

The European Commission's
**INTELLIGENT CITIES
CHALLENGE**

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Métropole Européenne de Lille: Intelligent City Transformation Overview

ICC Final Deliverable



The Métropole Européenne de Lille pursued an EU-supported transformation over four main stages, and this document details that journey by these sections

Overview to the city's journey and structure of this document



1 Preparation & assessment

5 months:
September 2020 – January 2021



2 Ambition & roadmap

3 months:
February 2021 – April 2021



3 Implementation

15 months
May 2021 – July 2022



4 Review & way forward

2 months
August 2022 – September 2022

*Reported as
one section*

Summary

Find out **where a city is, where it should go** and who in the ecosystem is going to **mobilise make things happen**

Develop a **concrete plan** to achieve **measured improvements**, collaborating with the community; push action with immediate benefits

Get “big moves” **done** and **see results**; take **action in partnership** with others

Measure success, and commit to **keep connections and improvements going**

Section

1

Métropole Européenne de Lille: Preparation and assessment

ICC transformation

September 2020 to January
2021

Introduction : Lille Metropole in a few words

- Lille Metropole :
 - French intermunicipal authority - **1.2 million inhabitants** ;
 - Gathers **95 municipalities** with 3 main towns: Lille, Roubaix and Tourcoing.
 - **Crossroads position in north western Europe** and cross-border territory of Belgium.
 - 1 hour from Paris
 - 35 minutes from Brussels
 - 1h20 from London
- Formerly the **most industrialised territory in France**, the metropolis has for several years now been engaged in a transition towards a **more sustainable economy and development**, relying in particular on new technologies and cultural and creative industries (World Design Capital 2020).

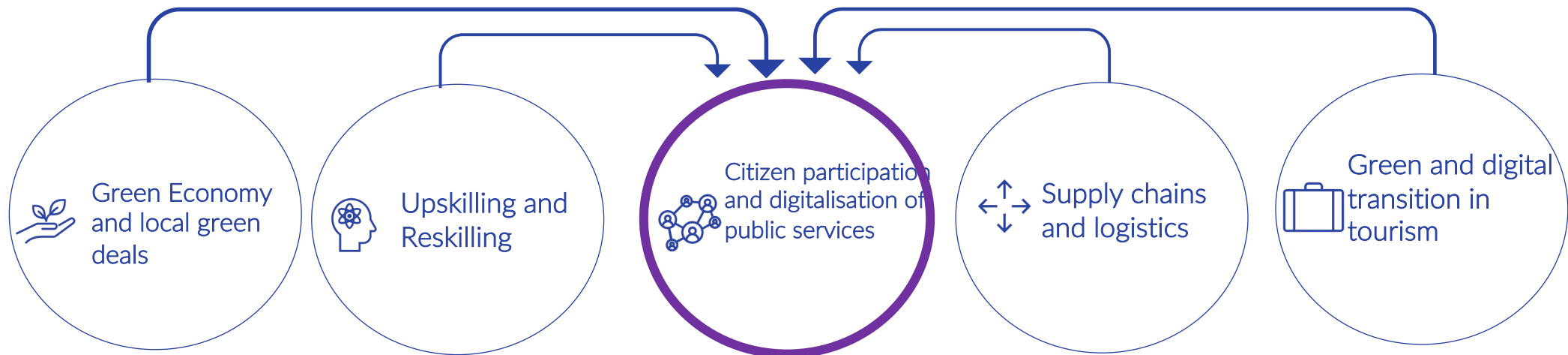


Introduction : The metropolis' digital strategy

- In that perspective, the **first digital strategy was launched in 2016** in partnership with the municipalities and the region. It was reinforced by the strategy **#Resolutely Digital!**, made public in 2019. Three main axes frame the actions of this strategy:
 - the sustainable development of the territory through performance and resilience ;
 - driving change through citizen and creative initiatives ;
 - strengthening its geostrategic position thanks to European and international dynamics.
- The strategy focuses its second axis on digital uses by **promoting the development of social and civic innovation through projects and services**. In order to develop digital mediation on the territory, the Metropolis supports various projects in favour of **digital inclusion**, and has set up a permanent Call for Projects to develop Third Places on the territory. At the same time, Lille Metropole's Mission Concertation et Citoyenneté has also defined a roadmap leading to the creation of a **Citizen Participation Charter**.

Introduction: Involvement in ICC

- In line with the signing of the "Join Boost Sustain" declaration, Lille Metropole has chosen to rely on the ICC programme to establish an inventory of needs, expectations and progress in terms of citizen participation, e-administration, energy transition and (cyber)security; but also to consolidate existing projects and move forward in a more holistic and transversal approach (data, governance, territorial animation, interoperability).
- Within the framework of ICC, the territory has chosen to join the main thematic track 'Valorising citizen participation and digitalisation of services'. The other themes, in particular the green economy, will feed this thematic track.



