

Build the City

Towards a Practice-Based Manifesto

Highlighting models of civic-public partnerships to energise urban governance in the EU Urban Agenda



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This manifesto has been initiated by the European Cultural Foundation (ECF), with the aim to raise awareness about 23 innovative civic-public partnership initiatives from across Europe that brought concrete solutions to existing urban challenges.

With the EU Urban Agenda coming up, we highlight participative governance models and encourage the EU institutions, Member States, as well as cities, to acknowledge and integrate them at the EU policy level. The Dutch Presidency of the EU Council (first half of 2016) is preparing the adoption of the EU Urban Agenda called the Amsterdam Pact on 30 May 2016. This will launch partnerships of Member States, the European Commission and cities to tackle concrete urban challenges relating to 12 selected priority themes – from urban poverty to affordable housing and inclusion of migrants and refugees.

In order to suggest concrete models to deal with one of the cross-cutting themes in the EU Urban Agenda ‘good urban governance’ that involves civil society, we have referred to ECF’s *Connected Action for the Commons* which includes our R&D grantees, Culture 2 Commons - Alliance Operation City, Clulture Network, Right to the City - Les Têtes de l’Art, Krytyka Polityczna, Oberliht, Platoniq - Goteo and Subtopia. We also partnered with EURO CITIES, CultureAction Europe, European Alternatives and the Charles Leopold Mayer Foundation to collect further good practices from across Europe. (Continued on Page 2)

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La Borda Mutual Housing Cooperative, Barcelona, Spain

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Philippe Eynaud, Associate Professor at the Sorbonne Graduate Business School in Paris, has made a selection of 23 participatory governance practices collected from 16 different countries from the EU and its neighbourhood – from Sweden to Moldova (Chapter III). In the analytical review of the practices, Eynaud took into account the EU Urban Agenda's priority themes and looked into models based on participative and commons' principles, on civic-public partnerships including culture, as well as geographic spread (Chapter I). As a result three core areas of action emerged: creative cities, social innovation and urban commons, which we address with concrete recommendations for the EU Urban Agenda (Chapter II).

We believe that these participatory governance practices will influence sustainable ways of working to counter some of the biggest challenges we are now facing in cities and urban regions. Through the participation of citizens and co-creation, cities manage to be more sustainable in energy and food consumption, host self-provided welfare services and citizen-run production units, turn abandoned places into vibrant, cultural community centres and manage to lower the rent for housing up to 50% by cooperative housing. Culture contributes to social revitalisation of urban districts, brings dignity to communities, creates a better sense of belonging and different behaviours to tackle climate change and integration, and functions as a driver for urban regeneration and new economic activities.

We need to place human and social growth at the heart of development, as these add so much to the well-being of our societies. New forms of cooperation – what we call 'civic-public partnerships' – are therefore needed and current urban development policies need to be improved.



Culture and Civil Society for a Positive Change in the EU Urban Agenda

by Philippe Eynaud

Culture is a key asset for the EU Urban Agenda

With more than 70% of the European population living in urban areas, cities are playing an increasingly crucial role across the continent. Because of the globally oriented EU market, cities are competing with each other to boost their local economies. With this competition comes growing responsibility for local decision-making and for local authorities.

In this context, culture appears as a successful driving force in urban strategies. First, culture is indeed a key element of urban attractiveness. Art creation, cultural events and museums shape a compelling and unique appeal of the urban offering. Second, culture is more than just a marketing tool. In a broader sense, culture also improves the linking of artistic, craftsmanship and industrial activities and achieving global public services in cross-cutting fields such as health, education, science, tourism and urbanism. Finally, by allowing local know-how and production capabilities, inventing new trends, designing new spaces, looking to improve the quality of life, culture is a key element of innovation and sustainable urban development. In a nutshell, culture is a catalyst for differentiation, revitalisation and change in the EU Urban Agenda.

What is more, culture also has to be considered in all its diversity. Most cities are home to different communities from different cultures and therefore have to address diverse community issues. This trend is increasing with the growing number of incoming immigrants and refugees from different countries. This only serves to increase the need to provide access to culture as a means for connecting people, creating collective identity and ensuring a safe environment for everyone.

Giving a greater say to citizens creates positive urban change

To support balanced economic and social development, the engagement of citizenship and the focus on human economy¹ is essential. Indeed, this allows a social inclusion perspective and a close association between culture and civil society. It is a precondition for mixing cultures and fostering popular cultures in order to bridge the urban divide. Since the Middle Ages, cities have grown autonomously alongside the power of the aristocracy by promoting the idea of good governance. In a globalised economy, where social states are declining, cities are renewing this quest for autonomy through new forms of self-organisation. In order to face these challenges, modern cities are giving their residents a greater say in local policies and decisions by experiencing democratic governance.

Because global issues demand global answers and changes in behaviour, the involvement of civil society is essential for a more sustainable development. In the 21st century, good governance is synonymous with the engagement of citizens and inclusive, collaborative, circular economy. To be broad-based and stable, urban development has

to be rooted in civil initiatives. On the one hand, civil society is engaged in cooperation with local authorities and on the other hand, civil society provides a countervailing power to these authorities through a critical public sphere.

The collected practices are examples of forms of engagement of civil society with local authorities. They show new forms of civic-public partnerships and this more collaborative, inclusive thinking. With the global and European developments in our society – from inclusion of migrants to affordable housing or circular economy – we need more innovative ways of working to counter the challenges cities and urban regions are facing. With the development of the EU Urban Agenda, now is the time to do so.

¹ Laville, J.L. and Hart, K. (2010) *The Human Economy*. Polity Press: Cambridge/Massachusetts.

Jobs and skills | Urban poverty | Housing | migrants and refugees

Sustainable use of land | Circular economy

Climate adaptation | Air quality | Urban mobility | Digital transition

Innovative public procurement

Addressing *global issues* through culture and civil society

As the good practices in this publication show, numerous experiences across Europe are providing concrete evidence of civil society's ability to tackle the EU's priority themes:

Jobs and skills in the local economy

Culture is a proven driver for urban regeneration, development and social issues. Artists can work with residents to re-appropriate public spaces and invent new ways of living in their city by re-designing it. During this creative process, new economic activities emerge. Jobs and skills can be created with the organisation of cultural events, the sale of local original artworks, and with the remediation of industrial wastelands into cultural and arts centres. To prevent the gentrification of these areas, civil society actors can be part of a 'trialogue' between local authorities, local communities and civil initiatives (see practices 2, 4, 6, 12, 14, 15, 16, 19, 21, 23).

Urban poverty

To fight poverty, several levers can be activated. Residents can be empowered by improving their employability at the local level. Adapted housing solutions can be provided (see next item) and the city itself can be transformed to make it more affordable for everyone: for example, by re-appropriation of wasteland, new uses of public space, sharing platforms freed from the market, etc. (see practices 3, 5, 8, 11, 12, 13, 16, 19, 21).

Housing

Housing is more than a financial investment. It is a question of dignity, socialisation and access to the job market. Long-term leases, co-operative housing and participatory planning can reduce the sense of urban divide and offer decent accommodation for everyone. Housing can also be integrated in neighbourhoods and in transition plans for more sustainable and diverse cities (see practices 2, 8, 13, 22).

Inclusion of migrants and refugees

Cultural activities can serve inclusion purposes in relation to incoming migrants and refugees. Sharing traditions or performing plays from different cultural contexts are convenient ways to make people socialise and to show each other solidarity, as well as explaining new cultural behaviours (see practices 15, 20).

Sustainable use of land and nature-based solutions

Citizens are eager to take part in more liveable cities. For example, public food gardens, permaculture in disused quarries, community gardens and community farming are all projects where local residents can and do join in as volunteers (see practices 1, 2, 5, 6, 17, 18, 22).

Circular economy

Regulatory framework outlining how local authorities, citizens and the community can manage public and private spaces is a way to organise a more circular economy (see practices 1, 3).

Climate adaptation and energy transition

Cities are key actors in promoting transition plans and new behaviours to tackle climate change (see practices 2, 3, 6, 7, 8, 16, 20).

Air quality

Everybody can take part in improving our air quality. Green spaces and car-free days are popular. Teaching people how to measure air quality and sharing data can also be good incentives (see practices 2, 7, 22).

Urban mobility

Public transport is important for facilitating urban mobility but its adaptation and planning can be improved by civic-public partnerships (see practices 9, 10).

Digital transition

Web 2.0 technologies have been adopted by civil society actors to foster sharing, collaborative actions and horizontal governance (see practices 3, 9, 11, 17, 18, 23).

Innovative and responsible public procurement

Civic-public partnerships and policy participation units are both examples of how to achieve more innovative and responsible public procurement (see practices 14, 17, 18).

Areas of Action and Recommendations for the EU Urban Agenda

By emphasising culture and civil society, the EU Urban Agenda can be renewed on a profound level. It gives cities efficient tools and catalyses change towards sustainability and inclusion. Three core areas of action of focusing on culture and citizens to tackle the above-mentioned urban challenges seem to be very promising:

1 Creative cities are urban areas aiming to welcome and host creators to hybridise local heritage and innovative processes. In that way, creative cities are open doors to post-industrial societies characterised by networks, knowledge and digital economy. They are also lighthouses for modernity and alternative behaviours.

2 Social innovation is a research perspective that refuses to reduce innovation to its technical dimension. By highlighting the role of civil society, social innovation deals with collaborative action, legitimacy, democratic governance and the emergence of an avant-garde.

3 Urban commons can be seen at the crossroads of creative cities and social innovation perspectives. 'Urban commons' is a unifying term encapsulating all the citizens' initiatives mentioned before, from community gardens to participatory artworks. But it is also a concept that allows the envisioning of new relations between residents and their urban environments: relationships that go beyond individual property toward cooperative design and shared use.



