



NEW GOVERNANCE MODELS FOR CREATIVE, SUSTAINABLE AND CIRCULAR CITIES



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Introduction

How to convert historical cities into intelligent, i.e. resilient, sustainable, creative and knowledge cities?

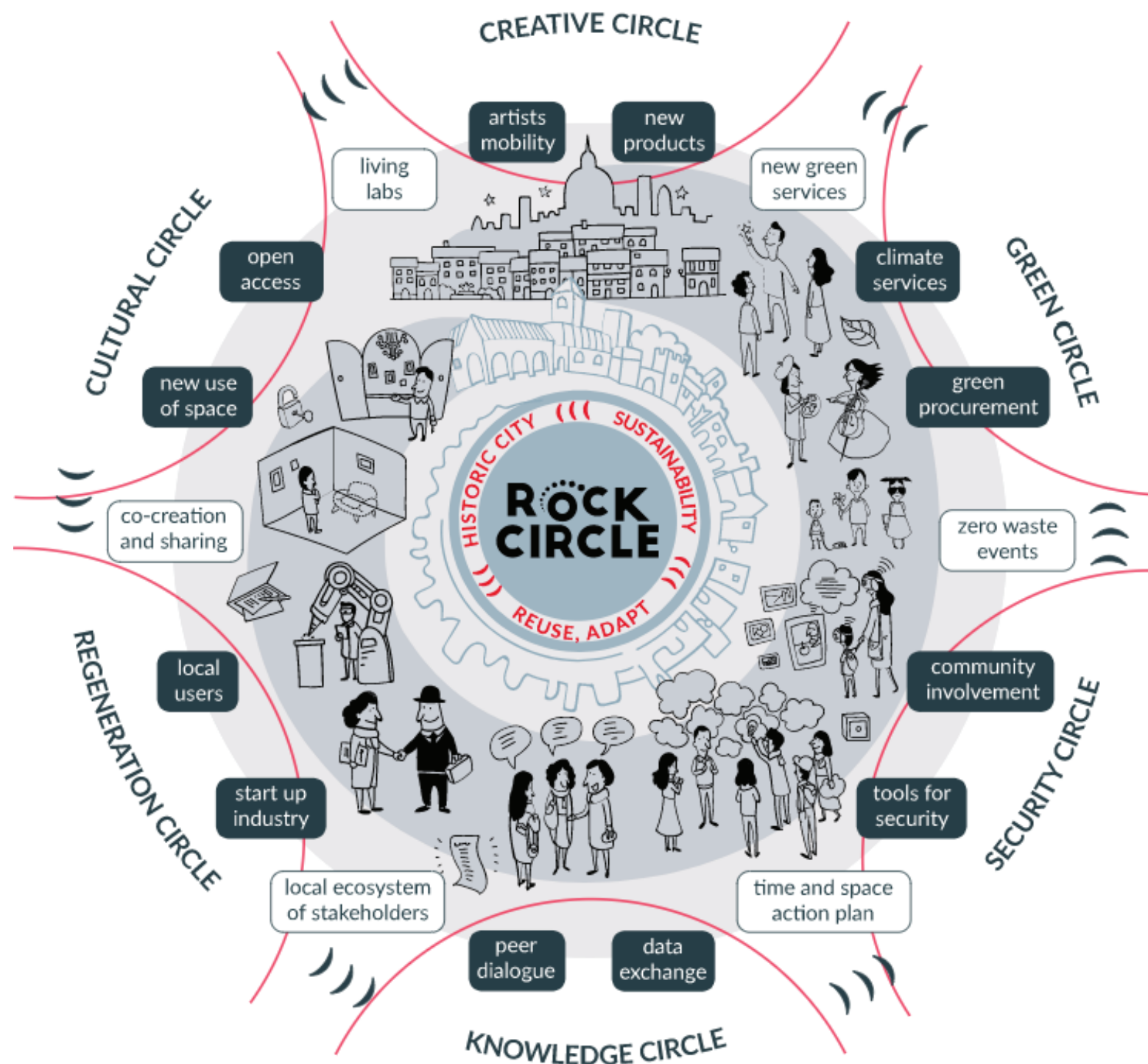
Over the course of its three years, ROCK has been working on this question and finding innovative answers.

ROCK understands that cultural heritage is not static, a vestige of the past only to be preserved, but is rather a driving force that brings new creative energy to cities. In ROCK, the past is a tool for building the urban future. ROCK demonstrates how cultural, historical, European city centres in 10 cities can become laboratories to test new models of urban regeneration and lead the urban transition. ROCK is developing a new approach, combining technical, organisational and social innovation to prove that cultural heritage is a powerful engine of transformation for cities.

The project's integrated circular model is based on six connected pillars: creativity, culture, regeneration, knowledge, security and green circles that draw strength from each other to determine the future of cities.

This circular model is a continuous effort to recognise the city and its transformations as a heritage and common good involving everyone. A common cultural past unites communities and empowers people to imagine a shared future.

A concrete goal emerges from ROCK's central concept: the co-design of actions to create the city's future in a collaborative way. Local actors, associations, students and businesses get together to share visions, knowledge and skills. The objective is to give new values, meanings and functions to public spaces and structures. The ROCK approach is being implemented at the moment in the 10 ROCK cities: Athens, Bologna, Cluj, Eindhoven, Lisbon, Liverpool, Lyon, Skopje, Turin and Vilnius.



New governance models for creative, sustainable and circular cities

New approaches are needed to face new challenges and balance priorities in city administrations, in a context of public scrutiny¹. Cities have a duty to respond to residents' needs and demands, assessing priorities for the greater good. With scarcer public resources and a higher demand for public services, city administrations need to reinvent themselves and the way they work with citizens and stakeholders. The lens of culture can focus this effort and invigorate society with creative solutions.

Many local governments are overcoming these challenges by giving citizens more decision-making powers to shape the public services they use, encouraging people to take on a wider range of responsibilities to ensure that local services continue to be delivered and improved effectively in the future².

In the five outlined examples, the reader will discover how ROCK cities are taking up the new challenges and implementing changes on the ground: city administrations take on new roles as brokers or advisors, using their connections to help create new cultural partnerships, or offer public spaces to be used by citizens, entrepreneurs, artists and other actors of urban change. The governance of the city is changing as cities test new models able to integrate as many voices as possible to deliver urban development in the most inclusive and creative way.