City needs : State of the city overview

Significance of insight to what we want to do on the ICC

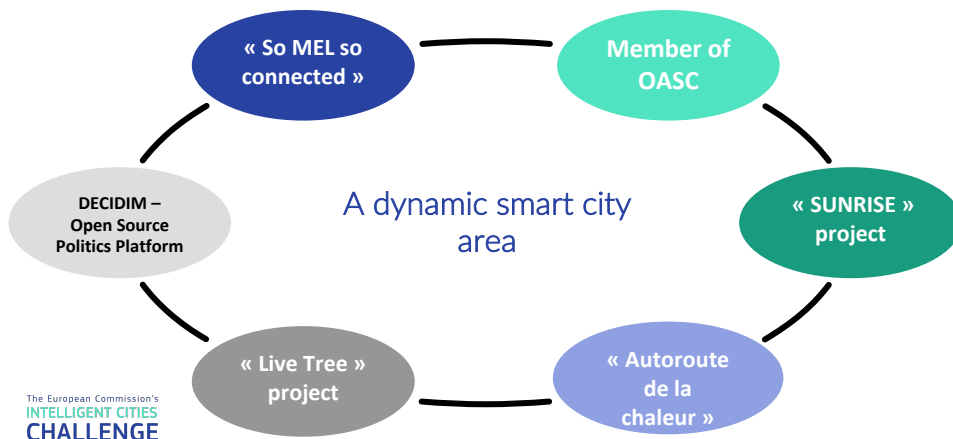
○ Of critical importance to ICC journey and we should be working to change

◐ Of importance to ICC journey, and we should act to change this along the journey as opportunity presents

◑ Contextually relevant, but not major point of attention in ICC and unlikely to be impacted on the journey

The state of the metropolis of Lille today

- An economy in the **process of diversification** towards the tertiary sector and an **unemployment rate** that remains higher than the national average (10.2%)
- Since the 2000s, a dynamic metropolis that is **moving towards innovation sectors** thanks to a dense network of university centres, centres of excellence and incubators specialising in R&D, science and technology, public policy and social economy issues; making Lille Metropole the **4th largest digital ecosystem in France**.
- A context of beginning of mandate that marks the start of a new **reflection on digital strategy**, in which the ICC programme fits perfectly.
- Today, the **stakes for the future** are mainly based on the notions of **mutualisation and interoperability**.



Key insights from city performance analysis

Higher performance observed

1 An advanced territory in terms of **citizen participation** thanks to the publication of an ambitious **charter and an ambitious digital platform**, developed in partnership with **DECIDIM and Open Source Politics**. 40 consultations have been organised in 2020.

2 On **e-administration issues**, the metropolis has greatly developed its **GRU section** in recent years, and is now working on the issues of inclusion, digital solidarity and mutualisation with municipalities.

3 In terms of **energy transition**, a **commitment to sustainable energy transition dynamics** around electricity, water and heating networks. *So Mel so Connected*, an innovative strategy and laureate of ADEME's "Smart Grid" programme

4 A **rich and dynamic ecosystem**, France's **4th largest digital ecosystem**, **3rd educational centre**
The metropolis benefits from technical and strategic expertise on cybersecurity (CITC).

5 A metropolis asserted in **national and European networks** (French Tech, OASC, Eurocities...).

Lower performance observed

1 An area undergoing **economic reconversion**, where **unemployment** and **poverty** rates remain higher than the national average.
Training needs of the workforce.

2 Difficulties in terms of **digital governance** and **transversality**.

3 Problems of **mutualisation and interoperability**, to be dealt with in order to progress in terms of **e-administration and GRU**.

4 Progress to be made in terms of **data collection and management** at the metropolitan level.

5 A real strike force for **research**, **insufficiently mobilised** by the local private sector.



The city's ecosystem

In the framework of the ICC programme, the ecosystem on which the metropolis of Lille is based is plural, bringing together a **variety of actors in the digital, sustainable and inclusive transition**:

- **Public institutions**: Greater Lille Chamber of Commerce and Industry, the Hauts-de-France region, municipalities, the Ministry of Ecology and Solidarity Transition, the State Secretariat for the Digital Economy...
- **Innovation agencies / incubators / accelerators**: Alacrité, Blanchemaille, CITC, Entreprise & Cités, Eurasanté, Euratechnologies, French Tech Lille, Hello Lille, Plaine Image, Team 2, SUN, Village by CA Nord de France...
- **Academic and research bodies**: Centrale Lille, Inria Nord Europe, Polytech Lille, Université Catholique de Lille, Université de Lille, Université Gustave Eiffel, Science Po Lille, ...
- **Start-ups**: Archimed, Asitix, Citymagine, CozyAir, Instore Solutions, Intent Technologies, Luxant Cybersecurity, Luxant Innovation, Moffi, Skapané, Vekia, ...
- **NGOs and social economy players**: Interphaz, Groupe POP, Centres sociaux connectés, Emmaus Connect, Akxia, Ecole Le Chiffre, ...

The city's ecosystem

Some privileged supports:

- **French Tech Lille**, a unique ecosystem labelled by the French government, which enables the metropolis of Lille to establish a direct link with the various digital players in the region.
- **The CITC** (Innovation Centre for Contactless Technologies), recognised as a Digital Innovation Hub (DIH).
- **Sciences Po Lille**, Institute of Political Studies of Lille and French Grande Ecole of Higher Education in the fields of social and political sciences, international relations and economics



The city's ecosystem

Results of the consultation of the members of the ecosystem through bilateral talks:

Shared aspiration and vision

- An ecosystem willing to network and improve opportunities for **collaboration** with a view to provide a **cross-cutting digital strategy** (especially from a higher education perspective);
- Willingness to move towards a **responsible, neutral and inclusive digital world**;
- A territory that remains **fragmented** despite ambitious initiatives in the metropolis and in the rest of the ecosystem.