Oberliht, Chişinău Civic Center - People's Park (Zaikin's Park) © URBalance

Following the three Areas of Action our recommendations to local governments, Member States and the European Union are:

Local governments:

- **Make culture a key driver in urban policies to become a front-runner for democracy, more sustainability and inclusive cities.**
For example: use the 'quadrohelix model' of Subtopia (see practice 15) that connects culture to education, entrepreneurship and social responsibility; or the Nicosia Pop-Up Festival (see practice 16) that involved start-ups and cultural entrepreneurs to revive the commercial district and created more participation of the public.
- **Fostering participative governance or co-decision making by enabling and supporting economic and social cooperation with citizens and civil society organisations in local policies.**
For example, adopting or applying the Bologna Regulation in other cities or other public policies as the City as a Commons regulation (see practice 1) or exchange between local policy-makers co-decision making methods as such as Policy Participation Unit in Ghent (see practice 17) or Participatory Energy Transition in Dortmund (see practice 20).
- **Use innovative civic-public cooperation models for implementing programmes and providing public services** based on concepts as: commons, sharing, collaboration and social innovation, supporting and facilitating the production of sharing infrastructures, the exchange of citizens' know-how and local authorities, and the appropriation of urban spaces by residents. For example: by delegating the organisation (implementation of activities) to citizen groups can help to make projects manageable as in Transition Towns (see practice 2) and can create wider support for targeting renewable energy or air quality, shown in the Liverpool Air Project (see practice 7) or by applying the concept of mutual housing cooperative La Borda (see practice 13) to lower rent of housing.

Member States:

- **Providing the required means, regulatory development, digital infrastructure and legal support for more democratic and participatory governance on a local level.**
- **Encouraging exchange of good practices and solutions of existing urban challenges among cities, urban stakeholders and the Commission, thus contributing to an EU-wide knowledge base, for example to set up an Open Method of Coordination (OMC) group using the expertise of urban stakeholders.**
- **Up scaling of creative cities at the national level with specific policies and dedicated public investment.**

European Union:

- **Providing comparable data as well as relevant good practices for creative cities in Europe.** This is to strengthen the dialogue among European cities and with the European Commission on how to improve quantitative and qualitative data gathering and exchange on urban areas in the EU. This is crucial for knowledge exchange, assessing progress and engaging in public debates on policy initiatives.
- **Fostering the inclusion of civil society actors in EU governance regarding urban development and social innovation; supporting experiments around social innovation at the local level.**
- **Supporting urban commons development in Europe, fostering new experiments about sharing and collaboration between citizens, and providing financial support for European open source and open data urban infrastructures.** The EU Committee of the Regions has made an attempt in this light and has put forward the idea of urban collaborative governance to transform cities into 'co-cities' – commoning, collaborative, cooperative and cognitive cities.

Good Practices

Good Practices

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The City as a Commons: Regulation on Collaboration between Citizens and the City for the Care and Regeneration of Urban Commons

Bologna, Italy

After the recent economic crisis, Bologna discovered that creating a new institutional and economic system based on the model of 'civic collaboration' was the only way to maintain a good quality of life. The Bologna Regulation is a newly conceived local regulation on civic collaboration for the urban commons.

Actors involved

The Bologna Regulation is a collaborative form of government whereby public administrations govern together with citizens. Social innovators, entrepreneurs, civil society organisations and knowledge institutions have entered into a *co-design* process with the city, leading to a "collaboration pact for the care and regeneration of the urban commons".

Method, tools and actions used

The Bologna Regulation is a 30-page regulatory framework outlining how local authorities, citizens and the community at large can manage public and private spaces and assets together. It provides a handbook for civic and public collaboration, as well as a new vision for government. It allows citizen coalitions to propose improvements to their neighbourhoods, while allowing the city to

contract with citizens for assistance. Thus the municipality functions as an enabler – giving citizens individual and collective autonomy. The City of Bologna Charter and the Italian Constitution (paragraph 2, 4(2), 43 and 118(4) of the Italian Constitution) introduce the principles of civic collaboration and horizontal subsidiarity. These principles demand that all levels of government should enable collective action for the common good and find ways to share their powers and cooperate with citizens willing to exercise their constitutional right to carry out activities of general interest.

Outcomes and results

Impact by 2015: 165 collaboration pacts have been adopted across Italy, involving more than 20,000 people. The Bologna Regulation on collaborative governance of urban commons has been proposed and made available to all

Italian cities and mayors. The cities of Siena, Ivrea and L'Aquila have already approved almost identical regulations. Many other cities like Genova, Palermo, Florence, Bari, Salerno and Rome are considering the adoption of the Bologna Regulation. Another achievement is that the local authorities in cities across Italy have asked to apply the same regulations for collaboration in other public policies.

Lessons learned

The City of Bologna is now working on a new public policy called '*Collaborare è Bologna*' based on the Bologna Regulation. It is willing to act as a mutual learning laboratory for citizens and experts working on the advancement of the social, economic, political, urban transition towards the 'co-cities' paradigm.

Transition Towns

Totnes, UK

Totnes is a small town (population 23,000) in Devon, South-West England. Responding to the threat of climate change, residents wanted to explore how they could make their energy and food consumption more sustainable. In 2005, Rob Hopkins and Naresh Giangrande began a series of events in Totnes to raise local awareness. This is how the Transition Network was born.

Actors involved

Transition Towns Totnes (TTT) involves a wide range of stakeholders – from local volunteers, charities and businesses, to the Mayor and Council (Dartington Parish Council and South Hams District Council), Transition Network and the Totnes Development Trust.

Method, tools and actions used

TTT works in many different ways with these local authorities, both formally and informally. For instance, the current Mayor of Totnes is involved in the Transition Streets part of the project as an active member. This has seen the installation of 74 solar panels on the roof of the Civic Hall. South Hams District Council has also partnered with TTT on the Transition Streets project. Residents decided which issues were most important and set up 'working groups' on each theme: food, transport,

energy, business and livelihoods, health and well-being, building and housing, and inner transition.

The project has also introduced renewable energy schemes, local food production linked to local producers and a training programme for Transition, as well as the Creation of Energy Descent Plan, which pulls together initiatives and puts them in the wider context of planning for the local area.

Outcomes and results

There are now more than 200 similar Transition Town projects operating across the UK, and 350 globally. As well as creating the Transition Network, the project has published the Transition Handbook, and developed the Transition Training programme. There has been increased tourism in Totnes, as well as successful fundraising bids to central government for renewable energy

installations. TTT also introduced a local currency, the Totnes Pound: a physical local currency backed by sterling and accepted in 70+ businesses in the town, to make sure that wealth stays in the community where it can be used in a more conscientious way with lower carbon impact, lower ecological impact and higher resilience.

Lessons learned

The response to climate change and economic challenges such as peak oil can be managed at the level of individual communities and separated into clear areas of work: food, transport, energy, etc. The delegation of organisation to citizen groups helped to make the project manageable.

Jobs and skills | Housing | Sustainable use of land | Climate adaptation | Air quality

More information: www.transitionculture.org/wp-content/uploads/Transition-Town-Totnes-Ashden-report-final4.pdf



R-Urban in Colombes: Agrocité © Atelier d'architecture autogéré

R-Urban

Colombes, France

Colombes is a suburban town near Paris with 84,000 residents. With a mixture of private and council housing estates, the town faces all kinds of problems such as social deprivation and youth crime typical of large-scale dormitory suburbs. It has a high unemployment rate (17% of the working-age population).

Actors involved

R-Urban was launched in collaboration with the local authorities (City of Colombes) and a range of organisations (including housing cooperatives, community gardens, etc.) as well as local residents. Despite the high unemployment rate, Colombes has a very active civic life, boasting around 450 local organisations.

Method, tools and activities used

R-Urban Colombes is an open source strategy enabling residents to play an active role in changing the city while also changing their way of living in it. R-Urban involves the creation of a network based around a number of local 'collective hubs', each serving complementary urban functions (housing, urban agriculture, recycling, eco-construction, local culture) that bring together emerging citizens' projects.

The first three of these pilot facilities (Agrocité, Recyclab and Ecohab) are collectively-run hubs that catalyse existing activities with the aim of introducing and propagating resilient lifestyles that residents can adopt and practice on individual and domestic levels, such as retro-fitting properties to accommodate food cultivation and energy generation.

Outcomes and results

Some welfare services have recently been withdrawn and the collective facilities created by R-Urban will host self-provided services and citizen-run production units. The whole project has become a reference

for municipalities and professionals in France and Europe. New urban resilience units will be built and the network will continue to develop in other territories including Ile de France: Bagneux, Gennevilliers, Montreuil. A Cooperative Association for the Best Interests for the Collective (SCIC) is being formed, involving a network of partners with similar approaches to R-Urban. SCIC offers a mutual coordination platform as well as mechanisms for governance and solidarity.

Lessons learned

To scale up R-Urban, a number of clear principles and protocols have been created that helped to integrate and support a common network of R-Urban (r-urban commons). An R-Urban Charter was also designed for local communities, to create opportunities for new projects and new emerging hubs in other neighbourhoods, cities and countries. A number of players have already joined in France and the UK.

New Life for Marketplaces

Rome, Italy



Eutopian
© Daniela Patti and
Levente Polyák

Food markets in Rome, particularly market halls built after World War II, are predominantly underused or abandoned, failing to act as community hubs – that is, spaces of sociability, direct exchange and local food distribution. This situation is a result of the inflexible regulatory framework, and lack of communication between actors.

Actors involved

During the project, three types of stakeholders were involved: Rome's city administration (owner of the various marketplaces across the city and responsible for the policies), the market vendors as the main service providers within markets, and the local inhabitants as potential clients and proposers of activities.