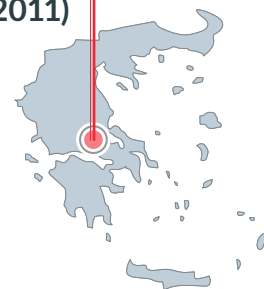
1. <https://go.ey.com/2C0n7UZ>
2. <https://bit.ly/2EiOA19>

ATHENS GREECE

Municipal Market of Kypseli

Reinventing the Agora

ATHENS
GREECE
664,046 INHABITANTS
(2011)



Athens has faced the challenges inherited from its crisis years – unemployment, brain drain – with creativity and ambition by investing in a bottom-up and collaborative methodology in cultural sectors. The challenges brought by the crisis also sparked new initiatives from citizens and the need for a more effective approach in municipal governance.

The Municipal Market of Kypseli project aims at bringing together different communities and public authorities under a common goal: to improve quality of life through participatory sociocultural and entrepreneurial synergies. The market serves as an emblem of the neighbourhood heritage and identity and a platform to facilitate the activities of young entrepreneurs, creative networks, community groups and municipal services into a common space encouraging experimentation, exchange and dissemination of ideas through open processes and actions. The management of the space embraces an innovative model of sustainable and independent governance based on the needs and ideas of the city. This is a strong asset that can inspire other cities willing to adopt participatory models of governance.

Description of the case study's approach and governance

The Municipal Market of Kypseli was built in 1935 under the mayor Konstantinos Kotzias and operated as a food market until 2003. Kypseli is one of the oldest and most densely populated neighbourhoods in the municipality of Athens. It is the biggest multicultural neighbourhood - 70% of its population come from different ethnicities - and is an example of coexistence between locals and migrants. Between the years 2006 - 2012, the Market building was squatted by residents of Kypseli who operated the space under the name 'Open Municipal Market Squat'. Their aim was to re-activate the space and integrate it into the everyday life of the neighbourhood through cultural and educational activities, such as the Greek school for migrants, open organic food markets, literary events, concerts, a lending library, exhibitions, etc. In 2012, the municipality of Athens received funding from the National Strategic Reference Framework (NSRF) in order to renovate the building and then delivered it back to the neighbourhood in 2016. During the renovation process (May 2015), through the synAthina platform¹, Athens organised a public consultation outside the market building with residents, active citizen groups, artists and many relevant stakeholders aiming at highlighting the importance of

collaboration between citizens and urban authorities. There were 470 proposals for a new use for the 1,345m² building, which were later exhibited in Fokionos Negri, an adjacent street. The top uses identified were largely related to cultural activities, social entrepreneurship and social services. Taking into consideration the public consultation results, Athens published an open call (June 2016) to all interested stakeholders to apply for the management of the municipal Market for five years without paying rent. That was the first time that Athens called upon civil society to co-manage a municipally owned building.

The open call received 16 proposals from different actors out of which four were shortlisted. Those on the shortlist had to submit a realistic business plan for the market that was evaluated by a municipal committee (including the mayor) regarding financial and cultural sustainability. Finally, Impact Hub Athens was assigned with the management of the Kypseli

Market starting in March 2017. According to their proposal, "The Kypseli Municipal Market will not only act as an emblematic building telling the story of the people and the neighbourhood of Kypseli, but also as a platform to co-create with a plethora of stakeholders, an active community which will innovate and create while reviving the urban landscape."

The municipality inaugurated the new building by organising a temporary cultural programme with open events including: photography exhibitions, performances for adults and kids, gigs, gardening workshops, African cuisine workshops

and open lunches, seminars, among many others. (November - December 2016). The Market building was reactivated and attracted many residents from the neighbourhood and other parts of the city. In May 2017, Impact Hub Athens signed the official agreement with the municipality and has started implementing its programme which focuses on creating a participatory cultural and creative platform for the neighbourhood and the city. Yet, the big challenge is to involve the local community to participate in the process and activities.

"The Kypseli Municipal Market will not only act as an emblematic building telling the story of the people and the neighbourhood of Kypseli, but also as a platform [...] to co-create [...]"

1. synAthina is an innovative online tool investing in bottom-up projects aiming at improving the quality of life in Athens. Through a digital platform and a shared kiosk in the city, as well thematic meetings, synAthina collects, connects and networks projects that reflect the citizens' needs and visions on the future of their city. It also helps create new perspectives on the relationship between citizens and local decision makers, between civil society and local governance. www.synathina.gr

Impact and results

The Kypseli Market aspires to become a meeting and reference point for the Athenian public, focusing on culture and education, as well as on social entrepreneurship, while strengthening the local economy. The vision for the Market is to become a mechanism of social cohesion, co-operation, and co-creation in one of the most densely populated, multicultural and historical areas of Athens.

The Kypseli Market was officially inaugurated on 4 October 2018 with a three-day opening event that attracted hundreds of people from the neighbourhood and visitors from the whole city.

The market has been officially running for the last five months and Impact Hub Athens has already organised hundreds of educational and cultural events open to the public, including exhibitions, music workshops, gigs, technology workshops for kids and adults, ethnic cuisines, photography seminars, career workshops for young people, etc. So far, more than 6,000 people have actively participated in the programme and even more have passed by or at least participated in one activity or event at the market.

more than 6,000 people have actively participated in the programme

Eight social enterprises have already rented the market's available shops (social economy stores). On top of that one learning space, one digital lab and a space dedicated to social and educational services are operated by Impact Hub Athens, hosted together with the 'Citizen Service Point' which is run by the municipality of Athens. All these structures aim at strengthening the social purpose of the initiative and ensuring its sustainability,

creating bonds between local communities, bridging the gap between the municipality and civil society, creating new common spaces for the neighbourhood and the city, enriching the cultural capital of different communities, and nurturing the spirit of collaboration. New job positions

have been created, the level of safety in the area has increased, and the local economy has started to flourish.

