

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

This document was compiled by the Tripolis-Corinthos consortium. The information and views set out in this report are those of the City and do not necessarily reflect the official opinion of EISMEA or of the European Commission. Neither EISMEA, nor the European Commission can guarantee the accuracy of the data included in this document. Neither EISMEA, nor the European Commission or any person acting on their behalf may be held responsible for the use which may be made of the information contained therein.

Tripolis-Corinthos consortium: Intelligent City Transformation Overview

ICC Final Deliverable



Executive summary

The Municipalities of Tripolis and Corinthos initially look very different since Tripolis is mountainous while Corinthos is a seaside city. However, except for geographic neighbouring, they share very similar needs and challenges. They lag behind in digitalisation of public services; they have not addressed citizen awareness on the topic; and they serve as transit cities instead of being touristic destinations as such. Therefore, the efforts of the consortium focused on promoting digital services, activating and engaging citizens and at the same time, linking these key-issues to the area of tourism so that the two proposed solutions are complementary.

The overarching cities' vision is to create a smarter, greener and more resilient and sustainable future for their citizens by embracing cutting edge technologies in the areas of citizen participation and government services and green and digital transition in tourism as well as integrating into European and international networks with track record. To that end, their ambitions are the following:

Ambition statement 1 - Citizen participation and municipal e-services: All citizens have unencumbered access to public documents and services, and embrace the digital transition of the two cities.

Ambition statement 2 - Green and digital transition in tourism: Introduce new tourism models with the use of digital opportunities that will lead to innovative and sustainable growth.

Following consultations with the cities' ecosystem, the consortium decided upon two main solutions:

Solution 1 - Touristic routes charter: Increase visitors inflow & foster local entrepreneurship; develop green and digital tourism; introduce new business models for tourism

Solution 2 - Active citizens charter: Improve citizens' daily life; give citizens the chance to be heard and take action; support the green and digital transition of the cities

The solutions will be developed by the ICT department of the University of Peloponnese which is based in Tripolis and will be financed by the Region of Peloponnese through NSRF 2021-2027. Both stakeholders have been very cooperative and supportive of the consortium's work throughout the process of the ICC. A timeline has been set and both solutions are foreseen to be implemented during 2023 upon funding approval by the end of 2022.

Mayor Foreword

Konstantinos Tzioumis, Municipality of Tripolis

We are, first and foremost, happy and proud that the Municipality of Tripolis, as one of the smallest participating cities, succeeded in being selected by the European Commission for such a competitive and important programme. ICC has been a long journey of learning, exchanging, growing, and investing in the future. ICC highlighted successes and omissions in the city; it brought all stakeholders together for a common goal which is no other than the greatest interest for our city and our citizens; activated and engaged citizens in a collaborative and fruitful dialogue with the purpose of stressing their needs, ideas and suggestions for the best of our city; and finally, it contributed to the extroversion of the city by introducing us to a European and international audience and by helping us build relations and coalitions that benefit the city in the short- and long-run. ICC has enriched our strategic plan and added value to our ambitions and visions for a smarter, greener and more resilient and sustainable city that brings citizens in the spotlight and prioritises their well-being and happiness. There is only one way now and that is going forward.



ΔΗΜΟΣ ΤΡΙΠΟΛΗΣ

Mayor Foreword

Vasileios Nanopoulos, Municipality of Corinthos

Smart city technology can make cities more effective and efficient, which is necessary given the projected rapid growth in urban populations, such as in Corinthos an urban seaside touristic city, over the next few decades. With the participation to the ICC, our city had the great opportunity to leverage information about technologies which can enhance service levels, citizen well-being, sustainability, and economic development. The past 2 years we experienced like never before, the exchanging of a great amount of data and ideas; interaction with many other European cities; raised the awareness of the local ecosystem making the stakeholders engaged and active to a common goal. Parallel with the technological transition, the Municipality is pushing through to succeed also an energy transition, find the line to connect them both, aiming to a safer more resilient and prosper future.



Section

1

Tripolis-Corinthos consortium : Preparation and assessment

ICC transformation

September 2020 to January 2021


Introduction


The Municipalities of Tripolis and Corinthos have joined forces for the ICC because of:


- Similar challenges (limited digital public services; integration of digital technology; use of internet services; and connectivity);
- Same commitment for digital transition;
- Common priorities and goals (citizen participation and government services, green and digital transition in tourism, and green economy and local green deals);
- Geographic neighbouring - connecting Athens with the Peloponnese through the arterial road;
- Successful projects but not interlinked and lack of cross-sectoral collaboration and implementation;
- Rich cultural, environmental, historic heritage;
- The wish of expatriate youth and start-ups to return to the cities, work, and invest in their economies.

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 Tripolis-Corinthos today

Progress:

- E-government services;
- Live experimentation with digital solutions;
- Digitisation of cultural heritage;
- Open Malls with digital services;
- Stakeholders' commitment.

