Policy watch n°2
New urban governance

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EUROCITIES
**Global urban watch**

- **Global trend:** The Maker Movement
- **Global event:** The Sustainable Development Goals Summit
- **Global policy debate:** Social innovation in the public sector

**Open Innovation 2.0**

- **EU status report**
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**Informing SEISMIC National Networks**

- 25%

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- Ten National Networks: ten ideas for new urban
- The changing role of urban governments

**Reporting from SEISMIC National Networks**

- 25%
The SEiSMiC policy watch reports are published twice a year between January 2015 and October 2016. They are an update of the initial scoping paper that was published in September 2014.

The policy watch aims to keep participants in the project aware of the state of play of some European and national policies in the urban and social innovation fields. It also relates these policies to the debates taking place within the national networks.

This document will feature a section on global urban trends, a European policy update, as well as a section highlighting good practice in local initiatives. The objective of this document is to show what is being discussed and what is being done in cities to find creative solutions to societal issues (social innovation) and to bridge science and society.

**New urban governance**

The SEiSMiC project started with an initial scoping of issues related to social innovation in an urban environment. All the issues raised have been grouped under three headings:

1. New urban governance
2. New public space
3. New urban economy

This document will focus on new urban governance. It will explain what it means and what ideas and initiatives are behind it.

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**What is the SEiSMiC project?**

1. SEiSMiC is about thinking about urban development in Europe in a socially innovative way — that is, imagining solutions to social challenges at the same time as empowering society to act on them.
2. The two main objectives of SEiSMiC are to:
   - create 10 national networks gathering a large variety of stakeholders working on urban development; and
   - gather the ideas coming from these networks and feed them back at European level towards initiatives such as JPI Urban Europe.
3. The SEiSMiC project is funded by the European Commission Directorate-General for Research and Innovation.
4. The 7th Framework Programme for Research (FP7) is the source of funding. The work theme "Science in Society" is the inspiration for the strong link that SEiSMiC aims to create between stakeholders in urban development and urban research.
5. SEiSMiC project activities are carried out by a consortium comprising organisations from different countries that team up and share the planned tasks in order to achieve the project objectives.

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1. Joint Programming Initiative Urban Europe: The aim of this initiative is to pool national research efforts and resources and to tackle common issues such as urbanisation
2. The 10 national networks are established in: Austria, Belgium, the Czech Republic, Germany, Hungary, Italy, the Netherlands, Sweden, Turkey and the United Kingdom
The Global Urban Watch highlights current high-level trends related to urban development and social innovation. This section sheds light on the Maker Movement as a global trend in social innovation in cities. It also introduces the Sustainable Development Goals Summit, the outcome of which brings a strong urban perspective to global development issues. Finally, it highlights the growing debate on social innovation in the public sector in different parts of the world.

Global Trend: The Maker Movement

The Maker Movement is about shared learning and crafting, both handmade and digital. It is an informal movement, and although it has been conceptualised in a manifesto, it is not institutionalised. It works on the basis of networked individuals and is essentially about innovating and sharing.

The Maker Movement has evolved from the arts and crafts movement that started at the turn of the 20th century in the United States. The arts and crafts movement was concerned with maintaining creativity and the making of beautiful objects in an era of industrialisation and mass production. One of the missions of this movement was to foster workers’ autonomy and education: this would be achieved “when the philosopher goes to work and the working man becomes a philosopher.” Although the arts and crafts movement disappeared after the First World War, it underwent periods of revival after the 1950s. As DIY evolves with new technologies, it is being revitalised in the Maker Movement’s pledge to make, learn and change.

The Maker Movement is an important component of social innovation in cities, where Maker initiatives shoot up in hackerspaces or Fab Labs and often contribute to urban regeneration in deprived neighbourhoods. The density that characterises urban spaces seems to boost the connectivity and popularity of such Maker spaces.

In its manifesto, the Maker Movement spells out its guiding principles:

- make
- share
- learn
- tool up
- participate
- support
- change

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2. Idem, quoting Denman W. Ross
3. Fab Labs and hackerspaces are the typical workshops where “makers” can find the tools and peers that will inspire and enable digital fabrication.
4. The urban concentration of individuals in their 20s and 30s seems to be a crucial factor in the Maker Movement’s current visibility. Note on the Maker Movement and the City, Robert Beauregard Columbia University (USA). Lab/E + Expo Milano. 2015; http://www.fondazionefeltrinelli.it/wp-content/uploads/2015/02/Beauregard_Noteonthemakermovementandthecity.pdf
These principles echo the activities carried out within the SEiSMiC project. As a Mobilisation and Mutual Learning Action Plan, SEiSMiC gathers a wide variety of people who can participate in shaping future research and innovation in urban development in Europe.

