citizen
innovation
in smart
cities

smart
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Smart Cities
Citizen Innovation in Smart Cities
Baseline Study

URBACT II

European Union
European Regional Development Fund

Connecting cities
Building successes

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URBACT II

SMART CITIES
Citizen Innovation in Smart Cities

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	Smart Cities	**Social Innovation for Smart Cities: the state of the art** **Peter Ramsden AcSS**

SOCIAL INNOVATION FOR SMART CITIES

Peter Ramsden AcSS   June 2012 revised October

1 Introduction: Smart cities and social innovation

City policies need to change. European cities are not sustainable, inclusive or productive enough for the modern age. For too long we have assumed that what we did last year is a good model for what we should do next year. The financial crisis and the failure of policies in many fields are teaching us that we either innovate in policy or we will be overwhelmed. The smart cities of the future will be innovating in how they deliver social policies as much as they do in organising transport networks or reducing their carbon footprint. Smart cities will be innovating to prevent problems happening rather than trying to solve problems when it is too late. Most of all smart cities will organise their innovation effort to focus on priorities and to look for new solutions.

Organising the innovation effort means not leaving it to chance or to central government initiatives. It means building innovation into the daily operation of municipal services and working with other agencies to solve problems.

In the past, societal challenges such as the ageing of citizens in European cities, the integration of migrants, social exclusion or environmental sustainability were seen as problems to be solved. Today these same problems are increasingly seen as opportunities. Smart cities are developing

expertise in promoting wellbeing, promoting active ageing, building intergenerational solidarity, and exploiting the potential of ethnic diversity to attract talent and grow their economies.

Smart Cities are getting ideas from many different sources. They get them from their citizens, from crowd sourcing, by looking at how other cities do things, from their own front line staff as well as from external experts, design consultancies and professional networks. They do not reinvent the wheel.

The idea of citizen-led social innovation is central to the URBACT Smart Cities network. However, this is not a naïve belief that citizens always know the answers. They may not be architects, planners, highway engineers, social workers or economic geographers. Many citizens know as much as the professionals about their problems. The difference is that citizens should be in the driving seat. They should be invited to participate and respected for their views. They should be able to share their needs and speak truth to power while trusting that working with officials and experts will lead to new solutions.

Although the term social innovation is relatively new, social innovation is not. Cities have been at the forefront of social innovations. The first currencies were invented in cities, as were the first piped water and sewage systems, the first thermal baths. Cities have been the centres of learning where the concept of the University was invented. Cities were the test beds for the first social housing and social services.

Our problem has been that there is not enough innovation in policies that develop in cities. Too often the old policies get stuck in a rut. Unlike the private sector where competition can destroy the old, there are few equivalent mechanisms in public policy. Instead the best guarantee of next year's budget is last year's budget. A new idea develops in one city and gets stuck with no transmission mechanism to other urban places. We need faster implementation of good practices and better transfer.

One way of overcoming this inertia is to promote ways in which cities can learn and exchange with each other. The URBACT programme is predicated on this approach and organises exchange by groups of cities working on specific themes that range from integrating the electric car into your transport system to integrating migrants in your city.

But learning and exchange can only be part of the solution. Being involved in an URBACT project may only affect one or two directorates and touch a few staff. To be really smart; cities will need to build social innovation into their everyday policies and practices.

2 Social Innovation as an emerging EU policy

The EU has been working on social innovation in earnest since January 2009 when the first meeting on social innovation[1] was hosted by its own think tank BEPA – the Bureau of European Policy

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[1]http://ec.europa.eu/dgs/policy_advisers/activities/conferences_workshops/socinnov_jan-2009_en.htm

Advisors. This led to the first EU report on social innovation [2] produced by Commission Services based on a report by the Young Foundation[3].

However, many would argue that within the Cohesion policy the former Community Initiatives going back to the early 1990s and more recently the EQUAL and URBAN Community Initiatives were examples of social innovation in practice. EQUAL held its final conference titled 'Free movement of good ideas' in Lisbon in December 2008. The EQUAL principles included the idea of involving users in developing new policies and many new approaches to social inclusion, labour market access and entrepreneurship were piloted and mainstreamed.

The URBAN programmes developed the integrated approach to addressing problems in neighbourhoods and spawned the URBACT programmes as a way of helping cities to learn and exchange with each other. URBAN developed an approach to neighbourhood regeneration that was characterised by an integrated approach and the involvement of citizens in the development process. Some of the more avant-garde Urban programmes had a strong emphasis on participation of communities which can be seen as pre-figurative Community Led Local Development approaches which are intended to be a part of urban and regional development in future Structural Fund programmes during the next period. Cities have already been encouraged to use a community-led local development methodology – known as the LEADER approach[4] – designing area-based strategies built on local potential and encouraging partnerships between public, private and voluntary organisations, as well as citizens and local communities.

The social Innovation Europe Initiative

The Social Innovation Europe Initiative[5] led by the Social Innovation Exchange[6], has published two major reports on social innovation in Europe. The first on financing social innovation[7] argues that different types of finance are relevant at different stages of the social innovation spiral. Whereas grant funding is relevant for the ideas stage and for pilots and prototypes with smaller projects, new types of finance including bonds might be relevant for implementation and scaling up. Sections 1, 2 and 3 describes what is meant by social innovation, as well as the actors involved in this emerging field. This part explains why the field of social innovation has reached a critical point, with numerous opportunities and drivers converging to make the time ripe for the development of the field.

Figure 1: The Innovation spiral showing four stages (source Social Innovation Exchange).

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[2] BEPA 2011 Empowering people, driving change Social Innovation in the European Union http://ec.europa.eu/bepa/pdf/publications_pdf/social_innovation.pdf
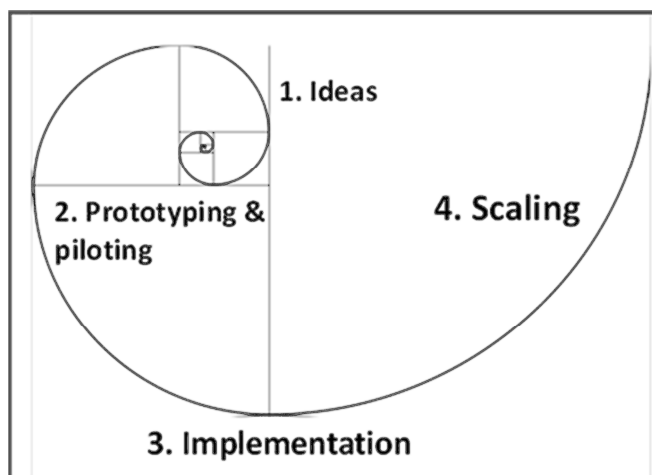
[3] Mulgan, G. et al. (2010), Study on social innovation, a paper prepared by the Social innovation eXchange and the Young Foundation for the Bureau of European Policy Advisors

[4] http://ec.europa.eu/agriculture/rur/leaderplus/pdf/library/methodology/leader_approach_en.pdf

[5] http://ec.europa.eu/enterprise/policies/innovation/policy/social-innovation/social-inno-event_en.htm

[6] The Social Innovation Exchange is a worldwide group of activists in social innovation. It is free to join and its work can be seen at http://www.socialinnovationexchange.org/

[7] Finance report by SIE http://www.socialinnovationeurope.eu/magazine/finance/special-features/focus-finance and

However, such development is currently being hampered by a lack of financial and institutional support. Sections 4 and 5 provide an account of what is already happening in this area and sets out a vision for a mature ecology of finance in this field. The remaining sections set out specific recommendations for funding and financing that will accelerate the field's progress. The report explores how the European Union can unlock financial supports, as well as recommendations for mobilising private investment, and the role that can be played by European foundations.

The second report focuses on measuring social innovation[8]. It explores a wide range of measurement techniques that are currently being used in social innovation including scorecards, measures of social return on investment and goes on to explore how these can be used in evidence based policy making. They make an argument that better metrics and measurement are needed because at macro-level, policy-makers have only recently taken social innovation seriously. Unfortunately, data systems have not made a similar advance, and are still focussed on traditional forms and traditional sectors of innovation. That needs to change if decisions on social innovation investment are to be more firmly based on evidence.

'At the micro-level of projects and programmes, there is no shortage of metrics and measurement on outcomes. Providers are inundated with tools; funders have multitudes of evaluations. But the quantity of effective knowledge is far less. And systematic approaches to reviewing the strengths and weaknesses of service innovation projects are notable by their absence. There is, too often, only patchy understanding about what works and what does not.'

Other EU initiatives

Other steps being taken in the EU on social innovation policies include:

- The calls for proposals of the PROGRESS programme[9] of DG Employment, Social Affairs and Inclusion has a focus on social experimentation and has resulted in 24 social experimentation projects being financed some of which are led by cities.
- the RegioStars awards[10] by DG Regional Policy has included with a specific category on social innovation in 2012, for the first time.

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[8] Metrics report by SIE reference to follow
[9] http://ec.europa.eu/social/main.jsp?catId=630&langId=en&callId=329&furtherCalls=yes
[10] http://ec.europa.eu/enterprise/policies/innovation/policy/social-innovation/index_en.htm

- The new regulations for the ESF and ERDF include references to social innovation for the first time. [expand]

Europe 2020, the EU's leading strategy, aims at a smart, sustainable and inclusive economy. It also points to social innovation as one of the avenues to explore to reach its targets. In the Innovation Union[11], one of the seven flagship initiatives of Europe 2020, social innovation occupies an important place. But social innovation has also a role to play in the "Platform against poverty", "Digital Agenda" and "Active and healthy ageing" flagship initiatives and is prominently present in the HORIZON 2020 framework programme for research.

European Social Fund (ESF) and the draft regulations 2014-20

The proposed draft ESF regulation for the period 2014-2020 includes relevant investment priorities for social innovation. Under Article 9 which is titled 'Social Innovation'

> 1. The ESF shall promote social innovation within all areas falling under the scope of the ESF, as defined in Article 3 of this Regulation, in particular with the aim of testing and scaling up innovative solutions to address social needs.
>
> 2. Member States shall identify themes for social innovation, corresponding to their specific needs in their operational programmes.
>
> 3. The Commission shall facilitate capacity building for social innovation, in particular through supporting mutual learning, establishing networks, and disseminating good practices and methodologies.

The regulation also invites Member States to designate priorities for social innovation (as well as for transnational cooperation) and allows a 10% higher grant rate up to a ceiling of 100% for these priorities.

The ESF draft regulation proposes a minimum proportion of programme expenditure of 20% for social inclusion.

European Regional Development Fund (ERDF) draft regulations 2014-20

The ERDF supports programmes addressing regional development, economic change, enhanced competitiveness and territorial co-operation throughout the EU. The purpose of EU regional policy is to reduce the significant economic, social and territorial disparities that still exist between Europe's regions. Specifically it aims to bring out the best in every region; make all regions more competitive and create more and better jobs. The budget for cohesion policy (including both ERDF and ESF,) is €347Billion between 2007 and 2013 of which ERDF is €201 Billion. Regional policy is delivered through shared management which means that both the European Commission and the Member States have their own responsibilities during the programming cycle. In the Member States the programmes are managed by approximately 350 Managing Authorities which are normally part of the national or regional administration. All applications for funds are made to these Managing Authorities and not to the European Commission.

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[11]http://ec.europa.eu/research/innovation-union/index_en.cfm?pg=intro

The proposed ERDF regulation for the 2014-20 period includes a reference to social innovation for the first time. Article 5 of the regulation which covers the investment priority on innovation states that the ERDF can support:

'promoting business R&I investment, product and service development, technology transfer, social innovation and public service applications, demand stimulation, networking, clusters and open innovation through smart specialisation;'

Article 9c of the ERDF regulation also makes it explicit for the first time that investment in social enterprises is eligible in the context of actions to promote social inclusion and combat poverty

3 Defining social innovation

'social innovation' is not easy to define and any discussion about definitions always leads to arguments. The definition of social innovation most widely used within EU circles is the one put forward in the BEPA-published report which was developed by the Social Innovation Exchange:

*Social innovations are innovations that are **social in both their ends and their means**. Specifically, we define social innovations as new ideas (products, services and models) that simultaneously meet social needs (more effectively than alternatives) and create new social relationships or collaborations. In other words, they are innovations that are not only good for society but also enhance society's capacity to act.*[12]

The BEPA report goes on to outline the following three approaches to social innovation:

- **Social demand innovations** which respond to social demands that are traditionally not addressed by the market or existing institutions and are directed towards vulnerable groups in society. They have developed new approaches to tackling problems affecting youth, migrants, the elderly, socially excluded etc. The European Social Fund and initiatives like PROGRESS traditionally link to this.
- The **societal challenge** perspective focuses on innovations for society as a whole through the integration of the social, the economic and the environmental. Many of the integrated approaches seen in the ERDF's URBAN[13] programmes as well as the URBACT[14] programme fall into this societal challenge approach.
- The **systemic change** focus, the most ambitious of the three and to an extent encompassing the other two, is achieved through a process of organisational development and changes in relations between institutions and stakeholders. Many EU approaches that involve 'stakeholders' are attempting to move in this direction such as

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[12]http://ec.europa.eu/bepa/pdf/publications_pdf/social_innovation.pdf, Page 7

[13] The EU URBAN programmes ran from 1994-2006. http://ec.europa.eu/regional_policy/urban2/towns_prog_en.htm

[14] URBACT II is an exchange, learning and action programme linking cities financed under the ERDF http://urbact.eu/

the EQUAL programme (driven by the idea of changing the balance of power between users and providers[15]) and LEADER[16].

Many social innovations have a strong service component. Some of them focus on 'last mile'-problem. In medicine, e technological advances have taken a deadly disease such as diabetes and made it possible for people to live fruitful lives. But despite advances with insulin, with daily testing a big part of the problem still remains. In diabetes care it will be the changes in behaviour among service users, not technological advance that will be critical in improving health outcomes. Similarly with obesity, the limits of government power are clear. Denmark is about to scrap its 'fat tax' imposed on fatty foods because the tax has not worked and had the unintended effect of encouraging Danes to shop in Germany. Reducing obesity is more likely to come from initiatives that involve the citizen rather than telling them what they should eat.

4 Who are the social innovators?

Social innovators can come from all walks of life. No one sector owns social innovation. It takes place in public, private and third sector organisations and sometimes within the household or even on the street. Often the most fruitful sources of new ideas take place in collaborations across sectors and these collaborations offer cities an opportunity to foster new partnerships involving different groups in society. There is a clear additionality and added value as these types of collaborations do not happen so readily without support. For cohesion policy there is also a fruitful zone of innovation between levels of government where innovation takes place as a result of regions working with cities and vice versa. Approaches such as corporate social responsibility open up the prospect of private sector businesses acting in wider societal interests and not merely for enhanced profits.

It follows that social innovation is not the preserve of any particular group such as social entrepreneurs or think tanks but that citizens, politicians, activists, professionals and organisations make valuable contributions For a more comprehensive word cloud of contributors see figure 2.

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[15] http://ec.europa.eu/employment_social/equal/products/index_en.cfm

[16] The LEADER method is used in the EU rural development programmes http://ec.europa.eu/agriculture/rurdev/index_en.htm

Figure 2 Contributors to social innovation (source Geoff Mulgan)
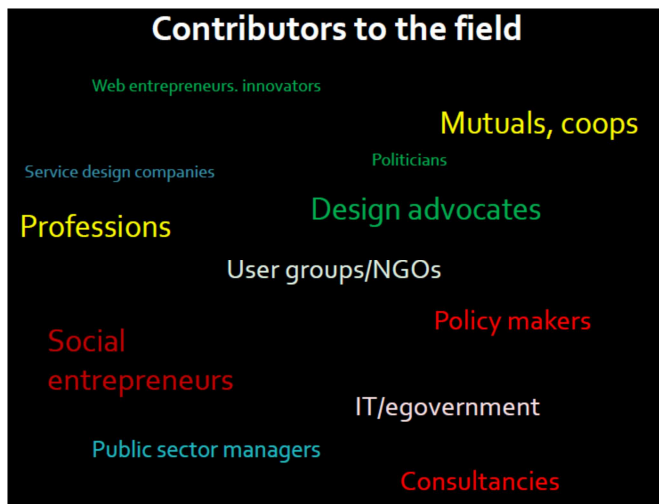
Historically, many of the most important social innovations have happened as a result of random, accidental or organic processes, where new ideas have emerged and have then been taken up by politicians or institutions. A good example would be the creation of the Open University which built on an idea from Michael Young for a 'virtual university' for people of all ages who would not need to have the normal qualifications required to enter other traditional universities. The idea was picked up by Shirley Williams, then UK Minister for Education. Now there are similar open universities in other countries.

However, it is increasingly recognised that social innovation can be an organised process and that careful programme and policy design will yield many more successful innovations that are both scalable and make a difference at the societal level. This gives a core role for public sector actors at city level as the enablers of social innovation.

Christian Bason, the director of Mindlab[17], a Danish agency for social innovation operating within government, has listed four ways in which the public sector role develops towards becoming an enabler of social innovation[18]:

- A shift from random innovation to a conscious and systematic approach to public sector renewal;
- A shift from managing human resources to building innovation capacity at all levels of government;
- A shift from running tasks and projects to orchestrating processes of co-creation, creating new solutions with people, not for them;
- And finally, a shift from administrating public organisations to courageously leading innovation across and beyond the public sector.

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[17] http://www.mind-lab.dk/en
[18] Christian Bason 2010 Public Sector Innovation Polity Press

His vision is of the public sector actors becoming the organisers and orchestrators of social innovation and perhaps of innovation in its widest sense. They would build capacity for innovation, orchestrate processes of co creation and move from their current role of administering public organisations to leading innovation in a wider sense across all sectors. Some elements of this shift are already discernible. The delivery of public services   paid for out of taxation is no longer the preserve of the public sector by itself. Private contracts and increasingly social enterprises are moving into this space. The award of the contract to manage the London Olympic aquatic centre and multi-use arena to social enterprise GLL is a good example. GLL started off as a social enterprise that took over the management of staff and failing sports facilities from Greenwich Borough Council in London. Ten years on, the company provides an award winning service managing affordable leisure facilities in fourteen London Boroughs and is expanding in other parts of the UK. Their focus on user involvement has produced an improved customer experience and motivated staff.

One challenge for public authorities in social innovation will be to find new ways to make cities more inclusive, more sustainable and smarter by bringing together the best of each sector. No sector can do this by itself. In urban development the evidence is there for all to see. Private developments are increasingly sterile, gated off from the rest of the city and provide dull bland living, retail and evening environments that depend on the vibrancy of the rest of the city to succeed. Meanwhile neither the public nor the third sector has the resources to provide mixed use living environments that are vibrant and successful. In regeneration areas, there is a need for radically different live and work areas that build on the potential of independent micro enterprise working that the internet has enabled while offering social spaces (hubs, Coworking spaces) for collaborations. These new urban forms could be a rich zone for ERDF – especially financed through the JESSICA financial instrument which can facilitate public private partnerships.

This offers a potential role for cities and other local agencies to support local actors in creating more innovative milieu.

Since the 1950s traditional public service thinking has situated services in the domain of the state. The new thinking highlights the value of interactions between the state, the market, the household and the grant economy. Figure 3 below illustrates that it is the connections between these sectors that are often the richest areas for social innovation. For Local Authorities this means an extension of classic partnership working towards a more long term deliberative approach. The potential of the household is particularly important as it has been left out of most models of the economy and society. It is the household which plays a key role in raising children, caring for the disabled and the elderly.
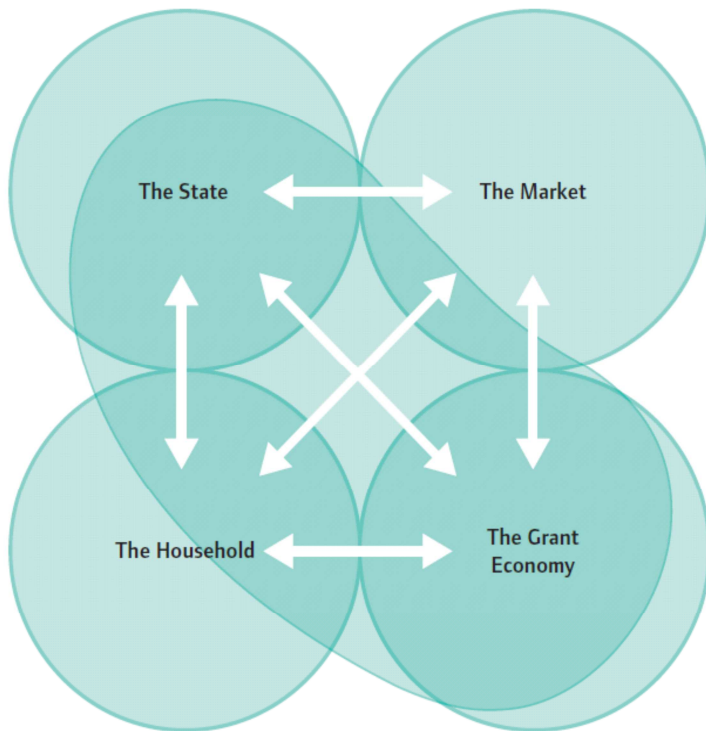
Annex Practical examples of citizen led social innovation involving cities

Box 1 RENEW Lea view: Housing estate renewal coproduced with the citizens

Lea View House was one of the first coproduced housing schemes in the UK and helped to invent the term 'community architecture'. Starting in 1979 tenants groups worked with the Mutual Aid Centre (now the Young Foundation) to build capacity and empower tenants living in one of East London's top ten worst estates. The Lea View House estate had opened in 1939 with 300 units and been trumpeted as 'heaven in Hackney'. It was one of three estates built in adjacent streets to a nearly identical design (the others were Wigan House and Wrens Park House). Forty years later the estate was in severe decline. The original tenants were leaving and being replaced by young single parents and people who had no other choices in the housing system. Vandalism, crime and anti-social behaviour were rife among the youth. The elderly people on the estate were scared of going out. The housing department had given up doing repairs and white streaks calcite marked the location of every dripping overflow pipe. Flats were damp inside, and outside the litter was sometimes knee deep as people chucked rubbish out of windows. Dogs roamed the estate and in parts the post man had stopped delivering.

