tourism based on the attractive of our wine heritage and vineyards landscape. The plan includes the valorization of wine heritage in the city, a sustainable restoration of hiking and cycling paths along the vineyards surrounding around the city, the digitalization of all tourism data and its heritage, with an observatory and implementing a Smart Wine Tourism Office.

Link to vision
Leverage on digital tools to provide high quality services to citizens in an efficient manner, create an attractive touristic offer, and generate economic and sustainable growth.

Link to ambition statement
The ambition statements links to statement 2: Become a Smart Tourist Destination & statement 3: Activate the local green economy

Expected impact and timing
Provide citizens and public servants with new tools to improve the local attention and speed of processes

Make the city an international reference for food and wine tourism

The initiative will begin at the end of 2022

Stakeholders involved

Solution lead: Tourism & Economic Promotion areas of Logroño City Council

Solution working team: Tourism area of the Logroño City Council

Contributors: Tourism stakeholders, hotel regional association, Regional Federation and association of wineries, local universities, and Spanish federation of wine

Risks and mitigation
Time limitations and heritage digitalization

Still on progress, trying to hire personnel for this project.

Adaptation of historical and protected buildings

Inputs, outputs, outcomes and impacts

Source of funding and estimated cost
Next Generation EU funds & city budget

ENOPOLIS estimated cost: 3M €

Solution maturity outputs
- Digital twins
- VR/AR applications
- Tourism data infrastructure
- Destination monitoring KPIs
- New tourism spaces related to wine
- New routes for wine enthusiat tourists

City performance outcomes and impacts
- Number of available AR/VR projects
- Number of visitors
- Number of curated datasets available
- Number of hiking paths and cycling path restored
- Number of heritage locations restored

The European Commission's INTELLIGENT CITIES CHALLENGE

Assessment of city progress. Solution #2 Digital Wine City

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

- Local collaboration of the different units in the City Council
- Enable Logroño to become a reference for food and wine tourism

What are the main lessons you learnt?

- The importance of citizen's engagement
- The need to involve in ambitious projects a high number of internal and external stakeholders

What will you focus on in the next cycle?

- This project is part of a more ambitious project for improving wine tourism in the city, so we have many more actions to put in place

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

- How to transform the tourism of the cities
- How to involve a large number of stakeholders without compromising execution times

Initiative charter. Solution #3 Local Green Economy

Strategy

Description
The main initiatives are: **San Blas Market hall**: remodeling of the public market hall, a historic building, improving its energy efficiency while keeping the traditional values of selling 0-km farming products produced around the city, with advanced green logistics and use of e-commerce technologies. **Logroño Urban Challenge**: promoting a challenge of improvements in circular economy for city problems. Collaboration with the circular lab by Ecoembes and startups around Europe. **Funding and Incubator for startups:** remodeling of an abandoned school in a run-down neighbourhood as a startup incubator to promote new companies and provide the neighbourhood with new workers giving a new life to the neighbourhood.

Link to vision
Leverage on digital tools to provide high quality services to citizens in an efficient manner, create an attractive touristic offer, and generate economic and sustainable growth.

Link to ambition statement
The ambition statement links to statement 3: Activate the local green economy

Expected impact and timing
- Improve local green economy and commerce.

- Deliver new solutions to city challenges using green technologies and promoting new sustainable technologies

The Logroño Urban Challenge has already made impact and the San Blas Market Hall and the Incubator for startups will begin to impact in 2023

Stakeholders involved

Solution lead:
Economic development department of Logroño city council

Solution working team:
Public employees from Environment, Urban and Commerce areas

Ecoembes

Contributors:
Public employees

Technological Companies

Local merchants, startups

Risks and mitigation
Timing for the projects, complexity in building remodeling, involving local companies and citizens

Main challenges mitigation measures: several meetings with local merchants, technical assistance for remodeling projects, hiring more personnel dedicated to the projects

Inputs, outputs, outcomes and impacts

Source of funding and estimated cost
- San Blas Markethall: Next Generation EU & city budget. 6,2M €.

- Logroño Urban Challenge: Private funds in collaboration with Ecoembes. 40.000 €

- Funding and incubator for startups: ERDF funds and city budget. 2,1M €

Solution maturity outputs
- Living lab setup

- Business support services

- Markethall remodeling

- Number of startups participating in the challenge

City performance outcomes and impacts
- Number of startups: 150 applications, 100 selected, 8 awarded

- Jobs created by selected startups after 3-5 years

- Living lab results

- Number of local merchants on the market hall

Assessment of city progress. Solution #3 Local Green Economy

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

- The cooperation within the local organization
- The number of startups applying to the initiative
- The interest of the whole organization to get funds to make possible the initiatives

What are the main lessons you learnt?

- The importance of involving the citizens and local companies
- Calculation of resources required for planning all the tasks

What will you focus on in the next cycle?

- Development of main strategies defined in the roadmap for greening the city
- Make the startup incubator a permanent initiative for the city
- Improve the solutions and digitalization for Km0 local merchants

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

- How to work with local businesses
- How to implement green logistic solutions in the city centre

3 Year plan - ambitions

Building on the ICC, what would will the city aim to achieve in 3 years time?	All projects completed resulting in a successful implementation of the projects: - digital administration processes improving at a pace of 50% - international reconnaissance of Logroño as a wine-tourism destination - local market rehabilitated and thriving commerce of zero-mile products
What steps will you take over the next 3 years to achieve these goals?	All projects are being implemented, some of them are very ambitious and will change the way the city council works, part of the economy of the city (tourism) and the retail sector of the city centre. In three years all projects will be finished and the citizens will be able to assess the implementation plan and the results obtained.