Stakeholder inputs and collaborative work

- Recognition of the **various assets of the area** (good basis for citizen consultation, university strike force on digital technology) and willingness to go further in this direction;
- Real knowledge of the **difficulties and obstacles of the territory**, particularly in terms of governance and the pooling of digital tools;
- **Collaboration schemes** already well under way between Lille Metropole and the actors of the ecosystem despite a lack of transversality.

Transformation resources

- Real reflection on the **notion of public design policies** among the metropolis agents and in the rest of the ecosystem (Living labs, public policy and innovation incubators, Lille World Design Capital 2020...);
- Very dense university and academic network ;
- **French Tech Lille** and dynamic start-ups network,
- **Hello Lille**, a real label for the attractiveness of the area;
- A new digital strategy is currently **under political reflection**, in the line of *So MEL, So Connected*.

City solutions and delivery strategy

1 Citizen participation

- More inclusive dialogue
- Social and technical accessibility
- Creation of new dedicated structures and networks

2 Digitalization of public services

- Creation of a dedicated technical network
- Creation of user panels

3 Cybersecurity

- More training and sharing of skills
- Awareness raising
- Creation of a legal framework

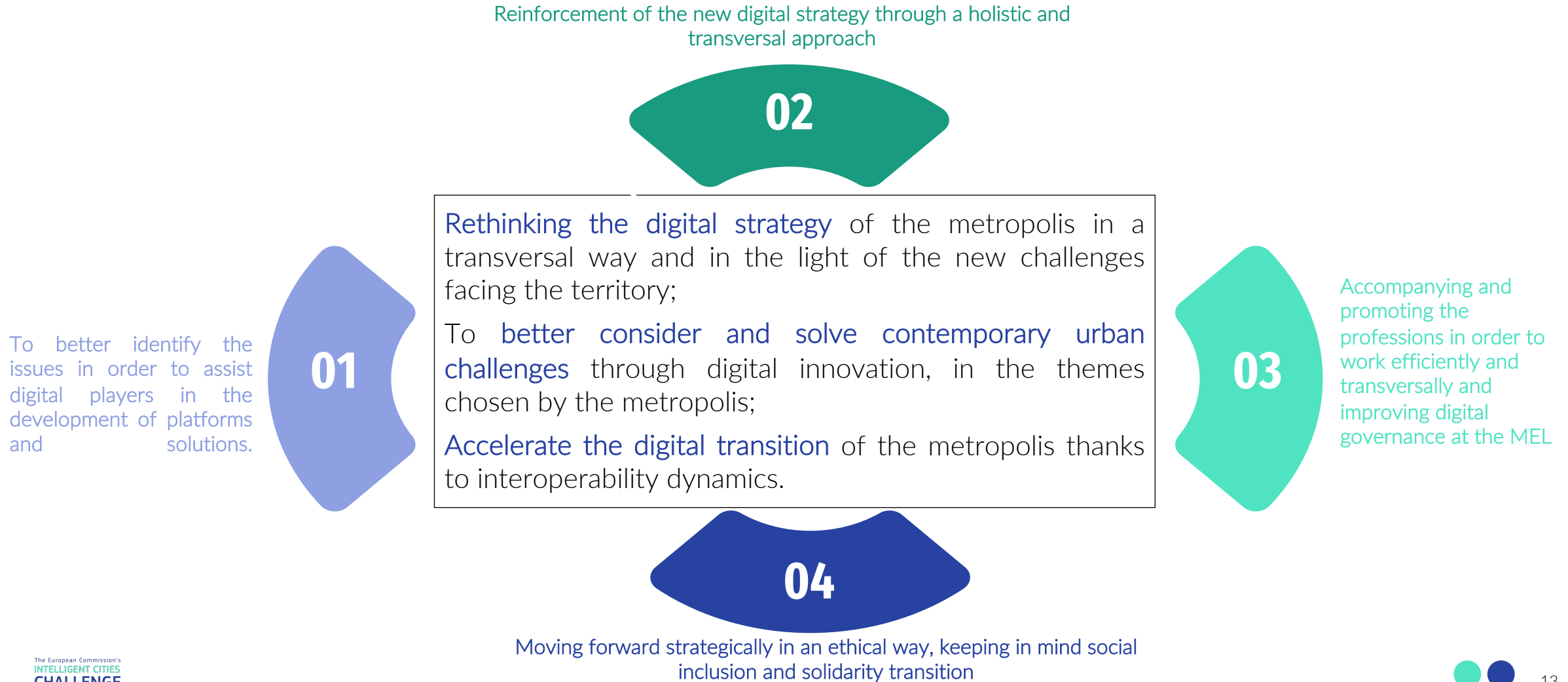
4 Energy

- Eradication of poorly insulated homes and buildings
- Creation of a Lille Metropole global energy data tool
- Organization of inclusive workshops and civic dialogues around the topic of energy

