

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

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SERN Intelligent City Transformation Overview

ICC Final Deliverable



Executive summary

The SERN consortium has started off from a need analysis that has identified the lack of local strategies towards the digital transformation of the municipal authority and the lack of skills and knowledge in the local ecosystems about the use/exploitation of open data and digital innovation in particular in the field of sustainable tourism.

The consortium vision is centered on introducing a new approach to local policy making based on one hand on a more active citizens participation in the life of the local community and, on the other hand, on a more effective use of data as basis for more effective decision-making processes and innovation dynamics at local level. Sustainable tourism represents an opportunity for innovation and growth in the long-term for the four municipalities and their local eco-systems.

The solutions identified and implemented thanks to the ICC process have been:

- the development of municipal strategies aimed at facilitating the digital transformation of the local administrations involved.
- the development of a transnational upskilling project aimed to local actors in the field of sustainable tourism.

Additionally the cities have agreed to work on the use of open data for an improved policy making process but this solution is still not implemented and will be at the center of the activities in the follow-up phase of ICC.

Mayors Foreword

Whitin the ICC network our cities continue increasing and improving their management and governance capacity and is also increasing the pace of work using the possibilities of digitalisation.

By using digitalisation the opportunities to realize political ambitions are strengthened. Our cities need to, and are taking steps towards, introducing modern and innovative digitization solutions for everyone who lives, works and visits them.

Whitin the ICC network we have also had the opportunity to exchange thoughts and knowledge with towns and regions in Europe with similar ambitions as ours, this of course means that we in the future will increase our possibilities to collaborate with other actors in the forefront of digitalisation.

Gert-Inge Andersson, Chairman of the SERN Executive Board

Pål Åkerlund, Mayor of Trollhättan (SE)

Benny Augustsson, Mayor of Vänersborg(SE)

Michele de Pascale, Mayor of Ravenna (IT)

Massimo Medri, Mayor of Cervia (IT)

The SERN consortium 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



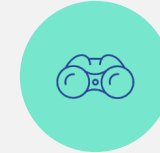
2 Ambition & roadmap

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

September 2020 to January
2021

SERN Consortium: Preparation and assessment

ICC transformation



Introduction

The consortium consists of 4 cities Ravenna (IT), Cervia (IT), Trollhättan (SE) and Vänersborg (SE) belonging to the same transnational bilateral (Italy-Sweden) network, SERN.

The consortium has been built around a set of thematic areas which are common to the cities and attempts to build a unique process characterised by two parallel dimensions: a transnational one and a local/national one.

In each country the two municipalities have the following common characteristics:


- They are Neighbouring cities
- They share some municipal services and have overlapping ecoystems


The cities have identified two main thematic tracks:


- E-government and active citizenship
- Green and digital tourism

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

Complete this template

The state of SERN Consortium today

The consortium is characterized by the common need of designing a new and more effective approach to the use of **open data**.

The consortium members are at different stages in terms of maturity of their strategy towards open data. However, common elements pertain **the need to coordinate more effectively the work within the municipal organizations** and **steer the local ecosystems** while **identifying the policy area(s) through which fostering citizens' participation**.

In the field of sustainable **tourism** the consortium is characterized by the common need to implement and develop locally new **ways of promoting innovation in the MICE* sector** through the use of **new formats** (satellite events) and **technologies** (virtual reality). At present these new formats are not in use in any of the four municipalities.

Additionally, there is a shared interest in the collection and exploitation of open data **aimed at designing local policies supporting tourism** as a business sector while improving the quality of the stay of the tourists through the provision of a range of information.

Key insights from city performance analysis

Higher performance observed

1 In Sweden some of the municipal department, has developed a wide range of digitized services towards citizens.

2 All involved stakeholders agree that it is time to join forces and find a common solution to implement the data census and data sharing

3 An extensive data census is being carried out at Municipality of Ravenna level to identify all available data set

4 The Municipality of Ravenna is already working with local partners on this issue through a specific UIA (Urban Innovative Action) project on digital transition

Lower performance observed

1 Lack of a strategy and effective organizational setting on the usage of Open Data

2 Lack of skills and knowledge among stakeholders about developing new formats and using technology

3 Local government is not used to data driven decision making

4 Lack of data education in the public/private sectors and among citizens (sources, analysis, use of data)

3 Outcomes of the stakeholders' workshop in Sweden

The consortium held three local stakeholder engagement workshops one in Sweden and two in Italy

In Sweden (Trollhättan and Vänersborg): 20 participants.

Among the stakeholders we had representatives from **both tourism and e-government sectors**. After the discussion, we agreed on a common vision "Trollhättan-Vänersborg- Attractive cities to visit, work, study and live in".

The common needs instead are divided into 3 macro categories:

Innovation (faster implementation of new solutions and increased innovation potential);

Skills (upskilling and reskilling);

Citizenship (how do we increase inclusion and communication with our citizens?).

Some of the Identified priorities:

- Increase the skills of local ecosystems in the field of sustainable tourism especially in relation to digital transformation processes related to their activities

Increased number of arranged events, meetings as a result of developed cutting-edge expertise; the use of modern technology, such as **IoT, Open Data**, within the focus areas "Adventure & Well-being Tourism" in order to increase the number of visitors;

- Develop **smart models** to measure movement patterns among our visitors

3 Outcomes of the stakeholders' workshop in Italy

Ravenna:

Municipal utilities, that is data owners, data aggregators and one cooperative specialized in citizens' involvement were represented at our local needs assessment meeting. The main results were the following:

- **increased awareness of the data richness available** within the public sector, including local authority, multi-utilities companies and the potential users
- general agreement on **sharing and exchanging data** for common usage for improving services and tools for citizens
- general agreement on the need to make data more accessible / readable / understandable within the public organizations (eGov: decision making) and for citizens (awareness and services),
- specific interest in environmental data
- need for "**data education**" measures for both **decision makers and users** (companies and citizens)

Cervia:

The local assessment workshop was attended by 32 local stakeholders engaged in innovation and technology transfer, cultural institution, promotion and marketing company of the city, environmental tourism operators.

Key elements emerged:

- **need for open data**, with common standards guaranteeing shared use. Creation of an ecosystem allowing to publish open data of public assets and make them available to everyone
- Need to develop a **tool/system allowing the city to inform quickly**, clearly and involve as many people as possible
- Need of **training on digital tools** and lifelong learning for stakeholders, citizens, and officials
- Inadequate communication capacity to involve citizens, tourists and economic operators. It is therefore necessary to find proper tools and messages.

In particular, in **the field of tourism need to properly communicate to boost the cultural change**

- Open data and ICT should be used to identify new solutions to implement the offer and define new services in the field of tourism and culture.