Lea View was next in the list for decanting and tenants were hoping to negotiate a decent place when it came to be their turn to leave. The Council had other ideas. Decanting was destabilising neighbourhoods, using up all the good property and making the school system unworkable. Their new idea was in situ modernisation in which most of the residents would stay on the estate. Although initially unpopular, the concept of *in situ* was to be the saving of Lea View. A stream of innovations followed this decision, many of them coming from the tenants themselves.

Trust was at a low ebb, but tenants started to negotiate with the Housing administration encouraged by a community organiser who had started working with tenants in 1978. An early demand was the right to choose whether to stay on the estate or move off. In Summer 1980 the Council appointed external architects to prepare plans for the estate and asked them to consult with the tenants. Some early mistakes were made when architects suggested that the drains might not need replacing despite frequent upsurges, that flat roofs were as good as pitched, and that maybe five storey buildings did not need lifts. The tenants responded by initiating a consultation ban, asking tenants not to speak to architects. Some assurances about basics aspects of the renovations were granted and a steering group was set up consisting of tenants, housing management, housing development, architects, and the community project on the estate. This group was to meet at least once a month throughout the eight years of building work. Soon after, the architects opened an office in a vacant unit on the estate. Their office was smart and modern and began to show what the units could look like after modernisation.

Architects and tenants began to share ideas and the first drawings were immediately popular. Some

key changes were proposed which included turning the courtyards from over-crowded parking areas into play grounds, creating 2 and 3 storey maisonettes for families with children on the ground floor units and putting people without children on upper floors. Tenants wanted high standard insulation and solar heated hot water. They wanted to be able to plan their own kitchens and decide their own colour scheme. There were arguments as well - could eight staircases manage without lifts? Did pensioners need external balconies? Many questions remained: would the hated stairwells be controllable once the kids were living on the ground floor? Could the social problems of the estate be fixed by a physical facelift? Should bedsits remain for single people?

Some of the dilemmas were never resolved satisfactorily, but unity finally broke out in response to an external threat. Shortage of money was pushing the Council to move resources from the housing estates to private street improvement. The whole estate mobilised to defend the modernisation plan and succeeded in reversing the decision. A demonstration was held involving a march to the town hall followed by a tense Council committee meeting. The tenants association itself went through cathartic changes, mistakes were made but 25 years after the last flats were completed the estate looks better than its contemporaries and no longer makes the top 10.

Renew Lea view broke the mould in estate modernisations in London. There were many social innovations. For the first time tenants had been treated as if they were the clients. Architects and housing officials stopped making decisions on behalf of tenants and asked them instead. Participation techniques were used including models and surveys. The steering group was at the centre of decision making. It was one of the first estates to have community organisers to help the tenants present their case.

In 2005 Prince Charles visited the estate to celebrate the advancing of works.

Using an International Competition to raise Naples[19]

In early 2011 the Euclid Network launched its second international social innovation competition – Naples 2.0 –, this time with a completely new focus. The idea of the competition was not to reward existing initiatives but use social innovation as a tool that can be applied to concrete problems in Naples, one of the most challenging city environments of Europe.   The competition aimed to move forward and see how people can use their creative potential to come up with innovative and sustainable ideas to bring about social change.

Together with their partners UniCredit Foundation and Project Ahead, Euclid has been exploring particular challenges in Naples where state and market had little success in solving them. They ranged from the use of public assets, to unsustainable business models of civil society organisations, to new methodologies for social problems, as for example the integration of Roma. The challenges were concrete but there was no prescription of how to solve the challenge. This led to a very diversified portfolio of solutions, from 'Scamping' – Camping with the Roma in Scampia (a very deprived district of Naples) to sustainable tourism in a confiscated Camorra building.

Much has already been written about the power of competitions to attract the unusual suspects, bringing forward innovative and new ideas and a good article has already been published on this

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[19] http://www.socialinnovationeurope.eu/node/2773

blog "Competitions as a Platform for Social Innovation". Euclid stresses the importance of constant communication with local partners, winners and organisers. Only by following the slogan 'small money, big support' can they ensure that the ideas will be implemented successfully.

Family by Family: A service Innovation using rapid prototyping

Some approaches to service innovation and development have taken a product or industrial design approach similar to rapid prototyping technique of technological innovation. The Australian Centre for Social Innovation (TACSI) brought together an interdisciplinary team of social worker, anthropologist and designer to work with clients on developing a new peer-to-peer supportive model for improving family life and reducing the number of crises presented by vulnerable families. Family by Family works to create and measure four kinds of change with and for seeking and sharing families:

- • A change in family goals
- • A change in family attitudes
- • A change in family behaviours
- • An increase in the number and quality of social connections

Whereas most social work operates on a deficit model and intervenes at times of crisis, Family by Family tries to build on assets and potential and intervenes at non crisis moments.

The multi-disciplinary team worked with families to test and design the approach in a genuine coproduction. Their approach was to design a prototype and then test it with individual or groups of families.

Along the way they tested sixty different approaches to how the service could be delivered. A detailed account is available which documents the methodology used to pilot and test the approach.[20]

Stuck families: Families that are stuck live in constant stress. Things are consistently tough: the kids' behaviour is consistently bad; money is consistently tight; relationships are consistently strained. They have no space to think about the future. One event could be the tipping point for contact with Child protection or another crisis service. Yet on a day-to-day basis things aren't 'bad enough' to be eligible for support. These families are often turned away from services for not meeting eligibility criteria, or find themselves below the radar of services. Families that are stuck see Family by Family as an opportunity to break out of the daily grind and do something different. The opportunity to connect, exchange and learn from a family that has been in their shoes is both motivating and comforting. Choosing the family they connect with allows them to feel in control and empowered to move forwards.

Families in and out of crisis: these families live through lots of ups and downs. Day to day living is volatile: from violent relationships to addictions to child removal and reunification. These families are involved with crisis services, and often have multiple caseworkers. Whilst they have lots of service contact, these families have few good people to turn to - their informal networks have brought more bad than good. Although they want to 'get rid of services' they have few alternatives. Their focus is on day-to-day survival. A different future seems unattainable. Families that are in and out of crisis are attracted to Family by Family because it gives them the opportunity to connect with a non-professional. The support comes from someone like them who is interested in their story and will help them change the things they want to change without judgment.

Families moving on after crisis. These families have. They are starting over after a major trauma or

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[20] http://www.familybyfamily.org.au/files/FbyF_article.pdf

life event - be it leaving a violent partner, having children removed, or recovering from addiction. These families have had service contact in the past, but now that the acute crisis has passed, have found their case closed. Yet they often remain isolated without the resources to move forwards.
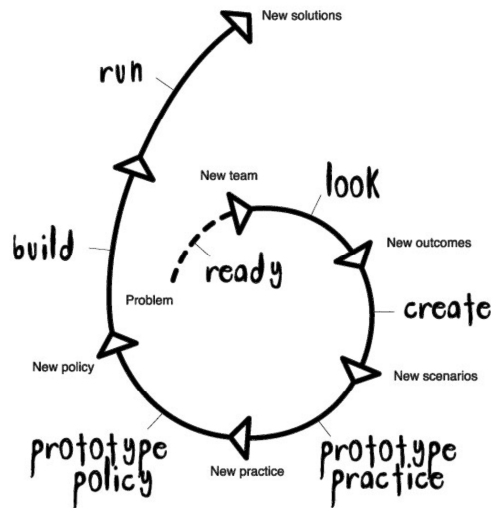
More information at http://familybyfamily.org.au/development/

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Box 2 Berlin: the Socially Integrative City Programme

Among the many national programmes for urban regeneration at neighbourhood level, the examples of the Socially Integrative City Programme (SIC) is widely regarded as one of the most advanced area-based policies in Europe. Although it proposed a unified approach, the SIC programme has been differently moulded by the Federal states/regions and cities. Against this background, Berlin represents an exceptional example of good practice in the sense that it further refined and extended the original ideas: after the first phase of SIC evaluation, Berlin was able to launch some improvements to the programme enhancing public participation in financial assets management. This was possibly because of unique factors in the city such as the close cooperation among Federal State and Municipal administration (Berlin enjoys the status of State/Land and City/Stadt in the same geographic area), the open and supportive dialogue among local administrations and engaged academic research in public debates[21], and the strong and lively tradition of civic activism in the city.

Despite differences among neighbourhoods, the limits and controversies of individual practices, for the very first time through the SIC it was possible to decentralize decision making processes, granting responsibilities for small scale projects to residents living in deprived urban areas, selected and prioritized by the Senate of Berlin. In each area, the SIC created a distinctive para-institutional structure which is known as Quartier Management (QM). Each QM team has five types of

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[21] the work of research centres as DIFU and in particular the academic work of Prof. Hausserman

Neighbourhood Funds, covering different areas of investments and relying on decision making through the direct involvement of residents. The QM teams provide a platform for networking and interaction to a number of groups and actors to debate and identify local needs and values in order to find local answers. Empowerment of citizens is an expected result of the programme, whose long term solidity set the basis for stabilizing the positive effects. All in all the SIC is a complex and comprehensive community led development scheme bringing together the aspects of local participation, integration both in terms of policies, human and financial resources and the identification of a limited spatial focus for interventions.

The Körnerkiez neighbourhood is an example of activities practically undertaken under the SIC framework: it is examined as case study because it is located in Neukölln district -in the south area of Berlin- where currently more efforts of the SIC in Berlin are concentrated. The Neukölln district from being at the border of the city and the Berlin Wall and at the periphery of public discourse, it became in the last 10 years the new hot area for property investment in Berlin. According to the social monitoring, this district holds the poorest neighbourhoods in the city. However, it is also known for alternative cultural events bars and trendy shops opening in what was once a no-go area for investments. Rents are increasing all over the city of Berlin but although rents in Neukölln are still reasonable and affordable to many, they are booming in the last few years. These changes due to market development forces imposing a new regime of investment threaten the rights of the older inhabitants and the most vulnerable groups, which need to be voiced more strongly. This case study also poses the question of how much local integrated and participative policies and community based constituencies can affect the overall future development of such deprived urban areas avoiding the pressures for gentrification.

Box 3 Duisburg[22]   "Socially Integrative City" programme: Supporting neighbourhood renewal

The government of North Rhine Westphalia   has been developing integrated policies to support 80 neighbourhood regeneration programmes in cities within its state[23] since 1999. 'The prerequisite for urban development funding is adequate conceptual and planning preparation of the overall scheme. The comprehensive development, reorganisation or upgrading of the area is to be presented in an Integrated Local Action Plan.' The approach works in a decentralised devolved way in which each level has its tasks.

- The neighbourhood is where the implementation of Integrated Local Action Plans takes place
- 55 Municipalities are responsible for the preparation and implementation of the LAP, for applying for funding and for ensuring the linkage of the neighbourhood plan with the needs of the city as a whole.
- The district governments (regional administration units of the federal state level of NRW) advise the municipalities on funding matters and authorise payments.
- The federal state ministry for urban development arranges and controls the programme and commissions evaluations.

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[22]   A full account in English of the NRW approach to socially integrative cities (NRW 2010) can be seen at http://urbact.eu/fileadmin/Projects/Reg_Gov/outputs_media/Handbook_Sustainment.pdf
[23] http://www.soziale-stadt.nrw.de/programmhintergrund/

- The EU level provides funding through the ESF and ERDF operational programmes.

In addition there are private housing and retail companies involved as well as foundations, welfare organisations and other stakeholders.

Funding comes out of the EU funded Competitiveness programme for 2007-13 under a specific priority for sustainable urban and regional development, from federal government and federal state budgets and from the municipalities.

In nearly all neighbourhoods, an integrated neighbourhood management team has been set up. Some of these are managed as a branch office of the municipality; others are managed by external experts or local organisations which are   the result of local initiatives.

The neighbourhood management offices work on a wide range of tasks. These include:

Stimulating networking, Promoting a changed image of the neighbourhood, Supporting bargaining processes, setting up communication structures, controlling physical development in the neighbourhoods, Informing the population and administration, Moderating dialogues, activating residents, Organising offers of cultural activities, Promoting the local economy, Forming the link between the neighbourhood and city and other levels of decision-making, setting up supporting structures and developing projects.

Photo 1 Local stakeholders discussing a micro project in Duisburg

The neighbourhoods work with a wide range of horizontal stakeholders but the strongest emphasis is on citizen participation which is described as being a 'red thread'. Their approach is to build up from small things that relate to everyday life so that bigger challenges and task can be undertaken. There is a strong commitment to dialogue, understanding different perspectives and finding tailor made solutions with a high level of acceptance.

A disposition fund (form of participative budgeting) which is endowed with up to €5 euros per inhabitant is deployed to finance small-scale projects decided by a local citizens' body. These funds are used for small projects that have immediate impact such as neighbourhood parties, tree-planting in a school yard, outings for children of parents who cannot normally afford outings. The idea is to

promote an integrative effect and a positive image, improve the housing environment and show the positive effects of living together.

To promote learning and the exchange of ideas a network of municipalities involved in the neighbourhood renewal programme meets on a regular basis with support from the State Government of NRW.

The City of Duisburg was the lead partner of the URBACT exchange and learning network REGGOV[24]. In this network the city has worked with eight other cities to explore the question of vertical integration of policy actors. One success was that the municipality of Kobanya,– a district of Budapest, was the first city in Hungary to have its integrated action plan for neighbourhoods accepted by the Managing Authority for ERDF for funding.

Box 4 Integrated action plan for an isolated estate in   Pongrac housing estate of Kobanya Hungary

The Pongrac housing estate in Kobyanya, a municipality in Greater Budapest illustrates how social innovations can travel across Europe. The city worked in partnership with the city of Duisburg and seven other cities in the URBACT REGGOV network. The Kobanya plan represents a comprehensive approach to addressing the problems of the neighbourhood and is noteworthy for the attention devoted to soft programme elements that go alongside the physical regeneration of the area. The strong participation of local people has influenced the content of the plan and made it more relevant to local needs. This integrated and participative approach is rare in Hungary and Kobanya's approach represents an important innovation that has gained from participation in the REGGOV URBACT network.

The Pongrac housing estate is an isolated area of Kobanya, surrounded by non-residential areas: in the south and the east, a railway line and a busy road, in the north a tram line and another busy road, in the west a gasworks site surround the housing estate. It is an enclosed area within the urban fabric of Kobanya, which defines both its problems and potentials. There are 20 condominium buildings with 1700 people living there. Only a small percentage of the flats are owned by the municipality, the rest are owned by private owners. The Local Support Group has a wide range of stakeholders including the municipality and municipal companies, local schools, police, childcare, social services, and local entrepreneurs

The Strategy aims to eliminate the causes that lead to the segregation of the area, making the Pongrac housing estate a better place to live. Specifically it involves actions across a range of objectives focusing on maintenance, community safety, community facilities and attracting new shops and services. They also aim to integrate the deprived and excluded people and build

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[24] http://urbact.eu/en/projects/disadvantaged-neighbourhoods/reg-gov/homepage/

community spirit.

Actions are focused on

- Strengthening the residential function of the neighbourhood, renovation of the housing stock including roofs, corridors etc.
- Strengthening the urban function of the neighbourhood, revitalization of the public realm through improving streets and parking; Traffic calming with street signs and speed bumps; New streetlights and security cameras to make people feel safe; Renovation playground for small kids; Creating a new football ground; Creating small gardens and open spaces between the houses; Creating a new public agora for outdoor leisure and other community-building activities.
- Strengthening the economic and public service functions of the neighbourhood, renovation and renewal of social welfare and cultural facilities such as kindergartens and day care centres and cultural centres
- Community programmes, trainings, events

Kobanya shows that techniques can be copied across Europe with some success and can speed up the learning and implementation process.

Box 5: Denokinn a new type of agency in the Basque Country

Denokinn is the Basque Centre for Social Innovation, Entrepreneurship and New Business Development. It is a non-profit initiative promoted by local authorities of the Basque region in collaboration with private entities and academic institutions. Denokinn aims to identify emerging social tendencies in order to generate new enterprise and service opportunities. Denokinn trains vulnerable and disadvantaged groups to lead the new initiatives.

Denokinn is committed to expand a culture of social innovation, oriented to identify and support emergent social design processes and impact local communities. Denokinn is a founding member of Social Innovation eXchange, an official sponsor of the Media Lab at the Massachusetts Institute ofTechnology and an active member of EUCLID Network (EuropeanThird Sector Leaders).

DenokInn promotes a comprehensive approach towards innovation in order to identify and promote new social enterprises and services in existing private firms and/or within the public sector. Currently, Denokinn is promoting the first European Social Innovation Park (Si Park) and Hiriko (www.hiriko.com) an urban mobility disruptive innovation project.

DenokInn is structured in 4 innovation laboratories, Innovalab, FabLab, FormaLab and Applab:

1. Innovalab (involved in Smart Cities) is the laboratory for creativity within DenokInn. Innovalab works with private firms, local authorites and third sector organizations identifying emerging tendencies. This laboratory is currently based in Barakaldo(Biscay) but in 2012 will be located within a sea boat in the Great Port of Bilbao. Innovalab is the first Spanish Laboratory integrated in the European Network of Living Labs.

Innovalab conceptualizes the projects before they are fabricated in the FabLab.

2. A Fab Lab (fabrication laboratory) is a small-scale workshop with an array of computer controlled tools that cover several different length scales and various materials, with the aim to make "almost anything". The fab lab program was started in the Media Lab at MIT, a collaboration between the Grassroots Invention Group and the Center for Bits and Atoms (CBA) at the Massachusetts Institute of Technology.

3. An important function of DenokInn is training individual in the processes of integratedinnovation, training professionals who have the aptitude, attitude and tools to create new products and services. Forma LAB overcomes the existing gap between advanced technologies and formative contents. Innovative approaches generated in the scientific and technologic fields evolve at a much faster speed than educational programs. DenokInn develops methods and tools to rapidly interact with the newgenerated knowledge. In this field, DenokInn has hosted the first pathfinder workshop of the Global Innovation Academy.

4. The final objective of DenokInn´s four-lab infrastructure brings to the foreground the opportunities which it detects. In the AppLab new business models are designed and role-played which give practice to maximum efficiency in each of the new entrepreneurships. Overall DenokInn transforms ideas into business and services and the AppLab impacts new models for commercialization.

The Social Innovation Park

The Social Innovation Park (SI Park) is a major project for DenokInn. It is a new European infrastructure aiming to identify and launch new solutions to emerging social needs. At this pilot phase, SI Park will offer a full innovation journey applied to employment promotion for vulnerable and disadvantaged groups, tele assistance and palliative care. The ultimate goal of SI Park is to design and implement new methodologies for approaching future challenges innovatively.

SI Park will offer the following services: (1) the Creativity Laboratory, (2) the Social Innovation Academy, (3) the Generator of Social Enterprises and (4) the Social Angels Business Club.

The first initiative of the pilot project is to launch a laboratory for managing emerging social needs more efficiently applying user-centered methodologies. G-Lab (Gizartea means Society in Basque language) will evaluate current social services provided by the public administration and private entities in order to design and implement innovative solutions. New niches identified by the G-lab will be shared with European entrepreneurs in order to explore the possibility of launching new social enterprises. This pilot project will design ad hoc training on social innovation. The new innovation entrepreneurs will be trained, mentored, and evaluated by SI Park International Consortium, incorporating the know-how present in this privileged social environment. SI Park will launch a new social enterprise generator. Local institution will allow social income receptors to test new entrepreneurial initiatives without losing their benefits.

Cities and non cities profiles

Coimbra has a problem with its historic urban core which has a dark side not captured by photos of the 'good days. The centre has lost out to new commercial shopping centres and other forms of centripetal relocation. In its wake the abandoned spaces are used by the homeless while occupied houses have outdated facilities. They seek to change this by creating a "think and do tank" involving citizens, the Municipality, the University, the third sector (IPSS), contractors associations and "actors" from diverse Creative Industries in order to boost civic participation in processes of urban and social rehabilitation. They want to change the way that citizens view public space from being nobody's place to everybody's place.