The urban angle to the Maker Movement has also been highlighted through Maker Cities⁵, a massive multiplayer game designed by the Institute for the Future⁶. Like SEiSMiC, it uses social innovation to rethink urban development, but it does so online, and as an open game that empowers people to imagine and make the future of their city.

In the game, players submit ideas about how the Maker Movement might have an impact on society at large: how we learn, govern, eat and live. Players collaborate to refine each other’s ideas, and make and share simple prototypes to showcase their ideas.

It allows people to build future ideas together inside a game, making innovation a very social process. Imagining creative responses, shifting our thinking, and moving towards action take place within a connected community.

By way of example, Maker Cities participants in London have proposed a project to use kinetic energy to fuel the city. Kinetic energy is the energy produced from walking on a smart bridge, for example. The project would therefore entail furnishing everyday structures with smart grids and generators, which can produce and deliver power to a main hub, recovering energy from our everyday movements.

In Istanbul, participants proposed setting up a Maker fair to help gather ideas and anticipate the changes in mobility patterns that will be brought about by the tunnel under construction between the east and west of the city.

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⁵ http://www.makercities.net/

⁶ The Institute for the Future is a U.S.-based research organisation working on providing practical foresight in a range of disciplines from social science to technical domains. http://www.iftf.org/home/
Global event: The Sustainable Development Goals Summit

In September 2015, the United Nations approved the Sustainable Development Goals (SDGs) that form the backbone of the 2030 Sustainable Development Agenda. The SDGs address 17 priority areas (depicted below) that should help to achieve sustainable development throughout the world. In Point 34 of the declaration contained in the outcome document of the summit, the signatories “recognise that sustainable urban development and management are crucial to the quality of life of our people.” They commit to “work with local authorities and communities to renew and plan our cities and human settlements so as to foster community cohesion and personal security and to stimulate innovation and employment.”

Sustainable Development Goal 11 specifically addresses urban development: “Make cities and human settlements inclusive, safe, resilient and sustainable.” This goal will be implemented and monitored according to a series of measurable targets, such as:

- by 2030, ensure access for all to adequate, safe and affordable housing and basic services, and upgrade slums;
- by 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality, municipal and other waste management; and
- by 2030, provide universal access to safe, inclusive and accessible green and public spaces, particularly for women and children, older persons and persons with disabilities.

These indicators are under development and are designed to contribute to an understanding of the evolution and drivers of urban settings and their impacts on the quality of life of their inhabitants. Some international stakeholders, such as the World Bank, expect crowdsourcing and open data to fuel these indicators. As a result, people might participate in the generation of data and the implementation of Goal 11. Public dialogue around urban development issues is perceived as critical for the success of the post-2015 development agenda. Goal 11 will be further developed during the Habitat III conference in Quito, Ecuador, in October 2016.

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8 Outcome document of the United Nations summit for the adoption of the post-2015 development agenda, Point 34 of the introduction to the Declaration, p.9
Global policy debate: Social innovation in the public sector

The public sector plays a facilitating role that is critical to innovation processes. By championing and supporting universities, providing IT infrastructure, developing cross-sectoral partnerships and economic clustering, city governments facilitate innovation processes. Local governments are experimenting with ways to include both the public and voluntary sectors in innovation processes so as to develop innovative products and services that create social and economic value.

These relatively new approaches are building a new understanding of the public sector, where social innovation bridges public and individual-led initiatives in a renewed effort to build “commons”. Several initiatives worldwide illustrate different facets of this trend in public sector innovation.

SynAthina: Changing government from the bottom up by encouraging a volunteer culture

The SynAthina initiative is aimed at the entire city of Athens. It is supported by a central municipal platform and a new department that promotes social innovation. The initiative supports and encourages community and business-sponsored projects that help to reduce the distance between citizens and government through citizen participation in problem solving. Open data are expected to facilitate transparency and provide tangible measurements of the project’s success, increasing residents’ levels of trust.

The project is supported by a website, which allows citizens to list (on a map) projects aimed at improving the quality of city life in categories ranging from urban regeneration to education, culture and children. A matchmaking service links volunteers and funders, who may be citizens, NGOs or private businesses.