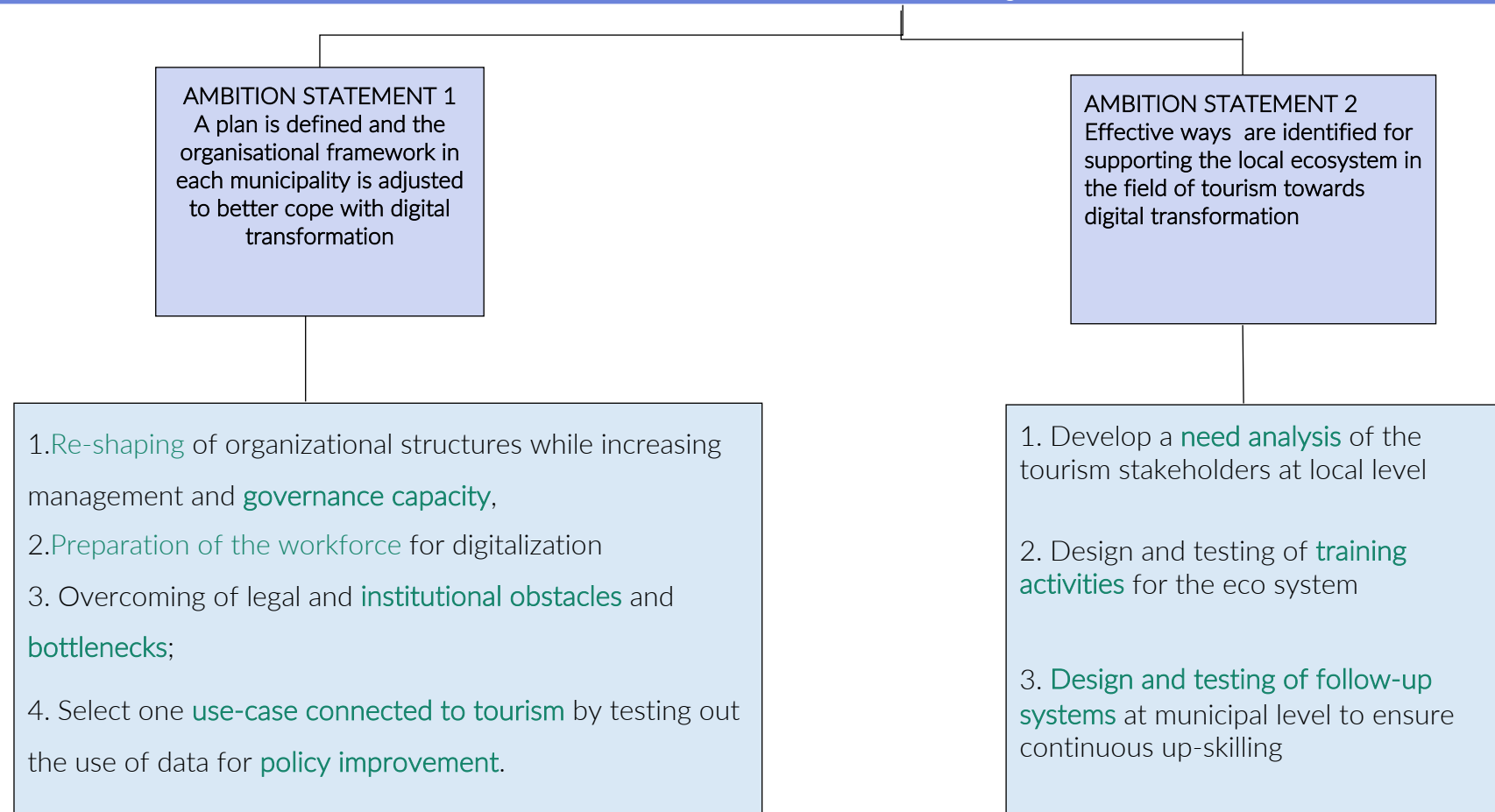
It furthermore give the opportunity to set up platforms to share touristic experience as means of tourism promotion and participation

- General agreement on the opportunity to better match offline with online services

ICC strategy: Vision and ambition statements

The consortium vision aspires to have the cities introducing a new approach to local policy making based on one hand on a more active citizens participation in the life of the local community and, on the other hand, on a more effective use of data as basis for more effective decision-making processes and innovation dynamics at local level.

Sustainable tourism represents an opportunity for innovation and growth in the long-term for the four municipalities and their local eco-system but it is crucial to consider new forms of MICE offers based on new technologies and formats.



City strategy: justification

The two ambitions statements differ in terms of primary targets. While the Ambition statement 1 addresses the municipal Organisations and the way in which they can better cope with and make best use of digital transformation processes, Ambition statement 2 is geared mainly towards enhancing the capacity of the local ecosystem in terms of skills among the Operators and digital solutions.

There is, however, a mutual reinforcement deriving from the fact that a more prepared municipal organisation can support more effectively the digital transformation of the local ecosystem. At the same time the improved capacity of collecting, sharing and using data for a more informed policy-making process, on the one hand, and the development of new services and products in the field of tourism on the other constitute another important synergy between the two Ambition statements.

Solution Strategy - 1

Why is *this* the right solution for the city?

Vänersborg: the municipality will work on Solution 1 the reorganization of organizational structures, the preparation of the workforce for digitalisation, and the overcoming of legal and institutional obstacles are the three areas of challenges for Vänersborg.

- *Reorganization of organizational structure:* maybe individual projects are easier to implement than to change the all structure? At least at the beginning.
- *Workforce for the digital transformation:* we need to explicitly demonstrate the advantages of digital transformation to less technology-oriented employees in order to prevent prejudices and to create digital awareness at all levels.
- *Overcoming of legal and institutional obstacles:* Legal requirements, such as the necessity of physical signatures for administrative files, often prevent the efficient digitalisation of individual processes. Hopefully we can find creative solutions from other ICC cities?

Trollhättan:

The city wants to increase its management and governance capacity and increase the pace of work using the possibilities of digitalisation. By using digitalisation the opportunities to realize the political ambitions are strengthened. The city needs to take steps towards introducing modern and innovative digitization solutions for everyone who lives, works and visits Trollhättan. An organisational strategy will be designed and introduced and the Solution 1 will be implemented.

Solution Strategy – 1

Why is *this* the right solution for the city?

Cervia: The digital transition cannot be boosted without a common internal understanding on the potential of digital transition, and what is needed and/or what can be done in terms of internal organisation to start it. To share best practices and successful e organisational examples and results generated will either help internal “cultural change” towards the collection and use of data

Ravenna: any digital transformation must start from within the Municipality: we need to spread the digital culture in all the municipal departments and to identify common procedures in order to interact in a prompt and effective way.

In both municipalities a digital transformation strategy for the municipal organisations will be designed and introduced.

Solution Strategy – 1 and 2

Why is *this* the right solution for the city?

Both cities will implement solution 1 and solution 2.

