



**CLERMONT FERRAND (FR)**

**26-27 NOVEMBER 2019**



**European Union**  
European Regional Development Fund



## URBACT ad-hoc expert session

### 4. The topic of intervention

- City card – much more than a card. It validate its holders as full fledged participants in local civil society, regardless of their status.

- in addition to serving practical goals, identification city cards also have a symbolic importance as a sign of membership in the community – as such they can play a role in the ‘feeling of belonging’, help in talent attraction, facilitate inclusion and retention of, e.g. migrants or refugees.

- see for instance: <https://populardemocracy.org/news/who-we-are-municipal-id-cards-local-strategy-promote-belonging-and-shared-community-identity> or



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### 4. The topic of intervention (2)

- Creating a card is (relatively) easy... But how to move forward?
- **Technical issues**: IT integration; use of new technologies (blockchain);
- **Legal issues**: adequate legislation; privacy & data protection;
- **Operational issues**: governance models; procurement of services; business models
- **Sustainability issues**: interoperability with other cities; gamification.



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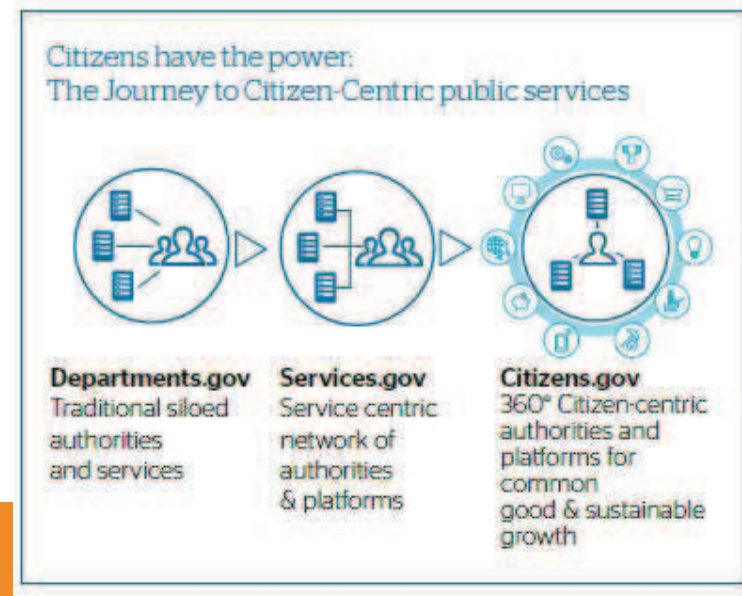
### 4. The topic of intervention (3) – quick review of issues

#### a) IT integration

- Citizens value access to multiple public services through a single smartcard, regardless of the department in charge of delivering those services. People want a **citizen-centric system**, which calls for integration with the (different) IT systems of the departments ;

- This means that data generated by a card (e.g. access to a public transport) must be inter-changed with the controlling system of the local transport company

- Can be a problema when legacy systems are on use...





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#### b) Blockchain and other new technologies

- Blockchain based administrative cities are starting to emerge around the world;
- These can for instance allow for the use of cryptocurrencies for payment of services or facilitate the introduction of rewards and subsidies and submission of authenticated documents and applications;
- As such their advantage for City Cards appears obvious... but introduction of new techs means higher dependency on technological firms and (eventually) less control from city officers.



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#### c) Adequate legislation

- More 'far-reaching' city cards may need special legislation – especially at local level;
- This may be the case if, e.g. the city card ownership entitles to local benefits, and if city cards are inclusively distributed, even to not fully-legal residents;
- Processing and sharing of data may also require special legislation.

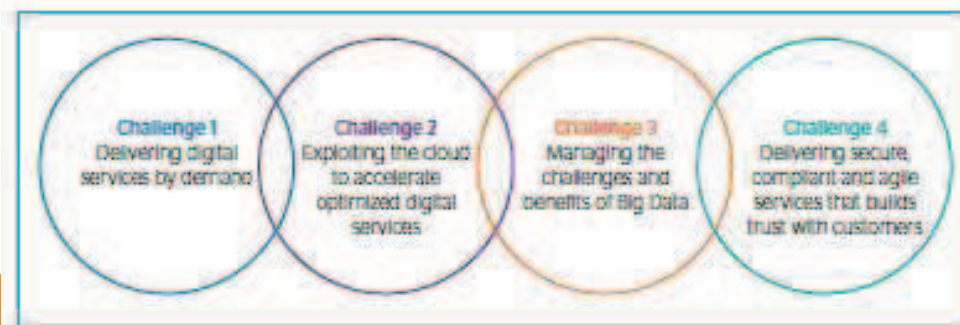


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#### d) Privacy & data protection

- GDPR must be enforced; in particular the users must have the right to access, correct, erase, restrict, transfer and object to the use, of their data; Data must also be protected from abuse, e.g. from marketing operators;
- A clear Data Protection policy is a must; a specific Data Protection Officer at the city governance, may help to build trust within citizens.





