

SERN Intelligent City Transformation Overview

ICC Final Deliverable

June 2022



European
Commission

The Intelligent Cities Challenge is funded by CERIS, the EU programme for the competitiveness of enterprises and SMEs

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

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



1 Preparation & assessment

5 months:
September 2020 – January 2021



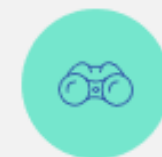
2 Ambition & roadmap

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**

3 City ecosystem

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?).

Identified priorities:

Increased number of arranged events, meetings as a result of developed cutting-edge expertise;

Develop 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

Solution Strategy - 1



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

Vänernborg: 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 Vänernborg.







- *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?

A concerted approach at all administrative levels is necessary in order to redesign organisational structures, data streams and resource allocation in a meaningful way.

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.


1 Initiative charter Digital Transformation Plan

Strategy	Stakeholders involved	Inputs, outputs, outcomes and impacts
<p>Description  <i>What:</i> Digital Transformation Plans <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> <hr/> <p>Solution working team:  ICC Coordination Team Trollhättan Working Team Ravenna Working Team Cervia Working Team</p> <hr/> <p>Contributors:  ICC cities, Västra Götland Region, Emilia-Romagna Region</p>	<p>Source of funding and estimated cost  Activity 1.1 Resources: 3 <u>work days/city</u>. Activity 1.2 Transnational Resources: 2 <u>work days</u> planning+ 2,5 <u>work days/city</u> for participation. Activity 1.3 Draft Documents produced Resources: 5 <u>work days/city</u> for planning + 2,5 <u>work days/city</u> 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 <u>Work Day/city</u>. Activity 1.5 Resources: 30 <u>work days/city</u>.</p>
<p>Link to vision  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  Ambition statement 1 To define a plan and adjust the <u>organisational framework</u> in each municipality to better cope with digital transformation</p>	<p>Risks and mitigation  Unknown circumstances regarding open data legislation in Sweden. Initially a high workload for stakeholders involved in order to gain resource efficiency Complex legal framework, high effort in the design of a multi-<u>actors</u> data management system</p>	<p>Solution maturity outputs </p>
<p>Expected impact and timing  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>		<p>City performance outcomes and impacts </p>

2 Initiative charter UPREST PROJECT


Strategy

Description *What:* Digital solutions for sustainable tourism and local ecosystems
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 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  Vänersborg Municipality and Cervia Municipality

Solution working team:  SERN-Sweden Emilia Romagna Network
 Högskolan 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 not yet 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) need to improve their capacity to use knowledge about augmented reality, open data, learning through devices and smart materials.

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