Cervia: The digital transition cannot be boosted without a common internal understanding on the potential of digital transition, and what is needed and/or what can be done in terms of internal organisation to start it. To share best practices and successful e organisational examples and results generated will either help internal “cultural change” towards the collection and use of data

Ravenna: any digital transformation must start from within the Municipality: we need to spread the digital culture in all the municipal departments and to identify common procedures in order to interact in a prompt and effective way.

In both municipalities a digital transformation strategy for the municipal organisations will be designed and introduced.

Solution Strategy – 3

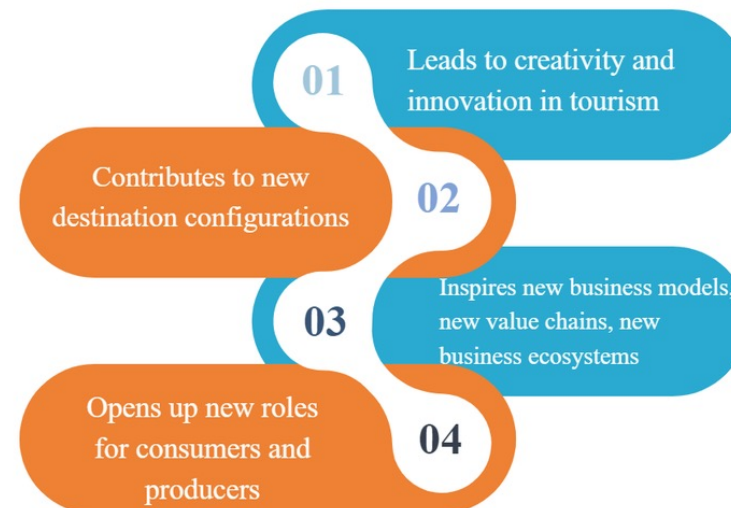
Why is *this* the right solution for the city?

In all four members of the consortium the local ecosystem pertaining sustainable tourism is key for the development of the cities. The ecosystems, in particular the private actors, at local level are characterized by weaknesses pertaining

- 1) the general knowledge about recent developments in the digitalization and at the same time
- 2) scarce capacity to use and integrate digital tools and processes in the daily work

The solution, through the development of a mapping of the current situation about digital skills of the ecosystems and the subsequent design and testing of training modules will help the cities in the implementation of an upskilling strategies for the local ecosystems in the tourism sector.

UPREST PROJECT



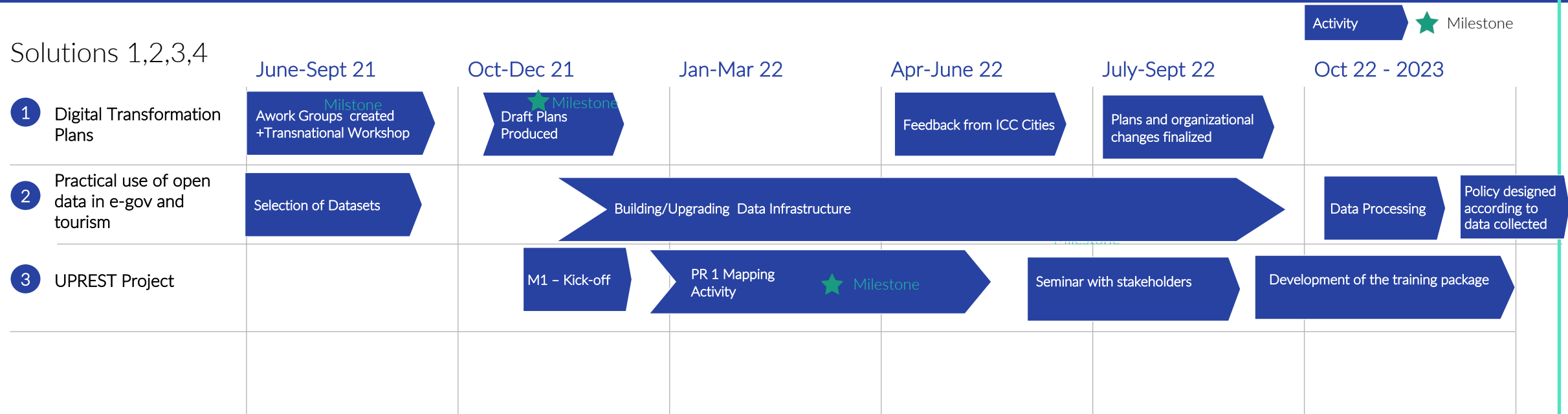
Section
2

SERN Consortium: Ambition and roadmap

ICC Transformation

February 2021 to May 2021

High level implementation roadmap for solution ("10000m plan")




1 Initiative charter Digital Transformation Plan

Strategy	Stakeholders involved	Inputs, outputs, outcomes and impacts
<p>Description</p> <p><i>What:</i> Digital Transformation Plans – One for each city <i>Why:</i> Need to create a process for municipality administration in order to push forward the digitalization process in a structured manner <i>Activities:</i> Activity 1.1 Work Groups at municipal level established; Activity 1.2 Transnational Workshop online with ICC cities; Activity 1.3 Draft Documents produced and discussed transnationally in a workshop Activity 1.4 Feedback from ICC cities and experts are provided Activity 1.5 The plan and the organizational changes are finalized and rolled.</p>	<p>Solution lead: Trollhättan Municipality</p> <p>Solution working team: ICC Coordination Team Trollhättan Working Team Ravenna Working Team Cervia Working Team</p> <p>Contributors: ICC cities, Västra Götland Region, Emilia-Romagna Region</p> <p>Risks and mitigation</p> <p>Unknown circumstances regarding open data legislation in Sweden. Initially a high workload for stakeholders involved in order to gain resource efficiency</p> <p>Complex legal framework, high effort in the design of a multi-actors data management system</p>	<p>Source of funding and estimated cost</p> <p>Activity 1.1 Internal Resources: staff costs 3 work days/city. Activity 1.2 Transnational Resources: staff costs for 2 work days planning+ 2,5 work days/city for participation. Activity 1.3 Draft Documents produced Resources: 5 work days/city for planning + 2,5work days/city for participation. Activity 1.4 Feedback from ICC cities and experts are provided (N. of feedbacks received – quality of changes applied as a result of the feedbacks) Resources: 1 Work Day/city. Activity 1.5 Resources: 30 work days/city.</p> <p>Solution maturity outputs</p> <p>City performance outcomes and impacts</p>
<p>Link to vision</p> <p>A more effective use of data as basis for more effective decision-making processes and innovation dynamics at local level.</p>		
<p>Link to ambition statement</p> <p>Ambition statement 1 To define a plan and adjust the organisational framework in each municipality to better cope with digital transformation</p>		
<p>Expected impact and timing</p> <p>Improved organizational capacity of the municipalities to implement a digital action plan Better performance in data exploitation and internal procedures application in each municipality of by July 2022</p>		

2 Initiative charter Practical use of open data in e-gov and tourism

Strategy

Description  *What:* Use of Open Data as tangible evidence for e-governance and tourism
Why: provide an easier everyday life for individuals and companies, a smarter and more open management to support innovation and participation, and a higher quality and efficiency in businesses.
Activities: *Activity 2.1.* : Selection and collection of Open Data will show a range of data including how much tourists spent, places they visited and trend charts. *Activity 2.2-* Building/Upgrading data infrastructure, *Activity 2.3* – Data processing by means of specific tools and rendering with the aid of data analysts. *Activity 2.4* – Policy-making process influenced by the data analysis. *Activity 2.5* - Constant exchange of discovery, procedures, issues among participants.

