STATE OF THE ART

Social innovation in cities

URBACT II

European Union
European Regional Development Fund

Connecting cities
Building successes

URB
ACT

STATE OF THE ART

Social innovation in cities

How to deal with new economic and social challenges in a context of diminishing public resources? State of the art of new leadership models and concrete examples of cities overcoming potential barriers.

FOREWORD

This 'State of the art on social innovation in cities' is the first output of a bigger capitalisation initiative set by the URBACT programme for 2014–2015 with the objective to present to cities local good practices about:

New urban economies

Jobs for young people in cities

Social innovation in cities

Sustainable regeneration in urban areas

These four topics have been explored by four URBACT working groups (workstreams), composed of multidisciplinary stakeholders across Europe such as urban practitioners and experts from URBACT, representatives from European universities, European programmes and international organisations working on these issues.

Destined to cities, this 'State of the art' is a review of literature, policies, projects and practices at EU level about citizen participation and co-creation of more efficient local policies and projects.

We hope this shall be an inspiration for you and your city!

The URBACT Secretariat

CONTENTS

1. ENABLING SOCIAL INNOVATION IN CITIES

1.1 CITIES' INCREASING POTENTIAL

Cities are the places where changes should take place: they are indeed at the heart of the existing problems and available opportunities, or as Johannes Hahn, former EU Commissioner for Regional Policy, pointed it "More than two-thirds of the European population lives in cities. Cities are places where both the problems emerge and the solutions are found. They are fertile ground for science and technology, for culture and innovation, for individual and collective creativity and for mitigating the impact of climate change. However, they are also places where problems such as unemployment, segregation and poverty are concentrated" (Hahn 2011).

In the report *Cities of Tomorrow – Challenges, visions, ways forward* (European Commission, DG Regional Policy 2011), the European Commission identified four main threats to European urban development: demographic decline, threats to economic development and competitiveness, growing social polarisation and the depletion of natural resources. The report also stressed the role of the economic and financial crisis not only as intensifying many urban problems, but also as exposing the limits of the policies as formulated and implemented so far. In particular, it called for the set up of policies preserving the polycentric, balanced, socially inclusive and culturally sensitive European model of urban development, through an

integrated, cross-sectoral and territorial approach. In the current scenario where cities are struggling with diminishing public resources, new design and delivery models are needed and cities must adopt innovative approaches to major social challenges. The report also recommended combining an integrated, cross-sectoral and territorial approach with:

- the adoption of a holistic dimension;
- a long-term strategic planning;
- foresight and vision-building;
- the involvement of community;
- collective mobilisation around long-term objectives; as well as,
- inter-city partnerships and cooperation.

1.2 SOCIAL INNOVATION IN CITIES: CHALLENGING THE CITY GOVERNANCE MODEL

Social innovation is not a new approach. Although it has long existed, it was given a dedicated attention and definition only recently by the Bureau of European Policy Advisors:

"Innovations that are social in both their ends and their means. Specifically, we define social innovations as new ideas (products, services and models) that simultaneously meet social needs (more effectively than alternatives) and create new social relationships or collaborations. In other words, they are innovations that are not only good for society but also enhance society's capacity to act" (BEPA 2011, p. 33).

Social innovation is at the heart of reshaping society. It can be and has been used and developed, both as a means and as an end to city governance. Initiatives are booming. Cities need innovative

Source: Freepik

sustainable solutions and new value creation models. However, the bridge between these diffused initiatives and the ability to catalyse them into inclusive governance is often missing, so more integrated connexion is needed.

Moving away from traditional governance models, a growing number of cities are developing new approaches to both identify the issues and find solutions. An idea of new city leadership and new governance models has been emerging from many initiatives within Europe and around the world.

New city leadership has taken various forms, benefiting from arising challenges and opportunities. City leaders have played a role in driving and facilitating change in order to achieve better results with fewer resources. Some cities have clearly identified and developed a new governance paradigm, due to charismatic city leaders. This is the case of Seoul's mayor Won Soon Park's approach to 'super sectoral collaboration' towards hybrid partnership between public, private and civil society.

Other cities have developed new forms of partnership and cooperation with all interested stakeholders, including them even up to a peer governance model. Civil servants and policy makers from other institutions have also sometimes been involved in the process in order to widen the responsibility in an increasing search for solutions along the realm of sustainable development issues. Bottom up approaches have been developed within some administrations, fostering co-creation and co-production governance models. Overall, a trend of involving stakeholders in the policy process has been rising, be they from the private sector

or from civil society, from decision-making to implementation. Co-governance is tested and is progressively validated in order to go from innovative sustainable solutions to societal challenges.

As such the report *Cities of Tomorrow — Challenges, visions, ways forward* (European Commission, DG Regional Policy 2011) made the following recommendations for actions:

- Empowering cities to define their own policies related to their context.
- Ensuring transversality of policies and impact of one area on the other.
- Supporting cities but leaving them room for manoeuvre in connecting with citizens.
- Letting cities decide on their own priorities.

1.3 THE CONTRIBUTION OF THIS STATE OF THE ART DOCUMENT

This document is the first output of the workstream on Social innovation in cities, for the capitalisation process of the URBACT programme. It proposes a state of the art as concerns social innovation in cities, and will seek the answer to the following questions, preparing the work to be further carried out within this study:

What is Social innovation in cities? What have been the main policy drivers for an increase of social innovation activity in cities and stronger city governance in the past few years? What city governance model is being challenged nowadays? And, finally, what can cities do to put their potential into practice? ●

2. THE EU CONTEXT

Social innovation in cities is promoted by a variety of policy drivers, ranging from social policies to general strategies for the economic future of Europe, with a specific focus on the development of transnational programmes. It uses and promotes methodologies such as learning exchange, co-production and co-creation processes.

"The long-held belief that growth is driven by knowledge and innovation also responds to social demands has […] been severely challenged by the crisis, and has put under scrutiny the need to establish a more direct interaction between the economic and the social dimension"(BEPA 2011, p.66). As such, it was acknowledged at EU level that social innovation can in particular be a key methodology to address issues so far inadequately solved by the traditional actors (the market, public sector and civil society). In light of current budgetary constraints, social innovation can also make more effective use of available resources. Finally, it places human capital, at the heart of the process with the potential to enrich citizens' role in society (BEPA 2011).

The European Union has started developing this potential and promoted the use of social innovation in a variety of policy areas.

Social policies have actively promoted social innovation in order to empower citizens, especially those unable to realise their potential by themselves.

The *2008 Renewed Social Agenda* was the key impulse in integrating this approach into its main objectives of:
- creating opportunities for generating more and better jobs and facilitating mobility,
- providing access to good quality education, social protection, health care and services; and,
- demonstrating solidarity between regions and generations.

Social innovation was also at the heart of the *Integrated Lisbon Guidelines for Growth and Jobs (2005–2008)* and the *Commission Recommendation of 3 October 2008 on the active inclusion of people excluded from the labour market,* in order to empower people facing disadvantages. Disabled and discriminated people were offered a framework for action about their needs through social innovation within the *Strategic Guidelines and Regulations on Cohesion Policy for the programming period 2007–2013* and the Article 16 of the Structural Funds Regulation.