Transferability tips

- ▷ Identify city and neighbourhood needs
- ▷ Establish bonds and synergies with local communities through participatory processes and activities
- ▷ Design an integrated strategy which offers economic viability and at the same time helps the project maintain, enrich and strengthen its social attributes (social sustainability)
- ▷ Adopt an innovative model for the management of the space that will ensure sustainable and independent governance according to the needs and ideas of the local communities
- ▷ Have a good knowledge of the legal framework of use regarding municipally owned buildings to avoid bureaucratic issues
- ▷ Collaborate and advise with external experts
- ▷ Create synergies with public and private institutions to ensure micro-financing and funding

Planning and sustainability

The strategic planning took into consideration contemporary trends in urban development such as resilience, social design, bottom up urban engagement, community led development, the makers movement, neighbourhood loyalty and ownership of public spaces. The current planning strategy includes three thematic pillars:

A) MARKET

- ▷ Eight commercial social shops: new products, wonderful ideas for gifts, flowers, toys, clothes, fine foods, where each of your purchase actually supports a social purpose.
- ▷ Pop-up markets (both thematic and non-thematic).
- ▷ Producer markets and tasting experiences with special flavours and cuisines from around the world as well as Sunday pop-up brunches every month!

B) CULTURE

- ▷ Organising cultural events in collaboration with cultural operators and artistic groups (theatrical performances, festivals, concerts, screenings, Cine-Mageiremata, visual arts) aiming at providing full access to high quality cultural content to the general public.

C) EDUCATION

- ▷ Learning space: Hosting educational courses, activities as well as experiential seminars for different demographic groups, focusing on skills development (language learning, career orientation, business development practices) and means of expression (dance, photography, music, visual arts).
- ▷ Digital Lab: Organising and hosting courses to familiarise people with modern technological tools (programming, robotics, digital content development).
- ▷ Music: Using music as a connecting link. The unique methodology of the global el sistema, makes music education accessible to all children in the neighbourhood of Kypseli. Children from vulnerable social groups and different countries join classes now being hosted for the second year in the Kypseli's Municipal Market. The programme embraces the principles of co-creation, activates communities through the power of music and provides string courses (violin, viola, cello) and choir for children, young people and families.

Management level and partners

Owned by the Municipality of Athens and managed by Impact Hub Athens, the operation of the Kypseli Market is an innovative model having as its main streams: culture, education, social innovation, entrepreneurship as well as the enhancement of the local economy. The smooth operation of the Kypseli Market is monitored by a committee of experts appointed by the municipality. This new co-management model by Athens and civil society is being implemented in a public building for the very first time and has a non-profit character. Other partners involved include community groups from the whole city, private donors willing to finance the initiative, and public and private institutions, among others.

Impact Hub Athens is responsible for managing the building for the next five years (until May 2021). Should the model prove successful, the municipality is willing to replicate the model in other municipally owned buildings. At present, there are requests from the neighbourhood of Dourgouti in Athens to replicate the model in a series of buildings with empty shops.

Budget and financing

The main source of financing the Kypseli Market comes from the monthly rental of eight shops within the market. Other ways of financing include offering incentives to private institutions, investors and other potential donors since the historic building is a city landmark in the heart of Kypseli offering many visibility opportunities and a common space that can be used for participatory cultural activities, workshops, events, etc. A great example is the collaboration between Impact Hub Athens and The People's Trust, where the latter offered an initiation grant of €5,000 to each new shop tenant in order to support them to initiate their social business and raise their social impact.

Useful links

<https://bit.ly/2MOVpu3>
<https://www.facebook.com/agorakypselis/>

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BOLOGNA ITALY

Let's do it together!

The regulation of collaboration between citizens and the city for the care and regeneration of urban commons

BOLOGNA
ITALY
390,636 INHABITANTS
(2018)



In the last 5 years, Bologna has successfully trialled an urban innovation model based on circular subsidiarity and civic collaboration, the 'collaborative city.' This means public administrations governing not only on behalf of citizens, but also with citizens, basing their policies on the two concepts of city as commons and citizens as a great source of energy, talent, resources, capabilities and ideas in support of urban regeneration.

Active citizens, social innovators, entrepreneurs, civil society organisations and institutions willing to work for the general interest can start a co-designed project with the city government leading to the signing of a collaboration pact for the care or regeneration of urban commons such as, for example, public spaces, urban green areas and abandoned buildings or areas.

The case study's approach

The policy framework for managing all collaborative projects, from valorisation of cultural heritage to spontaneous street or building cleaning initiatives is the 'Regulation on collaboration between citizens and the city for the care and regeneration of urban commons'.

The regulation defines:

- 1) The meaning of Urban Commons: tangible, intangible and digital goods, that both citizens and the public administration recognise to be part of the collective wellbeing
- 2) The meaning of active citizens: all subjects, single or associated, however gathered, also entrepreneurs or those with a social vocation, who are active in the care and regeneration of urban commons
- 3) The degree and intensity of collaboration: from occasional to constant and continuous care, from shared management of public spaces and of private spaces for public use to regeneration of public spaces
- 4) The type of intervention: care, regeneration and shared management of public spaces and public buildings; promotion of social innovation and collaborative services and of creativity at urban level; digital innovation
- 5) The meaning of regeneration interventions: recovery, transformation and innovation interventions; co-design methods; social, economic, technological and environmental with participatory, broad and integrated processes
- 6) The meaning of public spaces: green areas, squares, streets, sidewalks and other public spaces or spaces open to the public, of public property or subject to public use

around 636 proposals
have been presented
and around 470
collaboration pacts
have been signed

- 7) The scope of the interventions: integrate/improve management standards provided by the city or improve the liveability and the quality of the spaces; ensure the collective use of those spaces and buildings that are not registered in the municipal maintenance programmes (the municipal government periodically identifies the buildings in a state of partial or total disuse or decay which are suitable for care and regeneration interventions)

When a collaboration pact is signed, it defines:

- a) the goals and the action;
- b) the duration;
- c) the mode of action, commitments, limits of interventions;
- d) insurance coverage;
- e) guarantees in case of damages to the city or as a result of partial implementation of action;
- f) forms of support provided by the city and by the citizens (in-kind, financial, administrative facilitations – by the city; self-financing – by the citizens through fundraising);
- g) publication issues, periodic monitoring and accounting provisions;
- h) coaching by the PA, progress monitoring, management of disputes, eventual sanctions;
- i) causes of exclusion of citizens, ownerships, etc.; and
- j) procedures for modifying the agreed interventions.