The city of Athens has also had to take a big step politically. Many informal activities, like gardening on abandoned plots or street exchange bazaars, are technically illegal. Athens is using the suggestions featured in SynAthina to rewrite a “complex system of administrative obstacles that repeatedly inhibits citizens”. By providing official recognition to community efforts, no matter how small, the municipality wants to build a relationship of trust between local government and citizens while fostering volunteerism.

The initiative was recognised in the 2013–2014 Bloomberg Philanthropies European Mayors Challenge, an award scheme designed to encourage cities to develop bold ideas that solve major problems and improve city life. Athens is continuing to develop the SynAthina model by working with other European cities on harnessing citizens’ ideas and engagement within the EUROCITIES working group on creative citizenship.

10 http://marianamazzucato.com/the-entrepreneurial-state/ This book challenges the opposition between a bureaucratic state versus a dynamic, innovative private sector. Mazzucato argues that the private sector only finds the courage to invest after an entrepreneurial state has made the high-risk investments. She reveals that every technology that makes the iPhone so “smart” was government funded: the Internet, GPS, touch-screen display and voice-activated Siri.

11 Beyond public and private space, commons are resources available to all that are used and maintained in common or in the community.

12 http://mayorschallenge.bloomberg.org/
Seoul Innovation Bureau

The Seoul Innovation Bureau is an innovation unit that works across departments within Seoul’s city administration and reports directly to the mayor. The bureau’s mission is to tap into the knowledge and ideas of citizens, who, by identifying problems and often generating solutions, are seen as the main catalysts and sources of innovation. The Seoul Innovation Bureau engages citizens by soliciting ideas and suggestions for improving public services. It tries to change the culture of government by increasing the adoption of suggested changes and improvements within the city administration.

It has developed various communication channels that open up a dialogue between the city administration and citizens. Recent research shows that such multi-channel communication methods have contributed to building shared understanding and trusting relationships among various stakeholders. They enable stakeholders to become partners in creating innovative solutions to problems in society, rather than merely being those who are affected by changes.

Office of Social Innovation and Civic Participation, the White House, USA

The U.S. Office of Social Innovation and Civic Participation (SICP) was created by President Obama and belongs under the Domestic Policy Council of the White House. The SICP engages with the social sector — individuals, non-profits and foundations — as well as business and government, to find new ways to solve old problems and drive collaboration to make greater and more lasting progress in meeting some of the challenges faced in the country. The SICP focuses on supporting social sector policies by developing programmes that can accelerate economic recovery and create stronger communities. It carries out this mission through a dedicated social innovation fund and by supporting the exchange of community solutions via the Community Solutions Tour.

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13 http://theiteams.org/system/files_force/i-teams_June%202014.pdf#page=83
15 https://www.whitehouse.gov/administration/eop/sicp/initiatives/social-innovation-fund
16 https://www.whitehouse.gov/administration/eop/sicp/initiatives/community-solutions
The EU status report gives an overview of European initiatives relevant to the SEiSMiC project. This section explains the Open Innovation 2.0 concept. It also gives an update on the Smart Cities initiative, the JPI Urban Europe Strategic Research Agenda, and the debates around an EU urban agenda. In addition, it features a selection of European projects of interest to SEiSMiC.

Open Innovation 2.0

The concept of open innovation was first applied in the business sector. The idea is that, in a world of widely distributed knowledge, companies cannot afford to rely entirely on their own research but should instead use external sources of innovation such as customers, rival companies and academic institutes.

Open Innovation 2.0\(^1\) is an approach put forward by the European Commission’s Directorate-General for Research and Innovation, which is based on a Quadruple Helix Model. In this model, government, industry, academia and civil participants work together to boost research and innovation and to drive structural changes beyond the scope of what any one organisation could do alone.

There are three key elements in the open innovation process, which can also be related to the activities carried out in the SEiSMiC project:

- Networking
- Collaboration — involving partners, competitors, universities, and users
- Research and development — developing new solutions and achieving competitive advantages

Two other elements are part of the open innovation concept, but they relate more specifically to the business sector:

- Corporate entrepreneurship — enhancing corporate venturing, start-ups and spin-offs
- Proactive intellectual property management — creating new markets for technology

An Open Innovation 2.0 conference² is organised every year by the European Commission to disseminate good practices in the fields of European innovation governance, the scale-up of open innovation in practice, as well as creating open regional innovation ecosystems in Europe.

The Innovation Luminary Awards are part of this conference. They reward thought leaders in modern innovation from academia, civil society, and the private and public sectors.