Link to vision



Link to ambition statement

Ambition statement 1
 Testing the use of data for improved policy making through a local use case of Open Data.

Expected impact and timing

Improved knowledge about the use of datasets (January-November 22)

Policy processes influenced by data analysis (Autumn 23)

Stakeholders involved

Solution lead: Ravenna Municipality



Solution working team: ICC Consortium Team



Contributors: Italy: eGov office and local stakeholders owners of the data, CINECA super-computing center



Risks and mitigation



Lack of data education and awareness among the tourism operators and within the Municipalities. Digital education activities shall be carried out for specific target groups to disseminate the importance of data and to teach how to read and provide data.

Inputs, outputs, outcomes and impacts

Source of funding and estimated cost



License costs 2.500/year in Sweden and in Italy
 Work Days 62 per municipality - Estimated cost € 14.400/municipality in Sweden, €13.020/municipality in Italy
 Total Estimated cost 54.840 (staff costs)+ 10.000(licenses) = €64.840
 Internal own resources

Solution maturity outputs



The initiative aims to strengthen the capacity of all cities of the consortium to use more effectively data sets which are available or that can be made available.
 Technical solutions are available but not yet fully implemented across the four municipalities.

City performance outcomes and impacts



3 Initiative charter UPREST PROJECT

Strategy

Description



What: Improving skills of the local ecosystem about Digital solutions for sustainable tourism
Why: Necessity of creating digital and flexible training opportunities for local business actors in relation to sustainable tourism
Activities: Three Transnational Meetings (one kick-off and two focusing on evaluation), production of a Survey; Development of Training Package fostering digital skills in sustainable tourism, 3-days Seminar (LTTA1) to identify what to include in the Training Package, Peer-Review session to test the Training package (LTTA2), and 3 Multiplier events.

Link to vision



Link to ambition statement

Ambition statement 2
 "To Identify effective ways for supporting the local ecosystem in the field of tourism towards digital transformation"



Expected impact and timing



Improved skills among local business actors in the field of tourism (July 2024)
 Better use of data at local level (August 2024)
 Improved cooperation between the local ecosystem and the municipalities (December 2024)

Stakeholders involved

Solution lead:

Vänesborg Municipality and Cervia Municipality



Solution working team:

SERN-Sweden Emilia Romagna Network
 Höskolan Väst
 Comune di Cervia
 Kvarner Region Tourism Board



Contributors:

University West,
 Delta 2000 consortium.



Risks and mitigation



Impossibility of finding sufficiently tested experiences and solutions and change of local contexts during the implementation of the project.

Prompt identification, assessment, and development of an action plan to overcome risks.

Inputs, outputs, outcomes and impacts

Source of funding and estimated cost

280,000 € - Erasmus+ Programme



Solution maturity outputs



City performance outcomes and impacts



The cities of the consortium and their ecosystems are will be more experienced in the field of digital transformation addressed by the initiatives.

This means that the local stakeholders (actors in the field of tourism such as hotels, parks and cultural sites, tourist boards) will have improved their capacity to use knowledge about augmented reality, open data, learning through devices and smart materials etc.
 At the same time also the municipal actors will have gained a more accurate knowledge about the training needs of the local ecosystem and they city will develop mechanisms through which reviewing and updating their local strategies about continuing upskilling of the local actors in relation to digital transformation of the sector.

Key Performance indicators – Solution 1 overview

Solution	Activities – Inputs and actions	KPI	City performance – outcomes and impacts
Digital Transformation Plans	<p>Activity 1.1 Work Groups at municipal level established Resources: 3 work days/city.</p> <p>Activity 1.2 Transnational Workshop online with ICC core/mentor cities to discuss examples of Digital transformation process in municipal administration Resources: 2 work days planning+ 2,5 work days/city for participation.</p> <p>Activity 1.3 Draft Documents produced and discussed transnationally in a workshop in the consortium Resources: 5 work days/city for planning + 2,5work days/city for participation.</p> <p>Activity 1.4 Feedback from ICC cities and experts are provided Resources: 1 Work Day/city.</p> <p>Activity 1.5 The plan and the organizational changes are finalized and rolled out Resources: 30 work days/city.</p>	<p>KPI 1.1: Number of involved departments (target value 2 in each city)</p> <p>KPI 1.2 N. of cases and practices presented) (Target value 2 per country)</p> <p>KPI 1.3 N. of draft plans produces, n. areas covered by the plans</p> <p>KPI 1.4 of feedbacks received – quality of changes applied as a result of the feedbacks)</p> <p>KPI 1,5 N of plans implemented, n of departments actively contributing to the plan implementation, n. of staff actively contributing)</p>	<p>Each city will develop a plan based on digital transformation strategy. The plan will allow to re-organize internal resources in a more effective way.by focusing on a set of prioritized activities within the municipality.</p>

Key Performance indicators – Solution 2 overview

Solution	Activities – Inputs and actions	KPIs	City performance – outcomes and impacts
2. Practical use of open data in e-gov and tourism	<p>Activity 2.1 - Each Municipality shall select one use-case connected to tourism and data, identify the data sets to be studied and the data owners (whether internal or external) and involve them in the test. Resources: <u>5 workdays for planning/city</u></p> <p>Activity 2.2. Data collection(Quantity of data collected)- Open Data will show a range of data including how much tourists spent, places they visited and trend charts. It is necessary to create more Open Data sets on information what tourists needs and how can we make relevant comparisons? Resources: <i>15 work days/city</i></p> <p>Activity 2.3 Building/Upgrading a data infrastructure as well as developing and quality assuring the information security systems affected by this open data infrastructure.</p> <p>Activity 2.4 – Data processing by means of specific tools and rendering with the aid of data analyst. 7 work days/City</p> <p>Activity 2.5 – One policy-making process influenced by the data analysis. Resources: <i>25 work days/city</i></p> <p>Activity 2.6 - Constant exchange among the four municipalities on any discovery, adopted procedure or data management system used and problems encountered with the contribution of assigned ICC thematic experts/mentor and core cities. Resources: 10 work days/city</p>	<p>KPI 2.1: Number cases identified (Target value 4)</p> <p>KPI 2.2 N. And Type of datasets collected (Target value 2 per country)</p> <p>KPI 2.3 Improvement in the quality of data processing</p> <p>KPI 2.4 Number Policy making processes influenced (Target Value 4)</p> <p>Other qualitative indicators about the final products of the project (Survey and mapping process, Training courses) will be measured as follows:</p> <ul style="list-style-type: none"> - improved knowledge about the contents addressed by the training modules - Results of a follow-up survey aimed at assessing how the knowledge acquired has been used in the activities of the stakeholders involved in the training 	<p>The cities will be able to improve their capacity to collect and use open data in order to design more effective local policies and actions.</p>