Method, tools and actions used

The aim of the project was to bring together actors from various fields to share their perceptions and suggestions for turning underused Roman food markets into community hubs. Creating a network of stakeholders took place at two levels. A series of workshops organised at various marketplaces in Rome brought together market vendors, agricultural producers, local residents,

social workers, entrepreneurs, recycling and local food distribution specialists as well as municipal officers, in order to establish links and discuss problems and solutions for outdoor and indoor food markets. The project also gathered statements and suggestions from these actors, turning them into an easy-to-share video and recommendation booklet, addressing public administrations and highlighting the importance of cooperation in upgrading Roman marketplaces.

Outcomes and results

The workshops aimed to focus attention on a specific urban problem by giving voice to the main stakeholders involved in changing the status quo. The workshops created sociable situations, demonstrating that marketplaces can function as spaces for collective gatherings

and events that current regulations do not allow. They brought people together who could collaborate to connect supply and demand, both in terms of food and other services.

The city administration was actively involved in the process: understanding some of the issues raised helped remove barriers that had been preventing the markets from functioning. Local municipalities helped with physical interventions in and around the markets, finding ways to adapt the regulations binding the use of market halls and their surroundings to the actual needs of market vendors and visitors, allowing minor changes in the accessibility and visibility of a market building and allowing more flexible opening hours for market vendors.

Lessons learned

Eutopian has been organising similar participatory planning workshops for many years. The methodology, which includes identifying spatial and legislative problems, bringing them to the fore through a series of events, connecting stakeholders and collecting their perspectives in a communication campaign, can be applied to a variety of situations and problems.

Pick Your (City) Fruit (Urban Orchards)

Lisbon, Portugal

This project focuses on public fruit gardens as collaborative artworks, run by the community, to foster the appropriation of public space while contributing to food security and food sovereignty. Helping to create and maintain an orchard in public space improves the quality of life for participants and the city too.



Pick Your (city) Fruit
© Moirika Reker

Actors involved

Center of Philosophy of the University of Lisbon (CFUL), partners from fields such as urban planning, architecture, agronomy, plant biology, pomology, social studies and local government, as well as the local community.

Method, tools and actions used

Various research and activities – including a workshop on food forests, research trips, meetings and visits to orchardists, pruners and farmers – led to a plan of a community-run urban orchard in Lisbon. This created a community of like-minded people, who negotiated with the municipality and other institutions to develop the project.

The project was originally submitted to the 'participatory budget' of the council and was chosen after it attracted the sixth highest number of public votes. However, the council still has to approve the final design of the

orchard and tendered the construction to a company registered with the municipality, rather than allowing the volunteers to build and plant the orchard themselves. This led to some problems on the ownership of the space. In the end it resulted in a stronger overall design that engaged the community, but still the municipality didn't give their authorisation for the final design.

Outcomes and results

A big first step was made in terms of bridging the ideas between the people designing the orchard and the municipality. The project resulted in bringing together different mindsets or agendas and agreeing on solutions.

Falling under the municipality's 'participatory budget' had a great advantage for the implementation phase, but didn't lead to the creation of the orchard yet. The budget had to be totally managed by the municipality, which

meant that there were several aspects that were beyond the control of the project.

The team will make a handbook of good practices. The impact the project has already made is that local people are more engaged and have more respect for their neighbourhood.

Lessons learned

Working with local authorities requires flexibility and open-mindedness. One needs to develop verbal skills, to be an active listener. You need a community to feel it's their project – arranging physical meetings such as round-tables offered the chance for strong, participative inputs in the preliminary design of the orchard. Unfortunately they are still waiting for the design to be approved by the municipality.



Majdan Solin!

Solin, Croatia

Majdan Solin! © Antonija Eremut

Majdan Solin! is an R&D process that aimed to transform a disused quarry on the outskirts of Solin, Croatia into a vibrant cultural space for local residents. The city is facing significant pressure to ensure adequate public and educational infrastructure, as well as enough green areas for school activities.

Actors involved

The institutional platform consists of: City of Solin (municipality); Croatian Forests, Split; University of Split (Faculty of Civil Engineering, Architecture and Geodesy); Public Institution for the Management of Protected Natural Values in Split, Dalmatia County; Permaculture Dalmatia, CEMEX Croatia (company); Zvonimir Solin Cultural Centre.

Method, tools and actions used

A six-week workshop was held with students from the University of Split to develop designs for the landscaping and transformation of the disused quarry. This involved consultations with stakeholders, permaculture experts and target groups to ensure participative programming. It also involved consultations with the city department for communal activities, economy and the management of spaces to follow all the necessary regulations, as it is a protected green space.

The platform, the core of the local support group, enables not only participative action planning and implementation of interventions in Majdan but future social and economic sustainability as well.

Outcomes and results

Students provided a strong set of designs for the re-developed quarry, and these were exhibited. A winning design was agreed on for implementation by the city. A sensory park design was chosen to target children with special needs as well as encouraging social contact among the wider population and encouraging the participation of vulnerable groups.

The City of Solin has now allocated €27,000 to the next stage of the implementation of designs, and has joined a consortium bid to the EU URBACT programme led by Antwerp (as a direct result of the R&D process of this project). Although it was not the objective of the idea

to create a model for successful cooperation with the municipality, the methodology was documented, including the initial process of building institutional collaboration. Involving key partners in the early planning phase resulted in strong partnerships with the University of Split, Croatian Forests and City of Solin.

Lessons learned

The wider audience, inhabitants of Solin and Split, reacted completely positively to the initiative, and the online survey confirmed their support. Students were also happy to learn from engaged experts in the fields of landscape architecture and art and the public domain, as well specialists in permaculture and management of protected areas.

The Liverpool Air Project

Liverpool, UK

Liverpool © James Harrison

Liverpool is in breach of EU limits for nitrogen dioxide, a toxic gas that causes acid rain. Public Health England also estimates (from 2010) that 239 people die every year from exposure to particulate matter in Liverpool. We aim to engage with the public about air quality in Liverpool.

Actors involved

Engage Liverpool CIC – a strategic community engagement organisation – has partnered with five artists and with scientists at the University of Liverpool’s Department of Climate Impacts. With external funding, we have provided artists with budgets, and scientists with equipment, so they can research air quality.

Method, tools and actions used

The Liverpool Air Project was a multi-method crossover using: (a) social media to highlight ‘ultra-local’ issues. From the responses to our posts, we saw that Green Space and Car-Free Days have the most leverage in the public imagination. *These are perceived as being ‘for everybody’ in a way that other interventions, perhaps, are not.* (b) Trial of ‘Air Quality Eggs’ at multiple locations (measuring nitrogen dioxide) by student scientists. (c) Five local

artists commissioned to deliver new public art works in February 2016. (d) Freedom of Information request to release the most recent data and advice given to local green space activists on the air quality benefits of parks and public spaces. (e) Infographic commissioned.

Outcomes and results

The impact on local residents is significant. In two areas Engage Liverpool is winning the argument: Green Space and Car-Free Days (we know this because of the interest shown in different Facebook posts and Tweets). We are also working with green space activists in Liverpool to highlight the air quality impact of construction on city parks, which are in areas where nitrogen dioxide levels are already in breach of EU limits. So our key impact so far has been in terms of awareness raising. Our research highlighted the fact that, to date, no

local residents have been consulted about air quality in Liverpool. This is something we want to pursue in future.

Lessons learned

The model is transferable. We advise activists to concentrate on Green Space and Car-Free Days (and to measure air quality at these pressure points). However, there is a problem with hardware. Some of our monitors were faulty or difficult to use. In future, we would recommend using other equipment or waiting for technological advances. A welcome change would be a lower tier of government that is closer to individual neighbourhoods – something similar to the parish councils people have in other parts of the UK, but not in Liverpool.

Mehr als Wohnen

Zürich, Switzerland



Hunziker Areal, Zürich

Mehr als Wohnen ('more than housing') is a Zürich neighbourhood that is home to approximately 1,300 residents (400 housing units) and is entirely developed and managed by a consortium of 35 housing cooperatives and other non-profit organisations. It is based on the ecological principles of the '2000 Watt society', housing affordability, social diversity and employment generation. The city of Zürich experiences a severe (affordable) housing shortage and urban sprawl; housing cooperatives own 20% of the existing housing stock and a recent law establishes that by 2050, 1/3 of the housing stock should be in the hands of public utility developers.

Actors involved

The cooperative Mehr als Wohnen is at the core of the project. It plans, builds and manages the built environment and the entire neighbourhood (in collaboration with the municipality and private construction firms). The main actors of Mehr als Wohnen are the future residents themselves.

Method, tools and actions used

An architectural competition was organised in collaboration with the City of Zürich. First, there was a 'competition of ideas'. Winners were chosen based on the slogan: "We build a neighbourhood, not a housing development/allotment". Residents and neighbours were allowed to interact with the jury, engaging in a process of dialogue and several participatory sessions that aimed to establish the future principles of cohabitation in the neighbourhood. After obtaining permission to build, the cooperative launched a public tender in order to collaborate with private firms and worked

together to reduce costs and to ensure the sustainability of the project.

Mehr als Wohnen is based on the dominance of common over private space, with housing units built in clusters. The project sees itself as a 'living-lab' for experimentation in public-civic collaborations, and as a driver for innovation in participatory, user-driven urban planning.

Outcomes and results

Affordability: On average, the price of a Mehr als Wohnen apartment is 20% lower than a 'conventional' apartment in Zürich. More than 20% of the apartments are financed through no-interest loans.

Participation: Two years before the construction works began, there was a joint effort to bring together future residents, neighbours and public entities through regular events that shared information about the progress of the project.

Sustainability: Sustainable development is at the core of the project. The cooperative relies

on the use of Minergie technology; residents commit to renouncing the use of their private car – except if they rely on a car for medical or professional reasons – (there are 40 parking spaces for 400 housing units). They also contribute to a solidarity fund if their electricity consumption exceeds a certain level. This fund is then invested into projects contributing to sustainability.