ICC strategy : Vision and ambitions of the metropolis

- 01** To better identify the issues in order to assist digital players in the development of platforms and solutions.
 - Pursue/develop the implementation of digital and physical participatory citizen approaches.
 - Work more on data governance to better respond to citizens' needs (e.g. accessibility of sites).
- 02** Reinforcement of the new digital strategy through a holistic and transversal approach
 - Work on the political and civic place of the metropolis (avoid disconnection and mistrust)
 - Involving higher education as well as the private sector
- 03** Accompanying and promoting the professions in order to work efficiently and transversally and improving digital governance at Lille Metropole
 - Succeed in bringing together the vision of all Lille Metropole directorates
 - Pooling digital tools for all territories, so that they do not remain concentrated in the large municipalities.
- 04** Moving forward strategically in an ethical way, keeping in mind social inclusion and solidarity transition
 - Thinking about the place of a sustainable and responsible digital (digital sobriety)
 - Continuing the deployment of projects on digital inclusion (Digital Third Places, Connected Social Centres, Inclusive Digital Hub, etc.) and launching new ones (Digital Inclusion Laboratory).

ICC strategy : Vision and ambitions of the metropolis



Section

2

Métropole Européenne de Lille: Ambition and roadmap

ICC Transformation

February 2021 to May 2021

Lille Metropole's digital strategy

- In that perspective, the **first digital strategy was launched in 2016** in partnership with the municipalities and the region. This **#Resolutely Digital!** strategy was founded on three main axes:
 - the sustainable development of the territory through performance and resilience ;
 - driving change through citizen and creative initiatives ;
 - strengthening its geostrategic position thanks to European and international dynamics.
- Currently, Lille Metropole is **rethinking its digital strategy**. The objectif is to provide, by **the end of 2021**, a **more ambitious and innovative digital roadmap**, in adequation with the new challenges that the territory is facing. ICC is as a catalyzer for the development and implementation of its strategy.

Design of the digital strategy of Lille Metropole

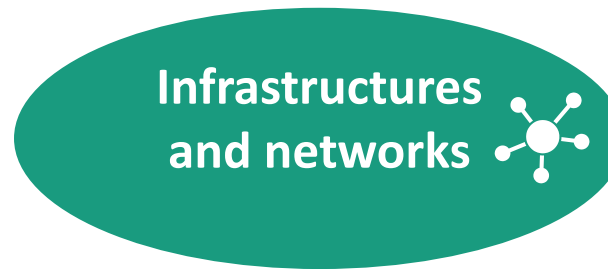
The **phase 2** of ICC was the occasion for Lille Metropole to develop the solutions and articulate them with its **new digital strategy**, currently under development

- We organized several **thematic workshops** in **May** and **June** with Lille Metropole agents and member of the territory's ecosystem to understand the needs and to develop the projects.
 - During the workshops, we worked on developing **components, stakeholders, timelines, budgets and teams**.
- The ICC team also participated in **May** in a collective Lille Metropole seminar to develop the new digital strategy.
 - We were also glad to participate to the 3rd City Lab in **June** !

As ICC works as a catalyser to implement our new digital strategy, the roadmap of Lille Metropole is still under its way, in order to insert ICC solutions into the strategy's projects.

Intelligent Cities Challenge: support Lille Metropole towards its new innovative digital strategy

The 4 main aspects of the new digital strategy of Lille Metropole



Our ICC ambitions : thinking the digital strategy in a transversal way, better consider urban contemporary challenges and accelerate the digital transition of the territory.

Intelligent Cities Challenge: our ambitions are linked with our projects and our new digital strategy (under development)

In articulation with the new digital strategy currently under development, our key actions are related to the following ICC ambitions :



To better identify the issues in order to assist digital players in the development of platforms and solutions.



To reinforce the new digital strategy through a holistic and transversal approach