Lag behind:

- Citizen & employees engagement;
- Fragmentation of initiatives & projects;
- Boost local ecosystem.

Key insights from city performance analysis

Higher performance observed

Lower performance observed

1 Municipal e-services



1 Citizen participation



2 Solution-oriented smart technology - applications



2 Employees training & digital literacy



3 Touristic initiatives & projects (however small-scale & fragmented)



3 Digital era adaptation



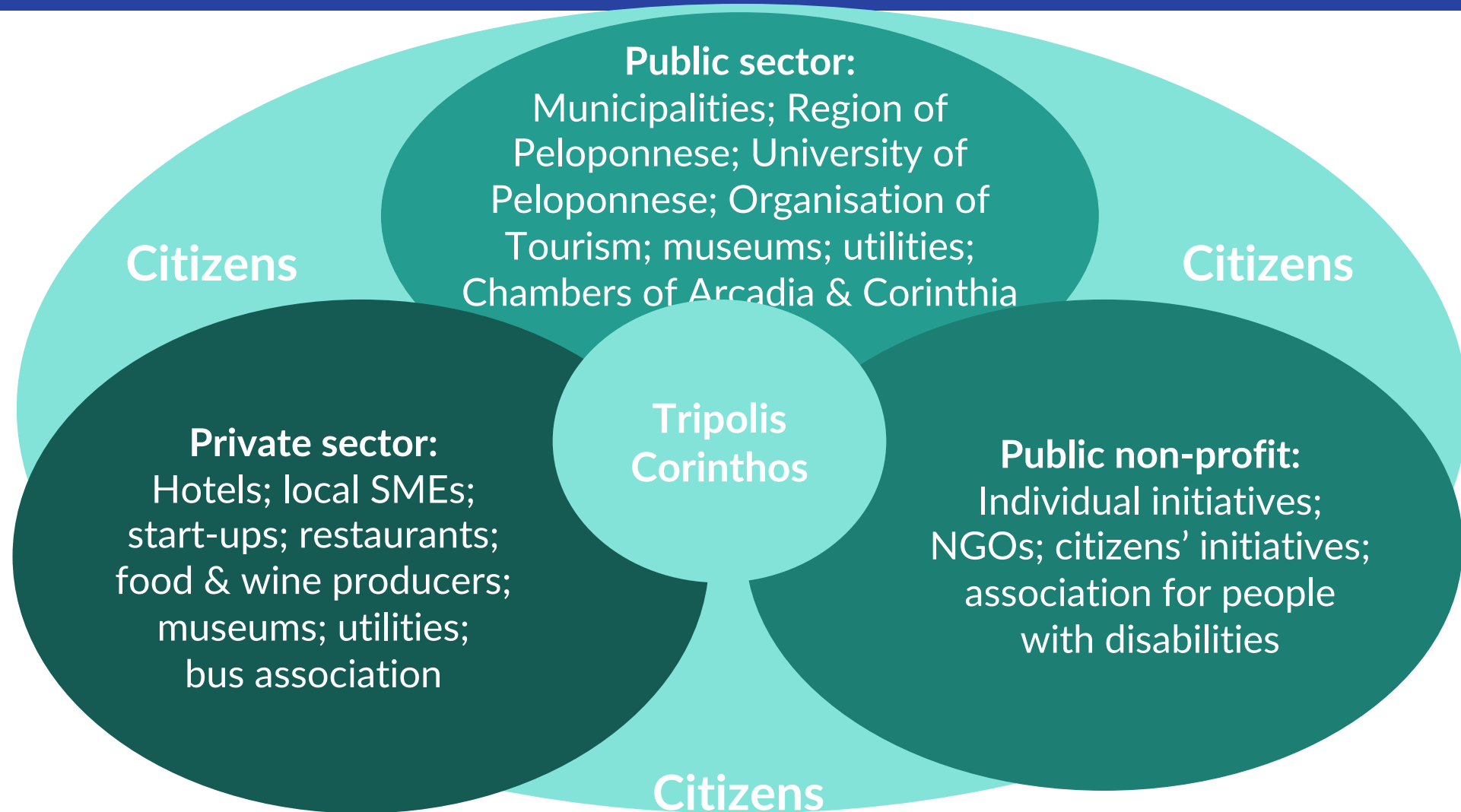
4 Citizen initiatives for digital & green growth (however small-scale & fragmented)



4 Exploitation of sustainable digital opportunities



City ecosystem



City ecosystem

Shared aspirations & vision

- Improve citizen experience & daily life;
- Make cities sustainable & greener;
- Support local SMEs & start-ups;
- Attract tourists & improve quality in tourism.

What the actors bring and how they work together

- In-depth understanding & knowledge of cities & needs;
- Technological know-how & expertise (smart solutions, AI, applications...);
- ICT students' availability for solutions in the context of their studies;
- Voluntary initiatives;
- Strong will & commitment for joint actions.