Lessons learned

The project shows that, with the right support-policies in place, and through innovative solidarity mechanisms, residents can plan, build (and manage – although this is yet to be seen!) entire neighbourhoods. This has been possible thanks to the wide acceptance of housing cooperatives in Zürich as rightful actors in urban development, and financial support-mechanisms provided by the consortium.

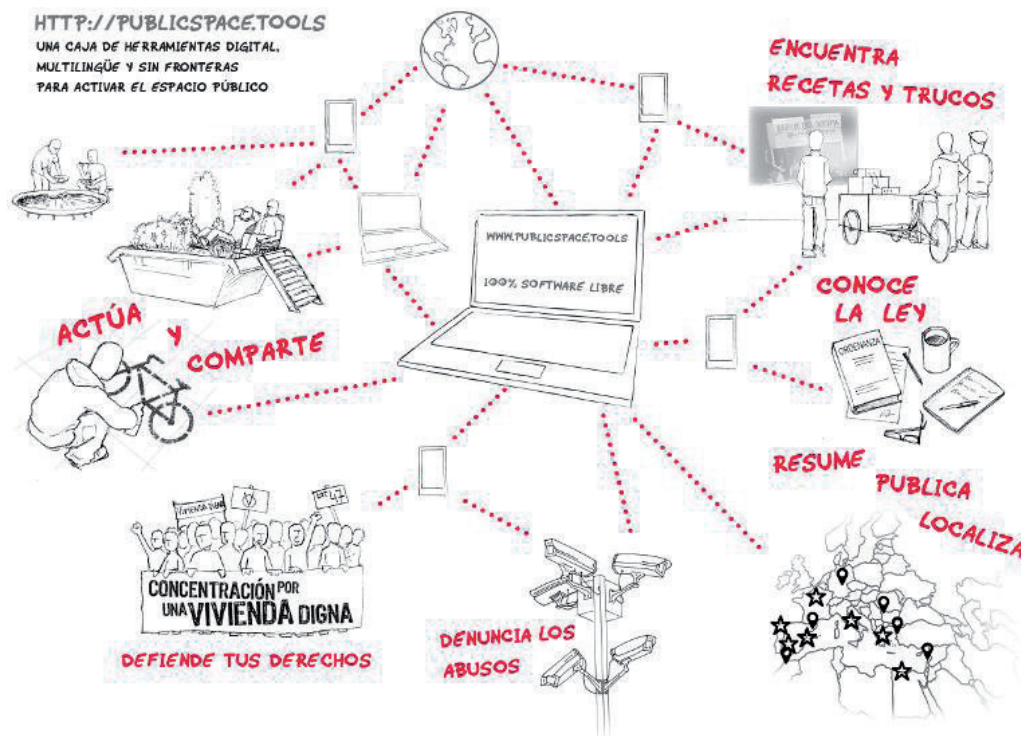
More information:

www.hunzikerareal.ch/wohnen.html and www.mehralswohnen.ch/ueber-uns/vision.html

Urban poverty Housing Climate adaptation

Public Space Tools

Barcelona, Spain



Public Space Tools
© David Juez

Legal issues often form a deterrent for critical, creative or unconventional uses of public space. Public Space Tools is building a *Legal Tool Kit for Public Space* in the form of an interactive website. This will radically increase participatory public space practice by creating accessible tools with a clear interface based on free software. It aims to support the growing number of citizen re-claimed public spaces by generating an online knowledge and support network.

Actors involved

Public Spaces Tools has been working across a collaboration of technical developers, architectural innovators, idea makers from the ECF Connected Action for the Commons programme, the local municipal government institute, a contemporary arts institute, a social economic institute in the locality and for the region and local citizens.

Method, tools and actions used

A two-pronged methodology was followed: on the one hand, designing and programming the online platform; and on the other hand, developing a network of users or 'feeder nodes'.

Public Space Tools is targeted at all users of public space, although it will be especially useful to specific groups such as civil and urban rights groups, artists, cultural managers,

migrants and other groups that are particularly vulnerable in legal terms.

The project developed a series of workshops testing out the website version of the online tool kit with users, generating feedback on technical aspects and creating a community of public change-makers.

Outcomes and results

The Public Space Legal Tool Kit is exemplary in that it is not just an isolated project, but a tool that can connect, make visible and promote good practices, as well as allowing users to report on and prevent bad practices. The project has European-wide relevance, given that it not only reflects the European situation, it is also 'fed' by users everywhere. In other words, it is European in input as well as output. The project will be available and usable in any country, as it is multilingual

(English and Spanish in the first version) and internationally oriented. The overall success will be an active group of contributors and viewers using the online tool for safeguarding and creating public space in their country.

Lessons learned

Tackling the building of the web app made clear the real complexity of the task. Part of the technical build-up was a mobile phone app so the community could upload their own content about public change-makers and find information to help their work happen. It is important to involve the network or users regularly to keep them engaged in the development process.

POGON

Zagreb, Croatia



POGON, Zagreb

POGON – Zagreb Center for Independent Culture and Youth is a public, non-profit institution for culture, based on a new model of civil-public partnership. Established in 2008, its main function is to provide spaces free of charge for cultural programmes and youth organisations in the Croatian city of Zagreb.

Actors involved

POGON was founded by and is managed by the Alliance Operation City and the City of Zagreb. The main actors involved are independent cultural and youth organisations that come together in the centre.

Method, tools and activities used

The model of co-governance allows for long-term sustainability as a result of a balanced relationship between public financing and supervision on the one hand and independent programming and participatory decision-making on the other.

The role of the City of Zagreb is to provide appropriate spaces and basic operational means for running the centre and realising the programme. The primary role of the Alliance is related to the content (POGON's programme). It brings together organisations working in the fields of independent culture and youth. Drawing on the expert advice of POGON's Programme Council, the Alliance and its

members are engaged in a continuous improvement of models and practices of using the infrastructure of POGON, so that it becomes a resource for the wider community. The renovation of POGON's main venue, the former Jedinstvo factory, will allow for a greater number of users and different content in future.

Outcomes and results

POGON is the first public cultural institution in Croatia based on a civil-public governance model, marking a turning point in institutional design. Through the advocacy work of independent cultural organisations in Croatia, the concept of civil-public management of cultural and social infrastructure has become an important topic on local and national cultural and urban agendas, even crossing the national borders into the South East Europe (SEE) region.

In different cities in Croatia (Rijeka, Pula, Dubrovnik, Split, Čakovec) and in various smaller communities, local platforms are

working on the establishment of models of civil-public partnership within their own local communities. The advocacy work of POGON's independent cultural organisations has also been successful in terms of calling for support for the further development of participative governance over socio-cultural infrastructure through the European Social Fund in Croatia.

Lessons learned

Similar initiatives are now spreading across the country and the region, but the model is also transferable into different sectors of public life. This model introduces an institutional framework that meets the needs of the community by introducing democratic processes that see a significantly strengthened role for the community.

Ursus Social Museum

Warsaw, Poland

Ursus is a former industrial district of Warsaw in Poland that has been transformed into a residential area. The local community is demanding the commemoration of Ursus' industrial heritage (the Ursus Factory used to manufacture agricultural machinery). The project involves the collaboration of artists, activists, community members and authorities to amplify and meet that demand.

Actors involved

Ursus Social Museum is a centre of activities involving artists, the local community and urban activists. It collaborates with district authorities, local cultural public institutions, Warsaw City Hall, developers operating on the terrain of the former plant and a motor company that is the legal successor of the Ursus Factory heritage.

Method, tools and activities used

This project involves community-oriented artistic interventions that aim to create a platform for the local community to express itself and to amplify its issues and demands. This includes:

- translating demands into concrete actions (for example, the appeal for commemoration turned into the idea of Ursus Social Museum);
- shooting documentary films to empower a social campaign aiming to put pressure on City Hall to meet the demands of the local community;

- using journalism to support the idea of creating the Ursus Social Museum;
- establishing the museum;
- involving urban activists and international networks and executing a campaign based on collecting signatures for a petition;
- using new digital media (augmented reality technologies) in order to build awareness among people and the popularity of a district;
- organising conferences on topics including industrial heritage and social governance instead of cultural institutions.

Outcomes and results

Some of the outcomes include: reclaiming ex-plant territory for social purposes; the social revitalisation of a district; creating through artistic actions an agora for self-expression of the local community; bringing dignity and biographical fulfilment to ex-workers and their families; building wide awareness about the Ursus case; organising a successful campaign

in favour of establishing Ursus Social Museum; opening a discussion on social mechanisms of commemoration and social governance over cultural institutions; opening discussion on civic-public collaboration in cases that affect local communities and civic-public partnerships in establishing and running cultural institutions.

Lessons learned

Social cultural initiatives demand continuous financial support in order to operate on behalf of local communities. Collaboration between civic and public should be built in such a way that: 'civic' is a central motor of actions; and 'public' is a supportive element, mostly in relation to the sustainability of social partners' engagement.

Têtes de l'Art

Marseille, France



Place à L'Art 2014
© Têtes de l'Art

For many years, French cultural policy has developed specific programmes to help residents in poor areas to have access to cultural and artistic events. The goal of the French association “Têtes de l’Art” (Hheads of art) is unique because it goes further by promoting co-creation between residents and artists through participative processes.

Actors involved

Founded in 1996, Têtes de l’Art (TDA) brings together various stakeholders around its activities: professional artists, residents in poor areas, pupils, volunteers, a network of local non-profit organisations, local authorities and public funders.

Method, tools and actions used

TDA is an artistic mediation operator specialising in the engineering and mentoring of participatory art projects, in networking activities for local cultural actors and in the exchange and sharing of practices, skills and technical equipment. TDA’s ultimate goal is to make art accessible to all.