Key Performance indicators – Solution 3 overview

Solution	Activities – Inputs and actions	KPI	City performance – outcomes and impacts
Solution 3 Uprest Project	<p>The project implementation will be based on the following activities:</p> <p>3.1 Project coordination meetings (M1-M15-M30) and online coordination meetings</p> <p>3.2 A transnational seminar aimed at discussing the results of the survey and at exchanging practices</p> <p>3.3 Peer review activities between representatives of the local ecosystems of the partners</p> <p>3.4 multiplier events to promote and disseminate the project results :</p> <p>3.5 A map of the training needs of the local ecosystem,</p> <p>3.6 A C-VET training package for sustainable tourism professionals</p> <p>3.7 A guide for follow-up activities at ecosystem level.</p>	<p>KPI 3.1 Number of Meetings and themes addressed as planned (Target Value 6)</p> <p>KPI 3.2 Increased knowledge about stakeholders' training needs</p> <p>KPI 3.3 Number of practices observed and assessed (Target Value 10)</p> <p>KPI 3.4 Number of participants in each country (Target Value 45)</p> <p>Qualitative indicators pertaining the level of knowledge acquired during the training will be collected through assessment questionnaires and surveys carried out after the training modules have been tested.</p>	<p>The solution will create tools for the implementation of a large upskilling process for the actors in the field of tourism in the participating municipalities.</p> <p>The municipalities will improve collaboration with the ecosystem in the field of tourism.</p>

Rationale to KPI approach

The KPI approach was based on the identification of indicators that could be implemented in all four cities. Given the differences among the cities in terms of maturity pertaining the initiatives and the activities planned the consortium has identified aspects that could be easily compared.

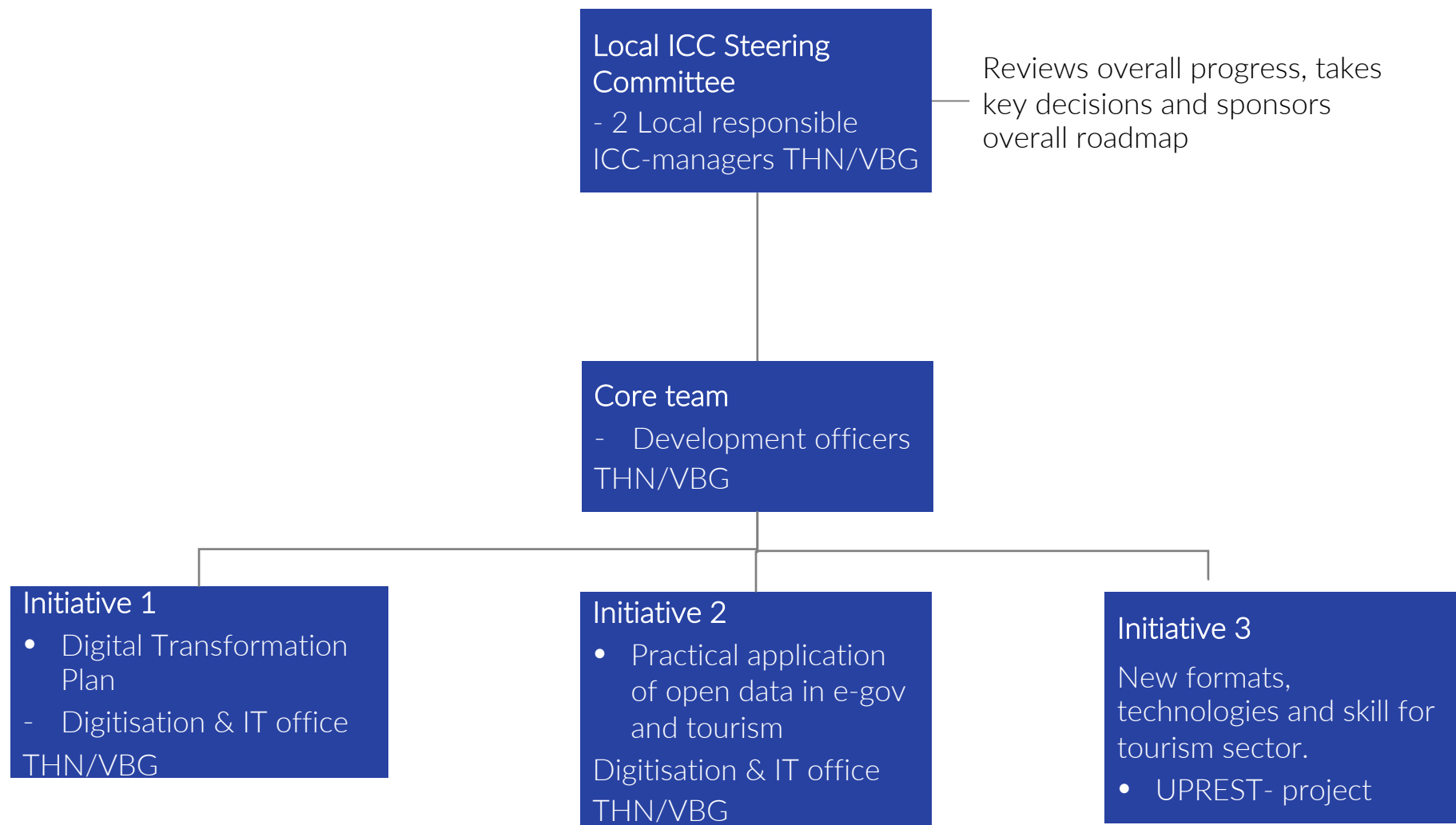
The indicators are mainly quantitative for the three solutions. Qualitative indicators pertaining the acquired level of knowledge and the impact of the training activities developed in solution 3 have been identified.