Urban resources for transformation

- University community;
- Start-up innovation hub;
- Existing digital tools to further expand.

ICC strategy: Vision and ambition statements

Overarching ICC cities' vision

A smarter, greener and more resilient and sustainable future for their citizens.

Embrace cutting edge technologies in the areas of citizen participation and government services, green and digital transition in tourism, and green economy and local green deals, and integrate into European and international networks with track record.

Ambition statement 1

Citizen participation and municipal e-services

All citizens have unencumbered access to public documents and services, and embrace the digital transition of the two cities.

Ambition statement 2

Green economy & local green deals

Urge and support green and sustainable growth, and move toward circular economy.

Ambition statement 3

Green and digital transition in tourism

Introduce new tourism models with the use of digital opportunities that will lead to innovative and sustainable growth.

ICC strategy: Vision and ambition statements

A smarter, greener and more resilient and sustainable future for the citizens.

Ambition statement 1

Citizen participation and municipal e-services

- e-governance services;
- GDPR-compliant camera monitoring system for public infrastructure & dashboard;
- distance learning platforms for e-learning/e-training of employees;
- digitalisation of existing documents;
- 5G technology;
- use of GIS system;
- smart platforms for various cases (city projects, location of recycling bins, volunteers etc);
- websites upgrade.

Ambition statement 2

Green economy and local green deals

- open malls with enhanced digital services (3D projections, e-coupons, e-shop, QR code orders etc)
- e-public market and e-street market (digital receipts, e-order and delivery, smart bus stations for e-bus etc);
- real time bus schedule boards and complementary open data app.

Ambition statement 3

Green and digital transition in tourism

- e-touristic routes & respective app;
- digital nomads;
- Blue Flag beaches digital dashboard;
- digital info kiosks;
- 5G network & expansion of free WiFi;
- QR code provision of info;
- city museums.

ICC strategy: Vision and ambition statements

Higher performance observed

1 Municipal e-services

Both cities have already implemented the central government-led document e-management (birth certificates, licenses etc). Both cities have started the digitalisation of old and existing documentation (urban planning, municipal council decisions etc) and they will expand it upon approval of pending funding. Corinthos has already implemented a daily management portal (Novoville platform) while Tripolis has submitted project proposal for funding for similar tool (Sense City platform). A smart city platform has already been developed and is currently being updated in Tripolis while Corinthos has expressed its interest to proceed with the same platform.

2 Solution-oriented smart technology - applications

Tripolis has developed several smart technological solutions which can be equally transferred to and implemented by Corinthos. 1. A smart monitoring system of public infrastructure maintenance which consists of a GDPR-compliant camera network and the operation of a digital dashboard. The technology offers solutions per case (e.g. blocked parking & ramps for disabled people; monitoring of garbage & water flow; monitoring of vandalism & stealing of bins etc). 2. A 3D laser projector which can be installed on a drone so as to point emergency exits to a crowd that has been hemmed down during a public event (e.g. breakout of fire during concert - projector points the right and safe exit for people to escape).

ICC strategy: Vision and ambition statements

Higher performance observed

3 Touristic initiatives & projects (however small-scale & fragmented)

Both cities have already developed and implemented various touristic projects (e.g. digitalisation of the War Museum; new digital city museum; mapping and signposting of Mount Mainalon routes; wine routes) or have submitted project proposals for public funding (e.g. development of a final destination management platform, e-guide, promotion of local production units and local products, local cultural fairs and festivals, multimedia content, info kiosks). Seasonal tourism has hit both cities depriving them of visitors all around the year, therefore the joint effort can redirect visitors from one city to another (summertime from Corinthos to Tripolis and wintertime vice-versa). The challenge is to bring all the projects together and have a final integrated and all-inclusive product.

4 Citizen initiatives for digital & green growth (however small-scale & fragmented)

Citizen initiatives (local NGOs and UoP with its initiative for the 'University of Citizens') are taking place in the cities which are managed and disseminated online for the promotion of green growth (e.g. SaveYourHood which promotes a clean natural environment by engaging citizens in the garbage collection in different neighbourhoods of their city so as to complement and support the municipal cleaning services). The initiatives are small-scale and fragmented and it would be beneficial to bring them together and find potential ways of collaboration with the municipalities as well as among the initiatives.

ICC strategy: Vision and ambition statements

Lower performance observed

1 Citizen participation

Notwithstanding the important steps taken by the Municipalities to reach out to their citizens and stakeholders through social media, websites, and public festivals and events, it appears very challenging to engage citizens and maintain their interest. It is of utmost importance to the cities to have a lively exchange with their citizens and to that end, several ideas and potential solutions have come up during the Maturity Workshop, the 2nd ICC City Lab, and the three thematic workshops with the thematic experts (e.g. organisation of a yearly open festival targeting citizens and their interaction with the city; open consultation platforms for policy making and exchange of ideas).