By providing art “with” rather than “for” people and adopting a perspective overlapping the realms of art and culture, TDA is involved in

popular education and a social and solidarity-based economy. TDA initiates three types of actions: 1) “in situ” creations by artists, echoing the specificity of the space they work in; 2) artistic participatory workshops involving residents; 3) mediation activities to encourage residents’ involvement.

TDA also works in institutions like schools, social centres, medical centres and in public spaces. One example of TDA’s work is citizen television, which invites residents and local organisations to co-produce films on topics that interest them.

Outcomes and results

In 20 years of existence, more than 30,000 participants engaged in hundreds of projects accompanied by some 400 different artists. Yet we particularly note that the success of the

association is based on the dissemination of ideas and tools within the local arts community as well as within public policies with a proactive approach of accompanying, transmission and advocacy.

Lessons learned

This case shows that the growing complexity of social issues requires the teaming up of a wide-ranging community of actors over a long period of time and the sharing of skills and resources. The impact can be measured through personal development, improved social cohesion, community empowerment and renewed local image and identity.

La Borda Mutual Housing Cooperative

Barcelona, Spain

La Borda Mutual Housing Cooperative, Barcelona, Spain © LaCol



In the city of Barcelona, speculative pressure on land is enormous. This has led to huge increases in the price of property and land and consequently there is a lack of decent housing. La Borda explored alternative models that did not involve buying, renting or social housing per se. They were inspired by a cooperative housing system. Under this project, 28 apartments will be built at the site Sants, a working class neighbourhood, next to a former textile factory called Can Batlló, which was converted into a huge autonomous cultural centre. The industrial complex has been occupied since 2011 by several organisations from the neighbourhood in order to reinvent a public space where locals can gather and express themselves.

Actors involved

La Borda, representing 28 families, is a self-initiated co-housing project and cooperative. The municipality of Barcelona will facilitate the land for 75 years. Experts from different fields are involved in the project, including: LaCol (architectural design) and a cooperative in charge of economic aspects and managing the budget; Coop57, a cooperative bank that lends money to social projects.

Method, tools and actions used

La Borda is based on the cooperative housing model used in Denmark. Participants are both owners and tenants and form a cooperative so they can collectively build houses. For La Borda they chose to put houses out of the market. If members want to leave the co-op, you get back the money you invested (your

share) and the co-op chooses another person to replace you. The building remains the property of the cooperative itself. This system gives you the same stability and security as an owner-occupied house. All decisions are taken by La Borda, in different committees that look at models of living together, architecture, economy, legal issues and communication.

Outcomes and results

Each family participates financially in the project through their initial share. The rent they pay monthly to the cooperative is about 50% lower than the market price. La Borda also includes more services than normal. The most important thing is to find a balance between keeping the rent low and having enough capital to reinvest in other projects and expanding this co-housing model in Barcelona.

Lessons learned

You can apply this concept to many different types of project, for instance to produce energy. In the end it's difficult to change people's mindset. In Spain people are really attached to the owner-occupier housing model. But since La Borda started talking about this project and educating people, they are getting more and more attention. They have been approached by some other municipalities that would like to implement the same initiative in their community. They also managed to get Coop57, the cooperative bank, on board although it has never invested in housing projects before. La Borda is changing mindsets step by step and hopes to set an example for other communities too.

More information:

www.laborda.coop/?page_id=582 and www.citiesintransition.eu/interview/co-housing-in-europe-1-la-borda-barcelona

Housing Urban poverty

People's Park

(Zaikin's Park, a park for the community)

Chişinău, Moldova

This project initiated by Oberliht opened the process of rehabilitation of Zaikin's Park – an abandoned green area in the centre of Chişinău, Moldova. There was a passive and politically inactive community around this area and an uncooperative local administration, as well as several urban developers that intended to appropriate a part of the park.



Chişinău Civic Center - People's Park (Zaikin's Park) © URBalance

Actors involved

At first, we intended to initiate a trilateral partnership that would involve local authorities, the local community and civic initiatives (civic-public partnership). Now we are attempting to extend the partnership in order to include two urban developers that have built blocks of flats in the area (civic-public-private partnership).

Method, tools and actions used

In 2012, we carried out a mapping of public space workshop involving the local artistic, architectural and scientific community. With a group of sociology students, we carried out surveys, addressing the needs of the residents living around the park. We helped to initiate several art and cultural events (concerts, dance performances, plays, exhibitions, etc.) designed to raise awareness for the park's problems. Through a series of workshops we also provided opportunities for children to get involved in the process of redesigning

the area. With the help of the architectural community, we designed a new plan for the park that was approved by the municipality. In the meantime, the existing infrastructure of the park was repaired and additional infrastructure was built (e.g., a stage). Through discussions, focus groups, debates, picnics, common actions (cleaning, arranging and building), we aimed to mobilise the community. We designed a new contract with the municipality that encourages a more active role for the authorities in engaging the local community. We have also organised regular meetings with residents and representatives of the construction companies.

Outcomes and results

There are several concrete changes:

- we have built a stronger community around Zaikin Park, making use of culture as a general framework for establishing relationships and improving communication between the

different parties involved;

- we have initiated a positive example of a grassroots city planning methods;
- local authorities paid attention to the process of engaging local communities in decision making processes;
- local businesses are more conscious about the need to conform with formal rules but also about involving the community at various levels and stages of the project;
- this has become a road map for "civic-public" partnerships in Moldova, with the participation of different groups and the potential to be used further.

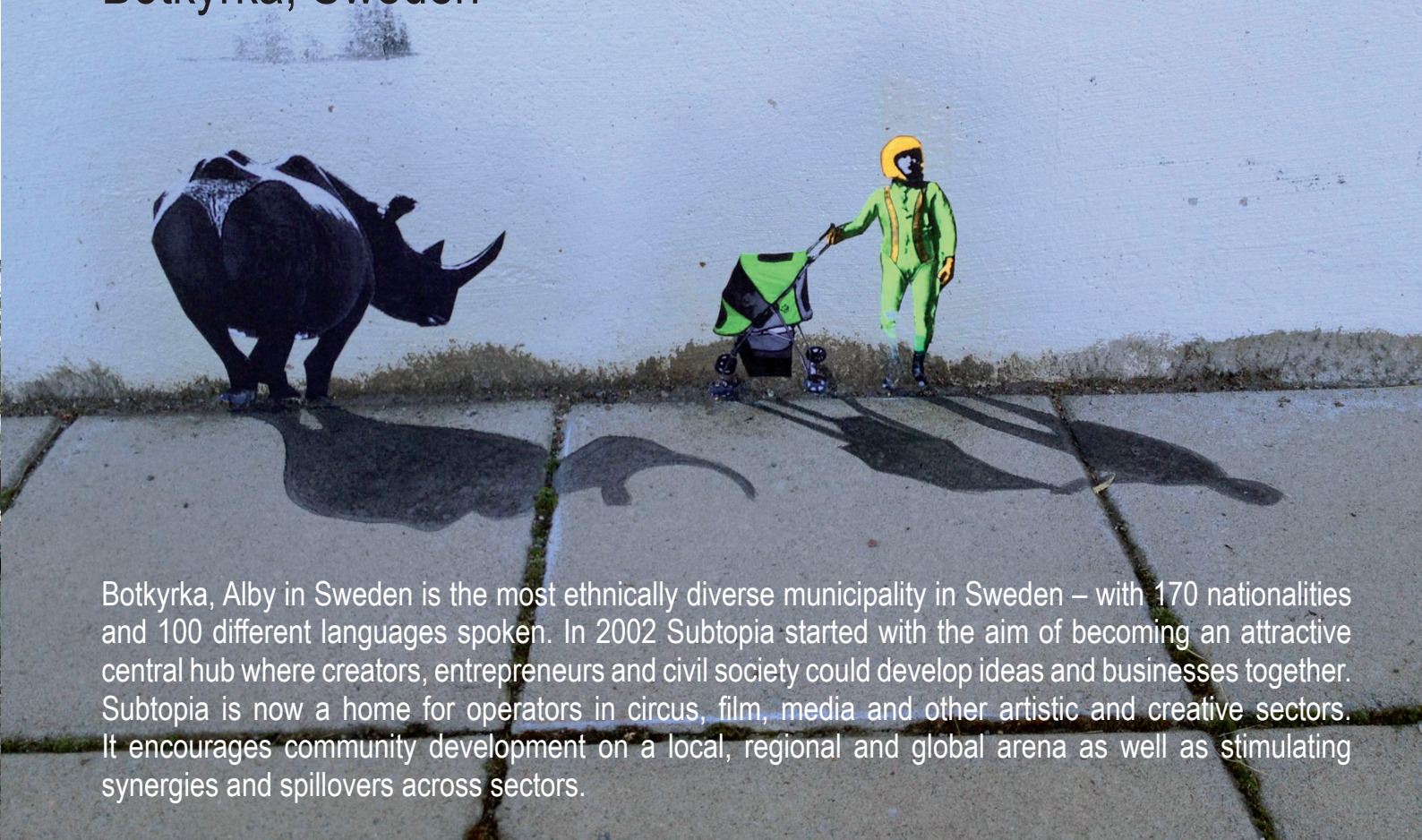
Lessons learned

We strongly believe that a model like this could be relatively easily transferred and implemented in other contexts, in a variety of cultural, political and urban environments.

Subtopia

Botkyrka, Sweden

Graffiti artist Pablo Delgado © Subtopia



Botkyrka, Alby in Sweden is the most ethnically diverse municipality in Sweden – with 170 nationalities and 100 different languages spoken. In 2002 Subtopia started with the aim of becoming an attractive central hub where creators, entrepreneurs and civil society could develop ideas and businesses together. Subtopia is now a home for operators in circus, film, media and other artistic and creative sectors. It encourages community development on a local, regional and global arena as well as stimulating synergies and spillovers across sectors.

