

# Sustaining smart city solutions through local governance

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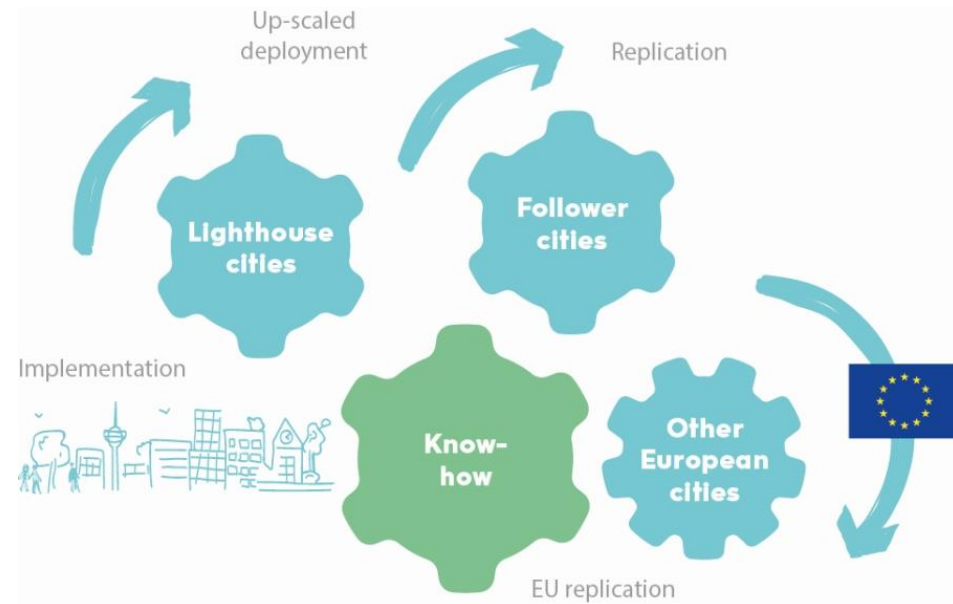


# 1) Background

## Aims and outline of the RUGGEDISED Project

RUGGEDISED is a smart city project (2016-2022) funded under the European Union's Horizon 2020 research and innovation programme. It aims at:

- (1) **Improving the quality of life** of citizens, by offering them a clean, safe, attractive, inclusive and affordable living environment.
- (2) Reducing the environmental impacts of activities by achieving a **significant reduction of CO2 emissions** and a major **increase** in the investment and usage of **renewable energy sources**.
- (3) Creating a **stimulating environment for sustainable economic development** by generating more sustainable jobs and inspiring community involvement in smart solutions