2 Employees training & digital literacy

Training employees of various stakeholders (municipalities, organisation of tourism, enterprises etc) to the new digital technologies is key for successful implementation of any other municipal projects and services. Certain steps have been taken through national funding but further exploration of possible solutions is needed. Even though resistance and fear of the new tools is wide, it seems that once the technologies are brought to the municipality, employees have no choice but to adjust and learn. However, employees training is closely linked with citizen engagement and participation in general so similar actions must be undertaken. Actions in the frame of Erasmus+ training opportunities could point in the right direction.

ICC strategy: Vision and ambition statements

Lower performance observed

3 Digital era adaptation

An overall challenge for both cities as it applies to all levels of society (municipal employees, the elderly, people with disabilities, the youth etc). It is not a goal per se in the context of the ICC but all other solutions and priorities point in the same direction. They are all intertwined and will eventually lead to the general digital adaptation of the cities and their citizens. The gap between the youth and the elderly and their adaptation to the digital world is pretty big and should be handled accordingly.

4 Exploitation of sustainable digital opportunities

An overall goal for both cities is to take full advantage of the sustainable digital opportunities that come up both from the ICC as well as other initiatives and projects. Therefore, the ideas, solutions and best practices that are collected are and will be taken into consideration in the short- and long-term. The gap between the youth and the elderly and their adaptation to the digital world is pretty big and should be handled accordingly.

Section

2

Tripolis-Corinthos consortium : Ambition and roadmap

ICC Transformation

February 2021 to May 2021

Rationale to roadmap

Solution 1: Touristic routes

Following up on the DMS (destination management system) platform that the Region of Peloponnese has started to develop for the whole region, which includes both Tripolis and Corinthos, the cities will complement the areas that are not covered with a specific focus on the digital aspect. Two portals (one per city) will be developed with **virtual reality possibilities** that will suggest alternative touristic routes in each city giving a state-of-the-art dimension to the touristic product and an innovative, personalised experience to visitors. Tailored avatars will respond to each visitor's need and will cover all aspects of travel/visit demands, namely cultural, religious, agricultural, environmental, etc. Each portal will then direct visitors to either city respectively.

Solution 2: Active citizens platform

Three core issues are of key importance to the cities with the purpose of improving citizens' daily life and engaging them in an active and creative way. A portal or additional functionalities to existing city daily management platforms will be developed so as to entail the **reuse and exchange** of old material/products/objects; the **recycling bins mapping**; and the **recording of volunteering initiatives** with the possibility for active citizens to register, choose the ones that suit them, organise their own, and manage the variety and big number of initiatives and actions.

Solution charter

	Solution 1: Touristic routes	Solution 2: Active citizens platform
Link to vision	A smarter, greener and more resilient and sustainable future for the citizens.	
Link to ambition statement	Green and digital transition in tourism	Citizen participation
Description	Virtual tourism portal per city	Platform with three main functions for reuse/exchange; recycling bin mapping; active citizens initiatives
Estimated cost and source of funding	Region of Peloponnese (NSRF 2021-2027); JTF (?)	Region of Peloponnese (NSRF 2021-2027); JTF (?)
Initiative lead	Municipalities of Tripolis and Corinthos	Municipalities of Tripolis and Corinthos
Initiative working team (core team)	ICC team, Departments of Planning & Development	ICC team, Departments of Planning & Development
Contributors (stakeholders contributing)	Region of Peloponnese; University of Peloponnese	University of Peloponnese
Ultimate goal and scope of this initiative	Increase visitors inflow & foster local entrepreneurship; develop green and digital tourism; introduce new business models for tourism	Improve citizens' daily life; give citizens the chance to be heard and take action; support the green and digital transition of the cities
Major milestones	Development of beta portal; funding agreement; full implementation	Development of beta portal; funding agreement; full implementation

Touristic routes charter

Strategy

Description



What: Touristic routes digital platform
Why: Increase visitors inflow & foster local entrepreneurship; develop green and digital tourism; introduce new business models for tourism
How: Development of beta portal; funding agreement; full implementation

Link to vision



A smarter, greener and more resilient and sustainable future for their citizens - Embrace cutting edge technologies in the areas of citizen participation and government services, green and digital transition in tourism, and green economy and local green deals, and integrate into European and international networks with track record.

Link to ambition statement



Green and digital transition in tourism - Introduce new tourism models with the use of digital opportunities that will lead to innovative and sustainable growth.

Expected impact and timing



Increase visitors inflow & foster local entrepreneurship; develop green and digital tourism; introduce new business models for tourism

Timing: autumn 2022: expected call for funding application by Region of Peloponnese

Q2 2023: creation of beta version

Q3+4: beta testing & adaptations

Q4: launch of platform

Stakeholders involved

Solution lead:



Municipality of Tripolis & Municipality of Corinthos

Solution working team:



ICC team, Departments of Planning & Development

Contributors:



Region of Peloponnese; University of Peloponnese

Risks and mitigation



Citizen involvement & engagement; training of professionals; digital illiteracy

Use of ICC expertise to mobilise and engage citizens; use of EU funds and programmes for staff training.