As such, the European Commission emphasised the importance to embed social innovation in policy-making in general as well as connecting social innovation policies to priorities. This has for example taken the form of *Country Specific Recommendations, including the use of the European Social Fund*.

The PROGRESS programme has linked new approaches to tackling problems affecting youth, migrants, the elderly, and those socially excluded who are traditionally not addressed by the market or existing institutions. New organisational development and changes to the relations between institutions and stakeholders have been developed through the EQUAL programme, under the ESF (2000–2006): it has for example sought to reduce the risks attached to starting up a new business and the cost of creating new jobs for disadvantaged people through the development of social innovation techniques.

More recently, the EU Programme for Employment and Social Innovation (EaSI) has been promoting social innovation in responses to social needs which are usually not met and in particular for creating employment, while ensuring it is of high level and quality. The programme seeks to combine this approach with the provision of adequate social protection, combating social exclusion and poverty and improving working conditions. The **agricultural** policy, through the EAFRD has provided support for rural development programmes and measures as well as local innovative governance approaches. Innovations are even more promoted

within the EAFRD after the CAP Health-Check and the European Recovery Plan in order to tackle new challenges such as water management, production and use of renewable energies, protection of biodiversity and climate change mitigation and adaptation. It focuses on a win-win situation for both growth and the environment. Within this policy, the LEADER programme advocates for the set up of bottom-up approaches through public-private partnerships in rural areas. It also integrates local constituents into the decision-making process: Local Action Groups in particular are a platform for exchange and co-creation with the population represented by interested groups, public and private institutions. It seeks to strengthen the self-governance potential of rural areas and increases local stakeholders' 'ownership' of EU-funded projects, with a long-term and sustainability perspective. Overall, collaboration between socio-economic players is strongly promoted in order to produce public and private goods and services that generate maximum added value in their local area.

The European Union is also promoting a new governance strategy and reallocation of roles within the policy process, while on the one hand creating an open governance framework, and on the other promoting the change of thinking economic and social structures, consumption and production patterns. This is particularity exemplary in the case of the *Sustainable Development Strategy for an Enlarged EU*, which seeks to address the environmental and social challenges. It has promoted an integrated policy approach, with impact assessments, common guidelines and the integration of sustainable development considerations in the EU's external policies. In addition, the implementation of the strategy is monitored through a bi annual reporting scheme. Social innovation is included in the strategy from the prospect of social demand, societal challenges and systemic changes.

Education and training policies also developed exchange, cooperation and co-production of strategies amongst stakeholders, for example through the design of the European Qualifications Framework, the ET2020 European Union's strategic framework for European-level cooperation in education and training.

Consumer and health policy also utilises social innovation in using the already long-lasting engagement of consumers to drive the supply of products and services, vital to a competitive and innovative marketplace. In particular, in the health sector, and within an ageing population, social innovation is being used for preventive approaches, with systematic product and service testing.

EU institutions are also acknowledging the role of **Information and Communication Technology** (ICTs) as a social innovation and to support social innovation: indeed many platforms, software and applications are arising as solutions to societal needs. At the same time, they enable exchange, communication and the creation of a community of citizens and other stakeholders on shared interests and concerns. Various forms of open sources or social media activities for example can empower citizens, including marginalised groups, improve public services, and at the same time ensure equal access to information and promote democracy. The i2010 strategy on 'A European Information Society for growth and employment' in particular promoted the development of ICTs' potential and access to all spheres and population groups of society.

Innovation is seen as a key driver for identifying new alternatives to support and increase economic growth. Within the **Europe 2020** strategy, innovation has been included as a more general approach contributing to the development of a 'smart, sustainable and inclusive economy'. Social innovation, as separated from technological (traditional) innovation, was also stressed as a potential for design and creativity in Europe 2020's Flagship Initiative 'Innovation Union': innovations can play a crucial role in increasing benefits for society at large. The document also put forward the necessity to promote public sector innovation: in particular, this innovation needs to be further researched and given visibility to. This was also a call for the creation of room for experimentation of social innovation. The focus of innovation's needs for Europe was defined in the European **research** programme **Horizon 2020**, under six themes: health, demographic change and well-being; food security, sustainable agriculture, marine and maritime research and the bio-economy; secure, clean and efficient energy; smart, green and integrated transport; climate action, resource efficiency and raw materials; and inclusive, innovative and secure societies. These were to be addressed not only through technological innovation but also through

social innovation. Indeed, such an approach would feed into these research fields while generating *"in-depth and shared understandings of the complex and interrelated socio-economic challenges that the European Union and its 27 Member States face now and as they move towards 2020"* (European Commission 2013b, p.41).

Initiatives such as Social Innovation Europe Initiative or the Social Business Initiative (European Commission 2014) are other initiatives seeking to expand the potential of social innovation: they disseminate knowledge through online platforms and various events in order to give more visibility to social enterprises, to exchange on existing practices and eventually, support job creation. Altogether, they contribute to the Europe 2020 objectives.

Regional policy is also aiming at increasing the responsibility for policy design and implementation among different levels of government. The core of this work are 'partnerships' based on the equal opportunity/non-discrimination principle which enables the opportunities for all to be engaged in social and economic life.

As such, in February 2013, a Guide for social innovation in cohesion policy was published. It aims to support cities in unleashing unexploited opportunities and realising economic as well as societal benefits. For this, it provides theoretical and practical insights for the use of social innovation, notably with thematic examples of projects funded by structural funds (European Commission, 2013a).

Societal challenges have also been approached innovatively through integrated approaches such as RegioStars awards by DG Regional and Urban Policy (including a specific category on social innovation for 2013) or ERDF's programmes for cities, of which URBACT is a key actor.

URBACT builds the competencies of the urban practitioners in collaboration with their citizens. It plays a key support role in this by putting lights on effective practices and supporting their transfer. Its model focuses on co-production and integrated urban solutions. This is made possible notably through setting up Local Support Groups

URBACT

Within the frame of the Europe 2020 strategy, the URBACT programme is aiming to contribute to stronger and more vibrant European cities and to support them in tackling a range of emerging urban issues, linked to smart, sustainable and inclusive growth. In particular, the programme seeks to stimulate the dialogue and knowledge exchange amongst the different actors of European cities (city policy-makers, decision-makers and practitioners) and to develop sustainable solutions on issues such as integrated urban renewal, citizen participation and economic development and employment, through an integrated and participative approach.

As such, the objectives of URBACT III (2014–2020) are to:
- **Capacity for Policy Delivery**: To improve the capacity of cities to manage sustainable urban policies and practices in an integrated and participative way.
- **Policy Design**: To improve the design of sustainable strategies and action plans in cities.
- **Policy Implementation**: To improve the implementation of integrated and sustainable urban strategies and action plans in cities
- **Building and Sharing Knowledge**: To ensure that practitioners and decision makers at all levels have increased access to knowledge and share know how on all aspects of sustainable urban development in order to improve urban development policies.

to produce an integrated Local Action Plan, the provision of toolkits and capacity-building activities through summer universities for local support groups and trainings for elected representatives.