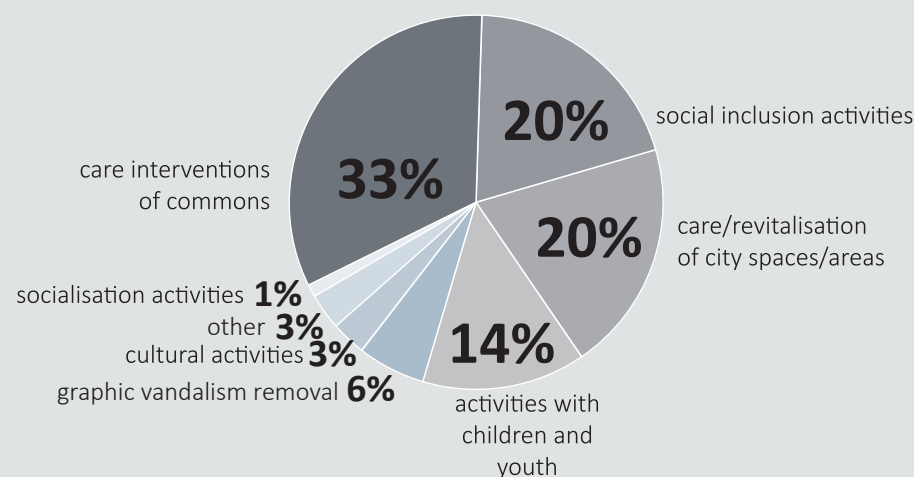
The regulation was officially adopted on 31 May 2014, setting up a reference framework so that managing urban commons together with citizens could become a structural, permanent and transversal public policy and alliance for the care of the city.

From that moment on, around 636 proposals have been presented and around 470 collaboration pacts have been signed; 191 Italian cities have adopted a similar tool for participative urban regeneration processes and for the care of urban commons, while 57 more cities are working at the moment on its adoption.

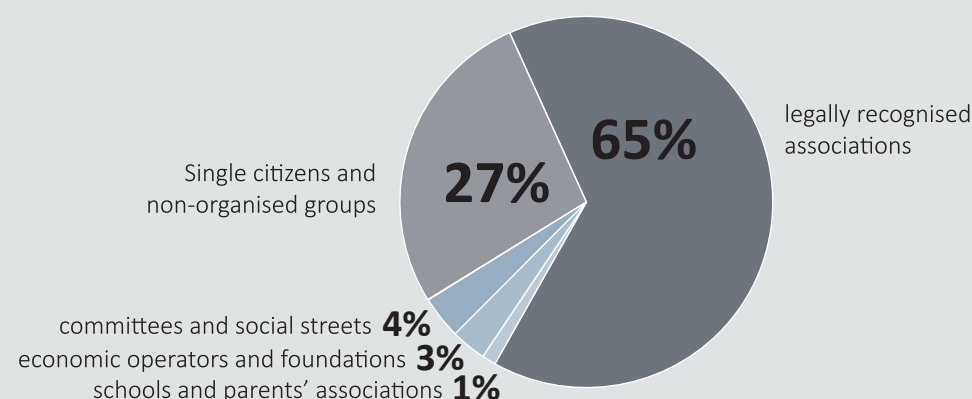
Impact and results

Data relating to the first three years of implementation of the regulation (2014-2017), when 357 collaboration pacts had been agreed,

Areas of the collaboration proposals



Who submitted the collaboration proposals?



found that:

The Comunità online portal¹ through which active citizens and other interest parties can submit collaboration proposals, counts about 28,000 subscribing citizens and more than 1,800 associations. The portal also collects valuable information on activities carried out within each Collaboration Pact, since all applicants have to submit periodical accounting of expenses and reports regarding implemented activities and results obtained, accompanied by video, photographs, multimedia materials.

The city is beginning to evaluate the impact of the ensemble of the activities carried out within all the Collaboration Pacts through specific reports since they differ in terms of interventions undertaken, size, actors involved (see section 'Useful links').

Examples of signed collaboration pacts range from graffiti removal, which has involved both economic operators, students and educational institutions, to

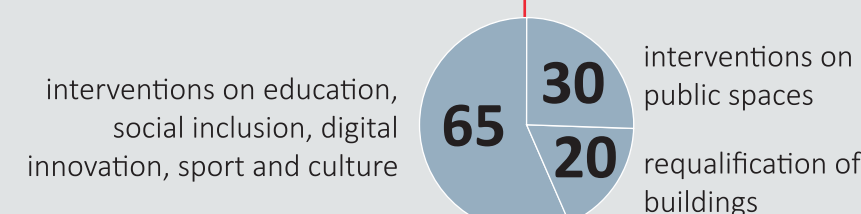
small cleaning interventions within parks, to cultural heritage valorisation activities, to the recovery of buildings for public enjoyment.

Within the administration, the introduction of the regulation has implied a profound change in terms of organisational culture and allowed the public administration to enter into relationships also with informal and private actors for the care of the city as a commons in a logic of shared responsibility.

Moreover, the experience of the Regulation on Collaboration between Citizens and the City for the Care and Regeneration of Urban Commons has resulted in the Participatory Budget, started in 2017 and for which €1 million of the whole City budget is allocated each year, with the objective to carry out interventions proposed by citizens, such

Between 2014 and 2018 Bologna has participated in 470 collaboration pacts involving 10,000 citizens

Participatory Budget 2017 **70** City Labs proposed



Participatory Budget 2017 **14,600** votes
27 selected projects

Participatory Budget 2018 **16,350** votes
33 selected projects

as extraordinary maintenance, requalification and reorganisation of spaces, public works, etc. in six specific areas of the city.

As an example, the first experimentation carried out during 2017 has foreseen 70 City Labs and has brought to 30 proposals on interventions on public spaces, 20 proposals on requalification of buildings and 65 proposals on education, social inclusion, digital innovation, sport and culture.

