The Six City Strategy

Smart City Collaboration for Happy Citizens and Thriving Business

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Six Cities - one SUD strategy

- Based on the joint ambitions and challenges of the six biggest cities of Finland
- Carried out as part of Finland’s structural fund programme for sustainable growth and jobs 2014-2020
- Total budget approx 100MEU
  - Utilizes both ERDF and ESF funding
- **Finland’s flagship** in the EU Cohesion Policy’s 30th anniversary year
Three focus areas

- open innovation platforms
- open data and interfaces
- open participation and customership

We create

- new know-how
- new business
- new jobs

By utilizing

- openness
- digitalization
- partnerships
How did it start?

In the beginning of 2010s Finland faced challenges

- Recession
- Sustainability gap in public finances
- Export level falling

Economic growth diminished

- Structural change in the ICT-sector
- Increasing unemployment
- National debt growing

Effects of urbanisation > similar challenges emphasize the need for cooperation

Cities have a long history of previous cooperation
The Preparation of the strategy

- Competitive tender for ITI strategy in 2013
  - The six cities’ proposal chosen due to innovativeness and alignment with the operational programme’s objectives
- City-led strategy design
  - Strategy based on the cities’ Smart Specialisation strategies for regional development
- Implements the specific objectives of the priority axes of the OP
  - PA 2: **Producing and using the latest information and knowledge**
  - PAs 3,4,5: **Employment and labour mobility, Education, skills and lifelong learning, Social inclusion and combating poverty**
- Combines several ESIF Thematic Objectives
OBJECTIVES: New know-how, business, and jobs

- Urban innovations develop quickly, and changes in the operating environment are difficult to predict
- Strategy is implemented via projects which vary thematically from smart mobility to learning, circular economy, and game industry
- The strategy promotes interoperability between participating cities
  - Each project must involve actors from at least two cities
- The joint objectives are based on the needs of each city at the local level
Why we work together

• Cities **as experimentation environments** for new products and services to create world-class reference sites
• Collaboration to create economies of scale
• Agile **co-operation during and after the Six City Strategy** to create and embed an operating model for joint urban development on different levels of city administration
• Exploring and experimenting the **new role of the cities** in platform economy and innovation ecosystems
• Mutual **learning** and sharing of the knowledge speeds up the development process
• The harmonization and standardization of opening data and interfaces is a national level challenge, that cannot be solved by individual cities alone
Governance

**The Managing Authority:**
Ministry of Economic Affairs and Employment

**Intermediate bodies:**
Helsinki-Uusimaa Regional Council (ERDF), The ELY center for Häme (ESF) and the six cities

**Cities**
- Decide the content of the strategy implementation
- Define the themes of the calls for proposals, and
- Propose projects to be funded
Cities lead the strategy in shared leadership

- The chair of the management group, as well as the steering group is changed every year, every city gets to take its turn
- Decisions have to be made unanimously
- The cities decide the content of the strategy implementation and choose the activities and projects (within the cohesion policy framework) to be funded
  - Allows them to respond to their real needs and challenges
- Individual cities bring important issues to joint discussions
  - When defining the themes for calls for proposals
  - In joint project preparation processes
- The cities have signed an agreement on the implementation of the strategy and also committed to contribute 33% of the funding themselves
The Urban Development Network
Inspire, innovate and exchange

Tools for collaboration

- The strategy is **based on the needs of the cities**, including themes from their smart specialisation strategies
- Strategy office is a **shared resource** (funding from the cities + ERDF)
- **Coordination** plays an important role, team of ten people from the cities work together between the cities
- The **action plan is not fixed** in the beginning, but is elaborated annually in joint workshops
- Each project involves actors from at least two cities
- The leadership in each project is determined according to the **strengths and expertise of the cities**
- A strong **developer network** within and between the city organizations has evolved
  - more cross-sectional and cross-administrative development projects
Timeframe

- **2014-2018**: Focus on organising the operational management, steering and coordination of the strategy
  - Spearhead Projects start in three focus areas
  - Organising the calls for project proposals, 4 ERDF calls and 4 ESF calls.
  - Altogether 36 projects started