In order to benefit from the experience of cities throughout the URBACT programme, a first capitalisation exercise in 2012 and 2013 was organised. A second one has been launched in 2014-2015 of which this Workstream is a part. ●

3. WHAT CAN CITIES DO TO PUT THEIR POTENTIAL INTO PRACTICE?

3.1 INTEGRATING SOCIAL INNOVATION IN CITIES

The URBACT 'Supporting urban youth through social innovation: Stronger Together' (Adams and Arnkil 2013) report stressed that some conditions are key to create a social innovation ecosystem in Europe's cities.

Source: (Adams and Arnkil 2013)

CONDITIONS FOR SOCIAL INNOVATION

- Support for generating new ideas
- Value of unusual suspects
- Pre-requisite of a strong evidence base
- Importance of coproduction
- Potential of new service delivery models
- Impact of smart finance

This work stressed that mobilising these elements would allow the creation of an 'innovation spiral', which would minimise risks and increase the chances of widespread take-up. It also concluded for the need for a far closer, structural link between the exploratory exchange and cooperation programmes, small-scale innovatory actions and mainstream structural investments.

This spiral is not only a theoretical tool but can also be used directly by all actors involved in networking activities as is shown by the initiative of the Wageningen University 'tools for networkers'.

However, changing the city governance model is not a matter of applied methodology and days or weeks. It is a complex and intricate process of which we are attempting to provide a very general overview. We wish to look at the ways the conditions can be met and best used, the internal mechanisms that are being developed, and the way all actors can contribute to the process.

3.2 A FRAMEWORK ENABLING SOCIAL INNOVATION: DISRUPTION OF THE STATUS QUO

As with any paradigmatic change, developing the use and promotion of social innovation in cities requires an in-depth change of working culture and of mind sets. Motivations for a change can be intrinsic or extrinsic, can lead to action or inaction. The system would become self sustaining when all motivations are recognised and acknowledged.

In addition, specific conditions tend to facilitate social innovation: these are disruptive circumstances challenging the status quo. The issue for cities is therefore to identify the conditions for this to happen. These can be political, depending on the agenda, upcoming elections and the influence of the media. They are strongly reliant on the individuals at the heart of the process: city leaders need to take a risk in presenting a new face of the city. Such leaders should be able to step down from their traditional position at the top of the hierarchy. This means that they should acknowledge that expertise and skills for acting also lies outside their own remits. These leaders should eventually 'let go' some of the implementation at grassroots level.

This culture requires a new look at the immediate success, where acknowledgement is not the first goal. It also requires a strong confidence in the newly proposed system. Leaders need to embrace uncertainty and start to work from a new, unprecedented basis. This humility and confidence are in turn to be shared with and adopted by civil servants, who will be the core of the implementation within the administration. They need to trust themselves to contribute to it and they need to win the trust of the private sector, citizens, other civil servants (and academia) in the proposed governance.

3.3 THE CITY AS A BROKER

In the new city governance model, the city's brokerage role is central in ensuring that all stakeholders are involved in decision-making and implementation. Cities need to coordinate, monitor, and translate messages into city governance.

The function of the 'trusted broker' is pivotal in establishing trust relationships between all stakeholders. However, this goes beyond the simple change of attitudes and practices but, as any real innovation, it requires to challenge the system. In a way, a trusted broker might appear as being radical.

Municipalities have started to play the role of intermediary between local stakeholders - from civil society to businesses .They have also strengthened their listening function, and have become more accessible to all these stakeholders. It is for example the case in the **local stakeholder groups** which are formed on the principle of legitimacy rather than classically focusing on representation: not only official representatives of the stakeholders are sitting in the groups but also a series of actors (especially grassroots actors) that have been retained as legitimate to take part by the other participants and are therefore able to voice points of view that otherwise would not have been taken in consideration.

LOCAL STAKEHOLDER GROUP AND BROKER ROLE IN AMERSFOORT IN THE URBACT NETWORK SUSTAINABLE FOOD IN URBAN COMMUNITIES

In Amersfoort, in the Netherlands, the administration of the City has enhanced a 'letting go' governance approach, favouring the collaboration with citizens and stakeholders over the traditional top-down command and control method.

Civil servants have had the opportunity to experiment with working in networks with other partners in the city on an equal base. The Local Support Group on sustainable food (EEM) is one aspect of this approach. Within this local network a civil servant is participating as an equal network member and is part of the coordinating team, working side by side with a local key person and a national expert on sustainable food.

As 'city broker' or 'broker of ideas', the civil servant offers advice to local initiatives, provides a 'compass for initiatives' and stimulates synergies between local parties. Within the network the civil servant functions as the intermediary between local network members and the local administration. The civil servant has been trained to be able to analyse the process of working in a network and if necessary suggest interventions to keep it vital.

One of the goals of the administration is to support city initiatives to get started or scaled up. This is only possible through a systematic matchmaking process between stakeholders and a strong networking activity: through meetings, attendance at public events and presence within the community such as during local food markets. As such, the administration focuses

Within a system of shared management, cities have **delegated responsibility** over **to citizens** themselves, as has been the case in Budapest.

Working as a 'Real food broker' at the market for regional products, Amersfoort. Source: Mr. Cor. Holtackers

heavily on connecting initiatives with the government of the city and communicating on the projects.

The administration has also given groups of citizens the responsibility to find and implement solutions in some of key societal issues such as health care.

The city has launched this work on specific topics, such as food, health care and welfare or city maintenance, as well as working transversally on general city governance issues. In the food sector, it has for example a large experience of working on the accessibility of food in the city, community gardens, natural playing fields and educational gardens, especially enhanced by the Local Support Group on sustainable food.

Through networking and matchmaking, the city ensures that projects arising for the created connections can be implemented in a fully independent way. This results in a better knowledge and integration of all parties in city governance which is also made possible thanks to the reactivity of the municipality when support is needed.

SHARED MANAGEMENT OF GARDENS IN BUDAPEST

In Budapest, unused city spaces have been transformed into community gardens with the coordination of the local authority and the involvement of various NGOs, other organisations and individuals. In the city's 19th district, the municipality's role has been to provide the initial investment for the creation of allotment spots and to support other ongoing expenses. These gardens provide a ground for outdoor activities, community building and food provision.

The *Transition Wekerle,* an initiative following on Rob Hopkins' movement of transition towns has been organising for many years awareness raising and activity programmes related to green living, active citizenship and local sustainability. The work of this movement has opened up the local population and the municipality to new ways of managing common goods. An individual citizen, Gábor Rosta, urban community garden book author and activist, worked with the municipality to create a community garden. In 2012, landscape architects from the Kal-apos Association – for the design of plans – and Transition Wekerle initiated together community development events.

The municipality then provided the space and funding, in particular to prepare and build the garden. Other expenses such as garden equipment, watering system were covered by several private companies and the Corvinus University of Budapest provided additional expertise.

The garden of the 19th district was the first community garden in the district as well as in Budapest. Since its opening, a new association, the Városi Tanya Egyesület (City Garden Association) was funded. Gábor Rosta is involved in the management of this Association and, as an expert, provides the necessary background knowledge and expertise.

The success of this project and the increasing number of applicants for lots led to the organisation of two other additional gardens, and two in preparation, in other districts of Budapest. Local people, empowered as gardeners have been very enthusiastic, and developed a responsibility for the garden. The project was relayed on local TV, the space is also used for awareness raising activities for children from kindergardens and primary schools.