During City Labs participants have also drawn attention to 12 priorities, which represent the main

needs of the city from the point of view of citizens, and which have been reported in a public document (see the 'useful links' section).

In 2017, this process led to 27 projects considered sustainable and in line with the Regulation and a total of around 14,600 votes, numbers which increased in the second year of the Participatory Budget, ending with 33 feasible projects admitted and around 16,350 votes.

1. <http://comunita.comune.bologna.it/beni-comuni>

Transferability

It is not just introducing a regulation. The introduction of the concept of 'shared management' also requires an internal cultural change within the administration. Assigned staff had to be specifically trained.

The main dissemination channel is the Comunità online portal, where all Collaboration Pacts, together with all other collaborative projects and initiatives, are mapped, mainly along three themes:

- ▷ DO_TOGETHER - shared care of public spaces, underground mini-islands, recycling, street lighting, clean urban environment, work against vandalism etc.
- ▷ LIVE_TOGETHER - projects with an innovative approach on many issues (sustainable mobility, community well-being etc.)
- ▷ GROW_TOGETHER - projects in which public places become collaborative spaces and engines of economic development, as well as plans to provide the town with a digital infrastructure network, to promote Bologna as the City of Food and renew the relationship between the university and the city.

Comunità is not only a tool through which the collaborative projects of the city are mapped and reported. It has been conceived as a social media platform with civic goals, fostering active engagement and collaboration among citizens and other stakeholders. A section is, for example, devoted to projects looking for support. Those that subscribe to Comunità also have to sign a charter to share the values that underpin the online community.

Management level and partners

In 2012 Bologna set up the 'Administrative simplification and promotion of active citizenship' office, which follows the implementation of the regulation and the subscription of Collaboration Pacts. It employs eleven people – a team of five who make up the coordination office, and a team of six each of whom is assigned to one of Bologna's six districts. Moreover, at district level, two to three reference people evaluate collaboration proposals which have a direct impact on the district. While the municipality assigns about €150,000 from the municipal budget each year to support the pacts, citizens, associations and private partners contribute both with their voluntary work and with additional financial resources.

The municipal support can also take different forms of in-kind support such as exemptions in terms of fees and local taxes; access to and free temporary use of municipal spaces; provision of supplies and free loan of personal protective equipment; assignment of municipal employees; training; advertising, promotion and visibility actions; procedural support in case of permits or initiatives of promotion and self-financing (like crowd-funding).

The interest of private players in entering into Collaboration Pacts stems from the fact that the interventions carried out allow their work to be more profitable (for example, in case of portico cleaning for merchants), and assist them in exercising corporate social responsibility.

Budget and financing

Direct allocation from the city, 100% of the budget is municipal.

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Useful links

Collaboration Pacts homepage: <https://bit.ly/2kQ3q73>
 The English version of the Regulation is available at: <https://bit.ly/2DNxWtR>
 2017 Report on the promotion of active citizenship (referring to the period 2012 – 2017): <https://bit.ly/2ImWqzg>
 Participatory Budget homepage: <https://bit.ly/2gctTzr>
 Document on main needs of the city elaborated during city labs: <https://bit.ly/2GHIOWn>



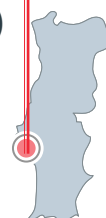


LISBON PORTUGAL

Rés do Chão

Re-use of the abandoned ground floors in a low income housing context

LISBON
PORTUGAL
504,718 INHABITANTS
(2016)



As part of the ROCK project, Lisbon has chosen the neighbourhood of Marvila as its demonstration area because of the important social challenges and fast gentrification occurring there. Priorities in Marvila are put on social territorial cohesion, participatory governance, financial and technical support.

Marvila is a former rural and industrial territory in the oriental part of Lisbon, tucked away between the historic city centre and the modern neighbourhood of Parque das Nações, which is a result of the Expo 98 program that transformed a part of the oriental industrial area into modern dwellings. This situation and the fact that Marvila territory is divided by two railway lines lessened its connections to the rest of the city, especially Lisbon's historical city centre.

Marvila used to be a leisure zone for the wealthier classes, with many families owning palaces along the Tagus. Thanks to the proximity with the river and the opportunities it created for trade and transport, Marvila later became an industrial hub. Migrants from Portugal's countryside settled in the area in social housing units and shanty towns. This mix between a rural and industrial heritage created a set of very specific traditions and societal behaviours in Marvila, linking agricultural activities with factory workers' social and political identities. These traditions still resonate today.

Over time, Marvila's geographical barriers have evolved into socio-spatial barriers. The territory is quite young, with a high proportion of NEET population (Not in Education, Employment, or Training). The building of social housing units, used as solutions for housing problems, has mushroomed. The riverfront is fast being redeveloped with high quality housing units, with the risk of creating an even stronger social barrier between the different parts of the territory. At the same time, the territory is becoming Lisbon's newest creative hub, with many private initiatives from young creatives and entrepreneurs being started there.

Residents of the neighbourhood are directly involved in the design of the spaces and activities

Description of the case study's approach

The Lisbon municipal vision for the territories of Marvila does not encompass another series of cultural events in an already stigmatised neighbourhood. The plan is rather to concentrate on a large-scale urban regeneration plan with a long-term vision. The impacts will be longer lasting and results made more visible for the population. In that sense, the focus will be on co-creation with the local residents, users and stakeholders present and acting in the area.

With ROCK, Lisbon is investing in the creation of a Living Lab to work on urban issues affecting Marvila. The Lisbon Living Lab (LLL) seeks to address the multi-faceted challenges of the territory through four core topics: urban voids, ecological networks,

territories of continuity and local communities versus gentrification. The LLL seeks to transform residents into both consumers and producers of cultural heritage by supporting local start-up actions and raising community awareness of Marvila's shared heritage spaces and their importance, whether tangible or intangible, natural or cultural. The LLL aims to support the revitalization, renovation and regeneration of this historical area, which has become socially and geographically isolated.

Together with the association Rés do Chão, which develops rehabilitation and urban regeneration projects with the main objective of revitalising and invigorating cities, Lisbon municipality is fostering the reoccupation and rehabilitation of unoccupied ground floors and public spaces. Residents of the neighbourhood are directly involved in the design of the spaces and activities to take place there once rehabilitated.