City data	
City	Coimbra
Region	Beira Litoral - Center Region
Member State	Portugal
Geographic size	319,40 Km2
Population of the city	143 396 inhabitants (2011)
Cohesion Policy Objective:	Convergence
Operational programmes and key priorities/measures	Agenda for Territorial Enhancement: - Thematic Operational Plan of Valorization of the Center / Plano Temático Operacional de Valorização do Centro-QREN - More Center / Mais Centro Other: Culture Programme 2007-2013 Transfrontier Cooperation Spain-Portugal Programme Human Potential Thematic Operational Programme Plan to promote efficiency in electricity consumption URBACT II Compet Operational Programme Operational Programme : 'Centro'
Managing authorities for ERDF and ESF	Regional Coordination and Development Commission / Comissão de Coordenação Regional do Centro (CCDRC) More Center, POVT (regional and national level) DGE, IFDR; COMPETE (national level) **Programa Operacional Regional do Centro (MAIS CENTRO)** **Comissão de Coordenação e Desenvolvimento Regional do Centro** Rua Bernardim Ribeiro, 80 P-3000-069 Coimbra Manager of the Operational Programme Alfredo Rodrigo, Marcas Tel.: +351 239 400 198/9 Fax.: +351 239 400 115 E-mail: presidente@ccdrc.pt Web: Mais Centro

Key Contact person	Fernando Zeferino Ferreira email: zeferino@cm-coimbra.pt	

Social Innovation Stories		
Previous experience in social innovation	The story of the project	Results of social innovation
Example 1: **Coimbra cidade de todos (Coimbra city of all) – EQUAL**	The aim was to create conditions for access to employment for the Roma community, through the provision of vocational training.	With this project we were able to improve the professional competencies and educational level of the Roma community
Example 2: **Projeto "Levantados do Chão"/ Project ' Raised from the ground'**	Using industrial waste from closed factories, specifically dishes that were in their raw state, they have been endowed with artistic value to be painted with black slate. We performed an artistic installation with 365 dishes shaped maze in which people and to travel the maze could be confronted with the witnesses' written in chalk on the plate, for people facing social exclusion. In a technocratic society where specializations are stronger, endangering a transversal view, it is essential to look for a new framework. We must try to work with new forms of intervention and it is therefore necessary to break some paradigms that no longer take place in a new social and economic reality.	The atypical form with which they addressed the issues of unemployment, hunger and economic insecurity and emotional, aroused the curiosity of the wider community. Furthermore the installation was designed and implemented based on a horizontal hierarchy, which was open to all actors (institutions, town hall, community users) participated in an equitable and active. Given the somewhat more informal and based on a power relationship of institutions to its users, the participation by them was very high and constant over the duration of the project (about 4 months) On the other hand, people in a situation of social exclusion traditionally put themselves in a position of submission and dependence so great distance themselves from the idea that the solution to the problem may be in themselves. So to actively participate and be invited to think about the project and feel that this is a project that belongs to them alters your posture up seeing themselves as agents of change and discovering new skills. It was interesting to note that the level of self-esteem and care for the image was visible in some people a great evolution. There was also a close proximity between the community and the people themselves who are regularly excluded by the community. Public presentation of first actions on the 22th of Sept
Example 3: **Plano Municipal de Cidadania contra a Violência (Local Plan of Citizenship against violence)**	Aims to intervene in situations of social exclusion whose main actors are the very people facing social exclusion and whose instruments are urban art and social design. It is intended that a single action / initiative will promote gains for various institutional and non-institutional actors, including people experiencing social exclusion, trade, tourism and the community in general. Given the planned interventions that will	The project is currently ongoing

Arte urbana e design social (Social design and Urban art)	improve aesthetically urban reality in the historic city and how these will be unleashed, seeks to promote inter-personal relationships more satisfying, as well as an affective approach people who inhabit the space. To induce positive feelings, such as welfare, surprise and sense of security is another project objective. It should be noted that the constraints felt in the historic district were taken into account by various agents (traders, residents, professionals, people socially excluded me) taking the sum of several testimonies resulted in an intervention plan. This holistic approach is essential so that the measures are close as possible to the reality of each but that they meet at the same time, the needs of all concerned.	
Example 4: **Project TRAMPOLIM (Project SPRINGBOARD) – Programa ESCOLHAS**	Funded by Programa Escolhas 4th Generation, The Project TRAMPOLIM intended primarily to children, youth and their families, residents of Rose and Ingote neighbourhoods, Coimbra. The aim is to promote social inclusion through occupation in healthy leisure, responding to the needs, motivations and interests of our community. In workshops, activities or through the Services, we create conditions for the enhancement of personal, academic, social and professional, looking to improve the quality of life of citizens, contribute to equality of opportunity and building a more just social identity and positive for all. For an effective and concerted work contributes greatly based on network operation Consortium: Municipality of Coimbra (the promoter); Diocesan Caritas of Coimbra (the fund manager); The Teatrão (Theater group) ; Group of Schools of Pedrulha neighborhood; Cooperative Mandacaru; CEARTE; Inovinter.	Relevant data at June 2012 - 349 participants (114 recipients / children and youth from 6 to 24 years + 235 beneficiaries); - 2667 Workshops with attendance; - 32 inserts formation (13), employment (10) and RVCC (9); - 6 certifications Tic Office and Digital Literacy; - 0 School drop-outs and absenteeism in two EB1 Ingote; - 86.4% Success in School recipients / beneficiaries who attend school; - 28 Recipients / beneficiaries volunteers participating in 3 actions promoted by the Project; - 3 Assessment Reports produced and analyzed by the evaluation team with central level assessment Good (+75%); - 1 Pedagogical Resource (Heart in Mouth) built and boosted with recipients and beneficiaries; - Integration and Monitoring of Community facilitator, community youth citizen.
Example 5: **Hortas Urbanas Sociais do Ingote (Social Urban Agriculture in Ingote Neighborhood, Coimbra)**	Relevance of the Project ... • Chaotic and irregular small urban agricultural plots on municipality grounds; • Presence of a large number of residents in Municipal Neighborhoods who loves the practice of agriculture; • Need to qualify urban space of Municipal Neighborhoods.	Participation on the dynamic process of urban agriculture ... PARTICIPATION IN SOCIAL INITIATIVES OF ANIMATION: • Exchange with other farmers, • Public presentation of the Project Social Urban Agriculture; • Collaboration in the regular activities of the "Trampolim" Project and School of EB1 Ingote, especially with actions of environmental education of children and adolescents of the community.

	Project Objectives ... • Reinforce the family budget and minimizing poverty. • Promotion of food security and environmental education. • Social cohesion. • Rehabilitation of urban spaces. Design of Urban Agriculture plots ... In 2004 a Protocol was signed between the Municipality of Coimbra, Coimbra School of Agriculture: PARTNERSHIP: • Construction of urban agriculture in vacant land; • Technical monitoring on the ground. • Construction of Infrastructure, irrigation systems, drainage systems and rainwater irrigation, design of the stands, fences, building accessibility. • There are 25 plots of approximately 150 m2, divided into three sections. • Each plot includes a composter, a storeroom, a container for collecting rainwater and water intake. Allocation of urban agriculture plots ... • Social and economic criteria, including per capita income of the household, favoring former farmers and older individuals. • Communication of the rules of use of plots. • Celebration of the lending contract (plot) and rent (revenue). Beneficiaries of urban agriculture plots ... • Residents on Ingote Neighborhood, including: retired, long-term unemployed, with weak social support and single parent families or extended. • 11 plots are run by women. • 1 plot for a youth project (Trampolim Project) in partnership with the School of EB1 Ingote. OBLIGATIONS: • Practice a sustainable farming. • Maintenance of the field clean and care and access and circulation areas. • Not owning animals. • Do not erect any type of building or other construction. COMPLY WITH THE RULES OF LAND USE • Frequency of an action field training on sustainable farming. • Regular Technical monitoring in locco to answer questions and resolve potential issues (CMC, ESAC).	Participation in the International Seminar "Urban Agriculture, Environment and Society" This action was aimed at creating a network for the Institutional promotion of urban agriculture, with some entities who have regular contacts with international networks (IFSN - International Food Security Network and RUAF - Resource Centres on Urban Agriculture and Food Security), including : • CMC • UC (Department of Botany FCTUC) • ACT (Association for Cooperation and Development) • Agricultural Cooperative Coimbra POSITIVES: • Rehabilitation of urban space. • Reinforcing the family budget. • Promotion of food security. • Reinforcing local networks of solidarity and social integration of community members. • Occupation of day time; • Environmental Education. The future ... • Allocation of land for the creation of 4 new cores of urban agriculture in the city of Coimbra: Alto de S. Miguel, S. Martinho do Bispo, Vale das Flores and Portela. • Perspective is also the possibility of application of this project to external financing. • Involvement of the city of Coimbra in the promotion and enhancement of urban agriculture by, for example, the development of effective partnership network and allowing the enjoyment of more clean and well organized public spaces.

The municipality an its capacity	
Which services does the municipality run itself	Social housing, social services, youth services, education, sports, town and land use planning, water supply and waste water (sewage) [shared with Águas do Mondego], waste collection (geographic shared with ERSUC), public transports, tourism, economic development, local finance, historical centre management, public space management (roads, gardens, etc), city's marketing and communication.
Which services are run through inter municipal associations (i.e. at higher levels than the individual municipality)	Tourism – Regional Tourism Office / Turismo Centro de Portugal Water supply – Águas do Mondego (Ansião, Arganil, Coimbra, Condeixa, Góis, Lousã, Mira, Miranda do Corvo, Penacova, Penela e Vila Nova de Poiares) Waste water – Águas do Mondego (Ansião, Arganil, Coimbra, Condeixa, Góis, Leiria, Lousã, Mealhada, Mira, Miranda do Corvo, Penacova, Penela e Vila Nova de Poiares) Waste disposal – ERSUC - Resíduos Sólidos do Centro (Águeda, Albergaria-a-Velha, Alvaiázere, Anadia, Ansião, Arganil, Arouca, Aveiro, Cantanhede, Castanheira de Pêra, Coimbra, Condeixa-a-Nova, Estarreja, Figueira da Foz, Figueiró dos Vinhos, Góis, Ílhavo, Lousã, Mealhada, Mira, Miranda do Corvo, Montemor-o-Velho, Murtosa, Oliveira de Azeméis, Oliveira do Bairro, Ovar, Pampilhosa da Serra, Pedrógão Grande, Penacova, Penela, S. João da Madeira, Sever do Vouga, Soure, Vagos, Vale de Cambra e Vila Nova de Poiares) NB – Coimbra is also partner of Intermunicipal Community of Baixo (lower) Mondego [River] (with Cantanhede, Condeixa-a-Nova, Figueira da Foz, Mealhada, Mira, Montemor-o-Velho, Mortágua, Penacova and Soure)
Services at Regional government or province level	Employment and social security services; healthcare services; high-school education services, industrial permits NB – There isn't regional level of government
Taxation	What proportion of the budget is raised out of local property taxes on residents and businesses? **(not provided in time)**
Other revenues	Building permit and land use taxes and from other local services provided.
Expenditure	Budget for the year 2012 – 138,246.982 euros
Money from central government	The transfer (EC/ECB/IMF intervention) aims to balance global Municipal Finance. However in the last year (2011) showed only about 17.6% of total revenue.
Partnerships	Usual by Direct representation, and by indirect representation (in some cases or projects)
The policy context	Regional Plan, EU programmes (at national level) and Municipal Strategic Plan and other plans of territorial management (at municipal level)
Management	Mayor, Deputy Mayor + 9 Councillors. 2 majors departments (1- municipality management: human and finance resources and other support activities; 2- Land use management, public technical infrastructures and environment issues) + Depts (4) of Housing, Social action, Sport and Leisure and Culture. Plus Law issues Dept, Fire Brigade, Municipal Police and 'specialised support units', ie accounting, etc. NB – The city representatives have 'areas of coordination'.
Research studies and consultancy report	Local Housing Plan, Strategic plans (city and downtown areas), UNESCO Heritage application, sector studies or and specialised studies (building conservation, economic activities, demographics, etc.)
Previous ERDF and ESF funding	INTERREG III C INTERREG III B INTERREG IV C Culture 2007-2013

	LIFE
	Youth in Action
	FP7 – Civitas Plus
	Conselho da Europa/European Council
	Cooperation Programme between Spain and Portugal
Strong and weak points of the city administration	Model of city management
	Public participation in important decisions for the city
	Effective Strategic planning and Hierarchy of priorities

THE CHALLENGE	
Main challenges the city faces	1- Lack of 'importance' at national and regional level.
	2- City Centre 'obsolescence'
	3- Attracting new industries and activities
	4-
	In downtown Coimbra – "Baixinha" there are:
	- Vacant and degraded houses - insignificant expression of the rehabilitation of this area
	- Low house rents - due to lack of investment in rehabilitation
	- Many businesses (stores, etc.) closed or closing - connection with the rehabilitation of buildings
	- Social tensions / Social insecurity (induced by newspapers agenda's)
	- Growth of elderly, poverty situations, loneliness, unemployment
	- Social exclusion
	- Homeless people
	- Low Income people (older people, emigrants from Central and Eastern Europe, drug addicted people, etc.) -
	- Consumption and drug trafficking
	- Urban 'problematic' social equipments (for drug addicts, prostitutes, etc.) without supervision or control
	- Lack of leisure urban areas and equipments (and sports, babysitting), among others)
	- Lack of citizen attraction
	- lack of employability
Challenges for using a social innovation method	At the Downtown of Coimbra – "Baixinha" we need:
	- Urban and social rehabilitation to contribute to increase the capacity of promote coexistence, mixture and proximity of different social classes, urban functions, activities and cultures**.**
How do you envisage working on a solution?	Create an urban / neighbourhood planning, design, and action "Think-and-do Tank" that emphasizes civic engagement, open governance, and trans-disciplinary collaboration as mechanisms for creating better communities and better city.
	We want to work towards reducing the distance between the focus of institutions and the needs of diverse social groups
	Municipality and University technicians, together whit residents, traders, social groups, the various associations and ultimately the users will be the "experts of the process". These agents are naturally identified at various levels and for various reasons with the intervention zone.
	Start small interventions within the level of social design and urban art that encourage and promote the involvement of people, to a later stage investing in derelict houses, as an example.
City to city exchanges	Yes
	Beyond the partner cities, also London, Berlin, Viena

Techniques of social innovation		one x for possibly, two xx for probably three xxx for definitely
Coproduction	working with end-users of service to redesign the service (e.g. with elderly for elderly services)	xxx
Specialist knowledge	Working with external consultants and universities or research centres	xxx
Ideas from other cities	Visiting cities that are established leaders in the field, learning from how they operate and adapting their technique to your city	xx
Working across sectors	Working with social economy, social enterprise organisations or with the private sector to create new solutions	x
Crowd sourcing	working through the internet to get knowledge from the crowd	xx
Competitions	using public competitions to solve problems	xx
Public procurement,	using your ability through purchasing to drive innovation	x

Monitoring and evaluation	
	Beyond Annual Analysis Reports, Direct contact with population and media news
	The municipality has a set of indicators available in the management report
	The municipality has a set of indicators available in the management report

Management of the Coimbra LSG	
Coordinator	Fernando Zeferino Ferreira (provisional)
Method of work	Meetings and other models of work and interaction still to design
Organisation and activities of ULSG	The municipal team met twice on the 6th of July and again on the 3rd of October. In addition to the four elements from the project municipal team (Project Coordinator, Housing Department Office for the Historic Centre and Office of Social Development and Family) the leaders of these Offices also participated in these meetings. At the 6th of July meeting the work and the outputs from the kick off meeting in June were analyzed. The meeting defined the thematic area as well as the area of the city to be covered. A brainstorming session on future partners to invite to ULSG was held. The list of the ULSG for Coimbra was concluded in the meeting of the 3rd of October, after the approval by Coimbra's Mayor. During this second meeting, a plan for the collection of important information (technical studies, urban planning, GIS and others) for the initial work of the ULSG in the Implementation phase was drawn up. The first ULSG meeting took place on the 25th of October and was chaired by Coimbra's Mayor. During this meeting a presentation of the URBACT Programme and the Smart Cities Project was made. Following the presentation of a proposal for LAP's area of intervention there was time to debate and to collect the opinions and suggestions of the participants. It is possible that during the Implementation Phase, more partners, for example from the University will be added to the ULSG. We will also consider setting up sub groups of the ULSG
Participation to national capacity-building scheme	Fernando Zeferino Ferreira (Municipality of Coimbra – Project Coordinator and interim ULSG Local coordinator), João Paulo Craveiro – CoimbraViva, SRU (CoimbraAlive, Urban Regeneration Company) and one of the senior technical staff of the Municipality of Coimbra from the ULSG core group.
Cooperation with managing authority	Programa Operacional Regional do Centro (MAIS CENTRO) Comissão de Coordenação e Desenvolvimento Regional do Centro Rua Bernardim Ribeiro, 80 P-3000-069 Coimbra Manager of the Operational Programme Alfredo Rodrigo, Marcas Tel.: +351 239 400 198/9 Fax.: +351 239 400 115 E-mail.: presidente@ccdrc.pt Web: Mais Centro Operational Programme : 'Centro'
Project Budget for External Expertise	See budget tables

Table 1: ULSG for Coimbra

Names and organisation of Stakeholders	Connection to the problem in question	experience and knowledge do they bring to the problem	sector
Nuno Morais – Housing Department (Municipality of Coimbra)	The municipal Housing Dept. has a regular intervention in the geographical area of the Downtown (Baixa) of Coimbra related with housing and intercultural problems.	Inherent, associated with the Municipality's duties and activities.	pub
Magda Lucas - Office for the Historic Centre (Municipality of Coimbra)	The Office conducts building and urban rehabilitation studies and activities in part of the geographical area.	Inherent, associated with the Municipality's duties and activities.	pub
Joana Nogueira – Office of Social Development and Family (Municipality of Coimbra)	The municipal Office deals with all the social problems of the 'Baixa', (social exclusion and inclusion actions, intercultural activities, etc.).	Inherent, associated with the Municipality's duties and activities.	Pub
João Paulo Craveiro – CoimbraViva, SRU (CoimbraAlive, Urban Regeneration Company)	Local company for urban regeneration of the Downtown of Coimbra. Municipality and State owned. Is conducting all studies, projects and activities of urban regeneration.	Legal, practical and specific powers, duties and activities in the Baixa.	Pub
Carlos Matias Lopes – Parish Council of Almedina	Elected representative of one of the 3 local authorities of the Downtown of Coimbra	Administrative authority, with legal powers and duties.	Pub
Isabel Campante – Agency for the Promotion of Downtown of Coimbra	Is similar to a Downtown Association or an ATCM (is an association of 'retailers' of Baixa of Coimbra)	Associates retailers, coffe shops and other types of commercial activities.	Cs
Olga Fernandes – INTEGRAR (NGO – Private Social Solidarity Institution)	NGO with strong social inclusion activities in the Baixa (young people, homeless, drug addicts, roma people, etc.). Manages social facilites.	NGO with strong social inclusion activities in the Baixa (young people, homeless, drug addicts, roma people, etc). Manages social facilites.	Cs
Manuela Lopes - Caritas Coimbra (NGO)	NGO with strong social inclusion activities in the Baixa (homeless, drug addicts, prostitutes, etc.). Manages social facilities.	NGO with strong social inclusion activities in the Baixa. Manages social facilites.	Cs
Miguel Matias – BE Coimbra (Lodgment, food, arts and music company)	New uses of buildings. Innovative/'trendy' commercial and cultural activities in Baixa of Coimbra.	Music and cultural events. Manages 4Hostels, 1 Cultural and entertainment center, 2 bars and brunch gourmet shops	Pri
Ricardo Pinto - ArteÀParte (Theatre, music and street cultural events association)	Cultural and entertainment equipment/facility near the main street of the Downtown of Coimbra	Manages a coffe-bar with an intense cultural events programme. Organizes the 'Quebra Costas Market' (street arts and music festival)	Pri

	Smart Cities	Gdynia City Profile September 2012
URBACT		

Gdynia wants to use the URBACT smart cities project to deepen its approach in the Chylonia district which is a deprived housing estate. They have already been working for five years on the estate and have a core team of professionals who will form the nucleus of the Local Support Group. Now they want to take their approach to the next level by learning more about coproduction and how this can be used to advance a genuinely citizen led approach.