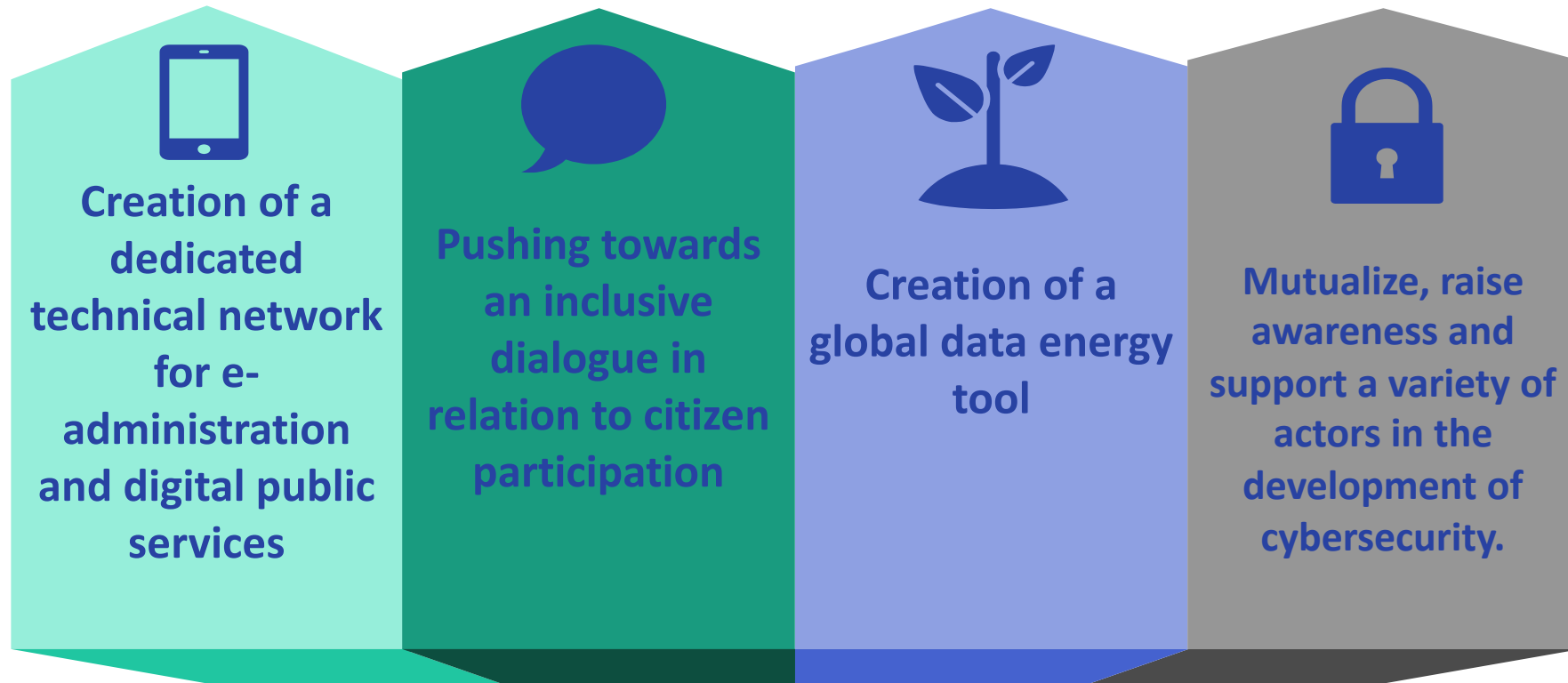
To assist the professions and the ecosystem in order to work efficiently and transversally and to improve digital governance at Lille Metropole.



To move forward strategically in an ethical way, keeping in mind social inclusion and solidarity transition

Roadmap summary: our key actions

ICC key actions will allow the digital strategy of Lille Metropole to become more **holistic**, more **inclusive**, and more **efficient**, in relation with the on-going development of the new digital strategy. During the 2nd phase of ICC program, we worked with the ecosystem through 5 collaborative workshops, in order to identify the needs and expectations of the territory and to determine the most efficient and valuable solutions.



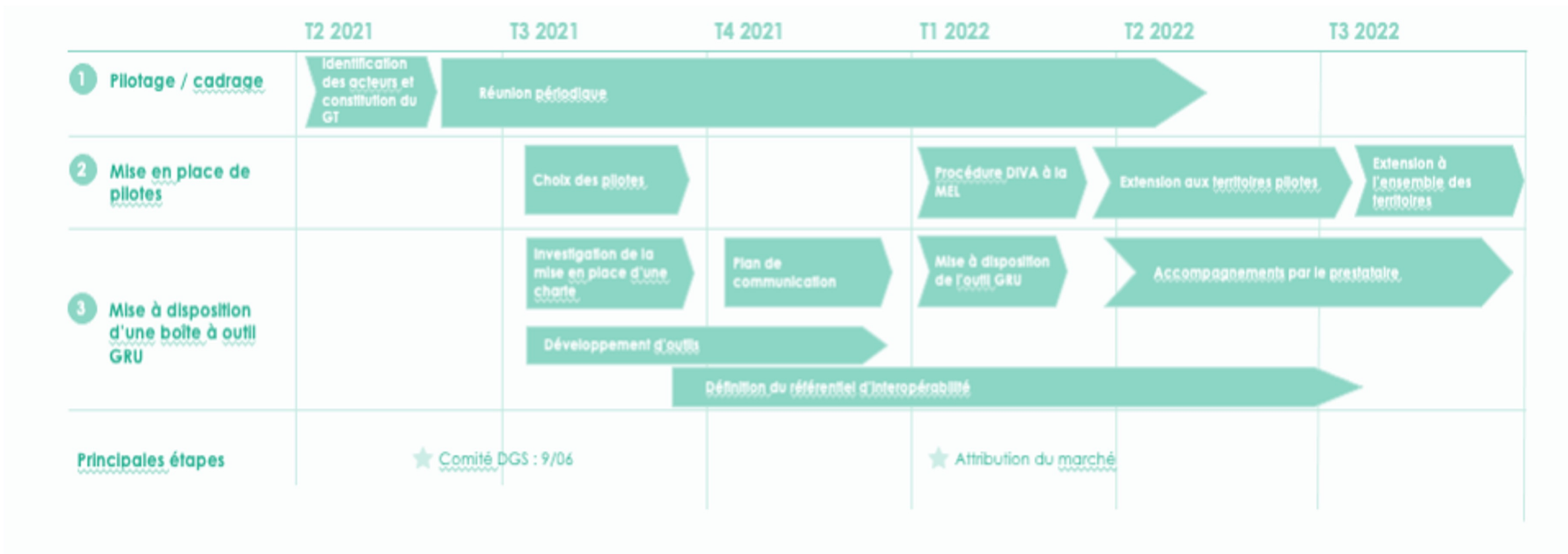
Solution 1 : Creation of a dedicated technical network for e-administration and digital public services