Garden opening ceremony. Source: ElsőKis-PestiKert, VárosiKertekEgyesület

The brokerage role of the city can also be played by **involving people** that are **unusual** to traditional city governance. This has for example been the case of the URBACT TUTUR network: while designing a planning tool, various stakeholders are being brought together: municipal and private economic development agencies and property owners, as well as cultural organisations, to elaborate potential uses of existing infrastructure and resources.

Integrating stakeholders in the policy process can be seen as letting 'outsiders' enter city governance. These can be experts, stakeholders from the private sectors or associations, civil society, academics as well as officials or civil servants from other fields or constituency.

The multiplicity of actors enables a 360° review of perspectives under scrutiny, reporting on issues but also on potential solutions. Integrating them promotes smart thinking in understanding global changes, not only in the given policy but outside, and supporting new opportunities.

MATCH-MAKING PROCESSES IN BRUSSELS: EMPLOYMENT-SUSTAINABILITY ALLIANCE

The Brussels Capital Region completed a large match-making process called the Employment-Sustainability Alliance between the regional Ministries of Economy and Environment and the local stakeholders in four priority areas:
- sustainable building;
- water;
- resources and waste;
- sustainable food.

The background idea was to involve stakeholders at all levels to elaborate synergies between labour intensive sustainable solutions (i.e. urban farming) and lack of low-qualified jobs in centre towns. Also, the concept of Employment-Environment Alliance was based on the fact that environmental issues are an essential field of employment and economic development for businesses that can adapt quickly.

The key objectives of the Alliance have therefore been to:
- develop economic sectors related to the environment
- create quality jobs
- generate a sustainable transformation of the Brussels-Capital Region

The Employment-Environment Alliance has involved all actors that feel engaged in each of the four above-mentioned priority areas through a series of meetings they generate ideas of new sustainable economic activities within the Region. A clustering process has also encouraged actors to join forces to implement the most promising emerging activities.

Currently, the stakeholder process is completed and clusters of actors are formed and grants have been attributed in order to enable them to complete their respective projects.

The Employment-Environment Alliance proposes a new dynamic governance: it aims to mobilise and coordinate public, private and voluntary actors around concerted actions. The project is innovative as it goes beyond classic consultation and participation but involves stakeholders to achieve a truly collective and individual work together towards commitment to shared objectives, namely development of economic sectors related to the environment and the creation of quality jobs. The social partners are naturally expected to contribute to this process. In addition, it is a joint initiative from 2 regional Ministries respectively of Economic Affairs and Environment in order to coordinate action and find synergies with mutual benefits, which is quite a novelty.

The project is beneficial in generating a large consultation process mixing different categories of public, private and non profit actors in order to stimulate social innovation in terms of sustainable ways of living in the city.

It has faced difficulties in balancing a large and inclusive process and in filtering consistent actions likely to form a coherent development of the sector locally. The project has therefore identified that, beyond a large but rather classical stakeholder process the coordination of political willingness across two different Ministries to facilitate the creation of sustainable entrepreneurship is key for the transfer.

Meetings of Alliance's stakeholders – Sustainable food axis.
Source: Evelyne Huytebroeck

The brokerage role of cities also includes the **promotion of learning across sectors**, in a constructive approach, as presented in the example of Malmö.

LEARNING SEMINARS IN MALMÖ

The head of elderly care in one of the five districts of Malmö took the initiative to use the regular political meetings as an opportunity for learning. During the meetings they spent half an hour to discuss how the care could become more user centric. For this they used a handbook produced by the Swedish Association of Local Authorities and Regions, SALAR. The head of elderly care and her secretary of development coordinated the meetings. The combination of connecting learning to political meetings in a study circle format that brought the participants together on an equal level turned out to be an effective way of promoting innovative approaches among leaders. The approach got them involved in the process and made them familiar with the user centric perspective where they also could benefit from their own experience and insights. The approach developed through the meetings was clearly meaningful and was spread the whole way down to the other levels of governance

---

3.4 EVOLVING ADMINISTRATION

For a new city governance scheme to work, there is need for strong cooperation between elected officials and civil cervants. Sometimes, the hierarchy within the administration is in place for decades, and has not followed the pace of society's evolution. This is preventing in some instance the development of new approaches: a strong top-down approach does not allow for empowering 'junior' officers or enabling them to take part actively in the policy design or implementation.

Changing the city governance structure and integrating innovation in practice cannot be done in a single day. Resistance can take several forms. The administration can be highly fragmented and working in silos can prevent collaborative work. Officials can even feel the change is too risky for them. The citizens' view for example might be only conceived either as enriching or as prolonging the decision-making process. Those with softer voices might not be heard.

Resistance is sometimes due to the lack of skills, the inability for officials and civil servants to cope together. City leaders are not necessarily experts in problem-solving. However, some have moved away from their traditional role in order to adopt an open-minded position, letting others bringing in new knowledge and opportunities. They have in turn created strong networks and made greater efforts to tackle city challenges. It can be wise to start to work with networks in pilot projects on subjects that are already popular in the city. In these pilots all actors involved can get used to the new approach and the new process. After that, there is often more confidence to start tackling more complex problems in a bottom-up way.

Civil servants ensure the permanence of the responsibility throughout the projects. However, as Anne de Feijter (Amersfoort) stated, "*as a city broker, it is important to be close to the city, to be curious, to be approachable*". Trust is easily won by letting local stakeholders feel the benefits of civil servants helping them with their initiatives. Not by providing funding or taking over the work, as was often the case in the top-down approach, but by connecting them to other local parties who can help them out. Civil servants use their local network to stimulate synergies between local parties. In this way the local stakeholder stays the owner of his initiative, gets empowered and feels acknowledged by its local government. After trust is established, the civil servants can appeal to the local parties to participate in a local network or to work together to develop local policies.

Some cities have attempted to encourage knowledge and creativity through new models, such as Open innovation, tested within the URBACT Genius network.

OPEN INNOVATION IN YORK

Open innovation is defined by the breaking down of an organisation's boundaries to encourage the flow of knowledge and creativity - both internally and externally - to promote innovation. At a time when cities face declining democratic legitimacy, tight budgets and ever more complex problems, open innovation is appealing. It offers the potential for solutions that traditional markets and government policies have struggled to do. Openness unlocks knowledge and assets that are invaluable to cash strapped city authorities. Through the use of virtual platforms, open innovation provides transparent information. It involves users who can be part and co-constructers of its content: as such, users are empowered at the same time as they feel more strongly engaged in the community. Open innovation processes ensure that the final innovation itself is more relevant and scalable because it has been shaped by the users who know how it will work best, and know how it will fit in their environment.

Concretely, within the URBACT Genius: Open pilot network, the city of York is promoting a project where an online platform enables residents, communities, companies and academics to exchange on solutions about city challenges.

The main innovation of the project is the construction of a process designed to draw out ideas, build relationships, work together to solve problems and implement solutions on a city scale. Through combining training for city staff, a technology platform, off-line engagement with the community(such as collaborative events 'Synergy Surgery') and support to pilot ideas, York has created an effective Open Innovation system.

Within the URBACT network, the city of York is transferring the Open Innovation approach to three other cities, Tallinn (Estonia), Siracusa (Italy) and San Sebastian (Spain) Each city has developed its ownonline collaboration platform and is testing out the approach.