City data	
City	GDYNIA
Region	POMORSKIE
Member State	POLAND
Geographic size	135 sq. km
Population of the city	247000
Socio economic data	Employed: 68.225, registered unemployed: 5579, families which benefited social services realised by Municipal Social Welfare Centre: 4.893 (9.714 persons). Population in thousand at age: Pre-working: 40,1 Working: 157,7 Post-working: 49,5 Non-working age population per 100 persons of working age: 56,9
Cohesion Policy Objective:	Convergence
Operational programmes and key priorities/measures	National programmes: Operational Programme 'Innovative economy', Operational Programme 'Infrastructure and Environment', Operational Programme: 'Human Capital' Cross-border, transnational and interregional co-operation: 'Operational Programme 'South Baltic'
Managing authorities for ERDF and ESF	The Ministry of Regional Development (ul. Wspólna 2/4, 00-926 Warszawa, + 48 22 461 30 00) is the core government centre responsible for managing European Funds. - Coordination and Implementation of Regional Progammes Departament: Director Ewa Wnukowska tel. +48 22 536 74 30, +48 22 536 74 31 fax: +48 22 536 74 91. The Department is responsible for coordinating the preparation, implementation and monitoring of 16 Regional Operational Programmes 2007-2013. As the Managing Authority it is also responsible for Integrated Regional Operational Programme 2004-2006 and manages its implementation and closure. - Department for European Social Fund Management Director Pawel Chorąży tel. +48 22 330 30 04, +48 22 330 30 01 fax: +48 22 330 30 31. The Department is responsible for drafting programming documents under the European Social Fund and for managing the Human Resources Development Sectoral Operational Programme as well as the EQUAL Community Initiative Programme for 2004-2006. It monitors and controls the ESF expenditure. It is also responsible for preparing the Human Capital Operational Programme for 2007-2013 and for managing it.
Key Contact person	Eliza Mrozowska, Gdynia Innovation Centre, budgetary unit of the city of Gdynia e.mrozowska@gci.gdynia.pl, +48 58 735 11 27

Social Innovation Stories	the story of the project	Results of social innovation
Social Services for the elderly	http://tqs.revesnetwork.eu/public/reves_booklet_2010_en.pdf New local mechanisms of systemic quality rising in social services especially in home care services for elderly and persons with disabilities (strategic goal). Better quality care services as a result of agreed quality criteria and standards (among all stakeholders). Reasons for choosing services to the elderly in Gdynia: • Ageing process in local society makes the service urgent and important for whole community, not only to satisfy individual interests. • Total budget spent for social care services has reached a scale, which has forced the local authority to search for methods of rationalization and improving effectiveness (it is the biggest amount spent out of all the other sectors of social services in Gdynia as a whole). • Delivery of care services in Gdynia is delegated in 100% to the nongovernmental organizations and private enterprises – this is the reason for establishing dedicated monitoring and controlling systems (partially it is forced by Polish law), which assures proper spending of public money. • The monitoring system of individual service users' satisfaction produced data about needs to raise the quality level. • The service itself gives good chance for measuring quality – it is possible to match needed indicators and to analyze them. Gdynia already had a strategic policy of monitoring and evaluation of social policies at the city level. This is seen as an indispensable element of management, which at the same time guarantees that change can come about and new innovative policies and techniques can be created in order to assure optimum quality. The preparatory process, leading to the major steps of the city wide consultation was long and intricate, as the question of evaluation remains delicate at all levels: PREPARATION: Training in evaluation (2 days), establishment of permanent working group (regular meetings from the beginning to the end of the process), establishment of enlarged working group and starting the definition process (4 four hour sessions on defining the working model),	Stage 0 – transmission of relevant information to all stakeholders, preparation stage, (6 weeks). End users 950, (invitation to meetings or interview if not mobile), previous end users 35, future end users 100, families 950, front line staff 300, voluntary workers 10, social workers 60, front line staff coordinators 7, directors of providers organisations 3, director of service buyers and area managers 7, local authority. Stage 1 – meetings between neighbouring peer groups (2 weeks): Each group of stakeholders met together with the closest group (linguistic and conceptual proximity) in order to confront their opinions and to create the first draft versions of a catalogue of quality criteria (4 versions). Groups: End users and family Voluntary workers and front line staff Social workers and service coordinators Service providers and service commissioners All these working sessions are moderated and written up by the project coordinator or members of the permanent working group. Stage 2 – meetings between the four groups: Working through the drafted criteria by confrontingthose who receive the services, with those who procure them as well as the coordination level and the decision level. A strong feeling of mutual respect and creativity could be noted. Several persons underlined the healthy logic of the whole process. Groups: End users and families with voluntary workers and front line staff. Social workers and service coordinators with service providers and service procurers. Stage 3 – final negotiations and definition of the quality chart: Due to the previous stages two "points of view" emerged, one from the operational level (the first 4 groups of stakeholders) and one from the decisional level (the second group of stakeholders). The final version negotiated between the persons present giving a unitary, shared view on the catalogue of criteria concerning the quality of services. This finalisation stage was public, in the presence of many of the process participants. Groups: End users, Families, Voluntary workers, Front line staff, Social workers, Service coordinators, Service providers, Service orderers. Public campaign, Operationalisation, Finalisation and transfer of methodology.

Design for all - public space planning with involvement of users	This was an experience in planning public spaces of districts. It assumes bigger involvement of users (who are perceived like experts of their own lives, and the same as those who have biggest knowledge about what they want and how needs should be satisfied) rather than professional designers (who are not perceived as experts just because of having skills in planning). Having this dependence in mind each activity which is concentrated on making the change in public space should be an answer on real needs of users, collected during diversified animated meetings. Obviously it is a challenge for decision-makers, architects, designers as well as planners. An essence of this way of thinking is in a follow statement: „Good Design enables. Bad design disables". 'Good design' should be judged not only on a base of esthetic values but also ability of including in it addressee needs. As an example of such conception it is worth to present workshop organized at the end of the year 2011 by Gdynia Design Centre – 'Design for All'. It's main aim was to deliver solutions which may improve quality of public space in one of Gdynia district- Dąbrowa. Workshop included social consultation of architectural solutions. There were student of faculties related with planning who worked supervised by Pete Kercher (Peter Ketcher is known as member and founder of EIDD Design for All Europe, an organization which supports interaction and communication between theory and practice of planning for all).	As a result of consultation with inhabitants a map was created on which were marked obstacles. On a list there were elements such as hard access to recovery center, stairs which are barrier which can't be overcome by handicapped as well as mothers with trolleys, neglected pond, lack of space for inhabitants meetings or lanes which encourage to vandalism. Young designers presented specific solutions for objectified barriers. All of them were possible to implement without big financial resources. Prepared projects were design to improve spatial order, its esthetic as well as modernized and refresh look of public space taking accessibility for all social groups under consideration. Solutions were presented to wider audience including representatives of City Hall of Gdynia and departments responsible for public space. Currently some solution are ready to be implemented.
Elderly care policy	Creating a reflection mechanism to design Gdynia policy toward older people. Over many years Gdynia has had success in building a wide range of activities devoted to seniors. However, the priority for the city is to make all actions adapted to senior need, created as an answer to needs expressed by this target group. Above mentioned project is a starting point of creating in Gdynia fundament of permanent mechanism of designing policy towards seniors. Creating a mechanism will start with test planned for Autumn this year. The initiative is based on a partnership between Gdynia and Foundation of Research and Social Innovations 'Stocznia', Foundation Klon/Jawor' in a project 'Data, debate, democracy' financed from Swiss Found. The main aim is to empower the inhabitants by participation in designing city policy. Tools which can be used in designing city policy toward older people will be checked. Those tools are designed to diagnose the existing offer and find out which needs are not satisfied (especially related with information policy of the city, city institutions, solutions used in public space which can make it more friendly to seniors, offer prepared by Gdynia Senior active Centre, including Gdynia Third Age University) on a field of policy toward seniors.	Thanks to workout solutions together with Foundation 'Stocznia', Gdynia will be the first municipality in Poland to test methodology of 'citizens panel'. It is a method of regular consultations with specified target groups about various topics of public policy and efficiency of self-government. It's biggest advantage is that it give a chance to 'comeback' to the same group with questions about diversified topics, what can help to value changes in different fields.

The municipality an its	

capacity	
Which services does the municipality run itself	Each Polish gmina (community, municipality - principal unit of administrative division) carries out two types of tasks: its own tasks, and commissioned ones. Own tasks are public tasks exercised by self-government, which serve to satisfy the needs of the community. The tasks can be twofold: • compulsory – where the commune cannot resign from their realization, and must set up the budget to carry them out in order to provide the inhabitants with the public benefits of basic character • optional – where the commune can carry them out in accordance with available budgetary means, set out only to specific local needs (on the gmina's own responsibility and budget). The spatial harmony planning, the real estate management, the environmental protection and nature conservation, the water management, local roads and streets, squares and traffic systems, water supply systems and source, the sewage system, removal of urban waste, water treatment, maintenance of cleanliness and order, sanitary facilities, dumps and council waste, supply of electric and thermal energy and gas, public transport, social welfare, access to basic health care, care homes, subsidized housing system, kindergartens, public education on primary and secondary level (primary schools and gymnasium), cultural facilities including public libraries and other cultural institutions (two theaters, museums) historic monuments conservation and protection, the sports facilities and tourism including recreational grounds and devices; marketplaces and covered markets, green spaces and public parks, communal graveyard, public order and safety, fire and flood protection with equipment maintenance and storage, maintaining objects and devices of the public utility and administrative buildings, pro-family policy including social support and care system, medical prophylactic programmes and legal care provided by NGO's, supporting and popularizing the self-government initiatives and cooperation within the commune including with non-governmental organizations, interaction with regional communities from other countries.
Which services are run through inter municipal associations (i.e. at higher levels than the individual municipality)	**Public transport** within the area of the Metropolitan Public Transport Association of Gdansk Bay (Gdańsk, Sopot, Gdynia, Rumia, Reda, Wejherowo, Luzino, Kolbudy, Kosakowo, Pruszcz Gdański, Żukowo). **The environmental protection**, the sewage system, removal of urban waste, water treatment – Communities Association "Reda and Chylonka Valley". **Supply of thermal energy** – "OPEC" CORPORATION owned by communities of Gdynia, Rumia, Wejherowo and Communities Association "Reda and Chylonka Valley". **Local labor market services** – Inter municipal agreement between Gdynia and Sopot. **Disability assessment** foreseen in the polish legal system to access the special public services - Inter municipal agreement between Gdynia and Sopot. **Air transport** provided by Lech Walesa Airport Company – owned by Municipality of Gdańsk, Pomeranian Region, 'Polish Airports' State Enterprise, Municipality of Sopot, Municipality of Gdynia. **Entrepreneurship strengthening and promotion** - Pomeranian Loan Fund for micro and small enterprises (public limited company), **Invest In Pomerania** – project co-financed by the European Union from the European Regional Development Fund. **"TRISTAR" Intelligent Traffic Steering System** – partners project of Gdansk, Gdynia and Sopot.
Services at Regional government or province level	Health care (hospitals, specialists). Higher education (universities and polytechnic). Social Welfare (co-financing support services and infrastructure for mentally ill persons, care services for orphaned children with disabilities, adoptions, regional employment strategies and initiatives, support on European labour market). Regional public transport (roads, railways, air transport).
Taxation	proportion of the budget is raised out of local property taxes on residents and businesses *is* 40%
Other revenues	Budget revenues of local self-government entities in Poland comprise: 1) **own revenue (679 969 980 PLN in 2011 in Gdynia)** i.e:

	a) revenues from shares in receipts from corporate and personal income taxes, b) receipts from taxes and fees established and collected on the basis of separate acts, of which the tax on real estate, the agricultural tax, the tax on means of transport, the tax on civil law transactions, treasury fee, c) revenue from property, e.g., revenues from renting and leasing, as well as agreements with a similar character, d) funds for the additional own tasks from other sources; **2) appropriated allocations (77 452 188 PLN in 2011 in Gdynia):** a) from the state budget, i.a. for: government administration-related tasks, own tasks, and tasks realized on the basis of agreements with government administration bodies, b) provided under the programmes financed with European funds and other foreign funds that are not reimbursable, and payments from the European funds budget, c) from appropriated funds, d) other allocations; **3) general subsidy from the state budget (204 616 629 PLN in 2011 in Gdynia),** comprising: equalisation, educational, compensating, balancing, and regional parts.
Revenue and Expenditure	Total revenue: 1 027 957 430.4 PLN in 2011 Total expenditure: 1 1098 226 06,1 PLN in 2011
Money from central government	**A) appropriated allocations from the state budget: 77 452 188 PLN in 2011** **B) general subsidy from the state budget: 204 616 629 PLN in 2011**
Partnerships	There is an informal three cities partnership between Gdansk, Sopot and Gdynia
The policy context	Polish acts of law obliges local authorities to create various plans and Gdynia fulfils this duty, furthermore there are some specific cases in local planning. Local planning covers almost every area of City's life. There are documents which refer to infrastructural and space development such as: Long Term Community Housing Management Programme, Natural Environment Protection Programme, Public Transport Development Programme, Roads and Streets Building Programme, then budgetary and social problems and welfare development issues. On most general level we have got Gdynia's Strategic Development Plan and Gdynia's Strategy on Social Problems Solution, Gdynia's Programme on Cooperation with NGO's then, in the social field there are also programmes: Gdynia's Alcohol and Drug Abusing Prevention Programme, Gdynia's Programme on Homeless Support System, Programme on Rising Employment and Social Cohesion, Programme Against Domestic Violence, Program for People with Disabilities, Program for Mentally Ill Persons. There are also annual planning documents in City organisational units e.g. Municipal Centre of Social Services introduced annual planning standard in every branch of its activity.
Management	The most important decision-making body in Gdynia is City Council, elected by popular vote. It is the main, legislative and control organ responsible for making the most important decisions in the city, similarly as RP Seym on the nationwide level. The exclusive powers of the Council include the following deciding on: the city statute, the city budget - considering the report from realizing the budget and passing a resolution concerning giving or not giving the vote of acceptance, the local arrangement plans, the economic programs, passing resolutions concerning taxes and payments within the frames specified in the individual laws, passing resolutions concerning the property issues of the city, exceeding the range of a regular board, setting strategy. The Council appoints regular problem commissions, that are responsible for the individual areas of life in the city. Mayor of Gdynia (Wojciech Szczurek), also elected by popular vote, is the most important executive body of the city. He appoints his Deputy Majors, supervising various departments and sectors of the city. They carry out public activities through the city units, office and utility companies. City Hall in Gdynia has four Deputy Majors: Michał Guć (his responsibilities within the City Hall cover development policy, European projects, NGOs, councils of Gdynia districts, senior citizens activation, social aid, building administration and the science and technology park), Ewa Łowkiel (responsible for education, health care and environmental issues), Bogusław Stasiak (responsible for property management) and Marek Stępa (responsible for spatial development, municipal investment projects, preservation of architektural heritage and public transport).

Research studies and consultancy report	We have two research reports to date: a) analysis which indicated that Chylonia district (being precise Opata Hackiego and Zamenhofa street) on a top of list of all 20 Gdynias districts like most neglected ones. The analysis was made in 2007 on a base of police statistics, school ratings etc. There were factors related both with social issue (number of unemployed, number of companies, results in school exams, population and its structure) and public space (infrastructure, roads, streets, flats quality) which give this part of district first place in rating b) studies about changes on the Chylonia district connected with realization process of social and spatial revitalization This document was not an official report – only drafts and extract.
Previous ERDF and ESF funding	In the years 2004 – 2012 the City implemented /has implemented: 111 projects (ESF and ERDF including: Interreg IIIA, INTERREG IIIB, The South Baltic Programme, as well as The Norwegian Financial Mechanism, EOG Financial Mechanism, The Competitiveness and Innovation Framework Programme, The Youth in Action programme, The Structural Funds and the Cohesion Fund, The Comenius Programme, The Leonardo da Vinci Programme, The Sectoral Operational Programme). As regards Framework Programme – the City implemented 2 projects: TELLUS - Transport & Environment Alliance for Urban Sustainability (2002), USE-ME.GOV - USability-drivEn open platform for MobilE GOVernment (2004).
Strong and weak points of the city administration	Strengths: 1. innovativeness - open to implementing new ideas and solutions; Gdynia, is one of the most dynamically developing cities in Poland, it is often a leader and pioneer of change in our country. Municipal administration is searching new solutions in technology, looking for find solution for supporting the transfer of technology, is oriented on new tools and innovative approach to social development and transformation in the city 2. concentrating on international cooperation - Gdynia's administration active participate in Europe unifying process, developing varied international contacts, including non-EU states, especially in the Baltic Europe. Municipal administration is implementing international agreements and European programs, based on possible development of the international city functions and usage of European funds. 3. ability municipal administration to coordinate all of the city's policy - enough capacities to develop their own potential to engage in all aspects of city policy (despite that Gdynia is a relatively big city) 4. ability to realized function of the city based on strong socialization of activities - city's policy and actions are shaped in collaboration with partners, local governments, NGOs, business. Municipal administration based on developing effective forms of cooperation between local and state authorities in the city life; it includes the initiatives activating the local non-govermental organisations and building partner relations with economic and social institution. Weaknesses 1. narrow specialization - lack number of across-sector experts; The municipal administration' s experts mainly concentrate on a rather small area which can restrict effectiveness of activity of local government requiring interdisciplinary cooperation. In municipal administration is observing still unsatisfactory level of co-operation of many subjects and using synergy effects which are an outcome of work research and development centres, science facilities, companies, counselling, financial special organisational, training institutions. A lobby for use across- sector collaboration and multi-instytutional networking needs to be strengthened. 2. unsatisfactory level of use of new technology - demand progress, municipal administration still not have enough capacities to develop e-government; still unsatisfactory level of use of high technology, computer science, electronics and telecommunication; unsatisfactory level capacities to develop their potentials and know-how implementation of new technologies. 3. insufficient effectiveness of realizing the city budget - considering the report from realizing the budget more proper spending money than outcomes in meaning social change).

THE CHALLENGE	
Main challenges the city faces	*What are the three (or more) main challenges that the city is facing? (e.g. unemployment, poverty, growth of elderly, youth delinquency, weak local economy)*
	1. Growth of elderly.
	2. Employability – to rise the ability of disadvantaged groups in local community to enter the job market and keep their positions on it.
	3. Local resources harmonisation – stakeholders cooperation, implementation of common planning standards, monitoring, evaluation.
	4. Effectiveness of local administration performance (IT revolution, management process constant improvement).
Challenges for using a social innovation method	*Which of these challenges are you thinking of addressing using social innovation approach as part of the SMART CITIES project i.e. which challenge will the city seeks to address through the local support group?*
	1. Growth of elderly.
	2. Employability – to rise the ability of disadvantaged groups in local community to enter the job market and keep their positions on it.
	3. Local resources harmonisation – stakeholders cooperation, implementation of common planning standards, monitoring, evaluation.
	4. Effectiveness of local administration performance (IT revolution, management process constant improvement).▢
	Using social innovation approach as part of the SMART CITIES project firstly will be applied to the issues linked with local resources harmonisation (stakeholders cooperation, implementation of common planning standards, participative monitoring and evaluation) and rising up the effectiveness of local administration (management process constant improvement, rising up the abilities for proper relations building with local communities). It will be done in pilot district area of Gdynia through local community development process. The overall effect which is expected will influence the employability in the local society and will support Gdynia's policy for elderly support. General Innovation Strategy is taken from the grass-root level to the most general city management mechanisms.
How do you envisage working on a solution?	*What is your first idea of how you will tackle the problem?*
	In ours activity we wants engaged solution connected with design to empowering the process of social and spatial revitalization and organizing social community. In this context it is important to focus more on changes in a way of thinking about modifying public space engaged to social changes.
	For decades there were no investments in this part of the city. In a time of starting activities focused on revitalization, district for ages was perceived as poor, ugly, dangerous, one no one wants to live in, called sometimes 'Bermudian triangle'. It Is dominated by old block of flats, social flats in which lives people who lost their previous places of living because of eviction.
	Goal of the change in social aspect was to eliminate communication barriers, change of relations between Chylonia inhabitants, rebuild their bound with 'small homeland' and active inclusion local community to actions which aim was to change their surroundings. Aim of revisualization of public space was to raise life quality, and change the surrounding through changing infrastructure according to real needs of inhabitants of this part of the city. It assumes elimination of physical barriers – improvement of streets and roads surface quality, buildings renovation, sewerage renovation, building parking places, parks and squares.
	All ideas were implemented taking under consideration solutions suggested during meetings with inhabitants. During consultations citizens were sharing with their ideas and remarks. In this way common conception was created, which formally was prepared by architects, but inhabitants were the one who develop the whole concept. This experience shows that without inhabitants participation, even having a vision and sources for its implementation, real change can't be made.
	Participatory model of working on social field not only help us to implement in a more efficient way assumption data (what doesn't mean that faster) but also learn us how to deal with problems with wider context, in more concrete and more interesting and diversified way. Thinking about planning public space in another way may be an example of participation and

	turning point in a way of thinking about creating a relationship with inhabitants based on mutual trust. It may also help to create a long-term relationship between inhabitants themselves and thus build partnership platform of cooperation between inhabitants and public services. It is a proof of building independence of inhabitants who were excluded, marked, closed in a ghetto.	
	Process which is lasting in Chylonia connected with engaged design solution is very important for Gdynia – it not only eliminates social, physical, information barriers but also helps to lose barriers in a way of thinking about changing social reality. It is important to provide continuation of it. Next challenge which will be taken up by the city is to implement multiphase process of investments into infrastructure. It requires both financial capital expenditure and time. In this context it is a challenge to work out a mechanism which will support inhabitants in their participation in changing their surrounding, but in a way that they will initiate changes on their own and feel responsible for their proper implementation and keep them in good condition. This topic will be developed in the project 'Smart cities' - program URBACT II 2007-2013.	
City to city exchanges	*Not a priority*	

Techniques of social innovation		Gdynia priorities one x for possibly, two xx for probably three xxx for definitely
Coproduction	working with end-users of service to redesign the service (e.g. with elderly for elderly services)	*xxx*
Specialist knowledge	Working with external consultants and universities or research centres	*x*
Ideas from other cities	Visiting cities that are established leaders in the field, learning from how they operate and adapting their technique to your city	*xxx*
Working across sectors	Working with social economy, social enterprise organisations or with the private sector to create new solutions	*x*
Crowd sourcing	working through the internet to get knowledge from the crowd	*x*
Competitions	using public competitions to solve problems	*xx*
Public procurement	using your ability through purchasing to drive innovation	*xx*

Monitoring and evaluation	
	What mechanisms are used to establish whether new approaches have been successful? Monitoring mechanisms: periodical reporting (in a form of documents and meetings in agreed cycles). Monitoring fields:finances and merits. There can be also applied some participative monitoring methods. Evaluation mechanisms: documentary analysis (reports, documents, publications, notes and work materials). Workshops with crucial stakeholders with evaluation subjects. In option: research on innovation effectiveness done by external partner (e.g. University or Academy).
	Does the municipality report on any key performance indicators in the field of the proposed local action plan?
	What do key performance indicators tell us about current performance in the relevant policy field? 1) securing citizens' engagement in the social change of the local communities, 2) incorporating into municipality policy acts and solutions allowing the development, funding and implementation the processes of organizing local communities in different

	3) capacity to using the solution connected with design to empowering the process of social and spatial revitalization and organizing social community
	4) on the strategic level – using network activity and empowering citizens to incorporate the experiences into the development of the municipal policy
	creating cooperation networks and local structures, which are able to continually support development of the community by using solutions connected with design; creating environment of change and building potential of the group as well as whole community for improving the quality of life of its members) and also within facilitating local partnerships, volunteer service, campaigns and social events, advocacy and civil information.