In 2015, the Innovation Luminary Awards ceremony honours projects in the following categories:

- Arts and Creativity in Innovation
- Democratising Innovation
- Finnish Innovation Champion
- Creating Open Engagement Platforms
- Driving Citizen Co-creativity
- Young Innovation Champion

**Smart Cities and Citizen Focus**

The European Innovation Partnership for Smart Cities (Smart Cities EIP) has the general aim of coming up with innovative solutions to the major environmental, societal and health challenges facing European cities today:

- Reducing high energy consumption, greenhouse gas emissions, bad air quality and traffic congestion.
- Overcoming bottlenecks to the changeover to smart cities, co-funding demonstration projects and helping to coordinate existing city initiatives and projects by pooling resources.
- Establishing strategic partnerships between industry and European cities to develop the urban systems and infrastructure of tomorrow.

The partnership is organised according to several “action clusters”, which are working groups of partners committed to working on specific issues related to smart cities.

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² The Open Innovation 2.0 conference 2015 took place in Espoo in June 2015.
The six Action Clusters which have been set up so far are:

- Business Models, Finance and procurement
- Integrated Infrastructures & Processes (including Open Data)
- Policy & Regulations / Integrated Planning
- Sustainable Urban Mobility
- Sustainable Districts and Built Environment
- Citizen Focus

The Citizen Focus action cluster brings together partners who are interested in fostering citizens’ participation in the fields of ICT, mobility and energy in cities. It is reflected in project proposals for creating ICT platforms for crowd funding and collaboration, and also in the creation of apps and services by citizens themselves to solve the issues they have identified in their cities.

The Smart Cities Citizen Focus identifies ongoing and potential new projects that:

- create an enabling environment for citizens to solve the problems they identify;
- help to scale up the most successful citizen-led initiatives — in a city or internationally; and
- facilitate dialogue between stakeholders, where citizens’ voices are not only heard but are needed to design solutions that have better results and drive more targeted improvements.
Current developments in the debate on an EU urban agenda

On July 18, 2014, the European Commission launched the communication and public consultation “The urban dimension of EU policies — Key features of an EU urban agenda.” The document stressed the fact that the development of cities will determine the future economic, social and territorial development of the EU. It also explained that sectoral policies — such as environment, transport or economic policies developed at EU level — all impact on urban areas, but are not coordinated.

The further development of an EU urban agenda (EUUA) by the European Commission (2014–2019) has been taken a step further with the publication of the outcomes of a stakeholder consultation3. Among the main messages received was the need for cities’ ownership and engagement in policy making at all levels. Cities not only know their needs better, but can also provide expertise and knowledge to tackle the challenges they face.

The European Commission’s Directorate-General for Regional and Urban Policy rolled out a series of expert workshops on three specific angles and themes for an EUUA: Inclusive, Green and Smart Cities (on September 16, 22 and 23, 2015).

With this input, the European Commission and the incoming Dutch Presidency (January to July 2016) are now working jointly on priority themes for an EUUA. These priority themes would structure partnerships between relevant stakeholders (including the European Commission and member states), who could discuss the urban dimension of the selected policies at an early stage of the regulation process. The themes considered so far are:

- Jobs and skills in the local economy
- Urban poverty
- Housing
- Inclusion of migrants and refugees
- Sustainable use of land and nature-based solutions
- Circular economy
- Climate adaptation
- Energy transition
- Urban mobility
- Air quality
- Digital transition
- Innovative and responsible public procurement


Illustration of the EU urban agenda by EUROCITIES
JPI Urban Research Agenda

JPI Urban Europe’s Strategic Research and Innovation Agenda (SRIA) aims to promote truly trans-disciplinary research on urban areas in Europe. The programme works on the research side to improve our understanding of how socially, economically and environmentally sustainable our urban areas are. Research activities will support Europe’s cities in their transition towards a future that maximises their sustainability, resilience and liveability.

The SRIA, published this fall on the JPI Urban Europe website, was developed in partnership with researchers and policy makers, and via civil society projects like SEISMIC. It shapes a coherent programme of research through to 2020 to:

- enhance capacities and knowledge on transition towards more sustainable, resilient and liveable urban developments;
- reduce the fragmentation in funding, research and urban development;
- build critical mass to realise urban transitions; and
- increase the profile of European urban science and innovation on the global stage.

It is made up of two complementary components:

- A research programme focusing on developing methodologies to define and measure urban sustainability by setting up transition targets and strategies to achieve them. This is chronologically structured, enabling methods and outcomes from earlier projects to inform later ones.
- Thematic priorities that are directly relevant to and inform the overarching programme, but which are destined to enable research teams to tackle a specific societal urban challenge in detail.