Through this transfer, the project seeks to embed the practice already tested in York in these others cities, but also to develop and improve its knowledge of open innovation on the basis of shared experience. The other cities can try out solutions which are innovative in comparison to the traditional procurement of services. The real innovation then appears in the construction of a process designed to draw out ideas, build relationships, work together to solve problems and implement solutions on a city scale.

The GeniUS! platform currently has over 400 registered members and over 700 social media followers. Pilot projects developed out of challenges defined upfront have for example included:
- testing a new approach to engage elderly people in ICT and social media via training based on their interests;
- creating a 'show-flat' to demonstrate council telecare equipment, alongside new developing telecare technology;
- creating a dementia awareness campaign in the form of a high impact short film and school lesson plan, produced for young people by young people, working together with dementia suffers and a local film company.

Transfer in Siracusa. Source: Genius: Open network

The project has increased connectivity and relationships between people and businesses who would otherwise not have met and hence not collaborated on projects or made other beneficial connections. In addition, some other benefits have been observed so far, such as:
- greater engagement of citizens and businesses in the city
- new inflow of ideas, expertise and experience
- better suited solutions
- energised council employees
- greater and improved communication within the city administration

The project is running until end 2015.

3.5 EXPERIMENTING

Social innovation is a process that goes hand in hand with experimentation, trying out real life cases, testing out solutions, brainstorming and building on new opportunities. Experimentation can be the role of outsiders or insiders, and can take place within the structure or outside it.

In a 'friendly' way, an outsider can challenge the robustness of public policy instruments and services, and identify and acknowledge weak points to allow for improvement. The hacker questions public structures known for their inertia and conservatism and recombines the existent, and thus an outsider helps build trust among stakeholders both inside and outside the institution, serving to kick-start structural shifts in the culture of innovation and the practices of public authorities (Jégou, Vincent, Thévenet, Lochard 2013).

Municipalities and local authorities facilitate the creation of public innovation labs within their own administration to change the way public services and policies are made, focussing on bottom-up, usage-based, community-centred approaches, renewing and dynamiting public participation and contributive policy design.

PUBLIC LABS

The labs seek to create an alternative environment in order to boost the reflection outside of usual boundaries in: setting up an atmosphere of trust and true cooperation, re-interrogating and investigating the classical way of addressing societal challenges, working directly in immersion with users, simulating, testing on the ground and creating prototypes of new solutions, through a trial and error process.

These are far enough from the market and from public institutions to become an 'experimentation-based forward-looking zone' and a 'do-tank' for traditional public and private institutions. These labs can focus on a method or a technology (interdisciplinary teams; design-driven approach, action-research, etc.), on a specific topic (e.g. education, health, youths) (Vincent, 2014).

Public lab.
Source:
Strategic Design
Scenarios

In those labs, civil servants, supported by interdisciplinary and creative teams, review and test policies, on the basis of bottom-up, usage-based and community centred approaches, with a particular focus on design approaches. Partnerships between designers and administrations have been organised throughout Europe to ensure that the best outcomes are obtained:
- MindLab and the city of Copenhagen,
- MaRS and the city of Toronto,
- 27e Région and the region Gironde,
- The Studio and the city of Dublin,
- Izone & Public Policy Lab and the city of New York,
- Innovative SF and the city of San Francisco,
- Kennisland and the city of Amsterdam,
- Laboratoriopara la ciudad and a the city of Mexico,
- TACSI and the city of Adelaide.

These are currently forming a network of Public Innovation Labs.

Although not all spaces are public labs, some cities have designed areas for a variety of activities and encounters between all citizens.

PHYSICAL SPACE (GÖDÖLLŐ)

Administrations often start by providing space for stakeholders' meetings. The town of Gödöllő in Hungary has provided detached house with a garden for local NGOs. The administration's rationale was to encourage the cooperation with and between NGOs, as well as meetings and activities between NGOs, individuals, businesses and the public sector. The local administration is responsible for the rent of the location, but leaves the room for manoeuvre for NGOs to use and maintain the location as they find appropriate. This occupation and use is bound in a contract, which limits the activities to non profit organisations, but mostly fosters interaction between NGOs and citizens which would not be cooperating otherwise.

Transfer in Siracusa. Source: Genius: Open network

3.6 THE POTENTIAL OF TECHNOLOGY

Technology has become a powerful enabler, as has both change and solutions. It is indeed the question whether cities take advantage of it and benefit from its potential for the creation of useful connections with a great impact. Social media's use in particular is increasing and should be best utilised.

Technology can serve not only as sensors to control the traffic flow, but also as platforms that can help cities to support programmes, listen to the needs of the local territories, putting needs in touch with solutions. The more cities become aware of what they can use, the more we can see changes happening.

For example, citizens in the city of Amersfoort have developed a website that shows all existing citizens initiatives. The municipality has linked this site to its home page. Combined with articles in the local papers and network meetings (in the form of 'city cafés' each month), this website helps to connect social innovation initiatives, politicians, civil servants and citizens.

3.7 THE USE OF AVAILABLE RESOURCES

Changing the city governance model requires new resources. Some might argue that social innovation is merely for wealthy communities, which can free up the necessary time, financial resources, human resources and interest. These communities could be within a city itself, across sectors, or in a country.

The economic inequalities as a result of the perceived lack of means, prevent cities to move towards a new system, and could also cause the perpetuation of unbalances.

Public funds do have their limits. Although skills can be renewed or upgraded and budgets can be reallocated in an optimal way, still financial resources can be lacking. Some initiatives have looked at private funds to support social innovation in cities.

This can take the form of prizes, as proposed by the BCN Open Challenge in Barcelona.

BCN OPEN CHALLENGE (BARCELONA)

A survey amongst 54 global cities shows that less than 10% of cities accept unsolicited proposals for new solutions coming from small enterprises.

BCN Open challenge attempts to invert this trend and to guarantee space for small companies to innovate in the city. As an international call, it seeks to procure innovative and sustainable solutions to transform both public services and places in Barcelona. It is organised by the Barcelona city council and a supporting company, Citymart. Six social issues should be tackled in the proposed solutions: reducing bicycle thefts in the city, empowering support systems to reduce social isolation, monitoring pedestrian flows in the city, tools for digitisation of museum and archive collections, automatic detection and alerts of damaged road surfaces, and empowering local retail trough technology.
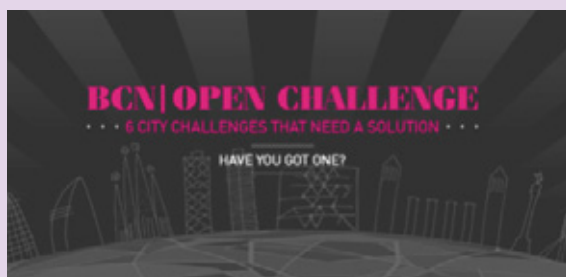
BCN Open Challenge logo. Source: BCN Open Challenge

The prize of the BNC Open Challenge is a direct commitment to contract the six winning solutions.

Through this competition, the city of Barcelona seeks to make the process of procurement decisions more cost-efficient, transparent, and allowing small entrepreneurs to be part of this process and to implement their innovative solutions. It seeks to allow small entrepreneurs to be part of this process and implement their innovative solutions.