Management of the Triangle LSG	
Coordinator	The local ULSG coordinator (Aleksandra Mróz-Wykusz - Foundation of Social Change "Creative"), that is a member of NGO, representing the organization coordinates the process of organization local community in Chylonia district. When we are think about role the coordinator, we can prioritize 6 aspects: the exchange of information between members of ULSG, moderating ULSG meetings, animation of the ULSG community, building opportunity to exchange ideas and share common problems and visions, supported define needs and mobilizing stakeholders to co-produce of Local Action Plan and think together and together solve the local problems.
Method of work	The specific challenges we wish to address in this Thematic network as Project Partner is to promote the revitalization of a problematic city area through a strong interaction between citizens and city officers, using a co-production methodology. The whole ULSG consisted of the most important local stakeholders and key partners, engaged in process of organizing local community. It is flexible group, mixed with the city hall and its departments representatives, representatives of the local government, local non-govermental organizations and especially inhabitants connected with this area - representatives of the district's inhabitants (representing different groups of interest – elderly people, young, single parents, people with disabilities, etc.), key activists, engaged in the animation of the actions in the district (social workers, city guards, police, guardians, animators, etc.), other stakeholders interested in the process.

The core of the ULSG that already exist prior to URBACT project. We can say, that ULSG has built on an existing body, so-called The Group of The Professionals. The basis of the ULSG stems from the local initiatives period between 2008-2012, as a result of the bottom-up perspective performed and created during the animation process of organizing local community in Chylonia district, particularly with the area of the Opata Hackiego and Zamenhofa Street. Thanks to the animation activities it was possible to increase the synchronization of the different activities conducted by the different institutions involved in the social issues (such as: District Welfare Center, Pedagogic-Psychological Counseling, Library, Police, City Guard, guardians, schools, religious denominations). Hence, many ULSG members have know each other.

The total number of persons involved in the Gdynia's ULSG will be about 20-25 members. When it comes to the organization of the ULSG, it appears that it will be composed of 2 layers: a core group and enlarged group.

A core group will be involved in the management the project, work on LAP scheme and supported stakeholders to co-produce of Local Action Plan, work with the documents that the enlarged ULSG work, coordination on a strategic level, formulate the analysys, the strategies and the activities, organize PR events/materials, the identification of indicators and communications with local community, planning the ULSG meetings, dissemination of local and |

	international level effects. The core group will be composed of representative of partner project unit: representative of the local authority, Municipal Social Welfare Center, Gdynia Innovation Centre, Foundation of Social Change „Creative". During the life time of the project, the core group will be run the day-to-day activities and meet regularly.
Organisation and activities of ULSG at partner level.	**The enlarged group** will be organized as a think-thank working on the main axes of the development plan and common strategy toward local actors. Will be involved in brainstorming, consultation type of activities, to do the "storytelling", to give advice, to prioritize, participation in the decision-making structure, regular updates about project's progress, validates the results, to find common strategies. The member of enlarged group will act as the input givers, feed back providers, sounding board, experts. The group will be an elastic, opened structure for every one of the neighborhood and local community. In order to carry out particular actions of the projects, at local level, members of the ULSG will be meet regular - every 2 months. The members of the ULSG will be informed during the project life time about the development status and the goals that have been set and also a role of the ULSG in Local Action development. **During the life time of the project, the main role and a major task of the local support group is to:** - work on concrete, visible solutions, which support developing local community by co-production of the Local Action Plan - building a social capital in Chylonia district and capacity to develop local communities - support bottom-up participatory approach and co-produce in the district - collecting feedback from the inhabitants and the institution - the exchange a good practices in running ULSG across projects - putting forward the impact in terms of local government - promotion and dissemination of activities to a wider audience in the city and in the region - collecting experience in "a good practice bank" – comprising rules for elaboration and implementation of the innovative methods of influencing the local community (co-production, including, inter alia, participation, networking, constant researching of life aspects of the social community by using both the statistic data and the feedback from the inhabitants and the institution).
Participation to national capacity-building scheme	Aleksandra Mróz-Wykusz - Foundation of Social Change „Creative" (nongovernmental organization) Jarosław Józefczyk - Municipal Social Welfare Center (city department) Aleksandra Dębska-Cenian/ Eliza Mrozowska - Gdynia Innovation Centre (city department)
Cooperation with managing authority	Managing Authorities take part to ULSG meetings and will be part of whole process. Representative of the local authority, Deputy Major of the City of Gdynia (responsible for the social policy of the city, Mayor's Plenipotentiary for Non-Governmental Organizations at City of Gdynia and for civil action and participation and public consultations) will be involved in work a core group. The Managing Authorities will be informed during the project life time about the development status and the goals that have been set and also a output of the ULSG in Local Action development.
Project Budget for External Expertise	The budget will be used to pay for coordination of the ULSG

Table 1 GDYNIA provisional LSG membership

Names and organisation of Stakeholders	How are they connected to the problem in question?	What experience and knowledge do they bring to the problem?	
Deputy Major of Gdynia Status: representative the most important executive body of the city Representatives: Michał Guć	Deputy Major of Gdynia, closely related with the subject at the strategic level; his responsibilities within the City Hall cover development policy, European projects, NGOs, councils of Gdynia districts, senior citizens activation, social aid, building administration and the Science and Technology Park.	Knowledge of how to incorporate concrete solutions and experiences into the municipality policy and link to decision making	pub
Foundation of Social Change "Creative" Status: nongovernmental organization Representatives: Aleksandra Mróz-Wykusz, Magdalena Tomiak, Piotr Łopyta, Barbara Marchwicka	Organization coordinates the process of organization local community and providing the local residents' club called "Apteka" ("Pharmacy") – the place of meetings and local animation, where new ideas and plans for further improvements are conceived. Has experience in creating environment of change and building potential of whole community and also within facilitating local partnerships, volunteer service, and social events and civil information	Knowledge of how to empower citizens and how to use the potential and "residents' voice" for the develop of local community	Cs
Municipal Social Welfare Center Status: city department Representatives: Jarosław Józefczyk, Magdalena Gładczak, Anna Krzyształowska, Monika Leniszewska, Sabina Puchowska	Institution has key knowledge about the whole process, engage in revitalization from the beginning – at the strategic level (creating strategic solutions) and executive (e.g.the involvement of social workers). Has experience in testing and implementing the process of organizing local communities. Has competence to analysis of Gdynia's previous experience within organizing local communities and social revitalization process elaborating rules, which within organizing social communities in Gdynia will allow including and supporting new areas and territorial local communities threaten with the social exclusion.	Knowledge of how to create cooperation networks and local structures, which are able to support development of the community	Pub

Gdynia Innovation Centre Status: city department Representatives: Eliza Mrozowska, Aleksandra Dębska-Cenian	Institution engaging in process at the strategic level. Responsible for creating strategic solutions, which can be incorporated in the future in the municipal documents, which on the local policy level would guarantee the possibility of developing process of organizing social communities throughout the whole city; Engaging in developing of the mechanism of ensure coexisting of both the operational standard (defining animation actions in the districts) and the strategic standard (solutions incorporated in municipal policy, which will allow allocating city's resources in the animation of the local communities).	Knowledge of how to include "the citizens' voice – hosts of their own local communities" in the active creating of the municipal policy and the social changes in the city	pub
Member of City Council Status: the most important decision-making body, elected by popular vote (city-wide level) Representatives**:** Zygmunt Zmuda-Trzebiatowski	The members of City Council (the main, legislative and control organ responsible for making the most important decisions in the city), elected by popular vote, have influence on the crucial decision (including the finance and city budget)	Knowledge of how to use the potential of local communities to develop the city	pub
Member of District Council Status: decision-making body in districts of Gdynia on a elected by vote (district level) Representatives: Marek Dąbkowski	The members of District Council - the decision-making body, reflecting the need of district's residents.	Knowledge of how to use the potential of local communities and "residents' voice" for city	pub
Residents - Members of local community Status: informal group - people from specific groups in the community Representatives**:** Stanisław Skłodowski, Anna Bujak	Members of local community, the key people which help to understand better the point of view the inhabitants. The guards the rules „nothing without inhabitants".	Knowledge of how define residents' needs / goals, set the hierarchy	Cs
The District Court Status: dispensation of justice Representatives: probation officers Małgorzata Rubaszewska, Ewa Kubacka	Key activists, engaged in the animation of the actions in the district in very concrete dimension. They conducted work with people from specific groups in the community (having conflicts with the law). They have great knowledge and insights on everyday life in local community.	Knowledge of how to use the potential and "residents' voice" for the develop of local community	Pub

Schools Status: education sector representatives: educator and psychologist Aleksandra Kuźmin, Katarzyna Kuczyńska	Key activists, engaged in the animation of the actions in the district in very concrete dimension. They conducted work with people from specific groups in the community (young and they parents). They have great knowledge and insights on everyday life in local community.	how to use the potential and "residents' voice" for the develop of local community	pub
Public library Status: Library organized and conducted by local government units Representatives**:** Aleksandra Ordowska, Alicja Bazylko	Key activists, engaged in the animation of the actions in the district in very concrete dimension. They conducted work with people from specific groups in the community (demographic cross-section of the community). They have great knowledge and insights on everyday life in local community.	how to use the potential and "residents' voice" for the develop of local community	Pub
St. Nicholas Bishop Gdynia Association Status: nongovernmental organization Representatives: Aneta Puszko	Key activists, engaged in the animation of the actions in the district in very concrete dimension. They conducted work with people from specific groups in the community (young and they parents). They have great knowledge and insights on everyday life in local community.	how to use the potential and "residents' voice" for the develop of local community	Cs
Municipal Guard Status: local government unit Representatives: municipal guards working in this district	They conducted work with people from specific groups in the community (having conflicts with maintaining social order). They have great knowledge and insights on everyday life in local community.	how to use the potential and "residents' voice" for the develop of local community	Pub
Police Status: body of public administration Representatives: policemen working in this district	They conducted work with people from specific groups in the community (having conflicts with the law). They have great knowledge and insights on everyday life in local community.	Knowledge of how to use the potential and "residents' voice" for the develop of local community	Pub
Interdisciplinary Research Institute Status: University Representatives: external experts, reserchers	They have qualification to collect information about soft changes (internal" changes, undetectable, visible only when observed with the help of concrete tools)	Knowledge of how defining the quality of changes and their impact on the living situation of a residents in the Chylonia district	Pub

	and hard changes ("external" changes, detectable and noticeable) occurring in the process of organizing local community.		
City Hall – Department of Buildings Status: city department	Has an impact on housing policy implemented in city.	how to incorporate concrete housing solutions into the district	Pub
Creative industries (arts, architecture) Status: external experts	Have knowledge about solution connected with using design spatial changes to develop local community.	Knowledge of how use the design and co-production in Chylonia district	pri

City data	
City	GUALDO TADINO
Region	UMBRIA
Member State	ITALY
Geographic size	124,19 Km ^{2}
Population of the city	Population of the city: 15.723 Population of the SLL (Local Labor System) which includes the Municipality of Gualdo Tadino, Costacciaro, Fossato di Vico, Nocera Umbra, Sigillo, Valfabbrica, Valtopina: nearly 33.550 inhabitants
Socio economic data	Employed: about 6.330; Unemployed: about 410; Young people (born from 1995): about 2.120; Retired (over 65 years): about 3.540; "not-labour force"(students, housewives, unable to work,…): about 3.400
Cohesion Policy Objective:	Competitiveness
Operational programmes and key priorities/measures	ERDF Operational Programme Regione Umbria 2007 -2013 CCI: 2007 IT 162 PO 013 Operational Programme Regione Umbria 2007-2013 2007IT052PO013
Managing authorities for ERDF and ESF	Umbria Region
Key Contact person	GUIDUBALDI DANILO ENRICO – economia@tadino.it

Social Innovation Stories		
Gualdo's previous experience in social innovation	**The story of the project**	*Results of social innovation*
Project " I Care"	In 2010 the Municipality of Gualdo Tadino launched the project "I Care" to face the economic crisis and the unemployment rate, in strict collaboration with the local trade unions and banks, the University of Perugia, Gepafin Spa (financial body of Umbria Region) and involving civil society and local entrepreneurs. Citizens are invited to submit project proposals to boost the local economy. In particular, the project is tailored to the specific needs of SMEs, newly or already established.	From August 2010, the Municipality has received 58 project proposals. Many new activities have established in the city, allowing the creation of new jobs' opportunities.

	The purpose of the project is to stimulate and encourage the local entrepreneurship in planning through two main financial tools: - Interest subsidy for a period of 3 years; - Access to the guarantee fund established by the Municipality of Gualdo Tadino together with Gepafin Spa, Business Associations and related consortia.	
"Diffused Hotel"	The diffused hotel is an innovative model of hospitality to promote a strong revitalization of the historic centre. It has been developed in other areas of Italy (e.g. Emilia Romagna) but is new to Umbria. The accommodation offer has an horizontal structure complying with the rules of scattered hospitality. The historic centre is going to turn into an hotel. It's foreseen that the number of beds available will be greatly increased through the renewed employment of disused private homes, in order to gain a consistent number of bed seats.	The "Diffuse hotel" constitutes a new concept of territory development, able to promote traditional local resources such as ceramics, water, popular traditions, nature and sport. Project's strength lies in the active involvement of residents and private entrepreneurs of the town city-centre in order to revitalize it at different levels.
"Pathways mapping" by crowd sourcing	This project aims at increasing tourists' flow, allowing visitors to discover the beauty and richness of the local environment. Thanks to the collaboration with the local section of CAI - Italian Alpine Club, it was possible to map paths present within the municipal territory surroundings, by using GPS devices. All paths have been pointed out with specific signs accompanied by detailed legends; tourists' paths can be walked, ridden or cycled. New trails for skiing are also being developed.	The project was a great success. Tourists' flow has consistently increased. Also native citizens started increasing their use of local mountain paths to relax, keep fit and discover unknown places.

The municipality and its capacity	
Services the municipality runs itself	The main services run by the Municipality are: waste collection, social housing, local social services, municipal day-care, urban planning, tourism, economic development; management of a school of music.
Services run through inter municipal associations (i.e. at higher levels than the individual municipality)	ESA – Eco Servizi Appennino: in-house company dealing with waste management; AMBITO TERRITORIALE N.7: the local social district; it is composed by the Municipalities of Gubbio (Lead City), Costacciaro, Fossato di Vico, Scheggia e Pascelupo, Sigillo. The district deals with a collaborative social services management. UMBRA ACQUE SPA: society for water and waste water management
Services at Regional government or province level	Provincial Police, Road management, Education, Employment centre

Taxation	56,5% (year of reference: 2012)
Other revenues	ADDIZIONALE COMUNALE IRPEF (tax on income of natural persons), tax on advertising, tax on public billboards, OPLT (Occupation of public land tax)
Expenditure	Euro 17.137.000,00 (year 2012)
Money from central government	Euro 2.200.000,00 (year 2012)
Partnerships	*How does the municipality relate to these other bodies? (e.g. direct representation, indirect representation, advisory committee)* The Municipality of Gualdo Tadino relates to direct and indirect representatives
The policy context	Among the most relevant action plans developed by the Municipality are: QSV – Quadro Strategico di Valorizzazione (Strategic Framework of Valorization) in which the municipal administration draws a design for the redevelopment of the historic town center **(http://www.calameo.com/read/0005041882cbb21b511ae)** SEAP – Sustainable Energy Action Plan SEAP is the document that provide a qualitative and quantitative analysis of current CO_2 emissions, and future ones, within the municipality.
Management	The management structure of the City consists in three political bodies: the Mayor, that is responsible for the administration of the City and elected by the citizens; the City Council (*Giunta*), a collegial and governing body, with executive functions, chaired by the Mayor who appoints the members (*Assessori*); the City Legislative Council (*Consiglio*), a collegial body of political direction, elected by the citizen.
Research studies and consultancy report	There are consultancy reports on the tourism strategy
Previous ERDF and ESF funding	1) RDP UMBRIA 2007-2013 Measure 3.1.3."Tourism incentives" – Project title: "SloWays in Gualdo Tadino" funded for Euro 26.351,68; 2) RDP UMBRIA 2007-2013 Axis IV - LEADER Measure 413 Action B – Project title "In 4 You" - Info for you, funded for Euro 10.155,54. 3) DOCUP - Urbanizzazione 1° stralcio Zona artigianale sud "Mad. del Piano" – funded for € 124.223,80
Strong and weak points of the city administration	*What are the strengths and weaknesses of the existing municipal administration? What aspects need improving* Strengths: Developed administrative capacity EU funded projects Young administrators Strong commitment of the Mayor Sound experience in inter-municipal cooperation project Experience in the propulsion of participatory planning for urban regeneration with the main stakeholders Weaknesses Leak of financial resources Insufficient personnel Low level of knowledge and acceptance of urban policies, with the exception of territorial animators Small size of the municipality, that do not allow by itself to achieve the size scale necessary for

	the economic sustainability of some interventions
	Aspects that need improving:
	institutional communication;
	investment on transmission mechanisms to improve the involvement of large segments of the population;
	strengthening coordination between municipalities on new challenges (accessibility, sustainable mobility, intelligent energy production conversion, services for active aging).

THE CHALLENGE	
Main challenges the city faces	*1.* urban regeneration of the town city centre *2.* difficulty of involving new generation *3.* growth of elderly population
Challenges for using a social innovation method	Involving the new generation in Gualdo's development
How do you envisage working on a solution?	By involving end-users in social services delivery, especially young and elderly
City to city exchanges	Responsibles for the social sector. They could visit the city of Gdynia.

Techniques of social innovation		*Gualdo Tadino priorities One x for possibly, two XX for probably three xxx for definitely*
Coproduction	working with end-users of service to redesign the service (e.g. with elderly for elderly services)	*xxx*
Specialist knowledge	Working with external consultants and universities or research centres	*xxx*
Ideas from other cities	Visiting cities that are established leaders in the field, learning from how they operate and adapting their technique to your city	*xx*
Working across sectors	Working with social economy, social enterprise organisations or with the private sector to create new solutions	*xxx*
Crowd sourcing	working through the internet to get knowledge from the crowd	*xxx*
Competitions	using public competitions to solve problems	*xx*
Public procurement,	using your ability through purchasing to drive innovation	*x*

Monitoring and evaluation	
	-The Municipality will receive short messages and feedback from citizens, who will log in on the institutional Municipality website; -Participants will be strongly envisaged to take part to an online Forum (accessible from the Municipality web site); -Participants will be requested to fill in a six monthly questionnaire on their perception of new adopted approaches;
	Governance indicators: - % of availability of public services information - Number of policies and/or activities realized in % of policies and/or actions proposed by the citizenry Economic indicators: - the number of jobs the city sustains; - Employment growth rate; - Unemployment rate; - Percentage of the young population aged 18-35 participating in social innovation education or training activities (over the four weeks prior to the survey); - % growth of innovative start up enterprises co-financed by the Municipality
	Key performance indicators will enable us to measure how much the policies undertaken by the project have succeeded to increase the social innovation and the willing of young people to participate in the government of their city in order to create new strategies for city growth and people inclusion.