Creation of a dedicated technical network for e-administration and digital public services



Link to vision	Ensure an easier and more efficient access to e-administration services for the citizens of Lille Metropole.
Link to ambition statement	<ul style="list-style-type: none"> To assist the professions and the ecosystem in order to work efficiently and transversally and to improve digital governance at Lille Metropole. To reinforce the new digital strategy through a holistic and transversal approach
Description	This initiative will allow Lille Metropole to create a dedicated technical network for e-administration services. This aim at ensuring a better use of these services, and to help citizens in their daily proceedings. Also, this will allow Lille Metropole to work in collaboration with its municipalities, for the sake of interoperability.
Initiative working team (core team)	<ul style="list-style-type: none"> ISD service Relation to users service Territorial governance service
Contributors (stakeholders contributing)	Municipalities
Major milestones	<ol style="list-style-type: none"> Steering and framing Implementation of pilot projects in some municipalities Provision of a tool to the municipalities
Main risks	<ul style="list-style-type: none"> Lack of ressources in the municipalities for the implementation. Weak adhesion
Support needed	Human and financial ressources

Solution 1 : GANTT chart



Solution 2 : Pushing towards an inclusive dialogue in link with citizen participation






Link to vision	Ensure a broader access to citizen participation.
Link to ambition statement	<ul style="list-style-type: none">  To better identify the issues in order to assist digital players in the development of platforms and solutions.  To move forward strategically in an ethical way, keeping in mind social inclusion and solidarity transition
Description	The aim of this initiative is to ensure a better social dialogue, in order to make citizen participation at Lille Metropole more inclusive. It will also allow the territory to work on a mutualized approach, and to include even more the citizens in the concertation.
Initiative working team (core team)	<ul style="list-style-type: none"> Citizen participation service Social inclusion service Municipalities Energy and climate service (for the energy themed dialogue)
Contributors (stakeholders contributing)	Elected representatives
Major milestones	<ol style="list-style-type: none"> 1. Creation of a volunteer municipalities network 2. Considerations about the creation of a citizen mutualized reserve 3. Considerations about the climate change and energy transition 4. Assistance to technical and social inclusion 5. Reliance on citizens to provide data in a participative way
Main risks	Weak adhesion.
Support needed	Human and financial ressources
Timeline	Development of the solution during Q4 2021 - Q1 2022

Solution 3 : Creation of a global data energy tool






Creation of a global data energy tool

Link to vision	Ensure a better access to consumption data for citizens. Reduce energy consumption.
Link to ambition statement	<ul style="list-style-type: none">  To better identify the issues in order to assist digital players in the development of platforms and solutions.  To move forward strategically in an ethical way, keeping in mind social inclusion and solidarity transition  To reinforce the new digital strategy through a holistic and transversal approach
Description	The aim of this initiative is to provide an innovative data tool in order to control the energy demand. It will also allow the professions at Lille Métropole and the citizens to have a better access to energy data, and then to control their consumption. This solution will then include the citizen in a pro-active way and wil allow the services to make an inventory and to better identify needs and issues.
Initiative working team (core team)	<ul style="list-style-type: none"> ISD services Energy and climate service Data service Municipalities
Contributors (stakeholders contributing)	<ul style="list-style-type: none"> Elected representatives Citizens
Major milestones	<ol style="list-style-type: none"> 1. Benchmark of solutions 2. Implementation of the governance 3. Inventory of data 4. Coordination with the SPMD (Metropolitan data public service) 5. Implementation of a network of volunteers.
Main risks	Interoperability challenge.