3.8 LEGAL BARRIERS

Social innovation is often developing in a 'grey legislative zone'. It is both an opportunity to challenge and push further the current legislative state of the art and a risk to involve stakeholders and citizens in zones uncovered by legislation, insurance, etc.

Indeed, existing legislation sometimes does not allow the development of innovative solutions. Tax regulations are an example. Also the on-going checks and audits sometimes are an obstacle in the development of new approaches. They can cause pressure on elected officials to ensure the transparency of the chosen approach, its viability and political need for it.

Some approaches have been experimented by cities (sometimes beyond their competences) and developed in order to counter these issues and increase the existing potential. To do this work of research and experimentation is the specific goal of some partnerships between public and academic actors.

Commissioning services is another key tool, which can support the development of social innovation. Indeed, such an approach can have the following benefits:

- Varying the type of service providers within an institution.
- Taking procurement a step further and providing a more efficient provision of services.
- Making the most of the competences of private and non-government organisations.

In addition, the services can be adjusted and adapted to all levels of governance.

In turn, it has the potential to transform deeply the governance of a city, whose main characteristics can be summarised in the table next page (EY, 2014).

FROM	TO
Government choosing	User choice and control
Doer	Enabler
Siloed	Collaborative
Contract managers	Relationship managers
Program managers	Outcome managers
Control	Influence

This has for example been the focus of the Mindlab's 'Innovation on the shopping list' project that aims to find new innovative ways to orient the decision making processes of municipalities and regions in connection with purchasing. Another example is that of the city of Nantes(European Commission 2013a).

3.9 SUPPORTING THE SPREAD OF SOCIAL INNOVATION IN CITIES

Quite often cities would like to innovate but do not have the necessary know-how or impulse. However, there is not one model that can be copied and pasted by every city to use and promote social innovation. Indeed, relationship to governance and to cities and city administrations are highly dependent of the culture and tradition within a policy field, city and country. It can be that the citizens have traditionally always played an active role, or that the private sector was regularly consulted. This can be in some cases a lever, in others a barrier to the current development

USING PUBLIC PROCUREMENT IN AN INNOVATIVE WAY IN NANTES

The city of Nantes in North West France has been known for nearly 15 years as a leading innovator in using social clauses in public procurement to provide entry level jobs for the long term unemployed. Nantes is a medium-sized city of 285,000 people with a history of traditional maritime industries now in decline.

France revised its public procurement rules in 2006 allowing the condition that part of the work must be delivered by a specific target group with a need for professional insertion. Nantes Metropole and surrounding suburban administrations (Chantenay, Vannes, Doulon, and Malakoff) awarded contracts using this clause. Work has included swimming pools, roads, bus routes, and a media centre. The types of trades comprise mason assistants, carpenters, painters, building workers, pavers, green space maintenance staff, plumbers, metal workers, plasterboard, and externalcleaners. The city has also encouraged the development of support structures for individuals. The 'Entreprised insertion' trains

and prepares them to get jobs that open up in the private sector. In 2008:

- 183 contract operations contained a social clause;
- 483 beneficiaries were able to work under an employment contract of which 41 (8%) were young people, 27% were long term unemployed, 13% were on unemployment benefit (RMI) and 8% people had a disability;
- 345,000 hours dedicated to insertion (about 200 full time equivalent jobs), a further 92,000 hours of work for disadvantaged people were produced benefiting 266 employees;
- 133 enterprises were mobilised through these works of which 39 are in public works and 66 in building construction;
- 75% of beneficiaries were accompanied by a local insertion company (a type of training and employment social enterprise).

The Nantes example illustrates how public works contracts can deliver a double benefit: the work that needs to be done, such as a road, as well as jobs for excluded people.

of such approaches. Also, the increase of the crisis, is in some fields, cities or countries, an opportunity for the development of more human-based approaches, and involvement of all actors, going outside of imposed and blocked ways of proceeding, and in other cases, it is affecting all possibilities to act.

Still, some general principles can apply to all countries. These are the more strategic approaches, political decisions to act differently, to opt for the paradigm shift. However, which path to walk to get there will be different for every specific city. The main objectives of this workstream is to provide examples and insights for cities to learn from each other, and to connect them, making a first step towards increasing collaboration and networking among cities.

Although it is crucial for each own entity to generate ideas, it is also key to synergise and mutualise on existing ones. Up-scaling of social innovation, mainstreaming good and more sustainable practices among the entire population is a very important topic for both public and private sector, and in particular:

- Up-scaling has been mainly understood until now as up-scaling existing solutions, whereas social innovation rather needs dissemination of more small scale iterations of the same model;
- Social innovation introduces new value creation models based on public, private and citizens partnerships likely to generate new forms of entrepreneurship and to create more jobs in cities.

DUTCH SCALING UP EXPERIENCE

In the Netherlands there are examples of programmes that worked at scaling up practical experiences of different multi-stakeholder networks into new methods. 'Working with Networks' from Wageningen University took shape during a large-scale experiment with 50 networks of Dutch live-stock farmers. Through this experience, a network is being considered with a group of actors related to an initiative, where all participants are 'players' with a different focus and seek support to reach their goals. In particular, this enables scaling up the project up to the next stages of the innovation spiral.

Transferability of examples and experience is key to many international programmes and even more so when relating to similar issues faced in different cities and countries. The objective of URBACT is to enable to spread information, exchange and concrete upscale practices from one city to another. One common approach is to organise study visits across sectors, cities and countries, as the URBACT Sustainable Food in Urban Communities network does (see next page).

MICRO-CONSULTING TOOL OF OSLO, IN THE URBACT SUSTAINABLE FOOD IN URBAN COMMUNITIES NETWORK

The URBACT *Sustainable Food in Urban Communities* network developed a toolbox to stimulate and facilitate the exchanges of practices and experiences between participating cities. *Micro-consulting* tool is part of this toolbox. The principle of *Micro-consulting* starts from a local initiative/ project hosting a visit of international practitioners and experts and, in exchange, asking the visitors for a micro-consulting on a problem they face. This practice stimulates the field visits during transnational meetings. Beyond engaging the representatives of the participating partners into active visiting, the result is to apply the multiples know-hows available directly to local cases, as well as the experiences and cultural points of view they represent. In return, the heterogeneous groups of visitors get an occasion to apply their different experiences on a concrete problem. This exercise gives them the opportunity to share their knowledge and learn from each other.

The *Micro-consulting* session has to be prepared in advance: a clear and concise question that the host initiative will ask to the visiting consortium need to be defined.

In the particular case of the Oslo session, the initiative visited was MAJOBO, a food activist movement that starts to simply label with a MAJOBO flag all food growing initiatives within the City. Their original goal was to reach 1000 initiatives. In doing so, MAJOBO got involved in multiple projects, event organising and match-making between sustainable food initiatives in Oslo.

The agreed micro-consulting questions were: what is MAJOBO doing (or intending to do) as an organisation linking/promoting local sustainable food? What is the interaction of such a civil society movement with local public authorities action to synergise local social innovations/bottom-up initiatives?