Actors involved

Subtopia is a municipally owned limited company that is community based, working in close collaboration with the local population in Botkyrka. Local politicians (both majority and opposition) are represented on the Board. Subtopia has use of about 14,000 m² of indoor spaces, most of which belong to the Botkyrka municipality and were given to Subtopia to manage. Subtopia hosts more than 70 organisations and businesses, as well as renting out spaces to TV shows, performances, rehearsals, etc. Most of these organisations are small and micro enterprises, many of them start-ups, mainly from circus, film, television, music and different creative businesses.

Method, tools and activities used

Subtopia started as a model of social entrepreneurship, around an idea and detected the need for developing a space for circus artists. It expanded its activities in response to the needs for integration of the local communities in the municipality of Botkyrka. The local festival “This is Alby” is a prototype of a participatory (Do-it-together) project for cohesion.

Subtopia’s activities are best described through a “Quadrohelix model” made up of: Art (38%); Business & entrepreneurs (17%); Education & research (28%); Social responsibility (17%). This model requires each of the organisations working at Subtopia to work in at least two of these four areas.

Outcomes and results

Subtopia has influenced the development of Alby’s new city plan, where art and experience took priority over roads and sewage systems. Now the future of Alby is decided by an *agora* approach rather than post-modern functionalism. This has helped to build a sense of belonging and optimism in the area. “This is Alby” festival has increased Alby’s level of engagement and self-confidence as a place with its own identity (not just as a suburb of Stockholm). Other programmes such as reclaiming the neighbourhood or immigrant women running a restaurant or café by cooking native food and talking Swedish is important for social integration.

In terms of place making and urban development, Subtopia pushes the agenda of the area, emphasising in weekly meetings with politicians the value of culture and creativity as change makers in Subtopia and the surrounding areas.

Lessons learned

Business Sweden is helping Subtopia to develop an exportable model to be able to apply Subtopia’s work elsewhere. On a regional level, Subtopia encourages municipalities around Stockholm to provide value in places other than Stockholm. Botkyrka has become a frontrunner for culture and democracy, driven by the work of Subtopia.

More information: www.subtopia.se/about

Jobs and skills | migrants and refugees

Nicosia Pop-Up Festival

Nicosia, Cyprus

In 2015, for the third consecutive year the Nicosia Pop-Up Festival brought together the most innovative, inventive and creative figures in the fields of entrepreneurship, entertainment and culture in the main shopping artery of Nicosia (the capital of Cyprus) – a city that has been in decline since the 2013 economic crisis.

Actors involved

The Nicosia Municipality works in collaboration with NiMAC (the Nicosia Municipal Arts Centre), in association with the Pierides Foundation, and partners with young entrepreneurs, start-ups, creators, artists, performers, academics, craftsmen and other professionals. Also involved are non-governmental organisations, THOC (the Cyprus State Theatre), as well as dance, music and theatre groups.

Method, tools and activities used

The Nicosia Municipality, in collaboration with NiMAC, invited proposals for the allocation of vacant shops and the organisation of events in Makarios Avenue, a commercial street with lots of empty shops. The major objective of the festival was to bring together the most innovative, inventive and creative figures in the fields of entrepreneurship, entertainment and culture in the main shopping artery of Nicosia. The project was accompanied by a range of parallel educational, cultural and recreational activities focusing on the active participation of the public.

The proposals concerned the following areas:

- Innovation Proposals* concerning innovative ideas from new companies (start-ups);
- Commerce Proposals* by professionals or young entrepreneurs and artists in relation to retail trade;
- Art Proposals* relating to arts and culture (e.g., art exhibitions, installations, theatre, music, performances, dance);
- Education Proposals* of educational interest (e.g., workshops, courses, lectures and other related activities).

Outcomes and results

Through the organisation of the festival, the Municipality aimed to revitalise and revive Makarios Avenue by boosting entrepreneurship, either through commercial activity or through innovation, and the emergence of new talents through creation and culture presenting innovative ideas, showing their creative work and coming into contact with the public of Nicosia. More than 80 proposals were received and 40 were selected. In 2015 the festival took place

entirely in the City Plaza in a total of 23 shops in the basement, the ground floor and the first floor of the shopping centre. Designers from fields including decoration, furniture, jewellery and crafts presented their work together with galleries and shops selling artworks. Some of the most important outcomes include: active and creative participation of the public; social inclusion; employment of unemployed young individuals; development of technical and creative skills; development of sustainable collaborations; development of ecological awareness.

Lessons learned

This model can be used in problematic urban areas creating an active interest in public involvement through specific cultural, recreational and other projects boosting vitality and growth. The short-term nature of the project could lead into long-term sustainable ventures in existing public or other industrial buildings in these areas.

Policy Participation Unit

Ghent, Belgium

Citizens have organised themselves into a great resource for cities by proposing answers and new possibilities, creating networks and dynamics, using the benefits of co-design to deal with societal and urban growth. The city of Ghent in Belgium has a long tradition of consultation, participation and facilitating local bottom-up experiments, through the Policy Participation Unit.

Actors involved

The neighbourhood manager operates in a broad and neighbourhood-specific network of contacts between the city council, city departments, other governments, citizens and different (social, economic, cultural, etc.) partners in the field.

Method, tools and activities used

The Policy Participation Unit consists of 20 neighbourhood managers and creates an important link in the network of contacts involved in the “Pentahelix model”. These managers play a clear ‘broker’-role as part of the city administration. Each manager is engaged in one or two neighbourhoods, as the eyes and ears of the city, making coalitions with citizens, NGOs and citizen initiatives. The unit serves a unique and central position in the city administration, operating directly in the policy domain of the Mayor and as a part of the Strategy and Coordination Unit. Concrete tools used by the neighbourhood managers include: possibilities of operating in

the space ‘in-between’; connecting partners; facilitating citizen initiatives; ‘Neighbourhood of the month’ (debate-tour of political representatives during one month in one neighbourhood); crowdfunding platform; fund temporary use, and more.

Outcomes and results

The unique position of the Policy Participation Unit in the city administration enables Ghent to realise socially innovative urban planning. The dynamics close to the citizens themselves are captured by civil servants being part of the neighbourhood. The focal points are visible, can be measured and capitalised directly into integrated policy processes on a strategic level like master planning, budgeting or organisational tuning. By operating out of the local government as a broker, Ghent succeeds often in facilitating new dynamics and coalitions. It’s a learning process in being open and flexible as a government while experiencing citizens as eager to take part in the growth towards a

liveable city. The facilitation of neighbourhood managers can play an important role in making concrete steps possible (for example, in the ruimtevoor.gent (‘space for Ghent’) that offers ten inspiring city-ideas initiated by citizens).

Lessons learned

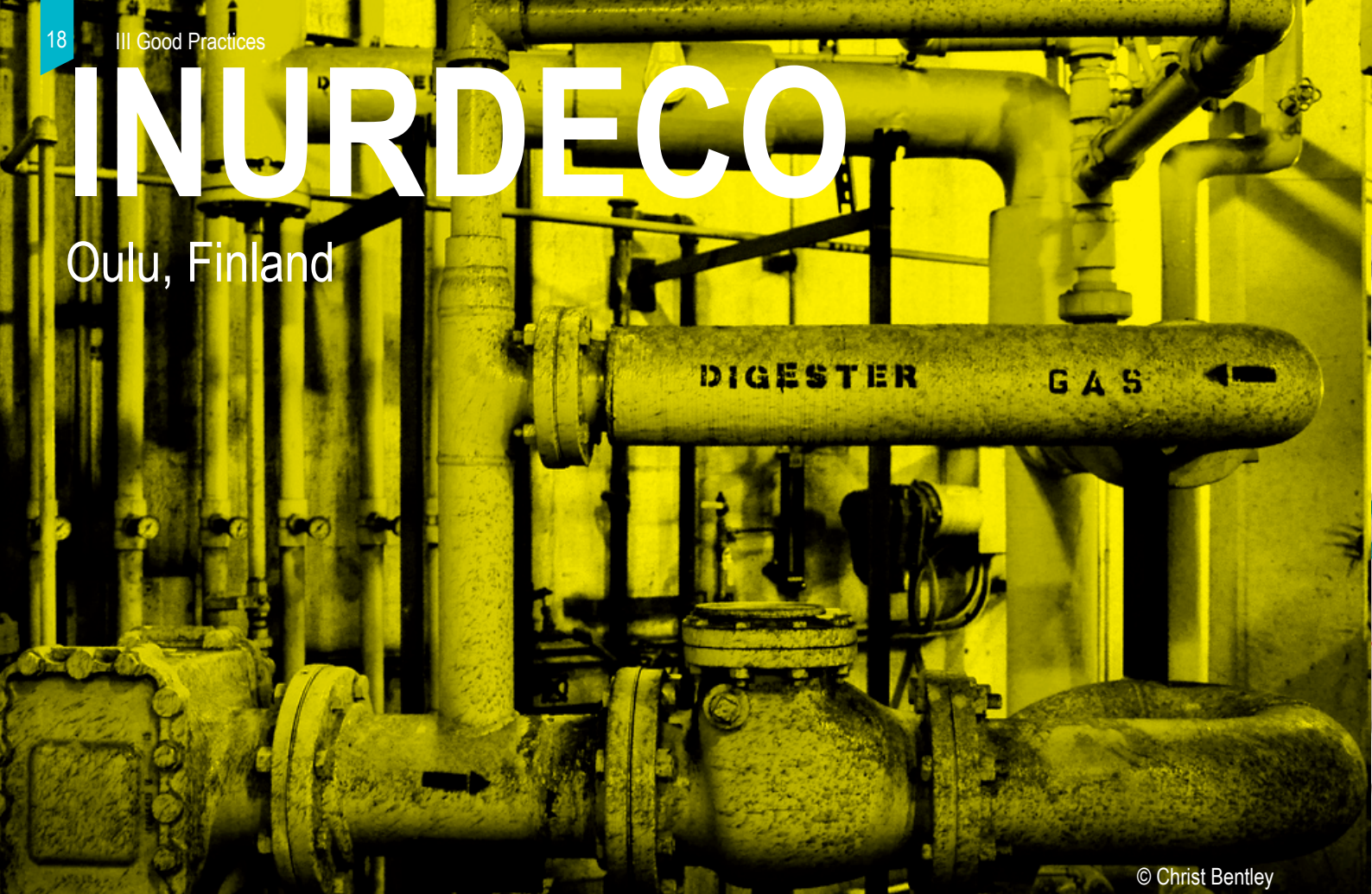
The Policy Participation Unit only grew over the last 15 years. Current urban dynamics require local governments to rethink their roles. The model and instruments of this project are actually quite easy to transfer to different urban contexts because they refer to the role of civil servants and the instruments they use on a daily basis in different urban frameworks.