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#### e) Governance

- City Cards should simplify local administration, and not make it more complex – thus lean governance models are a must;
- Private-sector inspired governance models, with specific ‘Product Managers’, clear objectives (e.g. in number of users) and budgets are becoming common practice;
- Governance systems should be open and subject to scrutiny, as in any other local government policy.



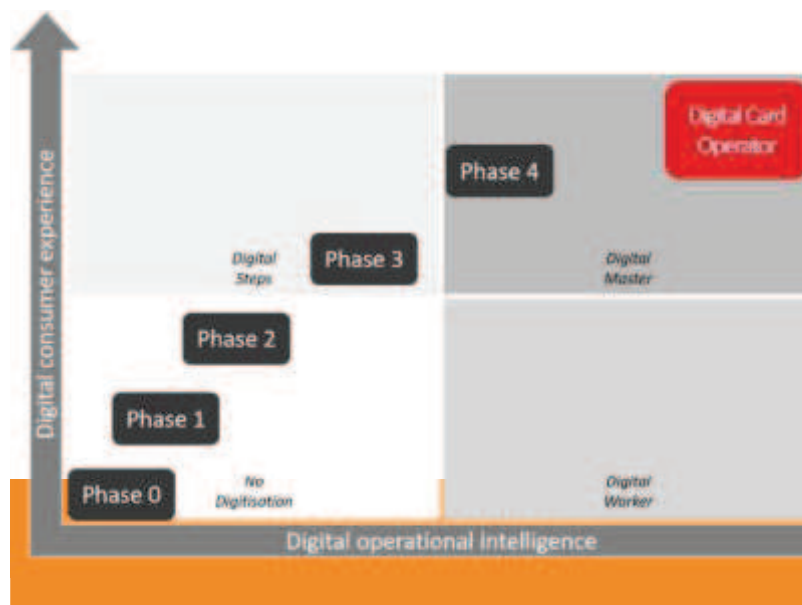


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#### f) Business Models

- How to cover costs associated with City Cards? Is profit acceptable? Which product / price / placement / promotion policies? Which alliances and partnerships? And which competitors? And which aims??



#### Digital Maturity

Phase 0: "Offline"

- No website of the card / no card

Phase 1: "Web Presence"

- Web presence, no order possibility
- Card in paper form, manual process

Phase 2: "Online Shop"

- Online booking, simple voucher redemption

Phase 3: "Multi channel"

- Digital Voucher, online and offline presence merge
- Sales points merge
- Digital code solutions are comprehensively supported

Phase 4: "Mobile business"

- Digital card (via App, print@Home)
- Fully integrated interfaces to third-party sellers and suppliers

Phase 5: "Digital Card Operator"

- Complete digital operational process
- Customer orientated business model
- Extensive data analysis



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#### g) Procurement of services / solutions

- City Cards require a lot of support services: technology, distribution, marketing, customer support, ...

- While long-term partnerships may be recommended, the market must be kept open and in respect of procurement policies – a balance must then be found.

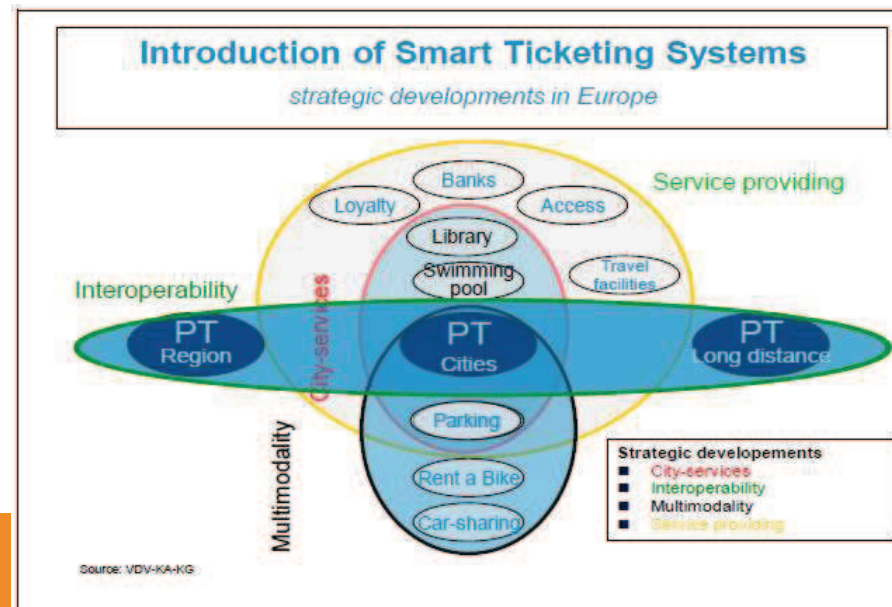


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#### h) Interoperability with other cities

- One of the greatest challenges, within a single market – how to extend city card benefits and use to other cities, both locally and internationally?
- Especially relevant for transport in large metropolitan areas, involving several cities;





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#### i) Gamification

- How to expand the use of City Cards and attract citizens and tourists alike?
- The concept of city cards, with access to immediate benefits as free transport of museum access, makes it ideal for ‘behavioural changing’ experiences and to gamification approaches, with instanted rewards to ‘good’ or ‘successful’ behaviour;