Inputs, outputs, outcomes and impacts

Source of funding and estimated cost



Region of Peloponnese through NSRF 2021-2027
250.000 euro

Solution maturity outputs



The consortium's maturity level is average with main difficulties at the 5G network which is still very basic throughout Greece. Free WiFi access is possible only downtown.

Tripolis's town hall faces difficulties with Internet connection, yet it has recently made the transition to e-services and will soon implement digital convergence. It is pretty agile though in the use of new technologies.

Corinthos's e-services have impressively extended over the last years. The city runs a touristic portal and app with the major monuments.

City performance outcomes and impacts



The well-being of the consortium's citizens is a top priority for both local governments of the consortium.

Tripolis is pretty agile with a very capable and extrovert Planning and Development Department that implements strategies and measures to improve the citizens' quality of life. Big steps have been made over the last 2 years and the work carries on.

Likewise, the quality of daily life in Corinthos (services, mobility, waste management, health and safety, climate change, protection of environment, resilience etc) is a very high priority.

Active citizens charter

Strategy

Description



What: Active citizens digital platform
Why: Improve citizens' daily life; give citizens the chance to be heard and take action; support the green and digital transition of the cities
How: Development of beta portal; funding agreement; full implementation

Link to vision



A smarter, greener and more resilient and sustainable future for their citizens - Embrace cutting edge technologies in the areas of citizen participation and government services, green and digital transition in tourism, and green economy and local green deals, and integrate into European and international networks with track record.

Link to ambition statement



Citizen participation - All citizens embrace the digital transition of the two cities & actively participate in it by submitting their own ideas and actualising their own initiatives through the online platform.

Expected impact and timing



Improve citizens' daily life; give citizens the chance to be heard and take action; support the green and digital transition of the cities

Timing: autumn 2022: expected call for funding application by Region of Peloponnese

Q2 2023: creation of beta version

Q3+4: beta testing & adaptations

Q4: launch of platform

Stakeholders involved

Solution lead:



Municipality of Tripolis & Municipality of Corinthos

Solution working team:



ICC team, Departments of Planning & Development

Contributors:



University of Peloponnese

Risks and mitigation



Citizen involvement & engagement; digital illiteracy; appropriate mechanisms for sustainability; interoperability; user-friendly platform/apps.

Use of ICC expertise to mobilise and engage citizens; use of EU funds and programmes for staff training.

Inputs, outputs, outcomes and impacts

Source of funding and estimated cost



Region of Peloponnese through NSRF 2021-2027
100.000 euro

Solution maturity outputs



The consortium's maturity level is average with main difficulties at the 5G network which is still very basic throughout Greece. Free WiFi access is possible only downtown.

Tripolis's town hall faces difficulties with Internet connection, yet it has recently made the transition to e-services and will soon implement digital convergence. It is pretty agile though in the use of new technologies.

Corinthos's e-services have impressively extended over the last years. The city runs a touristic portal and app with the major monuments.

City performance outcomes and impacts



The well-being of the consortium's citizens is a top priority for both local governments of the consortium.

Tripolis is pretty agile with a very capable and extrovert Planning and Development Department that implements strategies and measures to improve the citizens' quality of life. Big steps have been made over the last 2 years and the work carries on.

Likewise, the quality of daily life in Corinthos (services, mobility, waste management, health and safety, climate change, protection of environment, resilience etc) is a very high priority.

Key Performance indicators

Solution	Activities – Inputs and actions	Solution Maturity - outputs	City performance – outputs	City performance – impacts
Solution 1: Touristic routes	<ul style="list-style-type: none"> - Coordination with DMS specialists - Definition & development of specs - Submission of proposal to NSRF - Development of beta portal - Testing of beta portal - Bugs & fixes, changes & adaptations - Full implementation 	Small to medium	<ul style="list-style-type: none"> - Number of locations selected - Number of users in beta testing - Number of users after launch - Number of jobs created or revived during implementation 	<ul style="list-style-type: none"> - Number of visitors per location after launch - Economic boost of the local ecosystem (budget numbers, sales numbers, booking rates etc) - Number of jobs created or revived in the long-run
Solution 2: Active citizens platform	<ul style="list-style-type: none"> - Fine-tuning with existing platforms/portals - Definition & development of specs - Submission of proposal to NSRF - Development of beta portal - Testing of beta portal - Bugs & fixes, changes & adaptations - Full implementation 	Small to medium	<ul style="list-style-type: none"> - Number of users in beta testing - Number of users after launch - Connectivity of platform created - At least 4/5 user-friendliness rating - At least 4/5 relevance rating 	<ul style="list-style-type: none"> - Number of events organised by active citizens - Quantity, quality & frequency of recyclable material - Quantity, quality & frequency of exchanged/reused products - Change of citizens' attitude - Citizen engagement