4 Governance structure for roadmap implementation – Transnational level

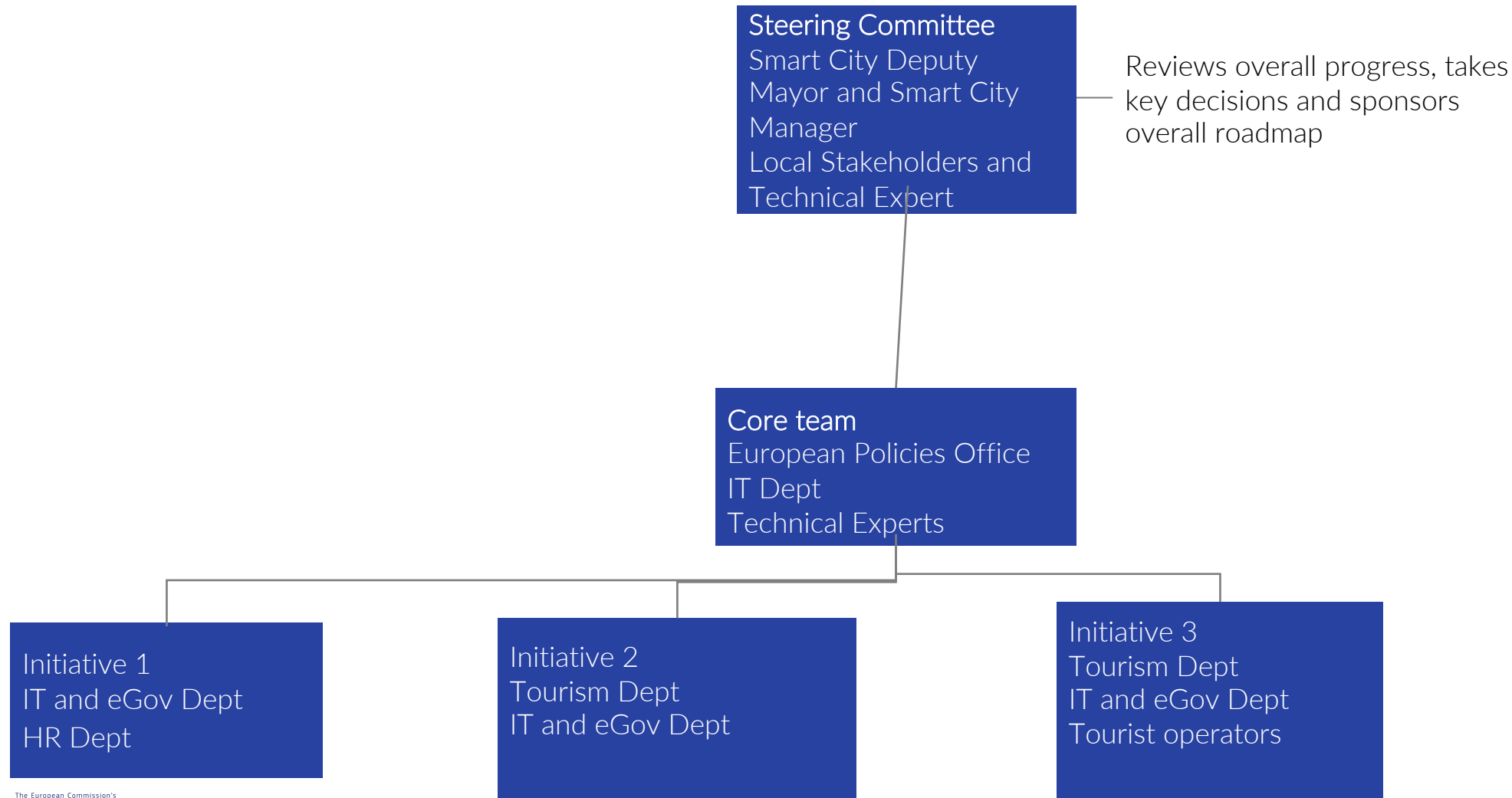


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Governance structure for roadmap implementation – Trollhättan & Vänersborg (Sweden)



4 Governance structure for roadmap implementation – Ravenna Municipality (Italy)



4

Governance structure for roadmap implementation – Cervia Municipality (Italy)

Steering Committee

- Councillor at technological development
- Head of ICT department
- Head of Tourism department
- Stakeholders representative

Reviews overall progress, takes key decisions and sponsors overall roadmap

Core team

- Responsible of ICT Unit
- Resp. of EU Policies & Fundraising Unit
- Expert of Tourism Unit

Initiative 1

- Digital Transformation Plan: expert of ICT Unit, expert of EU Unit
-

Initiative 2

- Practical application of open data in e-gov and tourism
- Expert of ICT Unit, expert of Tourism Unit

Initiative 3

- Stakeholders
- Expert of tourism
- Expert of EU unit

Section

3+4

SERN: Impact

ICC Transformation

February 2021 to May 2021

Impact executive summary

The activities pertaining solution 1 and solution 3 are those in which most progress has been achieved and the process is clearly set out in terms of objectives and processes. The timeframe of the solution does not often correspond with the timing of the ICC initiative. For example the uprest project will unfold over the next two years and therefore the main tangible changes will be seen at a later stage.

As for solution 1 instead the process set in motion thanks to the ICC has been generating changes in all the cities of the consortium.

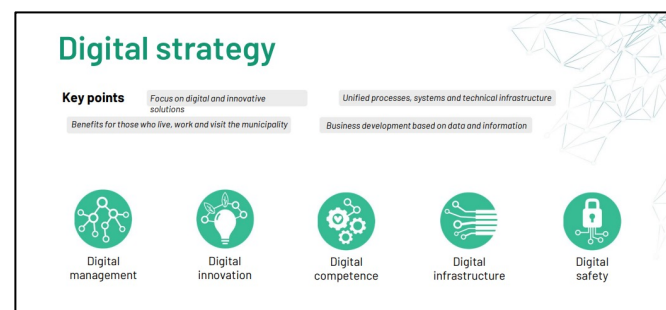
ARE WE DIGITAL? Ravenna's status quo

A. e-Government

1. Internal digital literacy: upskilling and reskilling
2. Digitization of processes and services
3. Intelligent use of data

B. Citizen participation

1. Citizens' digital literacy
2. Urban regeneration: community engagement and collaboration



Digital strategy

Phase 2 - Where do we need to go?

As for solution 2 the progress is linked to the activities of the solution 1 (digital strategy)

Solution 3 is more focussed on digital upskilling processes in the field of tourism but it also relates to the Solution 2 as the acquisition of capacity to manage and use better the data available in the field of tourism will also bring benefit to the whole ecosystem.

All cities have committed to move forward in the digital transformation process through the full implementation of the strategies that have been designed thanks to ICC.