The five priorities are:
- vibrancy in changing economies;
- welfare and finance;
- environmental sustainability and resilience;
- accessibility and connectivity; and
- urban governance and participation.
A selection of European projects and initiatives related to SEiSMiC

**LIPSE**
The Learning Innovation in Public Sector Environments (LIPSE) research project identifies the drivers of and barriers to social innovation in the public sector in 11 EU countries and seven policy sectors. It aims to create and disseminate knowledge about public innovation according to five building blocks:

1. Innovation environments — institutional environments, innovation champions and leadership.
2. Innovation inputs — citizens’ inputs into public innovation processes through participation, complaints and co-creation.
3. Innovation tools and processes — the use of risk management in innovation processes.
4. Innovation outcomes — the factors that contribute to the successful upscaling of ICT-driven social innovations.
5. Feedback loops and innovative systems — the development of a comprehensive set of public sector social innovation indicators and the exploration of future trends in social innovation through scenario mapping.

The project started in 2013 and will end in 2016.

**CrESSI**
Creating Economic Space for Social Innovation (CRESSI) is a research consortium that explores the economic underpinnings of social innovation, and in particular how policy and practice can enhance the lives of the most marginalised and disempowered citizens in society. The project also aims to show how interventions drawing on social innovation can address major economic, social and power imbalances and inequalities.

The project started in 2014 and will end in 2018.

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5 [http://www.sbs.ox.ac.uk/ideas-impact/research-projects/]
CAPS projects

Collective Awareness Platforms for Sustainability and Social Innovation (CAPS) are tools used in a series of European calls related to research and social innovation.

CAPS are ICT systems that foster a network effect by combining:

- open online social media;
- distributed knowledge creation; and
- data from real environments ("Internet of Things").

The objective of CAPS projects is to raise awareness of problems and possible solutions requiring collective efforts, and to enable new forms of social innovation.

CAPS are expected to support environmentally aware grassroots processes and practices for sharing knowledge, achieving changes in lifestyle, production and consumption patterns, and boosting more participatory democratic processes.

CAP4Access: Collectively improving accessibility in European cities

The objective of CAP4Access is to develop and test methods and tools for the collective gathering and sharing of information about the accessibility of public spaces.

Four pilot sites in Vienna (Austria), London's South Bank (United Kingdom), Elche (Spain) and Heidelberg (Germany) are testing the use of online maps for enhanced accessibility.

The project aims to create more documentation on the accessibility of certain places and routes; achieve the visualisation of data that are intuitive and attractive for target users; facilitate route planning and navigation; and raise awareness of policies in order to remove barriers to the full accessibility of European cities. The project will run until December 2016.

CATALYST: Experimenting with new collective forms of creativity and collaboration

CATALYST is a governance-related project that fosters online tools to empower communities and support grassroots initiatives in the area of social innovation and sustainability. It builds tutorials and methods for overcoming the difficulties that community managers face in order to ensure efficient debates among citizens, as well as collective ideation, decision making and action.

The aim is to boost local initiatives in the area of social innovation, support the e-governance efforts of European cities, and empower citizens and civil society in debating emerging issues.

The project will run until the end of 2015.

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6 https://ec.europa.eu/digital-agenda/node/66639
7 http://www.cap4access.eu/intro/
8 http://catalyst-fp7.eu/
WikiRate

WikiRate\(^9\) is an online community that aims to measure companies' social and environmental performance so that concerned citizens can make a fair comparison between them and support companies they consider "better". The project gathers information about companies and creates new metrics and reports that will enable people to compare companies and drive them to improve their social and environmental impacts.

The metrics prioritised are decided through community votes, which, in turn, determines what appears most prominently on the WikiRate website and what information companies are most strongly urged to make public.

The project will run until September 2016.

D-CENT

The D-CENT\(^10\) project aims to create privacy-aware tools and applications for direct democracy. Citizens and developers together create a decentralised social networking platform for large-scale collaboration and decision making. The abbreviation D-CENT refers to Decentralised Citizens' Engagement Technologies. Besides the platform, the project explores how communities might manage common goods and facilitate online exchange with Bitcoin-style digital social currencies.

The project started in October 2013 and will run until May 2016.

\(^9\) http://wikirate.org/
\(^10\) http://dcentproject.eu/
Updates from the 10 national networks and issue tracker: New urban governance

The issue tracker reports on activities carried out within the SEISMiC national networks in 2015 and links them to current debates at EU level.

This section explains what new urban governance means for the SEiSMiC project and which ideas were brought up in the 10 national networks to illustrate it. It also provides some background information on trending debates around urban governance and social innovation.