Key Performance indicators - Cross cutting indicators

Cross cutting indicators

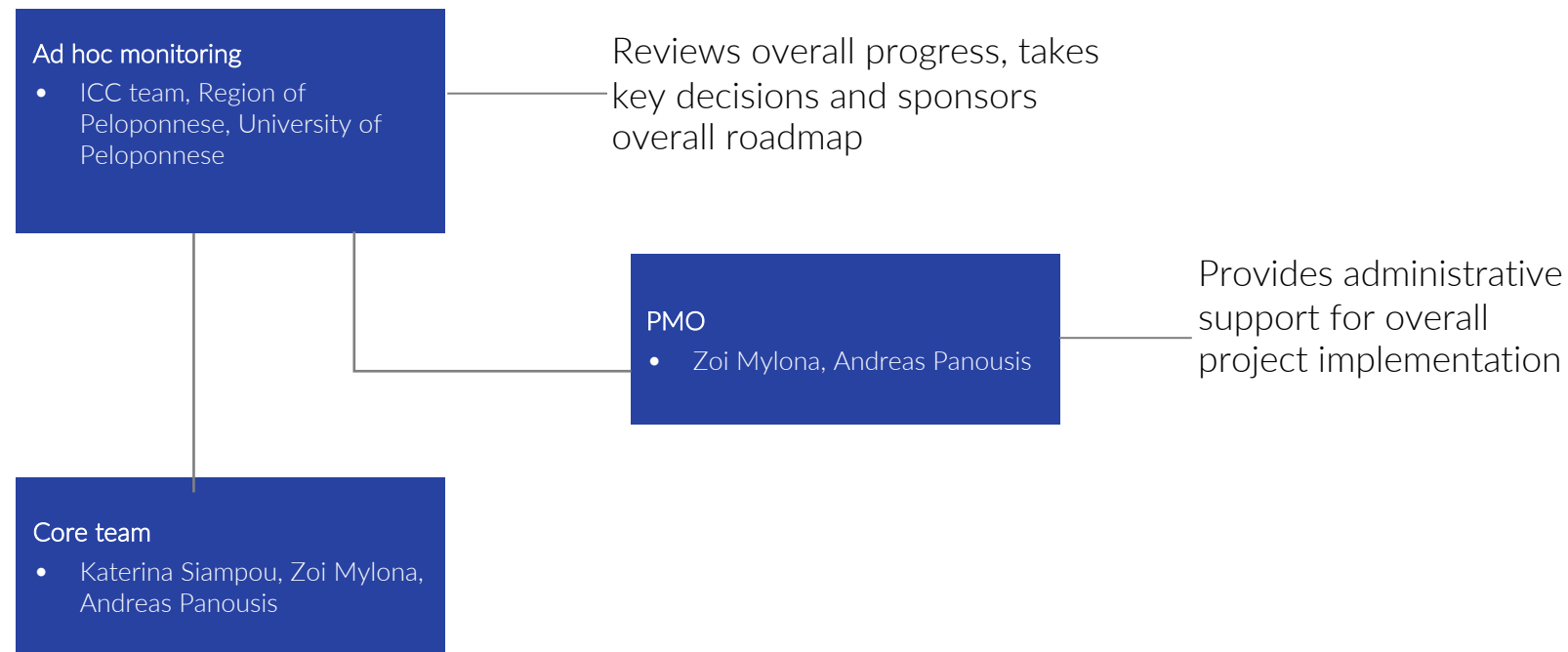
Total Job creation following implementation

Citizen engagement

Rationale to KPIs

The KPIs set by the consortium are separated into two categories: the more realistic ones and the more optimistic ones. As there are currently no established tools for measurements (neither on the national level nor on the local one), dedicated surveys will be organised by the consortium to measure the impacts of KPIs and the cross-cutting indicators.

Governance structure for roadmap implementation



Section

3+4

February 2021 to May 2021

Tripolis-Corinthos consortium : Impact

ICC Transformation



Assessment of city progress



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

- Intra-departments collaboration
- Communication with key-stakeholders (Region of Peloponnese, University of Peloponnese)
- Funds search



What are the main lessons you learnt?

- Take note of experts' ideas & advice and adjust them to our reality
- Extroversion of city is crucial for the goal's achievement
- Cooperation among ecosystem members may put pressure on central government



What will you focus on in the next cycle?

- Detect necessary technologies
- Write the technical report to apply for funding
- Collaborate with appropriate experts
- Rise public awareness



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

- Virtual reality implementation on city projects
- Enable citizens' participation
- Combine city's potential economical growth with climate change

Impact executive summary

Both cities have been doing a lot of work in different areas but at the beginning of the ICC journey, there seemed to be miscommunication and lack of clarity among the different departments of each city. The first challenge was to make sure projects and work already done was known to everybody so as to avoid overlaps and misuse of human and other resources.