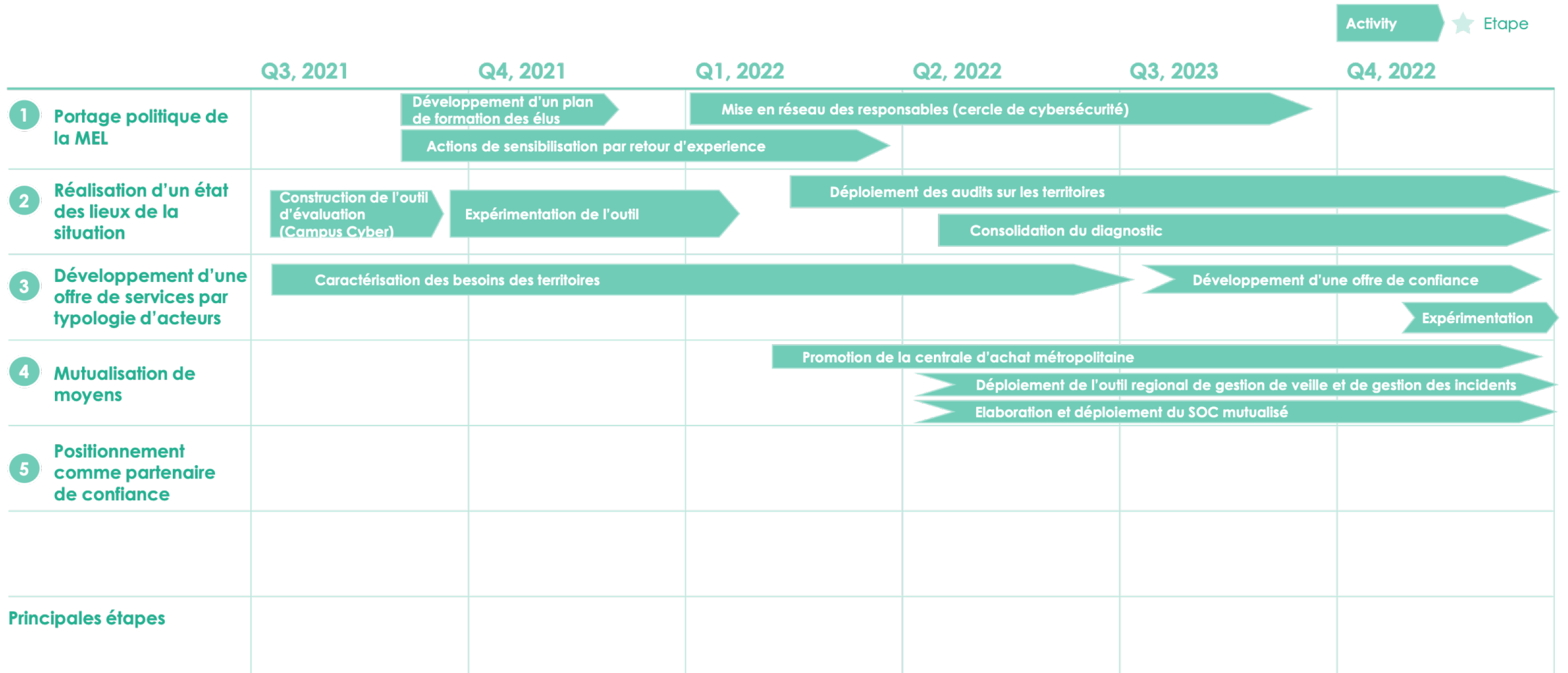
Solution 4 : Mutualise, raise awareness and support a variety of actors in the development of cybersecurity.



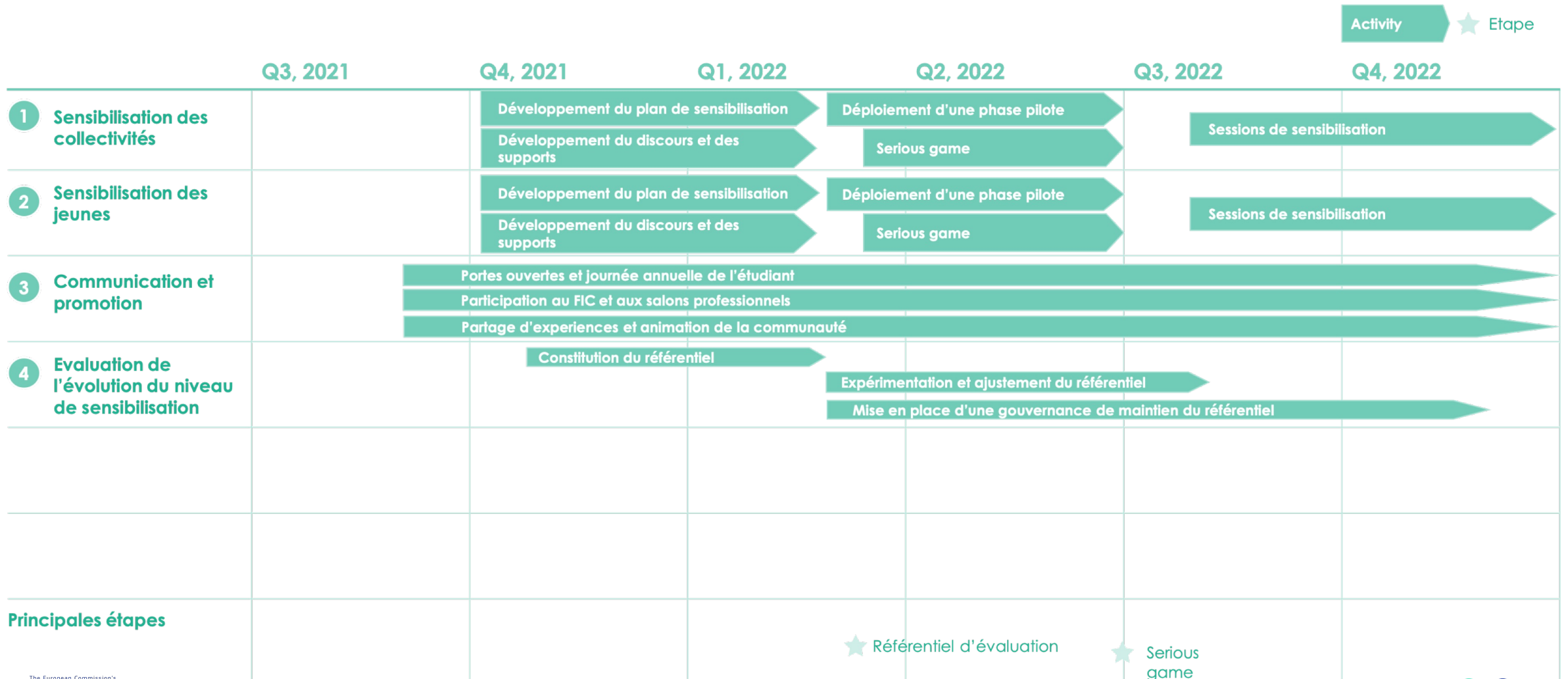
Mutualize, raise awareness and support a variety of actors in the development of cybersecurity.