New urban governance: The changing role of urban governments

In Habitat III Issues Paper 6, urban governance is defined as the “enabling environment” that will allow local institutions to respond to citizens’ needs.

New urban governance practices change the role of citizens, who are not only beneficiaries of services, but also participate in their delivery. It is not only about responding to citizens’ needs, but also about engaging them in this process; it is a governance model “with and for” citizens. Partnership, co-creation and cooperation are key concepts in the definition of new urban governance.

Social innovation initiatives have contributed to the reflection leading to this more flexible urban government model. They present citizens as part of the delivery of some public policies, and thereby as participants in the redefinition of urban governance. New governance features include increasing partnerships with civil society and rethinking local authorities’ tasks by reconsidering the resources and instruments available to them. Budgetary constraints have reduced the financial resources of local governments, which need to find ways to innovate in service delivery.

Citizens’ involvement in solving city-level problems also impacts the way that governments work. New urban governance thus leans heavily on open local government innovation. New urban governance has been defined in the SEISMiC project as a two-way process whereby local governments are strengthened and local communities empowered at the same time.

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2 “We have to understand which powers lie with local authorities and municipalities and if these bodies are equipped with the necessary resources and instruments to carry out their tasks. But we also need to understand how actors work together across levels to deliver a local service or to regenerate an urban area.” Simon Güntner, "Multilevel Governance: A brief look at the current debate", in Multilevel Urban Governance or the Art of Working Together, September 2011, EUKN, p. 14.
3 “Partnerships are seen as a necessary element in reforming the public sector to become responsive to the demands of the network society.” Idem, p.11.
4 Innovation in Europe’s cities, a report by LSE Cities on Bloomberg Philanthropies’ 2014 Mayors Challenge, p.44.
Urban Governance

city government - services provider, regulator, procurer + broker, facilitator

elections

service provision

citizens - group of individuals, beneficiaries of services

New Urban Governance

city government - services provider, regulator, procurer + broker, facilitator

elections

citizen participation in decision making beyond elections

building social innovation–friendly ecosystem + strengthening local communities

service provision

citizens - network of individuals
New urban governance approaches in the 10 national networks

In 2015, the 10 national networks themed their meetings in order to focus on a particular strand of the new urban governance concept. Outlining individuals as valuable resources for the city is a common trend among the 10 national network examples of new governance methods and tools.

AUSTRIA

Multi-level governance and the changing role of local governments

Multi-level, polycentric, or multi-layered governance is about working together across levels of government, from local to global. Multi-level governance characterises the changing relationships between actors located at different territorial levels — European, national, regional and local. The Austrian network discussed the changing role of local governments as platforms for citizens’ participation in a European multi-layered governance system.

BELGIUM AND THE NETHERLANDS

G1000 meetings

G1000 meetings gather a panel of around 1,000 citizens to make decisions and help implement specific projects in cities. Citizens are picked randomly so as to get a representative mix of participants. This gives space for “silent voices” to be heard and balances out the eager participation of “usual suspects”. The experiment started in Brussels in 20111 and has since been tested in several cities in Belgium and the Netherlands. In Amersfoort, the Netherlands, the new governance model has been mainstreamed as the municipality sees such social empowerment as a new asset. G1000 meetings also imply a change in the municipality governance model, where the administration has to learn to let go responsibly when it comes to delivering certain services or taking certain decisions2.

1 http://www.g1000.org/documents/G1000_EN_Website.pdf
2 See p. 24, “Local urban solutions”.
CZECH REPUBLIC

Advocating community-led local development in urban areas

Community-led local development (CLLD) is one of the European Cohesion Policy investment instruments to promote social inclusion and combat poverty. "Community" here means not only local residents and beneficiaries, but also voluntary and community organisations, local authorities, other public authorities such as the police and health and education authorities, and local private sector businesses. With CLLD, communities are enabled to use different funds to deliver projects that are responsive to the area's needs. Participants in the Czech national network want to campaign for it to be used at neighbourhood level in cities in their country.


GERMANY

Community cartography and the value of urban space

Community mapping can be defined as local mapping produced collaboratively by local people and incorporating alternative local knowledge. OpenStreetMap is an enabler of a community mapping initiative. It is a citizen-led spatial data collection website, where the process of map creation relies upon sharing and participation, rather than on official data from the authorities. The German national network has worked on community cartography as a participatory and visualisation process, which also helps to increase the value of the neighbourhood mapping.