Management of the Gualdo Tadino LSG	
Coordinator	
Method of work	The coordinator of the ULSG, Prof. Germana Di Falco, together with a first working group, has identified the main issues and challenge to be tackled with a creative and innovative approach by the municipality of Gualdo Tadino. In addition, since the beginning the coordinator addressed the activities by identifying core themes for the town, constituting the main areas of valuable local debates to be managed within thematic working groups and Labs: Urban Regeneration, Innovation for Social Services, Energy for ALL and Environmental Engine. The LSG' members are among the most representatives actors in the designated fields and will actively take part in the thematic labs' activities. The initial common step was a preliminary phase dedicated to the state of art analysis, as far as the specific thematic Labs concerned, and a transversal discussion on the potential innovative solutions to be locally implemented. The ULSG will meet one time a month, positively interacting also on line by an open forum and a Community of Practice.
Organisation and activities of ULSG at	

partner level.	
Participation to national capacity-building scheme	Germana Di Falco, Claudia Di Paolo, Francesca Di Palma.
Cooperation with managing authority	For the Municipality of Gualdo Tadino the Managing Authority of POR FESR Umbria 2007-2013 is the Region of Umbria – Direction of Planning, Innovation, Competitivenes. The MA has been involved by the very beginning of the project (a first meeting was held during the Lead Expert intake visit in September in Perugia). As a result, the involvement of the MA was defined in this sense: will be guaranteed a specific grid for registering and monitoring the coherence between SMART CITIES Urbact project and the implementation of ERFD programming in the Umbria Region, through the elaboration of dedicated reports and guidelines and by the production of a thematic report on how to take into consideration URBACT strategies and results in the new programming period, as well as in the implementation of the regional agenda for Europe 2020.
Project Budget for External Expertise	The budget will cover the creation of two thematic focus for each theme with leading testimonials. Furthermore, a dedicated platform – inspired by Wiki 2.0. Solutions – will be managed by producing studies, reports, showcase on line of good practices. One meeting per month will take place with the support of the general coordinator and the three thematic experts.

Table 1: Gualdo Tadino ULSG

Local Support Group			
Names and organisation of Stakeholders	How are they connected to the problem in question?	What experience and knowledge do they bring to the problem?	
GERMANA DI FALCO - LUM Jean Monnet University - Professor of Territorial Marketing and Local development Strategies - coordinator of ULGs germana.difalco@gmail.com	Gualdo Tadino aims at becoming a "smart city", where civil society is involved in the organization of public services. The Municipality strongly believes in the profitable interactions with Universities which can support the city to find innovative social solutions to urban problems and to co-create public services user-driven oriented. In this sense, Gualdo engaged itself in identifying among the most skilled personalities in the academic field a figure suitable to the profile of a small urban area. The professor Germana Di Falco, with an international scientific background and strong competences in planning, evaluation, technical and financial monitoring EU projects, since the beginning demonstrated to deeply understand the local needs and the potential to be revitalized in order to guide the Municipality toward an effectively sustainable and smart progress.	Germana Di Falco is a professor with a sound expertise in public management policies, territorial marketing, national and international entrepreneurial finance. Highly-referenced proficiency in preventing social inclusion themes and national and European public policies planning, she is appointed to be the coordinator of the LSG. Italian mother-tongue, fluently English and good French and Spanish speaking. Project manager for ESF funded strategic projects (i.e.: "SAPERE: study, analysis and labor market's forecasts, training and human capital to strengthen the capacity of public employment services in Romania at central and local ", ANIMANOVA on women', victim of violence and trade, reintegration).	Public
CLAUDIA DI PAOLO - Independent expert on Open Innovation strategies - coordinator of the " Urban Regeneration" Thematic Lab cladipaolo@gmail.com	Involved from the very beginning in Gualdo Tadino activities towards SMART CITIES project's objectives, through the preparation of specific documents and the participation in most of the meetings held, she will contribute to define the local *road map* towards urban regeneration identifying and sharing a portfolio of best-practices on the smart use of open innovation devices.	Well-assessed abilities in database management, developed strong interest in *Smart Cities* concept applied to EU medium-sized cities, focusing in particular on the introduction and diffusion of innovation in public policies. Claudia Di Paolo also demonstrated a growing attention, acquiring qualified skills on European Digital Agenda's themes.	Private
FRANCESCA DI PALMA - Independent expert on Social Innovation for Environmental and Urban Quality - coordinator of the "Energy for all and Environmental Engine" Thematic Lab francesca.dpl83@gmail.com	Actively engaged since the initial steps of Gualdo Tadino in SMART CITIES Network (assistance in Programme procedures, elaboration of easy-to-use tools), her role is going to support the participants of the thematic lab in analysing core findings, new methods and international know-how in a co-operative way in order to trigger future EU cities as Energy Mines.	Graduated in International Relations, she recently matured a relevant experience in designing and coordinating activities for transnational projects (ETC Programs). Her promising skills, together with an increasing awareness on sustainable and green innovative solutions to regenerate urban contexts, could positively motivate and animate the working group discussions.	private
	Alina Harastanu has relevant competencies in social	As representative of a non-profit organisation engaged on	Civil

ALINA HARASTASANU - EVOLVE Association - coordinator of the "Innovation for Social Services" Thematic Lab allinah@gmail.com	area and training activities, at national and international level. Her notable experiences have been considered as an essential gear for assessing the best innovative approaches in specific areas of social services, investigating the transferability and implementation of newly interventions and potential public-private sector interactions performing complementarities and synergies.	reinforcing social dialogue, sustainable development, gender equality and innovation, she maintains important relations and continuous dialogue with institutions such Ministries, public agencies and departments, trade unions and sectoral organizations. Proven-effective abilities in project management and coordination functions, as shown in the following ESF projects: "VISE Educational innovation – education and media production centres for the prevention of school dropout"; "SOS Innovative solutions and opportunities for insuring the access, participation and success of compulsory education".	society
ROBERTO SEGATORI - UNIVERSITY OF PERUGIA - Institutions and Social Department segatori@unipg.it www.unipg.it	Institutions and Social Department deeply connected to the Gualdo Tadino's Municipality idea of concentrating its efforts to tackle the strong perceived negative effects of global economic crisis also at a local level.	Professor Segatori with his high-level experience in local "Public Services for Industrial Recovery" will also be a relevant vehicle to involve university students, who are living in Gualdo and in the immediate neighborhood, particularly interested in joining the Gualdo's discussion on issues of social innovation at different levels.	Public
ELISA MORETTI - CIRIAF – InterUniversity Research Centre Pollution from Physical Agents "Mauro Felli" of Perugia, Engineer moretti.unipg@ciriaf.it www.ciriaf.it	Mrs. Moretti, engineer specialized in the field of energy and environment. She works for the Inter-university Research Centre Pollution from Physical Agents "Mauro Felli" strongly connected and operating in coordination with the Municipality of Gualdo Tadino.	Thanks to its deep scientific experience in managing European funded projects, it will support the Municipality of Gualdo Tadino in promoting theoretical and practical research, in the field of pollution from physical agents and its effects on local environment, considering its social-economic implications.	Public
MANOLITA ROSI - TERRITORIAL MARKETING, Independent expert rosiman@tiscali.it	Mrs. Rosi has gained a proven-effective experience in the field of territorial marketing, being of highest relevance for the Municipality of Gualdo Tadino to enhance and spread its imagine as a city of health and wellness.	Her extensive knowledge of the territory will be a valuable tool to be improved in the "Environmental engine" thematic Lab, focusing on environmental theme as a local socio-economic growth driver.	Private
FAUSTO PACIOTTI - SIRI SERVICE S.R.L. , local entrepreneur fausto.paciotti@siriservice.it www.siriservice.it	The participation of a local entrepreneur is perceived significant as far as the development of the "Industrial Recovering" issue.	Mr. Paciotti, with his sound experience in entrepreneurship will be a notable example for other local entrepreneurs and SMEs, eventually leading to multiplier effects, extremely useful in order to gain territorial economic and social enhancement.	Private
ELEONORA FIORITI - ALBERGO DIFFUSO BORGO SANT'ANGELO, Hotel manager of the "Diffuse hotel" eleonora.fioriti@gmail.com	The involvement of the "Diffuse hotel's manager is strictly connected to the problem of urban regeneration of the town city centre.	The strength of the "Diffused hotel" lies in the active involvement of residents and private entrepreneurs of the town city-centre in order to revitalize it at different levels. It will capitalize on the results gained at a small scale in order to allow them to be scaled up.	Private

SOFIA RAGGI - PRIMARY AND MIDDLE SCHOOL – teacher sofia.raggi@yahoo.it	Primary Schools (teachers and pupils) will be actively involved, allowing a much broader breath to the thematic Labs' perspectives.	Thanks to the active engagement of schools, it will be possible to learn on how children would like to design and on how they will imagine their city for the future decade.	Public
FIORELLA ANGELI - UNIGUALDO ASSOCIATION – coordinator flos36@teletu.it	*"Unigualdo"* is the university for the adults. Their involvement in the project can help the city to become a "smart city" even more attractive for all generations living there.	*"Unigualdo"* will bring to the project all the relevant experiences of adults approaching studies after a life-long period of work or still at work	Civil society
FRANCO PALAZZONI - CLUB ALPINO ITALIANO ASSOCIATION - local coordinator franco.palazzoni@virgilio.it www.caigualdotadino.it	The Italian Alpine Club (CAI) section of Gualdo Tadino, one of the most active associations in the city. Environment strong committed association, with its different ages' members, very keen on nature, environment and open-air sports and leisure.	CAI can offer its concrete contribution, thanks to previous experiences on foot-paths mapping, implementing specific actions on issues of environmental/tourist impact.	Civil society
CATIA MONACELLI - POLO MUSEALE CITTA' DI GUALDO TADINO – manager info@emigrazione.it www.emigrazione.it	The "POLO MUSEALE" of Gualdo Tadino administers the largest ensemble of local museums (Museum of Rocca Flea, the Ceramics Museum, the Museum of Emigration and the Church of San Francesco). The purpose of the Polo Museale is to care for the local excellent artistic heritage (archaeological, art ceramics and paintings of the XIVth and XVIth centuries). It also deals with tourists' welcoming through local information points.	The "POLO MUSEALE" of Gualdo Tadino has experience on tourism, culture and art. This association can support improving tourist flows and developing possible strategies for a renewed and improved museums' and tourist routes' management.	Public
FRANCESCA CENCETTI - INSTITUTE "CASIMIRI" – headteacher francesca.cencetti@istruzione.it www.casimiri.it	The involvement of this institution is considered fundamental, as far as new generations' participation in the collective momentum of spreading and tuning social innovation solutions, directly connected to SMART CITIES' project general and specific aims.	New generations participation in the city government is considered crucial in order to think and define "in nuce" strategies for the future city growth in a perspective of effective social inclusion.	Public
EUGENIO CAPPELLINI - TERZA ETA' ASSOCIATION – coordinator cappellinie@libero.it	*"Terza Età" is an* association dedicated to elderly people. Its involvement into the LSG will be considerable, because of the great role elderlies could play encouraging policy-makers to deliver social services in a new perspective for all, within an idea of well ageing and well-being during this stage of life.	The contribution of elderly people will be essential in order to sensibilise them at first, and then actively involve them in co-production processes, giving a fundamental role to those citizens who are going through a period of life where they can continue enriching civil society and receiving a lot from it.	Civl society
Giuseppe Pompei, Roberto Morroni, Danilo Economia@tadino.it Councillor of Municipality of Gualdo Tadino	City council members and officers	City council officers and members are essential to bring the city perspective to the local support group and to seek out resources for implementation	

URBACT	**Smart Cities** **Mizil City Profile** **September 2012**

City data	
City	CITY OF MIZIL (ORAŞ MIZIL)
Region	South Muntenia
Member State	ROMANIA
Geographic size	The area of the city is 19 km^2
Population of the city	The population of the municipality is 13.367 inhabitants, according to provisional results of the 2011 census. The population of the Intercommunity Development Association Mizil XXI-45, constituted by the city of Mizil together with the villages around the city is made of 54.482 inhabitants.
Socio economic data	From the total population of the city, 2,540 are young people with less than 14 years old, 9.370 is between 15 and 64 years old and 1,444 people is more than 65 years old. The structure of the population on ethnic groups is as follows: 83,77% Romanian and 16,23% Roma. The number of active population is 8,421, representing 63% of the population. Officially, the unemployment rate is 6.9%, according to data supplied by the Prahova County Agency for Employment. But, the real level of unemployment is 68% of total active population, according to data also delivered by the Agency for Employment.
Cohesion Policy Objective:	Convergence
Operational programmes and key priorities/measures	Regional Operational Programme (2007RO161PO001) - Priority axes: 1. Support to sustainable development of urban growth poles 2. Improvement of regional and local transport infrastructure 3. Improvement of social infrastructure 4. Strengthening the regional and local business environment 5. Sustainable development and promotion of tourism Sectorial Operational Programme for Human Resources Development - Priority axes: 1. Education and training in support for growth and development of knowledge based society 2. Linking life long learning and labour market 3. Increasing adaptability of workers and enterprises 4. Modernization of public Employment Service 5. Promoting active employment measures 6. Promoting Social Inclusion

	Operational Program for Administrative Capacity Development - Priority axes:
	1. Structural and process improvements of the public policy management cycle
	2. Improved quality and efficiency of the delivery of public services on a decentralised basis
	Operational Programme for Economic Competitiveness Increasing (2007RO161PO002) - Priority axes:
	1. An innovative and eco-efficient productive system
	2. Research, Technological Development and Innovation for competitiveness
	3. ICT for private and public sectors
	4. Increasing energy efficiency and security of supply, in the context of combating climate change
	Operational Programme for Environment (2007RO161PO004) – Priority axes:
	1. Extension and modernization of water and wastewater systems
	2. Development of integrated waste management systems and rehabilitation of historically contaminated sites
	3. Reduction of pollution and mitigation of climate change by restructuring and renovating urban heating systems towards energy efficiency targets in the identified local environmental hotspots
	4. Implementation of adequate management systems for nature protection
	5. Implementation of adequate infrastructure of natural risk prevention in most vulnerable areas
Managing authorities for ERDF and ESF	The Managing Authorities for the operational programmes

Ministry of Regional Development and Tourism - Managing Authority for Regional Operational Programme (ERDF)

Ministry of Labour, Family and Social Protection – Managing Authority for Sectorial Operational Programme for Human Resources Development (ESF)

Ministry of Administration and Interior – Managing Authority for Operational Program for Administrative Capacity Development (ESF)

Ministry of Economy, Trade and Business Environment – Managing Authority for Operational Programme for Economic Competitiveness Increasing (ERDF)

Ministry of Environment and Forests – Managing Authority for Operational Programme for Environment (ERDF) |
| **Key Contact person** | Petronela Sturz
petrosturz@yahoo.com |

Social Innovation Stories	**the story of the project**	**Results of social innovation**
Example 1: Estrategy	Through the project "The implementation	The e-strategy platform is a good

	of e-strategy of the city" local public administration made a new instrument in order to communicate with the citizens.	communication tool in both directions: local administration is using this tool to transmit its development direction to the citizens and the citizens has this instrument to communicate with the administration to send its feed-back and ideas about development plans. In this way, services supplied by the administration are better tailored to citizens needs.
Example 2: Youth Council	According to the model supplied by twinned city Lingewaard, City of Mizil has created the Youth Council that works as consultative body for Mizil City Council, giving its point of view for Locol Council Decisions that regard young people, use of public spaces, etc.	Using this instrument, young people are deeply involved in City Council decisions, being easier to accept council decisions. On the other hand the quality or public services are more adequate to citizens requirements.

The municipality and its capacity	
Which services does the municipality run itself	Administration of the city's patrimony Education Health Social services Urban planning Public investments Waste management Local police – for city safety Public lightning Public spaces administration, including green spaces, parking, cemetery Centre for European information
Which services are run through inter municipal associations (i.e. at higher levels than the individual municipality)	Intercommunity Development Association "Partnership for Water Management – Prahova". Partners: Prahova County Council, The Municipality of Câmpina, City of Azuga, City of Băicoi, City of Breaza, City of Buşteni, City of Comarnic, City of Mizil, City of Plopeni, City of Sinaia, City of Urlaţi, City of Vălenii de Munte and the following communes: Albeşti Paleologu, Apostolache, Baba Ana, Bălţeşti, Boldeşti Grădiştea, Drăgăneşti, Dumbrăveşti, Fântânele, Gornet, Gornet Cricov, Izvoarele, Podenii Noi, Poienarii Burchii, Sălciile, Şirna, Ştefeşti, Vadu Săpat, Lipăneşti, Gura Vitioarei. The Association is managing the regional operator for water supply and waste water management. Intercommunity Development Association "MIZIL XXI-45". The association made of Mizil as lead partner and 13 villages around the city has as objective to develop projects of common interest for the area. Intercommunity Development Association ECO-SISTEM, developed in the framework of the PAHRE Project ECO-SISTEM. This association is made of Mizil with Baba Ana village in order to manage the urban cleaning services.
Services at Regional government or province	To follow

level	
Taxation	26% of the budget is raised out of local property taxes on residents and businesses.
Other revenues	Other sources of income at local level besides property taxes are: rents, concessions, fines, legal fees, taxes for authorizations and licenses, taxes for using public spaces, etc.
Expenditure	The total budget spent by the municipality in 2011 was 5.760.455 EURO.
Money from central government	From the total budget of the city, 2,524,691 EURO are coming from the government for delivering the following services: education, health, social services.
Partnerships	The city of Mizil has created the Intercommunity Development Association Mizil XXI-45 together with all villages around the city of Mizil, with a total population of around 60000 inhabitants. These villages are strongly linked to the city of Mizil, as Mizil Municipality is delivering services for registration of the population for some of them. On the other side, people from villages around are using trade facilities and services delivered by local companies and they are connected to bigger cities (county capitals) through Mizil. Since 2010, Mizil has a twinning agreement with the city of Lingewaard (the Netherlands), organizing exchange of citizens and a complex collaboration programme. City of Mizil is member of Romanian Cities Association, Energy Cities – Romania. In 13th of June 2008, city of Mizil became member of Covenant of Mayors, committed to local sustainable energy, taking the responsibilities to reduce CO_2 emissions with 20%. The Mayor of Mizil is member of Committee of the Region. In this quality he is member also of the Commission for Economic and Social Policy (ECOS) and Comission for education, youth, culture and research (EDUC). The mayor is also member of Regional Development Council of Regional Operational Programme for South Muntenia Region and member of Monitoring Committee of Operational Programme for Administrative Capacity Development.
The policy context	- The Sustainable Development Strategy of the City of Mizil for 2012-2020 (http://www.strategiamizil.ro/images/atasamente/strategie%20mizil%202012-2020.pdf) - Local Action Plan "The New Mizil" has been developed in the framework of "Creative clusters in low density urban areas", financed by URBACT II Programme - Local Action Plan for Sustainable Energy "MIZIL – a GREEN city in 2020" has been developed due to the signature of Covenant of Mayors http://www.eumayors.eu/about/signatories_en.html?city_id=307&seap
Management	The City of Mizil is managed by a Local Council as a decisional body and the Mayor as an executive body. The Mayor is managing the municipality, putting in application Local Council decisions and all legislation regarding local public administration. The number of employees of local public administrations is 156, of which: - 66 employees in the municipality; - 55 employees for the Local Public Administrative Service;

	- 12 employees for the Social Assistance Public Service; - 5 employees for City Sport Club; - 18 employees for Local Police. All these entities are have legal status and are under control of Local Council. The municipality is organized in departments and the activity, processes and relations between departments are ruled by Internal Regulation. The Mayor in coordinating the activity of the municipality and has under its direct administration the deputy mayor, the Secretary, the City Manager, personal counsellor, financial auditor, public relations, Cultural Centre and scholar surgeries. The Deputy Mayors is coordinating urban planning, city patrimony, environment, civil protection, administrative, market place, commercial control, etc. The Secretary is coordinating the legal advisers, local administration department, population registering service and cadastral survey. The City Manager is coordinating the economic directorate, public procurements, investments and projects management and implementation.
Research studies and consultancy report	For the future Local Action Plan, City of Mizil will use 2011 Census results and data collected and include in context analysis for the Sustainable Development Strategy. As the municipality has certified its integrated management system, it has the obligation to make, annually a research on the satisfaction of its clients – the citizens – regarding the delivered services. The results will be used as baseline results, and, then, as indicator about the perception of the citizens on the public services.
Previous ERDF and ESF funding	The city implemented the project "Rehabilitation and modernization of urban streets network", financed by Regional Operational programme (ERDF), between 2009 and 2011. The city is implementing the project "Photovoltaic central to produce electricity from the conversion of solar energy", financed by the Sectorial Operational Programme for Economic Competitiveness Increasing, beginning with 16th of July 2012. The city has also implemented the following projects financed with ESF funds: - "Education: a path to a better life" through Sectorial Operational Programme for Human Resources Development - "Implementation of integrated management system quality-environment-health inside the Mizil Municipality" through the Operational Program for Administrative capacity Development; - "E-strategy implementation in the city of Mizil", through the Operational Program for Administrative capacity Development. Beginning with 2008 till 2011, city of Mizil was partner of the project "Creative clusters in low density urban areas", financed by URBACT II Programme. In 2011, city of Mizil has started, as partner, to implement the INTERREG IVC Project "RE-GREEN – REgional policies towards GREEN buildings".
Strong and weak points of the city administration	Strengths: - Developed administrative capacity - EU funded projects Weaknesses - Leak of financial resources - Insufficient personnel

THE CHALLENGE	
Main challenges the city faces	The main challenges the city is facing are: 1. Weak local economy. After 1990, the city economy collapsed due to the incapacity of the companies to adapt themselves to market demands. Thus, even if the city was well-known for furniture (Relaxa brand), the vinegar (Mizil vinegar brand), for its armament company textiles company, now all these businesses were closed or are in difficulties. As a result of this weak economy, the city is facing a high level of unemployment and the poverty of the population. 2. Roma population. Officially, according to provisional results of 2011 Census, in the City of Mizil there are 2,170 Roma citizens, but the real number according to Roma expert employed by the municipality the real number is around 3,000 citizens. The problem of Roma population is because of their denial to behave as responsible citizens. They are asking for social payments, refusing to work in an stable environment and preferring only seasonal works (mainly in agriculture and wine processing). They refuse to educate their children and to respect any urban planning rules. 3. Communication between the administration and citizens. In general, public administration, due to traditional way of thinking, is a top-down process. Usually, the local public administration doesn't succeed to answer to citizen's needs, because it doesn't know them very well. That's why the municipality needs tools to have a proper communication with the citizens.
Challenges for using a social innovation method	The problem that we are thinking to address using social innovation approach as part of SMART CITIES project is the communication between the local administration and the citizens. We'd like to develop participative attitude of the citizens and tools to better address citizens needs, in order to upgrade the public services offered by the local administration for a more satisfied citizen.
How do you envisage working on a solution?	We'd like to find techniques that will permit a participative approach of the citizens in delivering the services according to citizens needs.
City to city exchanges	If the city hosting the members of Mizil municipality is relevant for the project, we'd like to have them involved in the staff exchange. The persons that will participate to staff exchange should be involved in the project implementation, helping to dissemination of practices that they have experienced in the hosting municipality. Just a first idea about the city where our staff should participate to staff exchange is a Scandinavian city, because, Northern European countries have a very high quality way of organising their services (i.e. Seinajoki and the Triangle)

Techniques of social innovation		Mizil priorities one x for possibly, two ** for probably three xxx for definitely
Coproduction	working with end-users of service to redesign the service (e.g. with elderly for elderly services)	xxx
Specialist knowledge	Working with external consultants and universities or research centres	xx
Ideas from other cities	Visiting cities that are established leaders in the field, learning from how they operate and adapting their technique to your city	xxx
Working across sectors	Working with social economy, social enterprise organisations or with the private sector to create new solutions	xx
Crowd sourcing	working through the internet to get knowledge from the crowd	xxx
Competitions	using public competitions to solve problems	xxx
Public procurement,	using your ability through purchasing to drive innovation	x

Monitoring and evaluation	
	As the municipality has certified its integrated management system, it has the obligation to make, annually a research on the satisfaction of its clients – the citizens – regarding the delivered services. The results will be used as baseline results, and, then, as indicator about the perception of the citizens on the public services.