Assessment of solution maturity – Trollhättan progress against KPIs

	Where we started	Midway through the challenge	Final results
Solution 2			
1 KPI 1	Number cases identified (Target value 4)		Number cases identified 2
2 KPI 2	N. And Type of datasets collected (Target value 2 per country)		N. And Type of datasets collected 0
4 KPI 4	Improvement in the quality of data processing		N/A
5 KPI 5	N. Of Policy making processes influenced - Target Value 4		N. Of Policy making processes influenced - Value 0
6 KPI 6	Number of elements such as adopted procedures or data management system used and problems encountered, exchanged among the cities.		NA
Solution 1			
1 KPI 1	Number of involved departments (target value 2 in each city)	10 departments in Trollhattan	10 departments in Trollhattan
2 KPI 2	N. of cases and practices presented) (Target value 2 per country)	2 practices	6 practices
3 KPI 3	N. of draft plans produces, n. areas covered by the plan	Draft plans in development	2 draft plans, 10 organisational areas ,
4 KPI 4	N. of feedbacks received from ICC cities	0	0
5 KPI 5	N of plans implemented, n of departments actively contributing to the plan implementation, n. of staff actively contributing)	0 plans implemented, 10 departments contributing, 30 staff actively contributing	1 plan implemented, 10 departments contributing, 100 staff actively contributing

Assessment of solution maturity - progress against KPIs RAVENNA

Where we started		Midway through the challenge	Final results
Solution 2			
1 KPI 1	Number cases identified (Target value 4)	RAVENNA 1 case identified – Measuring quality of Life in the Darsena district	RAVENNA 1 case identified – Measuring quality of Life in the Darsena district
2 KPI 2	N. And Type of datasets collected (Target value 2 per country)	N. datasets collected: 5	N. datasets collected: 16
4 KPI 4	Improvement in the quality of data processing	N/A	N/A
5 KPI 5	N. Of Policy making processes influenced - Target Value 4	N/A	N/A
6 KPI 6	Number of elements such as adopted procedures or data management system used and problems encountered, exchanged among the cities.	N. 1 procedure adopted involving internal and external units n. 150 data analyzed –	N. 1 procedure adopted involving internal and external units n. 150 data analyzed – 49 indicators selected for quality of life measurement
Solution 1			
1 KPI 1	Number of involved departments (target value 2 in each city)	n. 3 IT Department, EU policies office, HR department	n. 3 IT Department, EU policies office, HR department
2 KPI 2	N. of cases and practices presented) (Target value 2 per country)	N. of cases and practices presented: 1 N. of draft plans produced: 1	N. of cases and practices presented: 1 N. of draft plans produced: 1
3 KPI 3	N. of draft plans produces, n. areas covered by the plan	N. of areas covered: 3 N. of feedbacks received: n.a.	N. of areas covered: 3 N. of feedbacks received: n.a.
4 KPI 4	N. of feedbacks received from ICC cities	N of plans implemented: 1 n of departments actively contributing to the plan	N of plans implemented: 1 n of departments actively contributing to the plan
5 KPI 5	N of plans implemented, n of departments actively contributing to the plan implementation, n. of staff actively contributing)	implementation: 3 n. of staff actively contributing: 7	implementation: 3 n. of staff actively contributing: 7

Assessment of solution maturity - progress against KPIs CERVIA

	Where we started	Midway through the challenge	Final results
Solution 2			
1 KPI 1	Number cases identified (Target value 4)	<u>Cervia</u> : nr. 1 case identified on enhancement and promotion of ICH through ICT – citizens participation and contents collection and systematization	<u>Cervia</u> : nr. 1 case identified on enhancement and promotion of ICH through ICT – citizens participation and contents collection and systematization
2 KPI 2	N. And Type of datasets collected (Target value 2 per country)	- datasets collected n.a.	- datasets collected n.a.
4 KPI 4	Improvement in the quality of data processing	- quality of data: n.a.	- quality of data: n.a.
5 KPI 5	N. Of Policy making processes influenced - Target Value 4	- nr. 1 Digital Transformation Plan	- nr. 1 Digital Transformation Plan
6 KPI 6	Number of elements such as adopted procedures or data management system used and problems encountered, exchanged among the cities.	- nr. 2 on digital transformation governance models + 1 on data set collection + 1 on citizen participation+ nr 2 IoT	- nr. 2 on digital transformation governance models + 1 on data set collection + 1 on citizen participation+ nr 2 IoT
Solution 1			
1 KPI 1	Number of involved departments (target value 2 in each city	<u>Cervia</u> : nr. 4 – ICT , tourism , civil protection , EU policies Depts	<u>Cervia</u> : nr. 4 – ICT , tourism , civil protection , EU policies Depts
2 KPI 2	N. of cases and practices presented) (Target value 2 per country)	- nr. 1 on ICH enhancement through ICT and citizenship participation	- nr. 1 on ICH enhancement through ICT and citizenship participation
3 KPI 3	N. of draft plans produces, n. areas covered by the plan	- nr. 1 draft of the Local Digital Agenda covering nr. 8 areas	- nr. 1 draft of the Local Digital Agenda covering nr. 8 areas
4 KPI 4	N. of feedbacks received from ICC cities	- nr. Feedbacks n.a.	- nr. Feedbacks n.a.
5 KPI 5	N of plans implemented, n of departments actively contributing to the plan implementation, n. of staff actively contributing)	- nr 1 area of the agenda under implementation thanks to Recovery Fund Funds (digitalization of services for citizens) + nr. 1 area under implementation thanks to Erasmus+ funds (upgrade of tourism entrepreneurship digital skills) + nr. 1 area thanks to regional funds (extension of free wifi network) --> nr. 3 depts involved (Tourism, ICT, EU Policies) for a total of nr. 3 staff actively involved	- nr 1 area of the agenda under implementation thanks to Recovery Fund Funds (digitalization of services for citizens) + nr. 1 area under implementation thanks to Erasmus+ funds (upgrade of tourism entrepreneurship digital skills) + nr. 1 area thanks to regional funds (extension of free wifi network) --> nr. 3 depts involved (Tourism, ICT, EU Policies) for a total of nr. 3 staff actively involved

Assessment of solution maturity - progress against KPIs UPREST

Where we started		Midway through the challenge	Results as of November 22
Solution 3			
1 KPI 1	Number of Meetings and themes addressed as planned (Target Value 6)	nr. 3	nr. 3
2 KPI 2	Increased knowledge about stakeholders' training needs	yes--> targeted survey conducted in the frame of UPREST project 100 respondents in 3 countries	yes--> targeted survey conducted in the frame of UPREST project 160 respondents in 3 countries
3 KPI 3	Number of practices observed and assessed (Target Value 10)	- nr. 10 (counting all the practices exchanged during partnership workshops and ICClabs)	- nr. 16 (counting all the practices exchanged during partnership workshops and ICClabs)
4 KPI 4	Number of participants in each country (Target Value 45)	- 13	- 48
	Replicability of the mapping	- To be performed in 2023	- To be performed in 2023
	Training Package; Effectiveness of contents of training module in terms of acquired knowledge that can be readily be used in their business;	- To be performed in 2023	- To be performed in 2023

Midway Assessment of the implementation process- discussion

TROLLHÄTTAN: One main challenge has been that we are four different transnational actors in the network with different levels of development, challenges and legislation in regard to local governance. This resulted in difficulties to provide relevant feedback between cities.

We feel that the plan was scaled in a very controlled manner which contributed to a high level of engagement in all departments. Digital transformation plan

RAVENNA: we did not scale the solutions fast enough but we can confirm that we have been measuring the right things in particular with regards to solution n.1 “Digital Transformation Plan”. The “Use case” Solution n. 2 is still one step back compared to expectations because the process has proved to be rather complicated, in particular the data collection phase and the adaptation of the various municipal databases to be integrated in the data processing platform. By the end of the year we will have a report on the state of the art of the available data.