- **2018-2020**: Focus in disseminating project results and best practices to stakeholders
  - Telling and showing other cities, companies, r&d organisations etc. what we have accomplished and how we have worked
  - Open calls for project proposals still run twice a year
ERDF-projects and budgets

Spearhead projects (Data & interfaces, Innovation platforms, Participation & customership)
28.7M€

Smart mobility, infrastructure (6)
6.6M€

Learning, media (3)
6.4M€

5.8M€

Circular economy & cleantech (3)
3.6M€

City information, data-analytics (4)
4.2M€

Health and well-being (3)
1.32M€

Urban Development Network
Sustainable Urban Development in Italy
Rome, 12-13 June 2018
Pilot: University Hospitals as Innovation Platforms

- University hospitals in Turku and Oulu as real-life innovation ecosystems
  - Producing innovations, more effective ways of working, and creating new business
- Health care professionals, patients, and other stakeholder groups have been involved in finding new products, services and solutions
- So far 46 tested business ideas
  - Several invention reports drafted + patent applications submitted
Pilot: Robot buses - SOHJOA

- Two robot buses have been on trial in Helsinki, Espoo, and Tampere. The unique experiment aims to solve the challenges of urban mobility
- For companies, the robot buses offer a platform to develop and test their solutions in practice
- Finalist in the European Commission's Regiostar 2017 awards

More information: sohjoa.fi/sohjoa-in-english
ESF – project budgets and target groups

- Young people and students (4) - 3.75M€
- Educational organisations (2) - 2.15M€
- University educated (2) - 1.6M€
- Long-term unemployed (1) - 930K€
- People with little work experience (2) - 916K€
Pilot: Gametime

- Youth in a weak labor market position are offered low-threshold possibilities to increase their knowledge and skills of the gaming industry.
- Short trainee programmes about the gaming industry, how to make games and enhance work-life capabilities.
  - Professionals from Finnish gaming industry share their knowledge and show the young participant how versatile the industry is.
Pilot: Porakone

- The cities search solutions for the needs of the companies in rapidly growing industries.
- For example, the skills needed for engineers in the machinery, energy, and marine technology industries are changing.
- The idea is that universities of applied sciences offer courses and updating training to engineers in order to make sure that they have the skills that companies need.
What were the **challenges** / and **opportunities** encountered?

- Companies as stakeholders and cooperation partners not yet as involved as would be needed to achieve the strategy’s goals
- Lack of know-how in the funding instruments to fully utilize their ITI possibilities
  - Combining other fundings would be possible and recommendable
- The new role of the cities in the platform economy
  - City as a Service
- New operating models for recognizing urban challenges, finding partners and developing the solution in cooperation
Main results & findings from the cities so far

1. Learning from other cities
2. Seeing city as an ecosystem
3. Seeing city as an innovation platform
4. More customer orientation in cities
5. Stronger innovation culture
6. Seeing the opportunities of digitalisation
7. Stronger developer network
8. Better resources & know-how for urban innovations
9. More systemic collaboration
10. Opening data & enabling new business
11. New service production models tested
12. New, innovative procurement processes tested
13. New operation models, platforms & praxis tested
14. Agile, scalable experimentation models
15. Stronger innovation culture
16. More customer orientation in cities
17. Seeing the opportunities of digitalisation
18. Better resources & know-how for urban innovations
19. Opening data & enabling new business
20. New service production models tested
21. New, innovative procurement processes tested
22. New operation models, platforms & praxis tested
23. Agile, scalable experimentation models
Lessons Learnt

- **Making choices**, also determining tolerated risk level:
  - More narrow focus is easier to control, but the most innovative outcomes may be unpredictable and results of experimenting
- **Shared leadership** designed in the governance structure
- It is important to spend time in building a common vision in the beginning, and also reflecting together on the findings as the work is progressing
- Long-term strategy requires frequent updating and re-focusing of the implementation
- The more concrete the actions, the better the cooperation
- **Open processes** involving the quadrable helix actors (public, private, citizens, academia) may take more time in the beginning, but the commitment, and the end results are usually better
Thank you!

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