Presentation of some examples of collaboration between non-profits and municipalities were agreed in advance with the visiting partners in order to kick-start the conversation. About 30 international participants and 3 representatives from the MAJOBO pioneers took part to the *Micro-consulting* session for about an hour and half of discussions.

The discussions led the activists to realise that the success of their movement opened new opportunities for development and that their initial goals of giving visibility to grassroots initiatives resulted in building a network of such initiatives.

The practitioners from the different municipalities of the visiting cities insisted on the value of an initiative like MAJOBO to support multiple heterogeneous initiatives, to link them, to raise synergies and in some way to facilitate the emergence of a more coherent social movement in the city.

This process of aligning social innovation is difficult to achieve for municipalities. The *Micro-consulting* session helped city public authorities and activist movements to better understand new paths of mutual help and collaboration.

Networks of cities can also prescribe some expectations and enable the exchange of practices. This is the case in the Sharing cities network, which also includes Guidelines for supporting sharing. ●

4. NEXT STEPS FOR THE WORKSTREAM

Based on the presented state of the art, and wishing to contribute concretely to the work already undertaken, the URBACT workstream on 'Social innovation in cities' intends to present an overview of existing practices related to social innovation in cities, based on the initiatives of the URBACT programme, as well as beyond. In particular, this work will focus on two main investigation areas, in order to study the extent to which a 'New City Leadership' can be learnt and for this purpose the benefits of URBACT and other programmes to an effective city leadership in future. It is crucial to identify the transferability of these practices, to other cities and especially to identify the role of URBACT in it.

Indeed, the URBACT network process enables civil servants and local stakeholders to learn from policy and practice in other cities and to influence each other positively. The engagement of elected representatives and public administration top management in this process should certainly be reinforced in order to better transfer city leadership at decision-maker level in particular in involving the decision maker access to 'hands-on' activities that allow them to better 'capture' and 'get inspired' by the essence of a third-party city.

The following questions will guide our work throughout the next months.

HOW DOES A CITY ADMINISTRATION EMBRACE SOCIAL INNOVATION?

The State of the Art has shown some examples of approaches taken by city administrations to promote and use social innovation. Some approaches related more to a leadership and cultural change, others to a capacity-building activity. We shall be investigating the way cities play a new brokerage role, engaging with residents, organisations and other stakeholders, developing networks, in order to co-create and co-produce. We will also investigate the involvement of civil servants and of the administration in general, the role played by leaders and training schemes.

WHAT ARE THE USUAL OBSTACLES AND DIFFICULTIES WHEN APPLYING SOCIAL INNOVATION?

Social innovation cannot be applied easily and faces many cultural and political hurdles, as well as structural ones. The investment in terms of financial and human resources can appear to be too large to be overcome and legal structures can prevent cities from undertaking innovative approaches. This question will look at the main issues faced for the application of social innovation, as well as the approaches undertaken by authorities to overcome them.

HOW CAN OBSTACLES AND BARRIERS BE OVERCOME?

Based on the identification of the most common obstacles and barriers, we shall investigate some approaches which have been promoted to overcome these. In particular, we will seek to assess to which extent cities have seen the need to adopt and play a different (broker) role, within a political and administrative culture change, to envisage a new leadership and engage with change agents as well as unusual suspects. Also, we will ask the extent to which cities have developed capacity building activities and sought to bridge skills gaps.

Finally, we will investigate the role of ecosystems in supporting social innovation, including the various existing tools, platforms – physical, virtual or physical without space limits – and role borne by specialists in the facilitation of such platforms.

HOW CAN CITIES SUPPORT THE DIFFUSION AND SCALING OF SOCIAL INNOVATION?

The last research question will seek to provide a balance between the examined examples in order to adjust the extent to which they can be transferred within cities in light of differentiation between policy fields as well as equity. It will also investigate the main principles which can be applied notwithstanding the variety of cultures, practices and economical structures within European cities. ●

5. THE WORKSTREAM IN PRACTICE

The URBACT workstream 'Social innovation in cities' will be a combination of meetings with experts, from the core team and outside, hearings, light case studies, in-depth case studies, as well as online chat sessions[1]. During the sessions we shall investigate the research questions presented above, which will form one of the key inputs into our analysis.

This document was discussed at a meeting in Brussels on 3rd July 2014. The following people contributed to it, virtually or in person.

All information related to the Workstream can be found and commented on its website: http://www.sustainable-everyday-project. net/urbact-socialinnovationincities/.

First Workstream Exchange 3 July 2014.
Source: Strategic Design Scenarios

WORKSTREAM COORDINATORS

François Jégou, Strategic Design Scenarios (SDS), Workstream Director
Marcelline Bonneau, SDS, Workstream Coordinator

CORE GROUP MEMBERS

Virginia Tassinari, SDS, Workstream Expert
Alice Conquand, SDS
Paul Juin, SDS
Eddy Adams, URBACT, Thematic Pole Manager
Edina Vadovics, GreenDependent Institute
Ezio Manzini, DESIS
Matt Gott, URBACT Genius Open York (Lead expert)
Fabio Sgaragli ,Fondazione Giacomo Brodolini
Anne de Feijter, URBACT Sustainable Food (Amersfoort)

APPOINTED WITNESSES

Filippo Addarii, Young Foundation
Raffaele Barbato, URBACT Secretariat
City Mayor **Furio Honsell**, URBACT Healthy Ageing (Udine)
Stefania Pascut, URBACT Healthy Ageing (Udine)
Lia Bouma, City of Amersfoort
Fiorenza Deriu, URBACT Healthy Ageing (Lead expert)
Tricia Hackett, The Young Foundation
Steve Mariott, URBACT Sustainable Food (Bristol)
Anna Meroni, DESIS/Department of Design of Politecnico di Milano
Levente Polyak, URBACT TUTUR (Lead partner)
Martin Synkule, European Development Agency

[1] The online chat session shall be organised in September. All those interested to take part in them can express their wish the Workstream Coordinator Marcelline Bonneau: marcelline@strategicdesignscenarios.net

6. REFERENCES

Adams E. and Arnkil R. (2013), *Supporting urban youth through social innovation: Stronger Together. URBACTII Capitalisation*. http://urbact.eu/sites/default/files/import/general_library/19765_Urbact_WS3_YOUTH_low_Final.pdf

BEPA (2011), *Empowering people, driving change: Social innovation in Europe*. http://ec.europa.eu/archives/bepa/pdf/publications_pdf/social_innovation.pdf

European Commission, DG Regional Policy (2011), *Cities of tomorrow—Challenges, visions, ways forward*. http://ec.europa.eu/regional_policy/sources/docgener/studies/pdf/citiesoftomorrow/citiesoftomorrow_final.pdf

European Commission (2013a), *Guide to social innovation*. http://ec.europa.eu/regional_policy/sources/docgener/presenta/social_innovation/social_innovation_2013.pdf

European Commission (2013b), *Social innovation research in the European Union Approaches, findings and future directions: Policy review*. http://ec.europa.eu/research/social-sciences/pdf/social_innovation.pdf

European Commission (2014), *The Social Business Initiative of the European Commission*. http://ec.europa.eu/internal_market/publications/docs/sbi-brochure/sbi-brochure-web_en.pdf

EY (2014), *What's different about commissioning?, Public service commissioning: a catalyst for change*. http://www.ey.com/AU/en/Industries/Government---Public-Sector/EY-Public-service-commissioning---a-catalyst-for-change---2---Whats-different-about-commissioning

Jégou, F., Vincent S., Thévenet R., Lochard A. (2013),*Friendly hacking into the public sector: co-creating public policies within regional governments*

HahnJ.(2011), 'Preface' in European Commission, DG Regional Policy (2011), page III.