The second step was to involve all interested and relevant stakeholders and so build the **cities' ecosystems**. Just like with lack of internal communication, different city actors performed various tasks and implemented projects that could benefit, complement and help ICC work. The stakeholders' workshops pointed in the direction of openness, collaboration and fruitful exchanges. With the additional support of thematic experts, it became easier and more apparent what the successes and failures of each city were so as to address them accordingly and appropriately in the assessment and planning phases.

Lack of **funding**, which has always been a difficult issue to tackle, was one of the cities' main priorities and it was through extroversion, networking and active involvement of stakeholders that the ICC team managed to approach the right people and find adequate resources for the solutions.

Furthermore, it was a big surprise for the ICC team to discover that certain **stakeholders**, such as the University of Peloponnese, are more willing to help and participate in ambitious and innovative solutions than one would expect. Often times, the need to move fast and carry out business as usual overshadows opportunities which stem from human interest and wish for creativity.

In addition, thanks to ICC, **key connections** took place with other European cities and the town twinning agreement between Tripolis and Catanzaro was the capstone of this opportunity for networking.

Citizens' willingness to contribute to this effort was a proof of how interested they are in seeing their cities prosper and, given the right circumstances and the room to have a voice, they can be of added value to the work of the ICC as well as of other initiatives in the future. To plan and decide with citizens rather than for them makes a huge difference and has a stronger impact on the cities' progress and future planning.

Finally, ICC has supported the cities to draft **funding applications on the national level** through the recovery fund and other digital-oriented programmes. It was easier to assess the needs, set goals and direct the city strategy in concrete measures.

In a nutshell, the ICC journey has been at times frustrating and overwhelming and more often than not compensating and rewarding. The gradual steps from internal assessment to planning, based on ambitions and visions, to choosing the right solutions were necessary in order to highlight what works well, what needs adaptation and what the next steps should be.

Over the next three years, Tripolis and Corinthos **commit** to maintain lively contact and communication with the cities' ecosystems; to submit the necessary applications for funding; to work closely with the stakeholders involved in the chosen solutions; and to follow through with the beta and final versions of the solutions in question.

Key Performance indicators - overview

Solution	Activities – Inputs and actions	Solution Maturity - outputs	City performance – outcomes and impact
Solution 1: Touristic routes	<ul style="list-style-type: none"> - Coordination with DMS specialists - Definition & development of specs - Submission of proposal to NSRF - Development of beta portal - Testing of beta portal - Bugs & fixes, changes & adaptations - Full implementation 	Small to medium <ul style="list-style-type: none"> - Creation of 1 platform - Number of locations selected (30) - Number of avatars (20) 	<ul style="list-style-type: none"> - Number of locations selected - from 60% to 80% - Number of users in beta testing - around 2.000 users - Number of users after launch - around 20.000 users - Number of jobs created or revived during implementation - around 20% increase - Number of visitors per location after launch - around 20%-30% - Economic boost of the local ecosystem (budget numbers, sales numbers, booking rates etc) - around 50% - Number of jobs created or revived in the long-run - 30%-40%
Solution 2: Active citizens platform	<ul style="list-style-type: none"> - Fine-tuning with existing platforms/portals - Definition & development of specs - Submission of proposal to NSRF - Development of beta portal - Testing of beta portal - Bugs & fixes, changes & adaptations - Full implementation 	Small to medium <ul style="list-style-type: none"> - Creation of 1 platform - Connectivity of platform created (10 stakeholders) - At least 4/5 user-friendliness rating - At least 4/5 relevance rating medium	<ul style="list-style-type: none"> - Number of events organised by active citizens - 80%-90% - Quantity, quality & frequency of recyclable material - 20%-30% (none existing so far) - Quantity, quality & frequency of exchanged/reused products - 20%-30% (none existing so far) - Change of citizens' attitude - 20% (none existing so far) - Citizen engagement - 80% (none existing so far)

Assessment of city performance - progress against KPIs

	Where we started	Midway through the challenge	Final results
City performance			
Touristic routes	10%	20%	80%
Active citizens platform	0%	10%	50%

Assessment of city performance - discussion

The ICC started with a very promising attitude from both cities. A great deal of solutions and sub-solutions were put forth with some of them actually making a difference while others being impeded.

Our solutions **made a difference** in the sense of awareness raising; stakeholder engagement; citizen participation; innovative ideas; and active collaboration with the University. All these factors contributed to the estimated outcomes and respective outputs and impacts. However, several solutions were **impeded** and given up and certain KPIs were not as ambitious as initially thought due to the COVID pandemic that made collaboration more challenging and shifted focus for quite some time; the lack of commitment following initial enthusiasm; and the reluctance and resistance of municipal employees to implement new tools.