A pop-up shop has been set up to serve as a demonstration to the rest of the city of the potential of ground floors ("Rés do Chão" in Portuguese) as spaces that can host activities generating social and economic impact on the territory. Residents and visitors get to know new products and have new experiences in this space with a series of proposals from a range of invited entities. Later on, the municipality plans to open five local shops in unoccupied ground floors in the same area.

Impact and results

The experience is still in a pilot phase, but expected results of the initiatives are:



Participatory approach and social inclusion: improved awareness on the opportunities and challenges of unoccupied ground floors in low income housing



Rehabilitation of built structures and public spaces



Increase of the organisational capacity at local level



Empowerment of the communities; enabling social inclusion and cohesion



Local economy strengthening: new players in the market to boost economic equality and opportunity; increase of supply of retail and services in the neighbourhood



Increase of the sense of security in the neighbourhood



Improve awareness on the opportunities and challenges of ground-level stores in low income housing

Transferability

- ▷ Focus on mixed uses of spaces and new forms of economy by creating new housing and commerce opportunities; let the site be open and accessible. The temporary use of spaces as an urban regeneration tool can also generate income (organisation of events, exhibitions)
- ▷ Involve all actors in a Public-Private-People-Partnerships setting, meaning public and private sectors, and local communities collaborating; engage citizens and stakeholders in a participatory and direct democracy model; create synergies and links with other redevelopment projects
- ▷ Incorporate local values, communities' strengths and building/space's history into the urban redevelopment plans to maximise local innovation and better protect and preserve cultural heritage
- ▷ Public funding is useful in the early phases of the project; then small seed grants can be directly handed to local players; let the site be open and accessible; temporary use of spaces
- ▷ Integrate monitoring and assessment from the beginning
- ▷ The reactivation strategy should be embedded in the city development strategy. Develop a vision to go from simple preservation to a more integrated approach: it is important to develop a strategy for urban regeneration and sustainability, work with interdisciplinary teams, and take clear and measurable actions that correspond to this vision/strategy

Management level and partners

The Lisbon Living Lab is hosted in partnership with the Marvila Municipal Library and is located at the heart of the Marvila district. Local communities and stakeholders, as well as associations working in Marvila are all involved in the LLL. Together, they develop temporary projects, fostering new dynamics of transformation, creativity and innovation. This participatory approach makes it possible to identify and strengthen the district's social, economic and environmental values, which underpin sustainable urban development. Through community involvement, the LLL bridges Marvila's history and spatial identity with the memories and experiences of communities of various origins.

Rés do Chão works with the municipality in Marvila as an external strategic consultant in the Living Lab, acting as an intermediary and facilitator between the residents and the municipality. Rés do Chão is an urban regeneration project that combats the problem of social and economic deactivation of neighbourhoods in urban centres.



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Budget and financing

Development costs: €17,500

This amount includes:

- ▷ Development of the prototype;
- ▷ Creation of a pedagogical tool for diagnosing and increasing the awareness on issues related to public space;
- ▷ Analysis and diagnosis of the flows and uses of public spaces that constitute the crossing points of the railway line, namely between Rua do Açúcar and Biblioteca de Marvila;
- ▷ Framework and contextualization document on the municipal territories of Marquês de Abrantes, Alfinetes and Salgadas;
- ▷ Work sessions and community assemblies with local residents and partners, organisation of focus group and interviews, collaborative workshop on the occupation of non-residential ground floors in municipal districts;
- ▷ Mediation between strategic local partners and the local community.

Future plans and sustainability

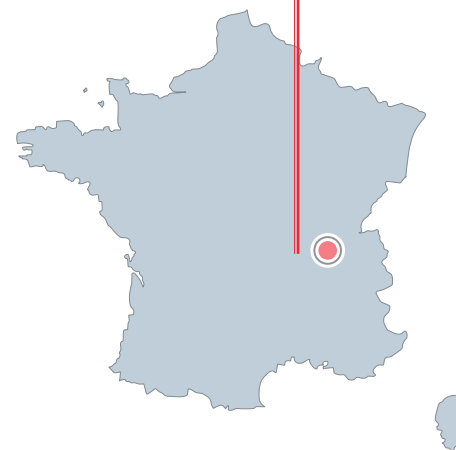
- ▷ Local communities and stakeholders, as well as associations working in Marvila are all involved in the LLL and will continue to be as the project goes on
- ▷ At the end of the process, residents should have a better understanding of the potential of their shared cultural heritage and will take ownership of it
- ▷ The revitalisation of abandoned spaces in the Marvila area will also support local start up actions
- ▷ The action will strengthen the district's social, economic and environmental values, which underpin sustainable urban development

LYON FRANCE

Urban Heritage Observatory

A focused citizens' involvement methodology

LYON
FRANCE
530,715 INHABITANTS
(2018)



Since 1998, the historic part of Lyon has been listed as a UNESCO World Heritage site. The listing was a recognition of urban and architectural heritage exceptional value and has led institutional actors to commit themselves in the preservation and enhancement of Lyon cultural heritage: Listing is not a privilege or a first prize, but a responsibility towards the inhabitants and the visitors.

The historic site of the city is part of the modern city. It contributes to its attractiveness and is embedded in the way Lyon functions and the way its inhabitants live. It encounters overall and specific challenges among which preserving and enhancing cultural, architectural urban and landscape heritage; keeping living districts and maintaining functional, social and generational mixing on historic site.

To find a balance between the rapidly developing urban area and the protected historic city, Lyon adopted a management plan in 2013.

The management plan presents the vision to manage and guarantee the place of the historic site inside a changing city. It proposes a governance framework for proper coordination of all the participants involved, and it determines strategic directions and related actions that will structure territorial development for the next years.

One of the actions of the management plan concerns the creation of the Urban Heritage Observatory.

How to manage and guarantee the place of a historic site inside a changing city?

Based on a quantitative approach the Urban Heritage Observatory aims to define the main characteristics of overall evolutions and dynamics working at the scale of the UNESCO area by comparing the situation in the historic center in 1998 and

in 2016, and how this evolution differs from the one in the different districts of Lyon metropolitan area. It produces thematic reports for the analysis of urban changes on: demographics, economic activities and tourism, mobility and transport, built heritage, housing, public spaces, green areas and blue corridor.