Hahn J. (2013), 'Preface' in Soto(2013), page 3.

Soto P. (2013), *Cities of Tomorrow—Action today:Key messages, URBACT II capitalisation*. http://urbact.eu/sites/default/files/import/general_library/19765_Urbact_Crosscutting_low_FINAL.pdf

Vincent S. (2014) *Labs for System Change : des labos qui veulent changer le système (partie 1)*, http://blog.la27eregion.fr/Labs-for-System-Change-des-labos

→ URBACT II PROJECTS

PROJECTS	ISSUES ADDRESSED	LEAD PARTNERS
1ST CALL PROJECTS (2008–2011)		
Active A.G.E.	Strategies for cities with an ageing population	Rome – IT
Building Healthy Communities*	Developing indicators and criteria for a healthy sustainable urban development	Torino – IT
CityRegion.Net	Urban sprawl and development of hinterlands	Graz – AT
CoNet	Approaches to strengthening social cohesion in neighbourhoods	Berlin – DE
Creative Clusters	Creative clusters in low density urban areas	Obidos – PT
CTUR	Cruise Traffic and Urban Regeneration of port areas	Naples – IT
EGTC	Sustainable development of cross-border agglomerations	Mission Opérationnelle Transfrontalière – FR
FIN-URB-ACT	Small and medium enterprises and local economic development	Aachen– DE
HerO*	Cultural heritage and urban development	Regensburg – DE
HOPUS	Design coding for sustainable housing	University La Sapienza, Roma – IT
JESSICA 4 Cities	JESSICA and Urban Development Funds	Regional governement of Tuscany – IT
Joining Forces	Strategy and governance at city-region scale	Lille Metropole – FR
LC-FACIL	Implementing integrated sustainable urban development according to the Leipzig Charter	Leipzig – DE
LUMASEC	Sustainable land use management	University of Karlsruhe – DE
MILE*	Managing migration and integration at local level	Venice – IT
My Generation	Promoting the positive potential of young people in cities	Rotterdam – NL
NeT-TOPIC	City model for intermediate/peripheral metropolitan cities	L'Hospitalet de Llobregat – ES
Nodus	Spatial planning and urban regeneration	The generalitat of Catalonia – ES
OPENCities*	Opening cities to build-up, attract and retain international human capital	Belfast – UK
REDIS	Science districts and urban development	Magdeburg – DE
RegGov*	Integrated policies and financial planning for sustainable regeneration of deprived areas	Duisburg – DE
REPAIR	Regeneration of abandoned military sites	Medway – UK
RUnUP	Strengthening potential of urban poles with triple helix partnerships	Gateshead – UK
SUITE	Sustainable housing provision	Santiago de Compostela – ES
UNIC*	Promoting innovation in the ceramics sector	Limoges – FR
URBAMECO*	Integrated sustainable regeneration of deprived urban areas	Grand Lyon – FR
Urban N.O.S.E.	Urban incubators for social enterprises	Gela – IT
WEED	Promoting entrepreneurship for women	Celje – SI
2ND CALL PROJECTS (2009–2012)		
Active Travel Network	Promoting walking and cycling in small and medium-sized cities	Weiz – AT
CASH*	Sustainable and affordable energy efficient housing	Echirolles– FR
ESIMeC	Economic strategies and innovation in medium-sized cities	Basingstoke and Deane – UK
EVUE	Electric Vehicles in Urban Europe	Westminster – UK
LINKS	Improving the attractiveness and quality of life in old historical centres	Bayonne – FR
OP-ACT	Strategic positioning of small and medium-sized cities facing demographic changes	Leoben – AT
Roma-Net*	Integration of the Roma population in European cities	Budapest – HU
SURE	Socio-economic methods for urban rehabilitation in deprived urban areas	Eger – HU
TOGETHER	Developing co-responsibility for social inclusion and well-being of residents in European cities	Mulhouse – FR
3RD CALL PROJECTS (2012–2015)		
4D Cities	Promoting innovation in the health sector	Igualada – ES
CityLogo	Innovative city brand management	Utrecht – NL
Creative SpIN	Cultural and Creative Industries	Birmingham – UK
CSI Europe	Role of financial instruments (Jessica Urban Development Fund) in efficient planning	Manchester – UK
ENTER.HUB	Railway hubs/multimodal interfaces of regional relevance in medium sized cities	Reggio Emilia – IT
EUniverCities	Partnerships between cities and universities for urban development	Delft – NL
Jobtown	Local partnerships for youth employment opportunities	Cesena – IT
My Generation at Work	Youth employment with focus on enterprising skills and attitudes	Rotterdam – NL
PREVENT	Involving parents in the prevention of early school leaving	Nantes – FR
RE-Block	Renewing high-rise blocks for cohesive and green neighbourhoods	Budapest XVIII District – HU
Sustainable Food in Urban Communities	Developing low-carbon and resource-efficient urban food systems	Brussels Capital – BE
URBACT Markets	Local markets as drivers for local economic development	Barcelona – ES
USEACT	Re-utilizing existing locations to avoid land consumption	Naples – IT
USER	Involving users and inhabitants in urban sustainable planning	Agglomeration Grenoble Alpes Metropole – FR
WOOD FOOTPRINT	Local economic development through the (re)use of brownfield and buildings of the wood furniture sector	Paços de Ferreira – PT
PILOT PROJECTS (2013–2015)		
Diet for a Green Planet	Cooperation to align eating habits for an ecologically sustainable development	Södertälje - SE
ESIMeC II	Economic strategies and innovation in medium sized cities	Basingstoke and Deane - UK
EVUE II	Electric Vehicles in Urban Europe	Westminster - UK
Gastronomic Cities	Promoting gastronomy as a key urban development	Burgos - ES
Genius: Open	Creating innovative solutions to city challenges via an on-line collaborative platform	York - UK
Healthy Ageing	Cities' action for an active and healthy ageing	Udine - IT
PlaceMaking 4 Cities	Useful public spaces instead of nice public spaces	Dún Laoghaire Rathdown County Council - IE
Roma-Net II	Integration of Roma populations	Budapest - HU
TUTUR	Temporary use as a tool for urban regeneration	Rome - IT

*Fast Track Label

URBACT is a European exchange and learning programme promoting integrated sustainable urban development.

It enables cities to work together to develop solutions to major urban challenges, re-affirming the key role they play in facing increasingly complex societal changes. URBACT helps cities to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT II comprises 550 different sized cities and their Local Support Groups, 61 projects, 29 countries, and 7,000 active local stakeholders. URBACT is jointly financed by the ERDF and the Member States.

www.urbact.eu

European Union
European Regional Development Fund

URBACT Secretariat
5, rue Pleyel
93283 Saint Denis cedex
France

EUROPEAN
PROGRAMME
FOR
SUSTAINABLE
URBAN
DEVELOPMENT

URB
ACT