Link to ambition statement	<ul style="list-style-type: none">  To assist the professions and the ecosystem in order to work efficiently and transversally and to improve digital governance at Lille Metropole.  To reinforce the new digital strategy through a holistic and transversal approach  To better identify the issues in order to assist digital players in the development of platforms and solutions.
Description	The aim of this initiative is first to sensitize municipalities, elected, and citizens to the cybersecurity risk. By mutualising the action, promoting dedicated formations and creating specific tools, this initiative aims at lowering the cybersecurity risk on the territory.
Initiative working team (core team)	ISD services Data service CITC (Campus Cyber)
Contributors (stakeholders contributing)	Elected Citizens Municipalities
Major milestones	<ol style="list-style-type: none"> 1. Political support 2. Territorial diagnostic 3. Mutualisation of means 4. Sensibilization 5. Formation
Risks	Lack of interest for the question.
Timeline	See GANTT chart

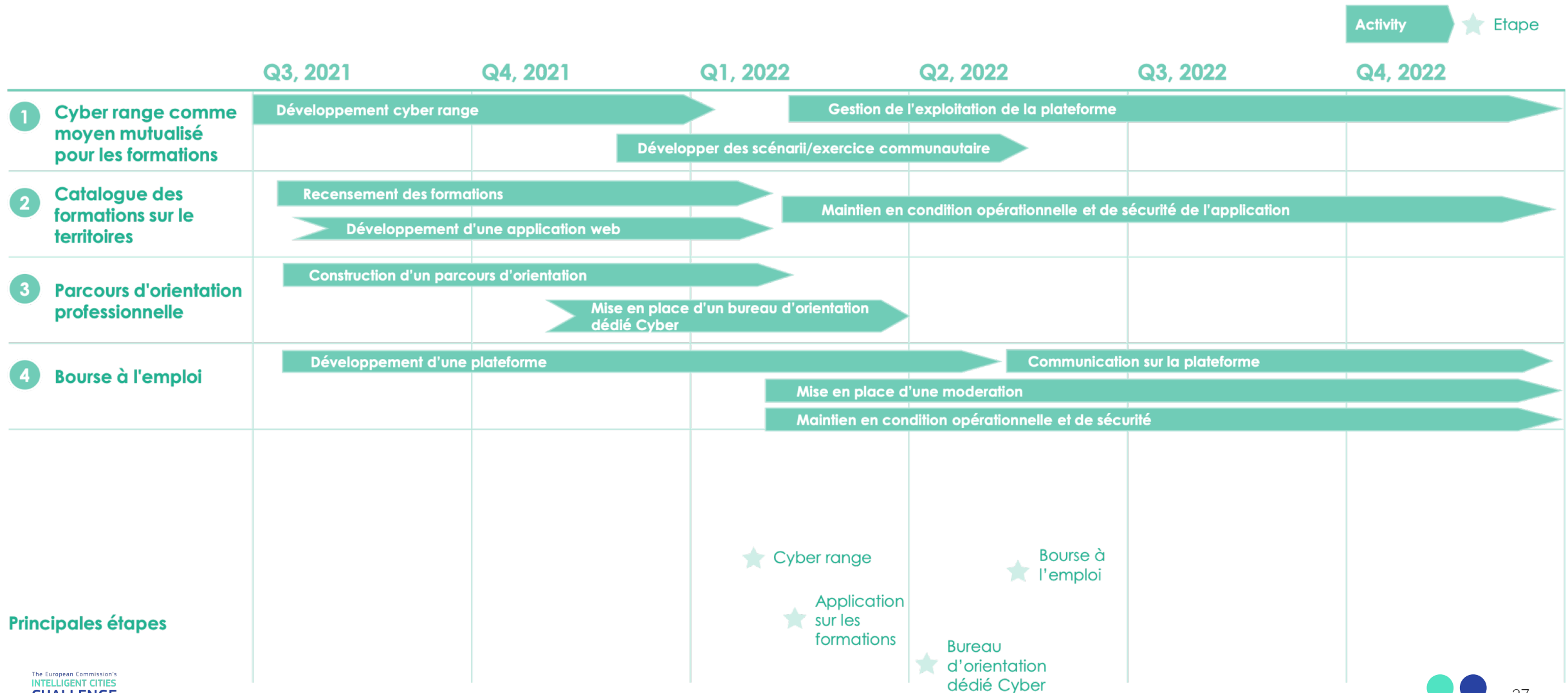
Raise awareness and mutualize : GANTT chart



Raise awareness : GANTT chart



Develop formation : GANTT chart



Governance structure for roadmap implementation

A governance structure has been identified to implement ICC roadmap, with responsible in charge of the 4 different thematic areas.

As the digital strategy is currently being redrafted, this structure of governance might need to be updated in coming months to ensure alignment.