Management of the Mizil LSG	
Coordinator	Petronela Sturtz will convene the initial meetings which will be chaired by later the coordination of ULSG activities at local level will be made by external expertise that will be procured according to public procurement legislation.
Method of work	On the 7th of September 2012 the first meeting of Local Support Group took place inside the Mizil Municipality during the visit of the Lead expert who presented the project to the members of LSG. After that, a presentation about the role of LSG was been made and all unclear aspects has been clarified to LSG members. The meeting continued with discussions about the specific challenges that Mizil will address in the thematic network as partner. The ULSG defined the specific challenges as follows: "to promote the strong involvement of citizens in the life of the city, in collaboration with the municipality, namely in the reinvention of the city center".
Organisation and activities of	The ULSG will have periodically organized meetings, moderated by ULSG coordinator. New tools and means of communication will be adopted for the

	ULSG coordination, according to the group profile and proposals. Members of ULSG will be invited to workshops (thematic exchanges meetings), lab meetings/field visits, national capacity-building scheme and final local meeting.
Participation to national capacity-building scheme	The 3 ULSG members identified for the capacity building should consist of the project coordinator - Petronela Sturz - and two ULSG members: Doru Chirvase (expert for public procurement – Mizil Municipality) and Ana Sandu (representative of business sector). The 2 other ULSG members may change from one session to another, the coordinator being responsible for ensuring the continuity for the other ULSG members.
Cooperation with managing authority	The Managing Authority associated to the City of Mizil is the Managing Authority for Regional Operational Programme (ERDF). A representative of Managing Authority for Regional Operational Program has been designated by the Director of MA as member of URBACT Local Support Group for the Smart Cities project. This person will be invited to take part in LSG meetings, workshops (thematic exchange meetings), lab meetings/field visits, final local meeting and capitalisation events. The City of Mizil will appoint local meetings with the Managing Authority for ROP to discuss the possible measures to be included in the Local Action Plan that could be financed through this Operational Programme.
Project Budget for External Expertise	City of Mizil has included in the budget external expertise for ULSG coordination and for Local Action Plan elaboration. The external expertise will be acquired according to the public procurement legislation in force. The tasks of external expertise for the ULSG coordination will be: LSG meetings preparation (sending invitations, preparation of the presentations, procurement of materials necessary for the meetings, etc.), meetings coordination (meeting moderation, catering services, photo services, etc.), reporting on the activities. In the same time, the ULSG coordinator will develop a permanent communication plan with the members of the LSG. The tasks of external expertise for Local Action Plan elaboration will consists of context analysis, funding possibilities analysis, stakeholders analysis, vision and objectives definition and strategy formulation, including measures to be taken in order to achieve the objectives established for the Local Action Plan.

Table 1: Composition of Mizil LSG

Local Support Group			
Names and organisation of Stakeholders	**Connection to the problem in question**	**Experience and knowledge do they bring to the problem**	
Representatives of Mizil Municipality: Petronela Sturz Doru Mladin Doru Chrivase Ionela Duţu	Mizil Municipality will develop and implement the Local Action Plan working with the other partners	Mizil Municipality is issuing all strategies for the development of the city. It has an experience of making other Local Action Plans and qualified human resources to develop and implement the plans	Public
Mizil City Council – councillors Ştefan Stoicescu	Mizil City Council will approve the Local Action Plan and the budget necessary to implement the plan	Mizil City Council has an experience in development strategies and finding resources to make these plans happen	Public
Representatives of education sector – teachers Mihai Drăgan	Teachers have good contact with the citizens through the young people that are attending the schools	Links to young people and parents	Public
Public Service for Social Assistance Simona Plăcintă	Public Service for Social Assistance know the vulnerable populations and their problems	They have good knowledge of the problems of vulnerable population (elders, unemployed people, Roma population, etc.)	Public
Representatives of business sector Ana Sandu Nicolai Paşol Cristina Stoica	Business sector will be involved in the implementation phase	There is a permanent dialogue between local administration and business sector, representative of the business sector being able to transmit their needs to the administration.	private
Local media Cristina Colţ	The local media will transmit to the public information about LSG meetings and will collect feed-back from the public	Local media is a permanent communication channel between the local administration and the public. They have necessary expertise and are known in the community for its role.	private

Unemployed people Viorel Aldea	A bridge between local administration and unemployed people	They know specific needs of the represented group and could give ideas and feed-back to ideas issued in the LSG meetings. The person involved in LSG will be a person that is representative for its group, that has a strong voice and that could communicate ideas from LSG to its group, but also from the group to LSG.	Civil society
Roma	A bridge between local administration and Roma people	They know specific needs of the represented group and could give ideas and feed these into the ULSG	Civil society
Students/pupils Valentin Popa	A bridge between local administration and young people	They know specific needs of the represented group and could give ideas and feed these into the LSG	Civil Society
Elders	A bridge between local administration and old people	They know specific needs of the represented group and could give ideas and feed these into the Lsg	Civil Society
Representative of Management Authority of Regional Operational Programme Daniela Ionescu	They know about the financing opportunities from ERDF and the design of the future OP	Information about funding possibilities from ERDF of projects included in Local Action Plan	Public
Representative of Management Authority of Sectorial Operational Programme for Human Resources Development Alexandra Raiciu	They know about the financing opportunities from ESF and the design of the future OP	Information about funding possibilities from ESF of projects included in Local Action Plan	Public

URB ACT	**Smart Cities**	**Santurtzi City Profile September 2012**

Summary

Santurtzi will focus on developing new services for the elderly using a coproduction approach. Their ULSG includes key people that are close to the problem including local community associations, social workers, NGOs like Caritas and the Women's association. With this basis the potential for developing new services based on a social enterprise model is there. The key additional capacity is the Innovalab which is based in the city on the Social Innovation Park run by Denokinn and has experience of designing new social enterprise based models to meet social needs.

City data	
City	Santurtzi
Region	Bizkaia (Basque Country)
Member State	Spain
Geographic size	6,8 km2
Population of the city	Population: 47.396 (2/7/2012)

Socio economic data	Unemployed population: 4.045 (31/12/2011)
	Unemployment rate: 20,5% (March 2012)
	Population <21 years:8.153 (17,2%)
	       21-65 years: 29.847 (62,97)
	       >65years: 9.396 (19,82%)
	Number on unemployment benefits: 2249 people
	Number on Guarantee minimum income benefits: 2.000 families

Cohesion Policy Objective:	Competitiveness

Operational programmes and key priorities/measures	Title : Operational Programme 'Basque Country'
	     CCI no : 2007ES162PO002
	     Number of decision : C/2007/5926
	     Key priorities
	     1 Knowledge economy, innovation and business development
	     4 local and urban development

Managing authorities for ERDF and ESF	Ministerio de Economìa y Hacienda - Madrid, España Dirección General de Fondos Comunitarios, Subdirección General de Administración del FEDER Paseo de la Castellana, 162 E-28071 Madrid Subdirector General de Administración del FEDER Anatolio, Alonso Pardo

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Key Contact person	Susana Pérez Azkarate. Email: susana@santurtzi.net

What Santurtzi brings to the project	Social Innovation Stories	Results of social innovation
Social Innovation Park	Santurtzi wanted to promote the creation of new companies in the municipality, especially in the area of social innovation so benefits could be both economic and social. The Social Innovation Park is a business park fully dedicated to social innovation. The SI Park hosts in the Greater Bilbao area of Northern Spain consolidated social enterprises and emerging innovation projects aiming to create the new "Social Silicon Valley". Denokinn, the Social Innovation Basque Centre, proposed the idea of creating the SI Park to the municipality. The decision was taken directly by the municipality.	It is still soon to evaluate the park. The SI Park is just starting to work. It hosted 15 companies in september 2012, most of them new and innovative ones, and it has developed or participated in several programmes and projects in collaboration with the municipality.
"Eskurakoi" employment project	Its goal is to improve life quality of elderly dependents residing in the municipality through the provision of a municipal service seeking to implement innovative functional adaptations in bathrooms and toilets at their homes and / or at municipal facilities. The objective of the municipality was double: to improve elderly neighbours' dialy life creating employment at the same time. All the works well done by unemployed students of an professional educastional centre of Santurtzi.	It was successful. Both objectives were achieved.

Local Situation regarding social innovation	The municipality and its capacity
Which services does the municipality run itself	List main services e.g. waste collection, social housing, social services. Youth services, education, town planning, water and waste water, tourism, economic development, Street cleaning, gardening, street lighting maintenance, collection, pest control, cemetery services, tourism, social services (Home support services, day centres, respite centres, community kitchen, Social and educational intervention team, drugs addiction prevention programs…), employment and economic development (information services, counselling, training and / or employment and economic promotion initiatives…) * For the development of the social and employment and economical services the municipality receives some funds from the regional government.

Which services are run through inter municipal associations (i.e. at higher levels than the individual municipality)	To follow
Services at Regional government or province level	The Gran Bilbao Province is Biscay
Taxation	16,92%
Other revenues	17,53% of the budget comes from other revenues
Expenditure	47.816.000€ (year 2012)
Money from central government	Money from central and regional governments: 30.392.592€
Partnerships	Eudel (Basque Municipalities Associations)
The policy context	Elderly policy is a municipal concern although grants to carers are provided by the Greater Bilbao authority.
Management	The municipality is divided in the following departments: City Hall and Citizen Participation, Social action and Gender Equality, Culture and Basque language, Economy and economical development, Internal Affairs, Human Resources and Citizen security, Town planning and Environment, Cemetery, Construction, Press
Research studies and consultancy report	To follow
Previous ERDF and ESF funding	In 2004 Santurtzi City Council took part in the project "Enpleguaren Bidetik"- EQUAL Initiative, with other local authorities, social agents and Basque Public Administrations. The objective of this project was to promote the quantity and quality of employment in the "Margen Izquierda" and mining areas of the Basque Country. The partners involved were: Basque Government, Provincial Government of Bizkaia, Inguralde, Forlan, Portugalete municipality, Santurtzi municipality, Sestao municipality and Trapaga municipality, Eudel, Fondo Formación Euskadi, CCOO and UGT. The lines of action developed were: New approaches for the skills and competences development. Research, development and innovation to improve employment and qualifications. Supply adjustment to new job opportunities. Communication and disemination. Transnationality: Gender and equality in employment and training. Within the axis of transnationality Santurtzi municipality collaborated with the regions of Paca (France) and Pescara (Italy). They jointly developed the following activities: Transnational website creation (Trios Mers) Transnational meetings for experiences' exchange. Transnational good practices guides: in competencies assessment and identification and in local development. Design for a future first European network with the EQUAL partnership Trios Mers.

Strong and weak points of the city administration	What aspects need improving: - Rigid departments: too hierarchical structure, too much bureaucracy, difficult to change - Staff too specialized in their thematic areas, it is difficult to work together among areas. Expensive model - City council's departments are located in different buildings: citizens have to go to several different places depending on their request and there is no single point of contact, or decentralised offices

The issue that Santurtzi will address through the local action plan	
Main challenges the city faces	1. Unemployment 2. Elderly population 3. Weak local economy
Challenges for using a social innovation method	1. New services for elderly people 2. Promote citizens' and stakeholders participation.
How do you envisage working on a solution?	Santurtzi will use the Local Support Group to work on the challenge. Main actors involved in the problem will be represented in the LSP so the solutions will be define by them and develop by the municipality in a coproduction exercise.
City to city exchanges	It would be interesting to visit other cities with successful experiences. The people who would travel would be team members. Gdynia could be an interesting city.

How they can benefit from the network	Techniques of social innovation to be explored in Santurtzi	Santurtzi priorities
Coproduction	working with end-users of service to redesign the service (e.g. with elderly for elderly services)	xxx
Specialist knowledge	Working with external consultants and universities or research centres	x
Ideas from other cities	Visiting cities that are established leaders in the field, learning from how they operate and adapting their technique to your city	xxx
Working across sectors	Working with social economy, social enterprise organisations or with the private sector to create new solutions	xx
Crowd sourcing	working through the internet to get knowledge from the crowd	xx
Competitions	using public competitions to solve problems	x
Public procurement,	using your ability through purchasing to drive innovation	x

Monitoring and evaluation	
	Once the objectives have been define by the municipality and the Local Support Group some indicators will be defined to check if the process is successful or not.

Management of the Santurtzi LSG	
Coordinator	The ULSG coordinator will be at the first meetings Susana Martin (Santurtzi Municipality) but later an external expert will be hired to play this role. Once appointed the ULSG will be animated by its coordinator, who will prepare each meeting with the municipality
Method of work	During the development phase Santurtzi municipality has worked on the definition of the ULSG, selecting the best people to take part on it. It has met several possible members to inform them about the Smart Cities project, about Santurtzi's objectives and about the creation of the ULSG and the role that it will play at Santurtzi. With the received feedback it has been posible to define the core group of the ULSG.
Organisation and activities of ULSG	The USLG will meet periodically and systematically every 6 weeks. Nevertheless, depending on the topic and the needs, the ULSG will have enough freedom and agility to meet as often as needed. All the members will be in contact, mainly by email, and share any interesting information according to the thematic area.
Participation to national capacity-building scheme	Susana Martín (Municipality- Social services department), Gaizka Ballesteros (Innovalab), Susana Pérez (Municipality- Employment Department).
Cooperation with managing authority	The MA is Ministerio de Economìa y Hacienda - Madrid, España Dirección General de Fondos Comunitarios, Subdirección General de Administración del FEDER Paseo de la Castellana, 162 E-28071 Madrid Subdirector General de Administración del FEDER Anatolio, Alonso Pardo Santurtzi will collaborate with the implementing body at the level of Pais Vasco
Project Budget for External Expertise	Santurtzi municipality will use the expertise resources available within its project budget to: Set up and run the ULSG Coordinate the ULSG Technical assistance during the project Technical assistance during the international meetings Production of the local action plan First level Controller

Table 1: Santurtzi composition of local support group

Local Support Group (names to be determined before the implementation phase)			
Names and organisation of Stakeholders	Connection to the problem in question	experience and knowledge they bring to the problem	
San Jorge Senior Citizens Day Centre	This is a day centre that works with older people	Knowledge of the target group and links to other organisations working with the elderly (e.g. health and social care organisations)	Public
Women association	Most carers are women	Women are the key actors in the care issue. The family is the core of the support system and the ULSG needs to have deep knowledge of whether proposals will fit	Civil society
Informal carer	person who looks after a senior citizen, usually a relative - most carers are informal	We need to understand the structure of carer's lives as much as that of the elderly person.	Civil society
San José de Calasanz educational centre for employment	Training organisation that helps people into employment	This is a key organisation that can help train people to provide new services for the elderly	Civil society
San Juan Citizens' association	Local neighbourhood association	The new services will be piloted in specific localities. We need local knowledge from these areas	Civil society
Kabiezes Citizens' association	Local neighbourhood association	The new services will be piloted in specific localities. We need local knowledge from these areas	Civil society
City Council (Social Services Department)	Municipal organisation responsible for providing care services for the lederly	The social services has experience of running the current services for the elderly and of elderly needs	Public
Cáritas (NGO)	Catholic care organisation	Caritas has experience of delivering social care and has a strong social network as well as experience in other cities in Spain	Civil society
Innovalab		Innovalab has experience of developing enterprise based solutions to social problems. They have worked in the context of EU programmes such as Progress and will play a key role in designing future interventions	Civil society

	Smart Cities	**Seinajoki City Profile** **October 2012**

Seinajoki is one of the strongest partners in the network. The city has a strong resource base and an ability to organise itself. It also operates a powerful structure of 23 owned arms-length companies carrying out various functions – an administrative innovation that is interesting in its own right. In the Smart Cities project the city wants to take forward its work with youth and music and find a way of involving youth directly in the development of the music strategy. Through doing this the ideas is to build future prosperity for the city.

City data	
City	City of Seinäjoki
Region	South Ostrobothnia
Member State	Finland
Geographic size	1469,32 km2
Population of the city	City of Seinäjoki 59.138 (31.8.2012) South Ostrobothnia ~200.000
Cohesion Policy Objective:	Competitiveness
Operational programmes and key priorities/measures	ERDF for Western Finland ESF in mainland Finland
Managing authorities for ERDF and ESF	Ministry of Employment and the Economics
Key Contact person	satu.alapiha@frami.fi

What they bring to the network	Social Innovation Stories	Results of social innovation
Young people as the developers of Rytmikorjaamo (rhythm garage)	The project was aiming at developing the Rytmikorjaamo area (www.rytmikorjaamo.fi, the area is the centre of creative industries in Seinäjoki including several public and private organizations- in English it translates as the Rhythm garage) to the meeting place and venue for different kind of hobby groups for young people. The purpose was to gather together different young groups to influence and give their	The results were good and the work groups of young people were satisfied with the work. Some ideas in renovation of the building were realized and the plans for the outdoor event facilities were taken account of planning the venue.

	input to the renovation of the building and the outdoor event facilities.	
New Y-talo (Cooperative house for health care district, health care centre and university of applied sciences)	Y-house is a common building enterprise of the city of Seinäjoki and South Ostrobothnia health care district. Y-house includes operations of health care district, health care centre and Seinäjoki university of applied sciences). The purpose is to offer modern health care services under one roof. User-driven needs and transformability of the premises were taken account of planning the house and for example the colours of the decorations are important. For example in public spaces the colours and bright and clear for guiding purposes and in the wards the colours are peaceful and beneficial for healing purposes.	The house has just been put to use on autumn 2012 and first experiences are promising.
Example 3	The library was developed in cooperation between architects and users and has specific areas for different groups including themed junior and teenage areas.	The library opened in September 2012 to wide acclaim.