As a complement to this approach, an experimentation has been conducted to start better understanding fast-changing rising phenomena such as news ways of living for which no quantitative data is available at the moment. This experimentation lays on qualitative, not-measurable data, innovative animation tools and a participatory approach:

- ▷ A mixed group has been set up bringing together inhabitants and professionals
- ▷ Participants were found in the indirect network of the project holders (not direct relationships)



Impact and results

The Urban Observatory of Lyon Historic site differs from other classical observatories in proposing an innovative approach based on the three following aspects:



A participative approach: the observatory aims to make sure that all the stakeholders (namely the city of Lyon, the metropolitan level, the tourism office, region-based state services, technical operators, but also inhabitants, storekeepers and entrepreneurs associations, tourism actors, etc.) are participating in the definition of the process, the process itself and the analysis of the findings. The approach should not be specialist focused, but on the contrary take advantage of the actors on the ground.



Quantitative and qualitative combined approaches: the observatory does not only come down to a simple monitoring tool. Quantitative indicators will be used to measure quantifiable trends (number of visitors, socio-demographic snapshot, etc), but this traditional observation approach will be complemented with a more innovative approach and the development of qualitative tools to work on what is unquantifiable (representations, opinions etc.) and to better explain the origin and consequences of a phenomena. In particular, the definition of qualitative tools will allow to identify, discuss and understand new living and housing usages (like third place, co-working spaces, co-location and Airbnb type phenomena) in an urban



and in a cultural heritage environment. An incremental and iterative approach: the definition and implementation of the observatory work cannot be written in stone. The participative approach induces a permanent evolution taking into consideration ideas and proposal as they emerge from the different stakeholders as well as opportunities and constraints arising in the implementation phase.

Transferability

- ▷ Methodology: Five meetings a year, almost two hours each, in a neutral place such as the Urban Development Agency, not at the mayoral or metropolitan headquarters. There should be a pleasant atmosphere (coffee, cakes, etc.), one facilitator and one assistant. The minutes are written each time as well as a final report. The focus group consists of about ten people, as well as temporary guests if needed. There is a step by step process: there are have general goals, but precise actions are decided after each meeting.
- ▷ Setting up of a focus group: ten people have been identified to participate in the participative focus group. People participating in this group have diverse profiles but have in common that they all are concerned with the topic being studied. The group members work on a voluntary basis and are willing to contribute to a constructive and experimental reflexion on new usages of living and housing in a cultural heritage environment.
- ▷ Definition and organisation of working sessions: specific issues are defined at the beginning of each year (for example impact of Airbnb type phenomena on the historic site). Five working sessions are scheduled with a precise agenda and precise questions that need to be answered: what do we want to observe? With what aim? How do we proceed considering our means? Each of these working sessions are co-prepared by the Urban Development Agency and the ROCK project coordinator.
- ▷ Production and collection of information and data: production and collection of data is an important step to be taken. Special attention is given to making sure that we do not exclusively collect quantitative data or expert insights, but also, and as much as possible, collect more qualitative information: on site visits, collection of oral or written testimonies, photos or videos, etc.
- ▷ Analysis of collected information: all information gathered will be analysed and processed by the Urban Development Agency as a facilitator. First results will be presented in front of the group who can amend and validate them before final delivery.

Management level and partners

- ▷ The Urban Observatory is one of the Action of the UNESCO site Management Plan and is managed by the Direction for Urban Management (City of Lyon) with the Urban Agency as implementing partner. Different steps have been defined with the production of deliverables on demography and housing, economic activities and tourism, mobility, public spaces and built heritage.
- ▷ The setting up of this participative approach is to be seen as a complement of the above mentioned deliverables and will contribute to provide a comprehensive picture of the situation in the UNESCO site.

Budget and financing

The Observatory is running with around 0.5 full time person and the support of the Urban Agency for the production of the deliverables.

The Focus Group on new usages that complements the traditional work of the Urban Observatory has been set up and coordinated as part of the ROCK project.

Future plans and sustainability

As part of ROCK project, the City of Lyon is currently addressing the question of the city nightscape quality. Inhabitants' perceptions of public lighting is a key element that needs to be further investigated. This will be done applying the same methodology and by setting up focus groups to understand perceptions of inhabitants and also as a mediation process to raise awareness on permanent lighting being a cultural heritage as such.

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SKOPJE NORTH MACEDONIA

Skopje Lab

Innovation brought by you

SKOPJE
NORTH MACEDONIA
546,824 INHABITANTS
(2016)



Until recently, the city of Skopje operated according to a traditional, top-down governance model. This approach, however, bred public mistrust of distant government institutions and a low level of satisfaction with the quality of the public services it offered¹.

1. <https://goo.gl/Xa3xiS>

Faced with complex societal challenges and increased demand for better public services, Skopje decided to take off on an innovation journey to make the city a better place to live. Inspired by successful stories from around the world, the city of Skopje with support of the United Nations Development Programme (UNDP), opened the first public innovation lab on the Balkans, called the City of Skopje Innovation Centre – SkopjeLab.

The lab is currently working on designing solutions to important issues such as air pollution, public services, waste management systems and smart city development. These issues also face other European cities, which will thus also be able to benefit from Skopje's findings.

The manifesto to always co-create and co-design is incredibly important for the Lab; solutions need to be carefully designed with input from different target groups including a strong emphasis on the participation of citizens. Focused on individuals and 'human-centred' design, the use of this methodology in a public setting is very beneficial. It includes:

- ▷ Discovering challenges and possibilities
- ▷ Co-designing (generating new ideas)
- ▷ Testing (prototyping, experimenting and piloting)
- ▷ Measuring (collecting data on what works and what can be improved)
- ▷ Effective implementation (of an upgraded solution if there is one)
- ▷ Adoption and spread of the innovation, its development process and results on many levels
- ▷ Systemic change and innovation capacity building

Empowered by the newly refreshed vision of the city of Skopje to make innovation an everyday practice, SkopjeLab is expected to improve sustainability and urban resilience through its activities and coordination and cooperation with other partners. SkopjeLab's primary goal is to design innovative services or solutions that will improve the quality of life in Skopje.