Assessment of solution maturity - progress against KPIs

Solution 1	Where we started	Midway through the challenge	Final results
Number of locations selected	50%	60%	80%
Number of users in beta testing	0%	10%	100%
Number of users after launch	10%	50%	100%
Number of jobs created or revived during implementation	40%	50%	80%
Number of visitors per location after launch	50%	70%	90%
Economic boost of the local ecosystem (budget numbers, sales numbers, booking rates etc)	40%	50%	100%
Number of jobs created or revived in the long-run	40%	50%	60%

Solution 2	Where we started	Midway through the challenge	Final results
Number of events organised by active citizens	0%	20%	30%
Quantity, quality & frequency of recyclable material	0%	20%	30%
Quantity, quality & frequency of exchanged/reused products	0%	10%	30%
Change of citizens' attitude	0%	10%	30%
Citizen engagement	0%	50%	80%



Assessment of solution maturity - discussion

The final choice of solutions took a while as some of them seemed initially ready but proved to lack maturity during the planning process. Once the cities concluded about which solutions to implement, **things moved faster**. The design of solutions, the people in charge, the expected outcomes, and funding took shape in a couple of months.

The KPIs set by the consortium are separated into two categories: the more realistic ones and the more optimistic ones. As there are currently no established tools for **measurements** (neither on the national level nor on the local one), it has only been an estimate with pretty aspiring views on how things will turn out based mostly on the commitment of the stakeholders involved in this process.

5 key lessons

- **Take note of experts' ideas & advice and adjust them to our reality:** often times, impressive and indeed useful ideas and solutions come up from other cities and experts but they are not necessarily applicable and implementable in our cities. It became obvious that cities' envisioned roadmap and respective solutions should be relevant to the cities and respond to their society and citizens' priorities and needs. So cities should not lose sight of their goals, ambitions and vision.
- **Extroversion of city is crucial for the achievement of goals:** for fear of failure and criticism, cities might keep to themselves and conceal important information internally as well as between themselves. This reluctance to open up and share their achievements and challenges deprive them of networking opportunities and additional support. It was necessary for cities to acknowledge their omissions and shortcomings in a fruitful way that would lead to solutions and problem-solving.
- **Cooperation among ecosystem members may put pressure on central government:** it was important to realise that if all members maintained a unified front and focused on promoting the necessary solutions, central government would be more open to listen, collaborate and search for appropriate solutions, including funding.
- **Not all ideas are mature enough/not all stakeholders commit in practice:** there was great enthusiasm at the beginning of the ICC journey and a lot of innovative ideas came forth by multiple stakeholders, during the respective workshops, who however lacked will and commitment to contribute in practice. Thus, although a lot of effort was invested by the ICC team to prepare those solutions, the outcome was disappointing because either the digital/technical tools were not in place yet or the interested parties did not follow through with their promises. It is necessary to screen out who does what, how and when.

Reflections on city collaborations

- **We are not all the same:** often times, impressive and indeed useful ideas and solutions come up from other cities and experts but they are not necessarily applicable and implementable in our cities. It became obvious that cities' envisioned roadmap and respective solutions should be relevant to the cities and respond to their society and citizens' priorities and needs. So cities should not lose sight of their goals, ambitions and vision.
- **We have more in common than we thought:** it was relieving and also useful to share successes, challenges, failures and fears during peer review and other sessions. Our cities felt less isolated and absorbed by their own reality and difficulties. Useful insights and proposed ideas and solutions from cities in a similar situation proved to be eye-opening and highly supportive.
- **Let's join forces:** it was an additional benefit to make coalitions and find potential partners for future projects with town-twinning agreements already taking place (between Tripolis and Catanzaro) so as to share expertise, good practices and provide support when necessary. Soft diplomacy actions were unexpected but welcome side-effects of the ICC journey.

Note: Tripolis and Catanzaro have already submitted a joint proposal for EU funding through the CERV programme.

Commitments

Commitments to on-going resources

- ICC team and cities' managers in collaboration with the Planning and Development Departments will submit necessary applications for funding;

Commitments to on-going collaboration

- work closely with the stakeholders involved in the chosen solutions;
- maintain lively contact and communication with the cities' ecosystems;
- follow through with other cities to share implementation progress and address challenges.

Commitments to on-going KPIs

- follow through with the beta and final versions of the solutions in question;
- monitor visitors' involvement in digital solutions;
- adjust digital solutions to visitors' comments and observations.

3 Year plan - ambitions

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

Deliver, monitor and update the digital platforms that will facilitate citizens' life, respond to their needs and make them more active in the cities' strategic planning and implementation.

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

- Ensure necessary funding for full development and implementation of the solutions;
- Monitor and report on the usage of digital tools by visitors;
- Record and assess citizens' initiatives and outcome of their actions.