# RUGGEDISED

Designing smart, resilient cities for all



## 3 Lighthouse Cities Developing 32 Smart Solutions

### ROTTERDAM

13 Smart Solutions

Heart of South's  
New city Center

Residents / Commuters  
Shoppers / Workers

### UMEÅ

9 Smart Solutions

University district

Students / Hospital  
users / Commuters /  
Workers / Residents

### GLASGOW

10 Smart Solutions

Glasgow's Smart  
Street

Local residents /  
Workers / Commuters /  
Students

## 3 Follower Cities 3 Replication Projects

### BRNO

10 Follower  
Solutions

### PARMA

10 Follower  
Solutions

### GDANSK

7 Follower  
Solutions

## Partnership between

Cities

+ Businesses

+ Research  
Community

## Action Areas

Smart  
Electricity  
Grid &

Energy  
Management  
and ICT

E-Mobility

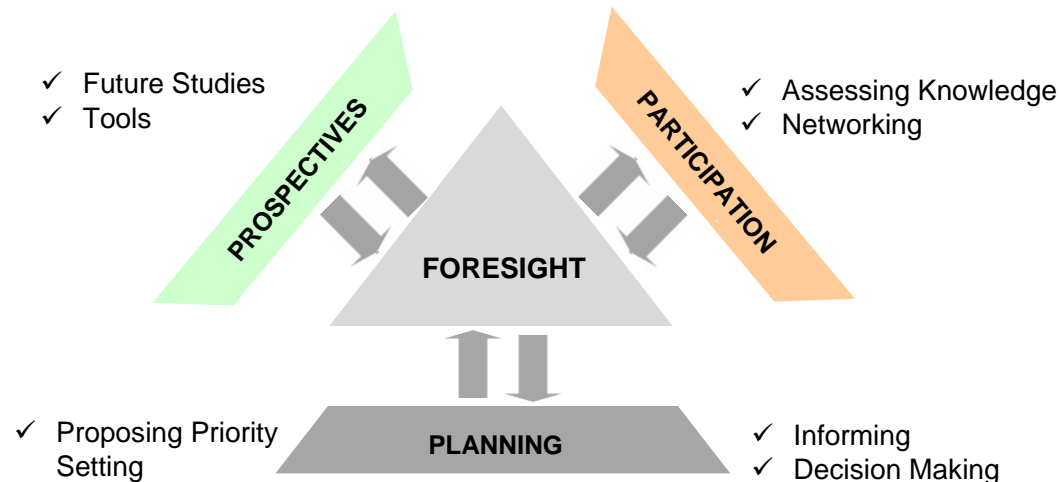
Smart  
Thermal  
Grid



## 2) Participatory Foresight

### Conceptual underpinning

- Systematic, participatory, future-intelligence-gathering and medium/long-term vision-building process aimed at enabling present-day decisions and mobilizing joint actions
- Framework for and process of prospective analysis and informed decision-making (*Miles 2008*) that involves a number of different groups of actors (not done by a small group of experts or academics)







Increasing need  
for forward-  
looking, strategic  
approaches in  
society



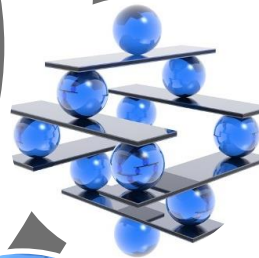
Acceleration of change in science & society; economic and migration crisis

→ expertise beyond short term horizons needed



Increasing interdependency and interlinked networks („complexity“)

→ Transformation as a systemic phenomenon  
→ classic planning reaches limits; context sensitive approaches needed



Room for individual actors limited

→ coordinated action needed



Demand for concerted orientation, visions

→ integration of diverse perspectives & disciplines; realization & implementation  
→ Mobilization by participation

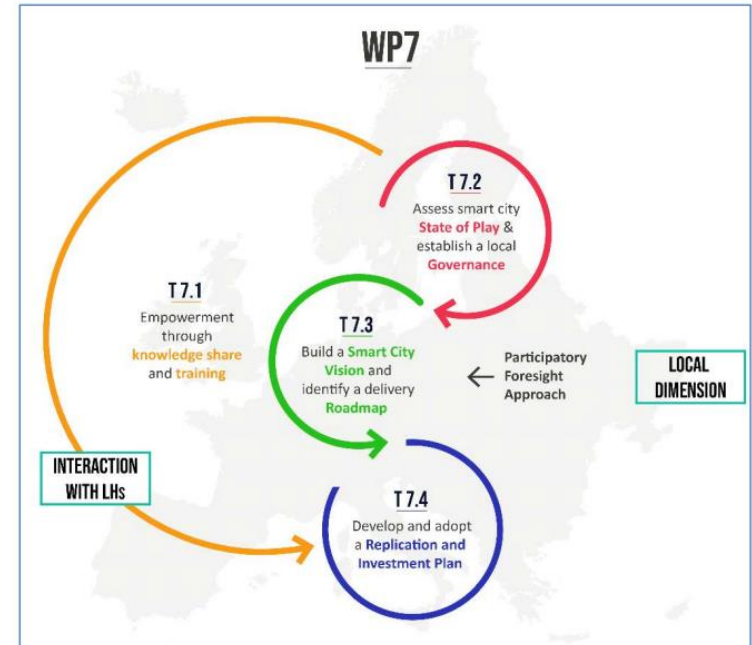


## 2) Participatory Foresight Application in RUGGEDISED

Fellow Cities were supported in replication process inspired by those that are already implemented in the Lighthouse Cities

Characteristics of the Participatory Foresight:

- Facilitates the strategic planning and the effective establishment of a collaboration platform (collect and catalyse all the interests of the community)
- Implementation in each Fellow City; local Governance Groups ensuring the involvement of a wider group made up of all the local stakeholders relevant for the development of the Smart City.
- Tailored to the specific local requirements in terms of objectives, available resources and expertise, existing planning techniques and documents.