CERVIA: - solutions were implemented to a certain extent also thanks to additional funds which were requested as a group and/or singularly to concretely cope with ICC strategy defined (i.e. Erasmus+, Recovery Fund, regional funds)

- the topic of open data is still quite challenging as to gather data, manage, maintain and process them presupposes internal solid organisation which is still at embryonic state

VÄNERSBORG: The solution 3 is currently under implementation but some of the activities such as the mapping of the training needs of the local stakeholders

It has been successfully implemented so far and the municipalities have acquired a more accurate understanding of the situation in terms of training gaps and needs.



Reflections on city collaborations

- We should have collaborated more with others cities in ICC but this was difficult due to the pandemic
- We have experienced challenges when it comes to the matchmaking processes. For example the peer reviews. This has probably been easier for individual cities rather than a transnational consortium like ours
- Funding opportunities should have been more encompassing in order to stimulate collaboration in between the different actors.
- The main objective is to stimulate the collaboration of citizens in the transformation processes of the city, whatever the thematic field addressed.
With regards to digitalization it's crucial to support the community in expanding its digital culture, so that people can interact in an effective and collaborative way with the "digital environment" increasing their ability to affect the territory and become the main agent of change. Peer reviews with the cities of Ioannina, Torrent and Osijek confirmed that any revolution starts from the community.
- With regards to tourism we have been particularly inspired by the exchange with the Coastal Town Association consortium as we share the same goals, that is building tourism experiences in line with the demands of the post covid19 tourism market, which is able to integrate service quality, typical offer and uniqueness of the experience. This integration will be implemented by diversifying and balancing the tourism of the coastal strip and the use of hinterland with its natural and cultural heritage. Once more the involvement of the local stakeholders is crucial.
- the exchange of Best Practices, experiences, problems and solutions among cities was fundamental to identify possible local replicability to boost digitalisation
- likely, to figure out that most of local decision-makers tackle or tackled the same problems, and to see how each of them reacted or planned solutions was very useful
- still difficult to deal with open data as each country as well as ecosystems have different laws and sensitiveness, so it can be said that a replicable model does not exist

5 key lessons

Lesson	Reflections
1	We learned the importance of spreading information and results to stakeholders. This should have been done more and in earlier stages.
2	A big part of our success has been the involvement of many departments from the start which gave a strong foundation and engagement. Some difficulties in involving stakeholders which are not formally involved in the design of the Plan/Strategy and its implementation
3	The importance of having a permanent organisation to test and implement results and ideas from the ICC work .
4	The importance of having a strong project team to coordinate the work . The main factor of success has been the transnational exchange within the ICC SERN Consortium. The constant sharing of doubts and ideas has broadened the perspectives of the individual municipalities
5	When working in a transnational network it's extremely important to have a strong support and coordination from the network organisation, which has been the case in our networks daily ICC achievements.

Commitments

Commitments to on-going resources	Commitments to on-going collaboration	Commitments to on-going KPIs
<p>SWEDEN</p> <p>We will continue to work for allocation of resources to realize our digital transformation plan (Trollhättan).</p> <p>Finalize the local digital transformation plan and adopt it formally (Vänersborg)</p> <p>ITALY</p> <ul style="list-style-type: none"> - Constantly update the Digital Transformation Plan - Complete the digitalization of municipal services - Migrate IT applications to cloud - Complete the digital upskilling of municipal staff - Activate digital campaign to help citizens develop at least basic skills - Complete the activities planned in the field of sustainable tourism (ref. Uprest project) - Complete the implementation of a set of actions enclosed in the digital local agenda sustained by regional and recovery fund 	<p>Carry on the internal crosscutting working group activated within the ICC program</p> <ul style="list-style-type: none"> - Keep on collaborating with university and research centres in the data collection, processing and rendering - Keep on involving stakeholders and citizens in co-creating bottom-up policies - we will keep the local ecosystem engaged. - We will keep participating in the ICC network - keep cooperating within ICC project consortium 	<p>Our KPIs have been transformed into projects that we will continue to monitor the output from.</p> <p>To achieve KPIs not yet achieved with particular reference to solutions 2 and 3</p>

3 Year plan – ambitions Trollhättan

Building on the ICC, what would will the city aim to achieve in 3 years time?	We aim to have a well developed capacity to capture the possibilities of digitalisation in order to achieve our strategic goals.
What steps will you take over the next 3 years to achieve these goals?	<div>Coordinate the organisations digital transformation.</div> <div>Increase the digital competence of employees and management.</div> <div>Building a secure and trustworthy infrastructure.</div>

3 Year plan – ambitions RAVENNA

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

Building also on the ICC lessons the Municipality is about adopt a Transformative Urban Agenda for the Sustainable Development covering the period 2022-2030. The agenda consists in a holistic integrated territorial strategy aimed at achieving a comprehensive strategical vision, named “Ravenna 2030 - a city of health and well-being for its citizens”. The strategy includes, among many others, the goals fine-tuned within the ICC process, namely:

- Ravenna digital Public Administration for sustainable growth and citizens' quality of life
- Ravenna offering an inclusive digital community
- integrated projects for Culture, CCLs, Tourism and Trade

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

The first step will be adoption of the Agenda by the Municipal Council, followed by the approval by the Managing authority of the regional ERDF to obtain funding under the ROP ERDF 2021-2027 program for its implementation. Besides the transformative agenda will serve as a dashboard for a better coordination of funding sources and objectives in the new scenario where the Municipality can access EU funding via the ROP ERDF and the Italia Domani, National Recovery and Resilience Plan.

3 Year plan CERVIA - ambitions

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

- to formally adopt the local digital agenda
- to prepare implementation plans on a yearly basis, and define implementation agreements with the Emilia-Romagna Region to carry out specific projects enclosed in the agenda/plan
- monitor results

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

- look for funds in the frame of Regional, National, ESI Funds as well as Recovery Fund or Programmes directly managed by the Commission as it is already happening
- internal reorganisation to ensure the success of the digitalization process

3 Year Plan – Ambitions (VÄNERSBORG)



Aims

1. Municipal digital transformation strategy adopted by the city Council
2. A demand driven action plan with annual follow up on department level in order to meet future requirements
3. Monitoring and evaluation of results



Next Steps

1. Increased digital maturity among all employees in the organisation.
2. Gathering of upper management and politicians in order to gain a common overview of the digital landscape and ecosystem.
3. Provide a stabile and secure platform that enables continued development

3 Year plan – targets SWEDEN

KPI	Category	What commitments will the city make to this end?
1	Digital maturity	We will measure, analyze and continually work to improve the digital maturity of our organisation.
2	Secure funding and organisation	To further develop the permanent organisation and secure political commitment.
3	Identify gaps in skills	Develop and implement relevant training solutions.
4	Communication	Secure a permanent and qualitative flow of both internal and external communication in regards to digital transformation.