Description of the case study's approach

Skopje Lab is currently a pilot project with a physical space within a municipal building, envisioned as a space and set of protocols that will enable a coming together of citizens, the public administration, the private sector and civil society to brainstorm, develop

and test ideas, experiment as well as and most importantly, learn from each other.

Envisioned as an experimental and collaborative space where citizens (business community, civil and public organisations and institutions and the academia) and front-line public servants

will join forces to design, prototype and test public services, products or projects, SkopjeLab works to:

- ▷ Deliver new solutions on pressing issues through creative and innovative projects with multiple and diverse stakeholders based on design thinking and prototyping/piloting
- ▷ Develop new, or redesign existing, public services as a means to increase satisfaction and reduce resource mobilisation (time, money etc)
- ▷ Build capacity and knowledge of Skopje's public administration, especially in terms of innovation, creating innovation champions inside the organisation and sparking public sector entrepreneurship
- ▷ Enable new communication practices as a means to provide outreach and thus increase satisfaction & user numbers
- ▷ Enable partnership development between and with the civil and private sector

Impact and results

SkopjeLab enables a coming together of citizens, the public administration, the private sector and civil society to brainstorm, develop and test ideas, experiment and learn from each other. SkopjeLab is therefore operating as an interface between governments and citizens to support and co-develop public services and new social enterprises and bring in additional resources and networks:



SkopjeLab shows a new way of doing things. This is then used to spread a pro-innovation culture inside the organisation, creating and supporting new innovative projects with the goal of empowering the public administration.



By reducing hierarchy, focusing on design approaches, promoting appropriate levels of risk-taking in organisations, SkopjeLab helps public administrators overcome the most common structural as well as process oriented challenges.



SkopjeLab helps public servants strengthen the cooperation with citizens and businesses in Skopje and will help them see how services could be made more valuable to people while making use of people's own networks and resources.

Early evidence from this experience show that labs as a new model of collaboration between the government and citizens can address the problem of lack of civic engagement and influence in policy making. SkopjeLab showcases the usefulness of bringing citizens' perspectives to decision-makers at all levels in the city¹.

1. <https://bit.ly/2EiOAI9>

Transferability

- ▷ It's crucial to target the right stakeholders inside of the public administration and work with them. They have been waiting for an opportunity like this and will recognise a valuable partner in you. However, a push and constant patient work is needed.
- ▷ It's important to not just focus on current projects and activities but to also plant seeds of innovation amongst colleagues. It's the small things that you need to start with first.
- ▷ Political commitment is important as well. If there is no clear vision alignment then issues might appear.
- ▷ Methodology is key. You need to design your solution around all of your interested users, citizens, companies, etc. Don't be afraid of the time it will take to interview and ask whether what you thought was the real problem is the actual one, and whether your solution is truly well thought-out or lacks a certain something. Prototypes and pilots might fail but it's better to have spent a small amount of money and time on designing a bad solution than to rush into a full pledge and end up with a disaster of a product or service.



Management level and partners

The realisation of the project is a joint venture between the UNDP and the city of Skopje. The physical space in which the SkopjeLab is located currently is shared with the Citizen Information Centre, but from the second half of 2019 when the city will move to a new building, SkopjeLab will get its own space. SkopjeLab is an integral sector in Skopje's local government, managed by SmartUp Social Innovation Lab, a nongovernmental organization, under coordination of the City of Skopje and UNDP. There are four consultants from the NGO engaged with this project, project manager & innovation consultant, IT specialist, partnership development specialist, social media/event management expert. In order to ensure good dissemination and partnership, the team has grown by reaching out to 'innovation champions', public administration employees that have shown incredible interest and willingness in innovation and excellency.

Through their work, the consultants on a daily basis pass on knowledge and build internal capacities between all of the city employees that they work, talk or partner with. And vice-versa, the consultants gain a better grasp of the complex challenges the public administration is facing as well as valuable data and insight on protocols, policies and activities. The lab undertakes and coordinates the project while the city of Skopje provides data, assistance and a formal acceptance.

Partners include other public enterprises, educational and civil organisations, private companies. Some of them are: The Public Enterprise Communal Hygiene, Faculty for Technical Science and Engineering (FINKI), Fund for Innovation and Technological Development, Public Transport Enterprise JSP, Microsoft Macedonia, Macedonian Academic and Art Association, HASELT, NOVA, Sumnal, etc.

It is crucial to mention that for this model to work:

- ▷ A great commitment towards innovation has to be in place in regard to the higher ranked decision makers in the local government
- ▷ Strong capacity for innovation, project management and partnership outreach has to be present amongst the employees in the lab, including having a great personal network and portfolio before joining the team

Budget and financing

As of December 2017, €150,000 had been obtained through the UNDP and partners. This was used for the setup of the lab, external contractors as well as for two big pilot projects related to waste management and air pollution (Skopje's number one problems). From 2018 SkopjeLab is financed by the City of Skopje.

Future plans and sustainability

SkopjeLab is willing to work with anyone interested in making Skopje a better place to live. SkopjeLab is not a political organisation and as a part of the city of Skopje they have great access to potential partners. These are great factors for growth. The use of the methodology and its success are already documented and thus can be replicated in other parts of the city as well as other cities. In the long term, SkopjeLab aims to transform the Innovation Lab into a Policy Lab, that will, by bringing new approaches from data science to user-centred design, work as a research and design testing ground for policy innovation on different levels, including national government.



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SISTER CASE STUDIES

The CLIC project

In the framework of the CLIC project, the pilot areas of Amsterdam (NL), Salerno (IT), Rijeka (HR) and the region of Västra Götaland (SE) are implementing Heritage Innovation Partnerships or HIPs. These are multi-actor partnerships that aim to co-create and test adaptive reuse blueprints for culturally, socially and economically inclusive societies.

Each HIP is led by a representative from the municipal/regional or non-governmental organisation and a representative from a local research institution. They convene local stakeholders with various areas of expertise and interests using local dialogues and peer review meetings. By tackling diverse topics (e.g. cultural resource mapping and models for governance, financing and business), all these actors will work together to define a Local Action Plan for the adaptive reuse of cultural heritage in their territory.



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