## 3) Sustaining local governance groups

### Principles

- Intensive process of capacity building and knowledge transfer to reach the objectives; four main blocks of activities (developed at European and local level):
  - Empower the cities through knowledge sharing and training
  - Assess the state of play, establish and run the smart city governing groups
  - Deliver a vision and an implementation roadmap with participatory foresight
  - Deliver the Replication and Investment Plans
- Local governance group with a strong commitment
- Mid- and long-term orientation: focus on solid group structures (able to persist after the end of the project and political elections)
- Orchestration: Comprehensively manage and interlink smart city initiatives, involving local businesses and communities and organizing the work of the city administration





## 3) Sustaining local governance groups

### Community of Practice

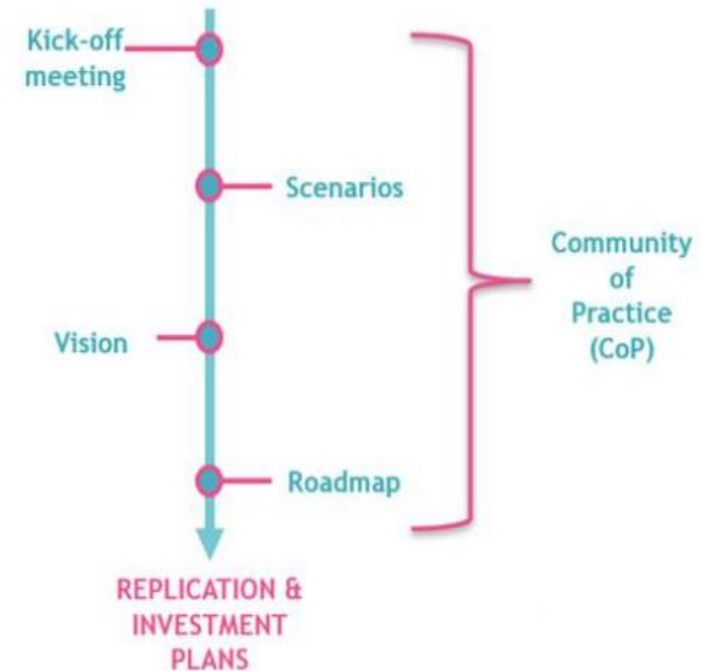
#### Methodological framework as basis for planning

(content and timeline driven foresight approach)

- coordinated with the representatives of the cities
- local process consultants to support cities in the stakeholder dialogues

**Communities of Practice** were set up as a means for **jointly designing and evaluating** the three local Foresight Forums.

- Trustful knowledge sharing
- Supervision for the Smart City leaders and core team members in their task of implementing and evaluating local foresight processes





## 4) Conclusions

### Linking a joint architecture with local conditions

Each of the three RUGGEDISED Fellow Cities had to acknowledge its specific starting point and actor constellation

Important support by local facilitators and feedback loops with project team and the other cities.





## Ensuring solid group structures and capacity building within the administration and municipality

Breaking silo thinking

Embedding into local governance structures and processes; anchoring long-term goals

Trustful atmosphere for knowledge sharing



## Define a tailor-made communication and involvement strategy for specific target groups

Strategic coordination function of the Smart City Governance group

Channeling of local efforts and initiatives within a shared pathway and vision





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## Acknowledgment pictures

Slide 3&4: <https://ruggedised.eu/>

Slide 7: RUGGEDISED D7.2 Visions and Roadmaps <https://ruggedised.eu/>

Slide 10: <https://pixabay.com/de/photos/kathedrale-geb%c3%a4ude-wahrzeichen-5672716/>

Slide 11: Picture by [Julia Volk](#) on [Pexels](#)

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