Sustainable use of land Digital transition Innovative public procurement

More information: www.stad.gent/over-gent-en-het-stadsbestuur/stadsbestuur/organisatiestructuur/bedrijfsvoering/dienst-beleidsparticipatie and www.ruimtevoor.stad.gent/content/ruimte-voor-gent

INURDECO

Oulu, Finland



© Christ Bentley

In the context of sustainable smart city and urban planning, the INURDECO initiative created and tested an integrative urban development process. The concept was piloted in Hiukkavaara, a former barrack area, one of the most important urban developments and investment areas in the City of Oulu, Finland. A new, sustainable neighbourhood for about 20,000 inhabitants is being built there.

Actors involved

City of Oulu (lead partner), Oulu Energy, University of Oulu (research partner), piloting construction companies (Skanska, Hartela-Forum, Sonell), citizens interested in moving to the area, cultural and other communities active within the area.

Method, tools and activities used

INURDECO piloted new methods to engage all stakeholders with the urban development planning process. A plan was drawn up to identify stakeholders, necessary interaction and timing in terms of planning process timelines as well as suitable methods.

Methods used included: polls and competitions (online and letter surveys, social media); test user forum PATIO, a web-based tool for user community testing of innovations and large public interactive displays; a virtual city model demonstrated to test groups in a three-dimensional virtual space CAVE through 3D glasses; workshops, idea days, social/cultural

events; social media, blogs; a reference group. An open 3D model proved to be one of the most popular forms of interaction. Virtual models allow users to better understand the implications of the plan. Designers receive feedback from the parties affected to improve their plan.

Outcomes and results

The INURDECO process has been able to create a Living Lab of urban planning and construction that improves the quality of cities and living environments. The concept observed the different aspects of energy production, developed the integrative urban development process to become more open, faster and fluent, supported and helped the business ecosystems needed to access and participate in the integrative urban planning development.

At best, this integrative process generates cost savings if and when space is used more efficiently, and the number of complaints about

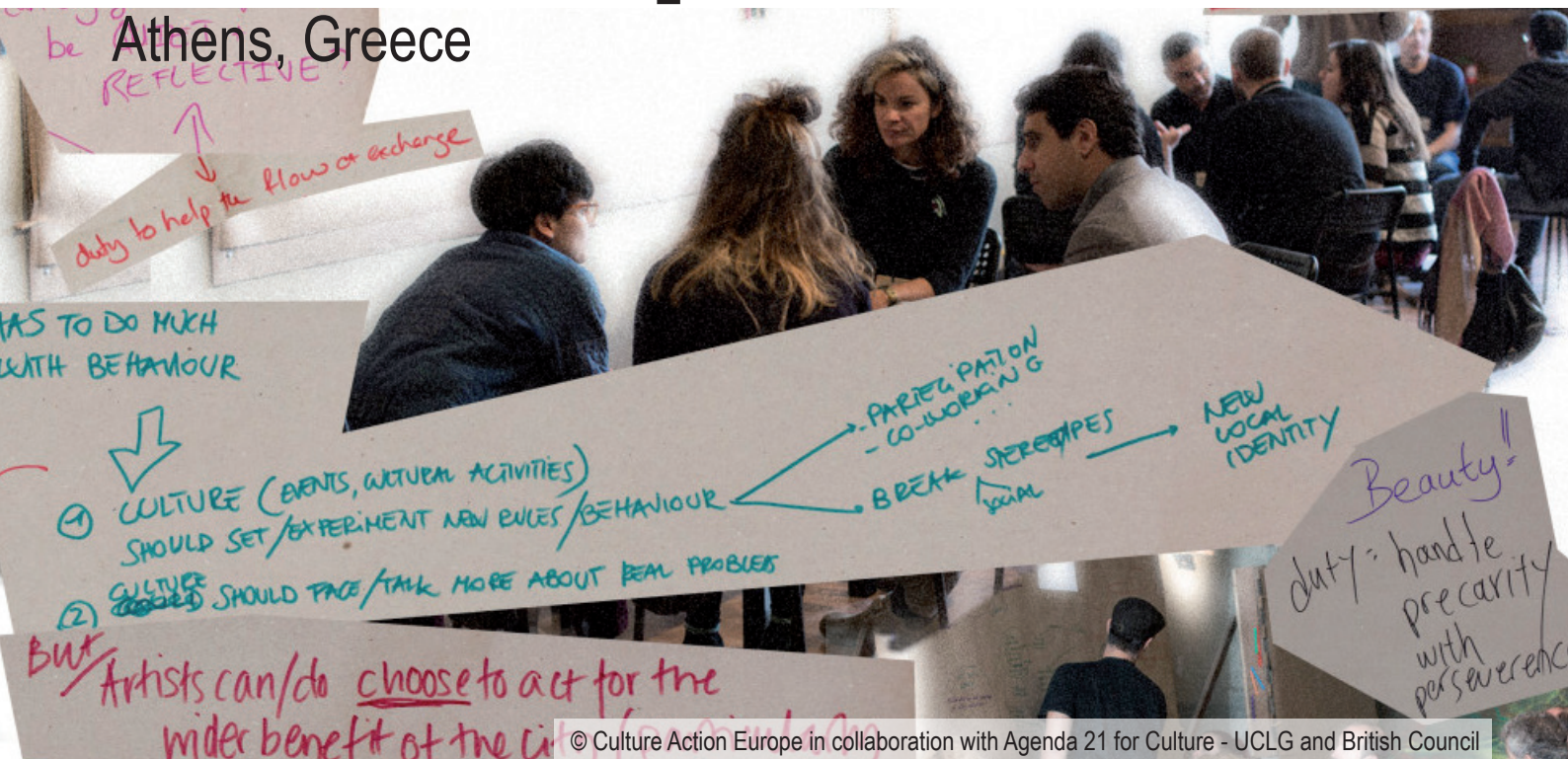
the town plan is reduced. All this contributes to a more streamlined process. As a final outcome, integrative urban planning development processes will produce a high-quality living environment. A particular theme has been to involve and engage all stakeholders in the town planning process from the outset.

Lessons learned

The interaction plan developed and methods used for it may be re-used as a manual in the planning, interaction and construction of new neighbourhoods. Sustainability and energy efficiency had a high priority in the planning process. Many specificities of the 'winter-city' development have been transferred to other Northern cities.

Kathreptis

Athens, Greece



© Culture Action Europe in collaboration with Agenda 21 for Culture - UCLG and British Council

Greece's political situation has created a deep-rooted distrust of municipal structures and private organisations alike. Greece's severe economic and social challenges, as well as a fragmentation of the cultural field, has also led to a lack of cooperation and high competitiveness between players. Culture Action Europe (CAE) acted with the aim of re-establishing trust and dialogue, reducing fragmentation and promoting positive change in the city.

Actors involved

The Kathreptis event was organised by CAE, co-organised by the British Council, Agenda 21 for Culture and the City of Athens. Over 100 cultural and civil society players and organisations, 20 of which were directly involved in the co-design of this initiative and 10 international cultural players as "mirrors" (reflecting the local situation from an external perspective)

Method, tools and activities used

Culminating in a public event on 20 November 2015, the process created a dialogue on equal footing, grassroots engagement, involvement of all local players (not only those habitually put forward or volunteering) and a useful "mirror" (= Kathreptis) for reflecting on the local and national situation.

This involved the prolonged presence on the ground of a CAE staff member (4 months), scouting and meeting potential players in over 200 one-on-one conversations to understand

the situation and build trust. Approx. 20 collaborative working sessions brought together players for exchange and debate, building momentum on the ground and included the external 'mirrors'. Partnership meetings with co-organisers and partners, as well as an evaluation meeting, ensured optimal coordination. The final event, bringing together 100 players, offered an interactive space creating a basis for future collaboration. Face-to-face meetings were used to create the necessary trust, collaboration and grassroots engagement while social media only played a role as communication tools.

Outcomes and results

While the long-term impact still remains to be assessed, clear short-term changes can be observed. Relationships have been established between the Athens municipality and cultural players and mutual recognition and trust of the each other as valid interlocutors for political, educational and cultural initiatives has

also been established. Civil society dialogue is now also used by the cultural sector. Now, the Athens civil society and grassroots organisations are working to take over follow-up, demonstrating ownership crucial for the sustainability of this initiative. Beyond these results, spillover effects can be observed. For example, the decision of the Athens Biennale, which was part of the 'inner group' of players involved in the co-design of the initiative, has completely reshaped its programme, taking on many principles and methods of Kathreptis.

Lessons learned

Risk-taking and the will to journey into the unknown were crucial. The external role of Culture Action Europe was positive as a neutral, gravitational pole. The empowerment of local players, beyond hierarchical considerations, is crucial and has led to a model that is believed to be transferrable and will be tested in future.