HUNGARY

Women’s participation and social innovation in new urban governance

According to research quoted in the Hungarian national network, men and women use space differently. Urban development policies therefore need to be gender sensitive, and women need to be included in governance processes in cities. One of the winning projects of the Design Terminal’s Smart City Lab competition has been highlighted as best practice in this regard. The “drinking fountain from a fire hydrant” plan was developed by a group of young female designers, who thought that the city’s fire hydrants should have an everyday purpose in order to serve citizens beyond emergency situations. These drinking facilities, which are specially designed for fire hydrants and do not hinder emergency services, will appear in 11 locations in Budapest by 2016.
ITALY
Civic monitoring of public services
Among other issues, the Italian national network discussed the scaling up of the civic monitoring of public services. Civic monitoring is a volunteer activity whereby committed citizens follow the implementation of certain public services. These citizens generally collect their own data and aim to improve collaboration between government and citizens in the provision of public services. The initiative enables better citizen control over government spending. Crowdsourcing information is also a powerful way to improve the quality of existing information systems and policy decisions.4

SWEDEN
Boundary spanning
The Swedish national network highlighted the concept of boundary spanning, among other ideas, as a crucial component of new urban governance. The term “boundary spanners” describes individuals within an innovation system who have, or adopt, the role of reaching across departments or sectors. They facilitate the innovation process. In the context of social innovation in urban areas, boundary spanners can be officers in the city administration who reach out to civil society or who help departments cooperate that would not otherwise be used to working together.

TURKEY
Collaborative mapping of places of social value in cities, and urban acupuncture
The Turkish national network tested the urban acupuncture approach to identify and act in specific parts of the city with the aim of having an impact on the city as a whole. The approach of visualising the social value of different parts of the city is based on the combination of three different concepts: collaborative mapping, social value, and urban acupuncture.5 The objective is to facilitate the involvement of many stakeholders in mapping the social value of their cities. Such mapping could subsequently be used to inform spatial planning policies and other policies, such as targeted cultural programmes.

UNITED KINGDOM
Urban governance and social value measurement
The broader objective behind social value measurement is a shift towards a more social economy. Local governments are creating governance mechanisms that allow this shift and the creation of social value. One example of such a governance tool in the UK is the Birmingham Business Charter for Social Responsibility.6

4 http://www.epsiplatform.eu/content/monithonit-civic-monitoring-activity-based-open-data-opencoesione
5 For more on urban acupuncture, see SEISMIC Policy watch n°1
6 See Policy watch n°1, Urban and social innovation trends from the global to the local level, EUROCITIES; drafted by Soraya Zanardo, p.25
From new urban governance to new public space

As mentioned in the introduction, most of the issues raised in the SEiSMiC national networks have been grouped under three headings: new urban governance, new public space and new urban economy. The 2015 round of national network meetings on new urban governance has shown a very close link to the second heading: new public space. Most of the 10 approaches to new urban governance described above strongly relate to public space and urban planning issues. Urban acupuncture, for instance, is an innovative approach to both urban governance and public space.

Public spaces in cities are where most interactions between the municipality and citizens happen, which explains the close link between the themes of new urban governance and new public space. However, new public spaces in social innovation practice can also be associated with hubs and incubators — a wide range of entities (physical and virtual) that provide shared space for social innovators. This topic will be discussed at the SEiSMiC forum on new public space on November 9–10, 2015, in Brussels.

The link between new urban governance and public space is also apparent in the increasing metropolitan governance reforms taking place in Europe. Metropolitan governance is a set of coordination mechanisms that allow different public authorities to govern together and provide services over an area spanning beyond the administrative borders of a city. This area is generally referred to as a “functional urban area” and covers the city and its commuting zone. Public transport lines going beyond the administrative borders of a city are an example of a metropolitan governance system. This type of urban governance is growing in Europe, with more and more public authorities joining forces to provide services that will better suit the day-to-day life of their citizens and take into account the spatial dynamics of an urban agglomeration.

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7 OECD, The Metropolitan Century, Understanding urbanisation and its consequences, 2015
Local urban solutions

The last section of this issue of the Policy watch features local case studies illustrating innovative practices in urban policy development. Three good practice examples are introduced from the Netherlands, Italy and the UK, related to the theme of new urban governance.