Participatory Energy Transition

Dortmund, Germany

Using a participatory approach, the City of Dortmund in Germany is demonstrating how a local government can encourage coordinated action within a socially and culturally diverse stakeholder environment. This strategy has successfully addressed urban societal challenges such as structural change, unemployment and the integration of large migrant populations – proving that an engaging and strategic public relations campaign is essential for driving effective climate action.

Actors involved

The Mayor's Office formed a Civil Society and Citizen Interests Unit, specifically aimed at increasing communication between citizens and the city administration, with a focus on marginalised groups. One of the most prominent fora is the Climate Protection and Energy Efficiency Consultancy (Konsultationskreis Energieeffizienz und Klimaschutz – kek), which promotes efficient information flow between key stakeholders. Led by Dortmund's Mayor, kek includes different departments of the municipal government, public utilities, the Chamber of Commerce, consumer rights organisations and local citizens.

Method, tools and activities used

The City of Dortmund and kek collaborated on the master plan for urban energy transition. This holistic framework is a strategic tool that incorporates scientific knowledge, practical experience from the business and skilled trade sectors, and the know-how of individual citizens. The input from these diverse sectors supports political decision-making processes

in developing the best possible ideas for new projects and partnerships. The aim is to collaboratively develop a civil society supported strategy that will shape the future of the city and create an open discourse for sustainable, resource-efficient urban development.

Projects designed in this framework receive additional publicity. For example, a highly effective PR campaign was jointly developed with various stakeholders, to demonstrate that climate protection is not only the responsibility of a few key actors. The "Klima ist heimspiel" campaign focused on interaction with citizens, to demonstrate the diversity of climate mitigation and adaptation practices, bring citizens into direct contact with local initiatives, and stimulate thinking on how they can actively participate.

Outcomes and results

The success of Dortmund's work on climate is based on its participatory character. By engaging all members of their community, Dortmund's energy transition efforts are more openly communicated, negotiated and

implemented, which then promotes increased transparency, acceptance and support throughout all sectors of the city.

The City's inclusive development strategy seeks to enable all citizens to take part in climate mitigation and adaptation, helping to galvanise Dortmund's team spirit and at the same time reduce income inequality. The latter is particularly true when respective efforts are supported with information on sustainable, affordable and equitable energy production and use. In this area, Dortmund has discovered an immense potential for energy saving and efficiency.

Lessons learned

Ambitious climate targets can only be achieved through teamwork. In particular, increased communication between citizens and the city administration can be more effective.

A coordinated platform ensures broad internal and external participation throughout the entire climate action process.

More information:

www.iclei.org/fileadmin/PUBLICATIONS/Case_Studies/ICLEI_cs_171-Dortmund_2014_high-res.pdf

migrants and refugees | Climate adaptation

Leeuwarden-Fryslân 2018 European Capital of Culture

Leeuwarden, The Netherlands



European Capital of Culture Leeuwarden 2018 © Hans Jellema

In 2018, Leeuwarden-Fryslân will host the European Capital of Culture. Leeuwarden-Fryslân 2018 is involved in this process as they believe a large-scale cultural intervention is needed to fuel new approaches to the challenges facing cities and regions across Europe including: the relationship between the city and countryside; the balance between community; and diversity.

Actors involved

The municipality of Leeuwarden and the Province of Fryslân are developing a joint programme focused on strengthening the social, economic and ecological position of the region. The foundation European Capital of Culture 2018 Leeuwarden-Fryslân is responsible for delivering the cultural programme for 2018. These two programmes are connected in order to set up an integrated approach to addressing poverty reduction, education and employment promotion.

Method, tools and activities used

The bid for the European Capital of Culture title involved the entire community (*The Mienskip*) and is the result of a bottom-up process: from the very start citizens and organisations were invited to submit project proposals relating to the three biggest challenges facing our region. The foundation takes on a facilitating role, providing support to citizens and organisations to turn their project into a success and

incorporating these into a larger cultural programme that will leave a legacy. In this process we ask how a project ensures that: a visitor gets the best possible experience; how children, young people and adults, and people with social limitations, mental or physical challenges can participate; the economic climate is strengthened in a sustainable way; awareness is created to deal with our climate in a more sustainable way; the relationship with Europe is strengthened to open up our community.

Outcomes and results

Leeuwarden-Fryslân 2018 sees culture as a driving engine for socio-economic development. In the past two years the projects of the 2018 programme have been developed in close cooperation with citizens, organisations and local governments with one goal: turn the European Capital of Culture year into a success that leaves a legacy. From 1 January to 10 August 2015, 11.4 million people

were reached through all types of media channels. 80% of Leeuwarden's residents believe that it is good for the city to become European Capital of Culture. After winning the title, the foundation received another 600 project proposals from citizens who want to organise an event. 2014 also saw an increase in tourism of 16.8% compared to 2013 to the city.

Lessons learned

Leeuwarden-Fryslân 2018 uses culture to develop solutions in the fields of ecology, diversity and the relationship between city and countryside. In doing so, it actively engages citizens, prompting them to think about the future and to contribute solutions to the great problems of our age. In essence, Leeuwarden-Fryslân 2018 is about exploring new methods of citizen participation.

Eco-quartier les Vergers

Geneva and Saint-Gervais, Switzerland

Les Vergers is an eco-neighbourhood ('éco-quartier') in the agglomeration Meyrin, situated in Geneva and Saint-Gervais, Switzerland. The project addresses the (affordable) housing crisis in the region by providing 1,300 housing units (530 piloted by housing cooperatives) for 3,000 residents, and commercial space for approximately 300 jobs. It is important to acknowledge the wide acceptance of rental housing among the Swiss population (only 20% of Swiss are home-owners).

Actors involved

In 2001 the Canton and the Municipality of Meyrin launched a Director's Plan that presented a vision based on creating lively neighbourhoods, social diversity, mixed-used spaces, environmental benefits and a demand-based approach to the development of land. Seven housing cooperatives, the Nouveau Meyrin Foundation (a non-profit organisation) and private developers, integrating multi-disciplinary working groups, collaborate with the municipality on the planning and development of the project.

Method, tools and actions used

The Director's Plan for the neighbourhood establishes the following principles: priority for public equipment and social diversity; the creation of an integrated and sustainable energy, water and waste management, and mobility concept; the central role of information, communication and participation of future residents in the project.

- *Integrate residents in the planning process (before construction), through:*

Call for projects for the attribution of public land and development rights. Partnership with seven housing cooperatives and one foundation that have not only a say on the housing units themselves but also on public spaces and equipment.

- *Participatory planning:*

Communicating the project to the wider public, creating bridges between future residents and local population: Project House inaugurated in 2014 by the State Councillor and the administrative Council of the City of Meyrin, constituting a space to showcase and discuss the project and allow for people to meet and exchange, organise cultural activities.

Outcomes and results

For residents: Housing and commercial spaces adapted to their needs and capacities. Space of conviviality and exchange conceived through an intercultural and intergenerational approach. Sense of belonging.

For municipality: Opportunity for socio-economic development, attracting 3,000 new residents and businesses, reinforcing social cohesion, social and cultural diversity, and local-economy dynamics.

For housing cooperatives and other non-profit entities: Develop projects, consolidate their structure, integrate a wider membership and drive the model of cooperative living in Switzerland and beyond.

Lessons learned

The integration of the housing cooperatives to a neighborhood that is planned and managed from scratch is a valuable opportunity for the cooperatives to expand their creative, livable and solidary dynamics and their awareness for the environment beyond their borders. However, to be able to benefit entirely from the opportunity to act upon the neighbourhood, the cooperatives need to plan for investing sufficient time, and financial as well as human resources in the process.

SynAthina

Athens, Greece

The Greek financial crisis brought social breakdown, lower quality of life and public disenchantment. Since 2010, an increase in civil society initiatives in Athens has brought spontaneous solutions to urban problems and filled the voids in central and local governance. SynAthina aims to make these activities more visible.

Actors involved

SynAthina was created by the City of Athens to help reach out to engaged citizens generating small-scale solutions for the city, helping them to connect with the private sector, expertise and local administration. As one of the five Bloomberg Mayors Challenge Award winners, SynAthina is developing connections with more stakeholders, including district councils and municipal services, as well as actively involving the Vice-Mayor of Athens.

Method used

SynAthina has both a digital and physical presence where civil society activities are identified, shared and promoted. The Bloomberg Mayors Challenge Award offers the project the chance to broaden its platform and functionalities, as well as strengthening its connecting activities. In addition, an evaluation mechanism for the activities with the highest impact will help to upgrade and modernise local governance by incorporating new civic practices and updating regulations. The second phase of the project includes the

creation of the SynAthina offices and core team, including regular meetings with existing and new groups who are connected to donors, experts, municipal services as well as to each other. Modernising the Municipality means that activities are seen as levers of change, either by highlighting the priorities of citizens through their activities or by updating local regulations.

Outcomes and results

During the project's first phase, it mapped over 500 activities by 120 citizens' groups, ranging from soup kitchens to alternative guided tours, to handmade pocket parks, to original anti-graffiti campaigns.

Today, more than 200 community groups are members of the platform, listing 1,000 activities – of which 28% are cultural – between them. The City of Athens has the opportunity to develop the project to the next level. The aim is to gather a greater number of groups and activities, connect more stakeholders, discover where municipal services can be modernised and where new

policies, regulations, procedures, etc. can be incorporated to improve the quality of life for citizens. New anti-graffiti strategies have been adopted by the cleaning department, regulations concerning the use of public space have been brought to the city council to be updated, and more city officials are involved in collaborative mechanisms with partners from civil society.

Lessons learned

The evaluation mechanism allows a form of 'sieving', which results in choosing the best activities as models of transferability. The top ten activities each year are fully recorded and presented as transferable toolkits for other community groups in Athens and beyond in order to replicate relative best practices elsewhere.



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Build the City: Towards a Practice-Based Manifesto is a consultative document. We will refine the recommendations based on your input. Please send your input and comments to ECF labs:

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