“Letting go responsibly”: Collaborative city administration in Amersfoort

Since 2014, the “Year of Change” in Amersfoort, a new model of collaboration between the city administration and citizens has been implemented. Citizens are regularly mobilised to design and implement a range of local projects. A citizens’ project group was set up, for example, to develop the planning of a green area where an old hospital was to be destroyed. While citizens were left free to leave and join the project at any time during the process, a core group of participants put about 1,400 hours of work into it — a significant volunteering effort, but “quicker, less expensive and achieving a wider consultation than when normally done by the municipality”. ¹

The Year of Change also helped to rethink the organisation of the city administration and to mainstream the occasional participatory projects into a more systematic strategy. A “change team” was set up within the administration to help the municipality shift from a “power role” to a “learning administration”. Civil servants are encouraged to become free-range — that is, to move around freely, spend more time in the field and interact with citizens to bring back useful knowledge to the city administration. Politicians also see their role evolving from one of decision making to one of ensuring fair participation. The mayor and councillors regularly meet citizens for half-day sessions to talk informally in “city cafés”, without time restriction and in an informal setting that allows greater participation.

In such a setting, “letting go responsibly” is about finding the right balance between too much control and complete disengagement on the part of the administration. The city shifts from command and control to acting as a broker and ensuring that all parties are indeed around the table when decisions are taken.

Important prerequisites have been underlined in the analysis of this innovative governance method. Firstly, the collaborative city administration model is implemented in concrete projects: pragmatic “low-hanging fruits”. It is also developed in a favourable context: in a medium-sized city with a younger and better-educated population than the national average.

¹ URBACT Social Innovation in cities. Amersfoort: Designing a collaborative city administration, p.15
Bologna Regulation on Collaboration between Citizens and the City for the Care and Regeneration of Urban Commons

This regulation outlines how the municipality and its citizens can manage public and private spaces and assets together. It defines urban commons as the goods — tangible, intangible and digital — that are recognised as important and “functional to the individual and collective wellbeing”. The administration and citizens share responsibility for the care or regeneration of urban commons following a series of principles outlined in the regulation: mutual trust, publicity and transparency, responsibility, proportionality and civic autonomy, among others. The regulation specifically mentions the promotion of social innovation and collaborative services in Section 7:

“The city promotes social innovation by activating connections between different resources in society, to create services that fulfil social needs, and at the same time activate social ties and new forms of civic collaboration, also through platforms and digital environments, with special reference to civic networks.”

Beyond its regulatory framework, the regulation is also a sort of handbook for civic and public collaboration that introduces a new urban governance model. By allowing coalitions of citizens to propose improvements to their neighbourhoods, and by including the possibility for the city to make contracts with citizens for assistance, the municipality becomes an enabler of civic action to build and maintain urban commons.

To date, 65 projects for cooperation have been adopted, involving 20,000 people. The success of this collaboration method has fostered wider interest and could be applied to other public policies in the future.

2 http://www.labgov.it/bologna-regulation-on-public-collaboration-for-urban-commons/

3 European Cultural Foundation, http://www.culturalfoundation.eu/
Engage Liverpool and the UK Localism Act

Engage Liverpool is a social enterprise run by volunteers who live in Liverpool city centre. They pledge their concern for sustainable living in the city centre and their desire to make it a place where people can “live out the whole of their lives and not just a brief transitional period in their youth”.

Engage Liverpool runs projects that contribute to the liveability of the city centre and the Waterfront area (Neighbourhood Planning in the Baltic; Liverpool Air Project; Blue-Green Liverpool). It encourages debate about urban living and organises workshops to assist residents and leaseholders to better manage the apartment buildings where they live.

The context of the Engage Liverpool initiative lies in the UK Localism Act, introduced in 2011. The aim of the act was to devolve more decision-making powers from central government back into the hands of individuals, communities and councils. The act covers a wide range of issues related to local public services, with a focus on community engagement, neighbourhood planning and housing.

Community Rights are a set of powers within the Localism Act that devolve power from central government to communities, local authorities and individuals. They are:

- The Community Right to Bid — giving community groups the right to prepare and bid to buy community buildings and facilities that are important to them.
- The Community Right to Challenge — allowing voluntary and community groups, charities, parish councils and local authority staff to bid to run a local authority service where they believe they can do so differently and better.
- Neighbourhood planning — allowing communities to shape new developments by coming together to prepare neighbourhood plans.
- The Community Right to Build — allowing local communities to propose small-scale, site-specific, community-led developments.
- The Community Right to Reclaim Land — helping communities to improve their local area by giving them the right to ask that underused or unused land owned by public bodies be brought back into beneficial use.

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4 http://www.engageliverpool.com/
5 http://www.local.gov.uk/localism-act
6 http://mycommunityrights.org.uk/
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Office of Social Innovation and Civic Participation, the White House, USA: whitehouse.gov
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