The local situation regarding the topic	The municipality
Which services does the municipality run itself	City development, business services, culture, education and studying, family and social services, health services, health inspectors and veterinarians, housing and building, library, services for immigrants, sports, traffic infrastructure and maps, urban planning and environment, waste disposal and recycling, youth affairs. Note that the municipality owns subsidiary companies that deliver specialist services Lakeuden, water and sewage services Seinäjoen Energia Oy, supplier of electricity Seinäjoki Areena Oy Seinäjoen Vuokra-Asunnot Oy, rental housing Kiinteistö Oy Marttilan kortteeri, rental housing Seinäjoen kaupunginteatteri Oy, the City Theatre Etelä-Pohjanmaan musiikkiopiston kannatusosakeyhtiö Seinäjoen Orkesteriyhdistys ry Etelä-Pohjanmaan Messut Seinäjoen Teknologiakeskus Oy, the Seinäjoki Technology Centre Overall there are 21 partnership corporations and 4 joint municipal authorities Seinäjoki Region Business Service Centre
Which services are run through inter municipal	Energy and water services (Lakeuden Vesi Ltd, 4 municipalities and two companies, + Seinäjoen Energia),

associations (i.e. at higher levels than the individual municipality)	Higher education (Seinäjoki University of Applied Sciences, 20 municipalities), meeting and conference service (Seinäjoki Conference Ltd), rescue department (South Ostrobothnia rescue department), tourism (South Ostrobothnia Tourist Service Ltd)
Services at Regional government or province level	Regional council of South Ostrobothnia; regional development and regional planning
Taxation	City tax, 19,75 %, 184 million Euros Corporate tax, 15 million Euros Property tax 16 million Euros
Other revenues	Yes, smaller amount: plot sales, health center fees, etc.
Expenditure	387 million euros (budget 2012) including city enterprises
Money from central government	75,5 million euros
Partnerships	Shareholdings and board work
The policy context	City strategy, updated every 4 year Internationalization strategy Board programme for city board Business strategy New city innovation programme (2014-) Strategy for reconstruction of municipal structure and services (several municipalities) Regional plan
Management	Mayor (the mayor is a non-elected city manager) and manages managing 4 different units: **1) city office** including administrative, development, financial and business services **2) Centre of Educational, Cultural and Leisure Services** including basic education, special education, upper secondary education, adult education centre, cultural, library, museum and sport services and department of youth affairs **3.) Centre of Social And Health Services** including special and social services, care for the elderly, children´s day care, health care, environmental health service, Seinäjoki occupational health care and Seinäjoki food and environment laboratory **4.) Technical Centre** including municipal engineering, land-use and urban planning, property and surveying services, facility management, building supervision, environmental protection.
Research studies and consultancy report	In Local Support Group Seinajoki would like to examine the ways and methods concerning how to move to triple helix model to quadruple helix model and take the end-users and municipal citizens better into account while planning the services.
Previous ERDF and ESF funding	For example in social services, educational services etc the units take care of the ERDF and ESF-funded projects independently, the city is not having centralised project unit.

Strong and weak points of the city administration	Decision-making process is democratic. All the citizen has equal rights to participate and influence. For example citizen initiative by letter or by internet. Decision-making process is slow and takes time. Some citizens are active but there are minor ways to activate the passive citizens.

The challenge which the city will address through its LAP	
Main challenges the city faces	1. Managing the growth of the city of Seinäjoki 2. The creation of the new Seinäjoki Growth and Innovation Programme (new ministry funded regional development programme 2014 -) 3. Develop and support the development of the main industries (food chain industries, metal industry and creative industries) in the area
Challenges for using a social innovation method	Preventing of social exclusion of young people
How do you envisage working on a solution?	Workshops and testing sessions for young people Increase knowledge and experiences about the good practises
City to city exchanges	Cities belonging to the Smart services group (Santurtzi, Syracuse, Coimbra, and Inteli/Lisbon).

Techniques of social innovation that they wish to benefit from		Priorities for Seinajoki one x for possibly, two xxx for probably three xxx for definitely
Coproduction	working with end-users of service to redesign the service (e.g. with elderly for elderly services)	xxx
Specialist knowledge	Working with external consultants and universities or research centres	XXX
Ideas from other cities	Visiting cities that are established leaders in the field, learning from how they operate and adapting their technique to your city	XXX
Working across sectors	Working with social economy, social enterprise organisations or with the private sector to create new solutions	XX
Crowd sourcing	working through the internet to get knowledge from the crowd	X
Competitions	using public competitions to solve problems	X
Public procurement,	using your ability through purchasing to drive innovation	X

Monitoring and evaluation	
	The target in LSG is to expand the quadruple model in decision making processes, strategies and funding models in the region.
	key performance indicators will need to be revised in the context of the new project

Management of the Seinajoki LSG	
Coordinator	Ms. Satu Alapiha plus external experts
Method of work	Work of the USLG will be organized in two groups, the core USLG (to draw up the LAP, management and coordination on a strategic level and local decision making) and enlarged group (input, brainstorming, experts, consultation and dissemination). Core group meetings will be arranged regularly and it will be the operational work group. Enlarged group will operate as a tool for dissemination and brainstorming.
Organisation and activities of ULSG at partner level.	preliminary plan is to have two groups: - the core ULSG: to draw up the LAP, management and coordination on a strategic level and local decision making - enlarged group: input, brainstorming, experts, consultation and dissemination - core group meetings more regularly, for example every two month, enlarged group meetings for example twice per year - use of external consult / facilitator in both groups when needed - Local Action Plan renewed and targeted during the process, active ongoing process also LSG will be renewed if needed, especially in the enlarged group the composition might be flexible and new members can be invited. - the results (memos, final Local Action Plan etc.) will be disseminate widely for different interest groups by using for example different e-communication methods
Participation to national capacity-building scheme	- Satu Alapiha, City of Seinäjoki - Jari Kolehmainen, University Consortium of Seinäjoki - Sanna Kankaanpää, Frami Ltd
Cooperation with managing authority	Managing Authorities (Ministry of Employment and the Economy in Finland) will be invited to join Local Support Group work and meetings. All the documents related to LSG-meetings (minutes, memos, etc.) will be sent to Managing Authorities. They will also be invited to participate to Urbact Annual Conference networking and cooperating with other Managing Authorities involved to the project.

Project Budget for External Expertise	External expertises: 12.100 euros Auditing Costs (5 times x 1.300 e) = 6.500 euros - Promotional work and materials 2.600 euros - External experts for seminars 3.000 euros

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Table 1 Seinajoki composition of Urbact Local Support Group

Composition of ULSG	Connection to the problem in question	Experience and knowledge they bring to the problem	sector
Seinäjoki University of Applied Sciences- Jari Kolehmainen, University Consortium of Seinäjok	Multidisciplinary educational organisation with wide contacts to the young	Expertise in triple helix model and living lab methodology	Pub
University Consortium of Seinäjoki - Hannu Haapala, Seinäjoki University of Applied Sciences- Juha Alarinta,	Research organization with specialized research on the development of innovation environments	Expertise in triple helix model and development of innovation environments	Pub
Regional Council of South Ostrobothnia- Antti Saartenoja, - Heli Seppelvirta,	Local financier organization with responsibilities on regional development	Expertise in triple helix model and user involvement in regional development	Pub
Foodwest Ltd. Antti Väliaho,	National centre of expertise	Expertise in triple helix model and user involvement within consumer sector	Pri
Seinäjoki Region Business Service Centre Irma Jaakkola,	Local business and trade development organization	Expertise in triple helix model and regional infrastructure development	Cs
Frami Ltd Sanna Kankaanpää, Hannemari Niemi, Päivi Mäntymäki,	Project coordinator, national centre of expertise	Expertise in triple helix model, living lab methodology and development of local innovation environments	Pub
Seinäjoki Association of Living Music Harri Pihlajamäki, Seinäjoki Association of Living Music	Association specialized in rhythm music activities and events	Expertise in youth involvement in various rhythm music events/happenings	Cs
Rytmi Instituutti Suoku Siren,	Educational and development organisation within rhythm music	Expertise in youth involvement in various rhythm music training for the young	Cs
City of Seinäjoki Erkki Välimäki, Sami Mäntymäki, Leena Kråknäs, Plus local politicians (municipal election in Finland October 2012)	Project partner and stakeholder in most of the organizations in this project	Expertise in user involvement (e.g. neighbourhood associations, citizens)	Pub
Sibelius Academy Mika Virkkala, , Seinäjoki Unit	Educational and research organisation within music sector	Expertise in triple helix model and user involvement within music sector	Pub

URBACT (logo)	**Smart Cities**	**Siracusa** **City Profile** **September 2012**

City data	
City	Siracusa
Region	Sicily
Member State	Italy
Geographic size	size of the municipality: 204,08 kmsq
Population of the city	Syracuse has 123,470 inhabitants Territoral Development Integrated Plan Coalition (PIST): 225.606 inhabitants
Cohesion Policy Objective:	Convergence
Operational programmes and key priorities/measures	Ongoing Programmes: Pisu Aretusa Contemporanea (ERDF) Pist Neapolis-Eloro (ERDF) Strategic Plan (ERDF) Progetto Territorio (ERDF) Operational Programme 'Sicily'
Managing authorities for ERDF and ESF	**Presidency of the Region of Sicily** **Department of Planning** Piazza Luigi Sturzo, 36 I-90139 Palermo Sicily Region - Presidency Happy, BONANNO E-mail.: Direzione.programmazione @ regione.sicilia.it
Key Contact person	Caterina Timpanaro, catetimpa@yahoo.it

Social Innovation Stories		
What has you're your previous experience in social innovation	**What was the story of the project**	**Results of social innovation**
The Sustainable Development Plan	The Sustainable Development Plan, (2006 – 2007), involving citizens through local meetings, has focused on:	It has worked successfully in identifying further priorities and programmes that are shared and sustainable.

	urban sustainable renewal; sustainable mobility; environmental re generation of coastal areas.	Transportation and Mobility Plans elaboration. High quality projects (public competition) for the renewal of the costal and waterfront areas. It has succeeded in organizing neighborhood labs within diverse districts (Circoscrizioni) involving inhabitants with diverse incomes and social status. Definition and elaboration of a project for the Siracusa Urban Center.
Example 2: Agenda 21	During the Agenda 21 experience (2006-2009), 3 social forums on main urban issues (social, environmental and transportation) have been organized,	Defining priorities and policies for the incoming projects. Start up of a Bike sharing service (similar in concept to Velib)
Example 3: Strategic Plan	Citizens engagement and stakeholders involvement in civic meetings, workshops and round tables lead to define the main shared Visions for Syracuse City in the recent Strategic Plan (2009 – ongoing).	It is working well. It has been the starting point for developing the Smart Challenge.

The municipality and its capacity	
Which services does the municipality run itself	Social housing Town planning Social Services First Level Education
Which services are run through inter municipal associations (i.e. at higher levels than the individual municipality)	Name of inter municipal association, names of constituent municipalities -Consorzio ATO n.8 Siracusa / Servizio Idrico Integrato (Water Integrated Service). Constituent Municipalities: Syracuse Province, and Augusta, Avola, Buccheri, Buscemi, Canicattini Bagni, Carlentini, Cassaro, Ferla, Floridia, Francofonte, Lentini, Melilli, Noto, Pachino, Portopalo di Capo Passero, Priolo Gargallo, Siracusa, Solarino, Sortino Municipalites. - ATO n. 1 Siracusa / Getione ambientale integrata (Integrated Environmental Management), comprende i seguenti comuni: Constituent Municipalities: Augusta, Buccheri, Buscemi, Canicattini Bagni, Carlentini, Cassaro, Ferla, Floridia, Francofonte, Lentini, Melilli, Palazzolo Acreide, Priolo Gargallo, Siracusa, Solarino, Sortino. List of functions - Water Management -Waste disposal and management
Services at Regional government or province level	Transportation (Regional) Higher Education (province, Region and Central Government) Health care (province) Tourism (province)

Taxation	The 8% is the proportion of the budget raised out of local property taxes on residents and businesses
Other revenues	Other sources of income at local level besides property taxes, are: Waste management tax (TARSU), other local taxes related to the services offered by the Municipality.
Expenditure	185.658.107 euro is the total annual budget spent by the municipality
Money from central government	euro 31.784.000 from the central National governemnt, euro 23.949.000 from the Sicily Region
Partnerships	Concerning specific issues, on which the central or regional government presence is needed (authorization, etc.), diverse tools –such as direct meeting or e-mails, etc. – are usually used. Concerning the partnerships with inter-municipal associations, the municipality is usually part of the advisory committee.
The policy context	General Master Plan Traffic and Mobility Plans Ortigia Renewal Plan Strategic Plan 2007-2013 Funds Planning and Management
Management	The Municipality is a hierarchical structure, including 3 main sectors: a Technical section (transportation and mobility, urban planning, new construction, etc.) Social services – Culture and Tourism Administrative section (human resources, financial office, etc.) These sectors' managers organize frequently meetings among them. Concerning the political dimension, the structure is composed by: The Mayor The Town Council, elected by inhabitants The Assessors' Council, collaborating with the Mayor on the diverse agenda issues.
Research studies and consultancy report	-Strategic Plan - Mid Term Report (http://www.pianostrategicosiracusa.it/sites/pianostrategicosiracusa.it/files/PSSR_sintesi.pdf) -IBM Smarter Cities Challenge Report (will be published after the 9th of October) -Perugia Best Practices on 'Sustainable Mobility'
Previous ERDF and ESF funding	Regional Funds-ERDF: Urban Terra Dias Programme (ERDF) Sustainable Development Plan (ERDF) Progetto Sistema (ERDF) URBACT MEDINT (2002-2006): Siracusa Lead Partner; dealing with integrated approaches to urban management. URBACT CHORUS: Cultural Heritage Operations For The Regeneration Of Urban Sites. URBACT REGENERANDO (2004-2007): The project proposed methodologies able to cope with aspects of urban policies and regeneration. URBACT CITIZ@MOVE (2004-2005) cities on the move URBACT SUD-EST, started in 2005. developed an international partnership proposing to identify good practices for coastal cities sustainable development. URBACT REGGOV (2008-2011): Regional Governance of Sustainable Integrated Development of Deprived Urban Areas. http://urbact.eu/fileadmin/Projects/Reg_Gov/documents_media/LAP_abstract_Siracusa__IT__EN.pdf
Strong and weak points of the city administration	Strengths The actual administration is demonstrating a strong capacity on affirming Siracusa as a crucial

city within the National and Mediterranean contexts.

Siracusa has been recently invited – among few other Italian cities - to participate to a special fund (Cities Plan) promoted by the national association of Municipalities (ANCI).

Furthermore the Municipality is developing a range of projects (Smart Cities national competition; Life plus European programme; Progetto di Territorio) aimed at improving its sustainable development through innovative and smart tools and solutions (i.e. Green Public Procurement in the Construction Sector; etc.)

It is implementing this cooperation with local stakeholders (also thanks to the recent 'Board of the Future' established within the IBM smart cities project) as well as with national and international partners (i.e. the incoming Sustainable Mobility Twinning with Perugia (IT); etc.)

Weakness:

- Low skills in designing well defined projects in particular on monitoring and evaluation methods and sustainability level.
- Weak public participation
- Weak private/public partnership
- Low capacity in transforming projects and ideas into Action Plans and successful actions/concrete results and changes.
- Weak capacity in developing policies for implementing the quality of life
- Weak capacity of integrate the cultural heritage with the existing polluting big industrial area.

THE CHALLENGE	
Main challenges the city faces	1. Open and more efficient Governance 2. Sustainable development 3. Local economy (local resources not well enough deployed)
Challenges for using a social innovation method	Syracuse aims at improving the outcomes that are going to be reached through the MUSA and 'IBM Smarter Cities' projects, related to a new mode of governance, environmental sustainability and economic innovation. The Urbact Smart project concerns a core challenge: the implementation of the Urban Center/Smart City Center/Glass House as a living lab where a shared decision making process will be institutionalized; a social innovation driver; a big Hub where co-production of socially innovative solutions to urban problems will be experimented and the visibility of the information and the solutions tested will be expanded. This complex and crucial goal, as background of the whole project, will be initially started through two main interrelated challenges: - Sustainable urban mobility: a co-creation path where the all urban actors will participate (normal citizens, tourists, etc.). - Cultural value chain: rethinking how to implement the important cultural sites and heritage in Siracusa, stimulating participative dialogue, new forms of communications, interaction and co-design among the different local actors and social groups, focusing on sustainable mobility (i.e. civic apps for a better use of cultural heritage, etc.)
How do you envisage working on a solution?	Launching, and institutionalizing, a 'City Jam' through a big event (such as an Open Space Technology) with the aim of involving all the local actors, together with the ULSG members, in the Urbact project. It will be the starting point of a new participative process, focused – for the moment – on the project's topic. Diverse tools (local workshops within the districts and strategic sites; IT instruments such as Siracusa's website and social network; outreaching activities; etc.) will be used in order to promote the participation and collect feedbacks on the project and on the LAP development, from different urban actors. A significant place (the historical Building of 'Casina Cuti') will be identified as a place where the process will be launched and implemented, where the main Urbact activities (ULSG

	meetings and workshops; etc.) will be held, where Informative Boxes (for tourists, citizens, etc.) will be hosted, where a transparent informative platform - containing all the data and information about the project - will be available; where the Local Action Plan will be designed.
City to city exchanges	No. not a priority

Techniques of social innovation Siracuse will deploy	Description of technique	Siracuse
Coproduction	working with end-users of service to redesign the service (e.g. with elderly for elderly services)	xxx
Specialist knowledge	Working with external consultants and universities or research centres	x
Ideas from other cities	Visiting cities that are established leaders in the field, learning from how they operate and adapting their technique to your city	xxx
Working across sectors	Working with social economy, social enterprise organisations or with the private sector to create new solutions	xxx
Crowd sourcing	working through the internet to get knowledge from the crowd	X
Competitions	using public competitions to solve problems	xx
Public procurement,	using your ability through purchasing to drive innovation	xxx

Monitoring and evaluation	
	What mechanisms are used to establish whether new approaches have been successful?
	The municipality keeps records on mobility, modal split and trips key performance indicators in the field of the proposed local action plan?

Management of the Seinajoki LSG	
Coordinator	The coordinator of the ULSG will be the engineer-urban planner Caterina Timpanaro, who has several experiences in participatory and community planning, in both European and USA contexts. She is also Thematic Expert for Urbact (social innovation and governance area), expert evaluator for the 'Europe for Citizens' Programme (EACEA); consultant on EU projects' development concerning sustainable and inclusive cities.

She will set up and run the ULSG involving appropriate stakeholders, able to input the baseline study, develop the Local Action Plan, take part to exchange activities, contribute to partners' activities, promote local dissemination events.

The coordinator will be also responsible of the organization of participatory planning practices within the two neighbourhood selected as pilot areas (Oritgia and Borgata historical areas) and of the App competition activities (i.e. social innovation camp). |

	The ULSG coordinator has already contacted the potential members of the ULSG, inviting them to sign a Letter of Intent to participate to such activities.
	She will have continuous direct contact with these members as well as with the Project Coordinator with whom she will organize weekly meetings.
Method of work	The project will start in April 2013 launching – and institutionalizing - a 'City Jam' through a big event (such as an Open Space Technology) with the aim of involving all the local actors, together with the ULSG members, in the Urbact project. It will be the starting point of a new participative process, focused – for the moment – on the project's topic. Two local neighborhood (Ortigia and Borgata) have been chosen as pilot areas where activating participatory practices with the support of the Local Support Group. A bi-monthly meeting among ULSG partners will be organized, both face to face and via web/skype, when necessary. A bi-monthly report and a newsletter will be sent to all members, and a web-space/blog will be hosted within Siracusa website in order to promote dialogue, ideas and advices' exchanges among the diverse ULSG members. Through a shared decision making process, will be also discussed and chosen the instruments to be used in order to engage more citizens as possible as well as to disseminate the findings of the project. Such diverse tools (i.e.local workshops within the districts and strategic sites; IT instruments such as Siracusa's website and social network; outreaching activities; site visits; social innovation camp; etc.) will be used with the aim of promoting the participation and collect feedbacks on the project and on the LAP development, from different urban actors. Some Experts and specific actors able to contribute to the LAP implementation could be involved through special meetings/workshops/online conferences.
Organisation and activities of ULSG at partner level.	Concerning the LAP, hands-on planning, interactive displays, charrettes, thematic/sensitive mapping, neighborhood walks, etc. Will be some methods used to work together with ccommunities and other local dwellers. Two significant places (the historical Building of 'Casina Cuti' within the Archeological Park and and the Euro South Hub within Ortigia historical center) will be identified as a place where the process will be implemented, where the main Urbact activities (ULSG meetings and co-desing workshops; etc.) will be held; Informative Boxes (for tourists, citizens, etc.) will be hosted; a transparent informative platform - containing all the data and information about the project - will be available. These two location will be, in general, opened to all residents, tourists (because of their strategic location) and all the various stakeholders, Within these two locations communities belonging to the two related local neighbourhoods will be involved, Urbact events (launch, exhibitions, meetings, etc..), Thematic workshops, and participatory labs and Collaborative Working Tables to support the development of the Local Action Plan will be carried out. Finally at the HUB will be carried out activities related to the competition for the design of a civic APP, as expected from the work of the whole URBACT II-Smart Cities network.

Participation to national capacity-building scheme	Project coordinator: Arch. Giuseppe Di Guardo Project Technician (external Expertise): Eng. Caterina Timpanaro ULSG member: Dr. Gianpaolo Miceli, Siracusa Craftsmen and Entrepreneurs Association
Cooperation with managing authority	Presidency of the Region of Sicily Department of Planning Piazza Luigi Sturzo, 36, I-90139 Palermo, Sicily Region - Presidency Happy, BONANNO E-mail.: Direzione.programmazione @ regione.sicilia.it The city of Siracuse will strengthen its established links with the MA in Palermo and work with them to improve the delivery of integrated urban development priorities now and in the next programme period.
Project Budget for External Expertise	The expertise resources will be used in order to carry on the Project Technician's activities. She will be in charge of coordinating the ULSG, conducting outreach and participatory activities within the city, and managing the development and production of the Local Action Plan. She will also take part to the training scheme and to other events and exchange activities (field visits, lab meetings, etc.), with the aim of transferring the lessons learned to the Municipality as well as to the LSG and to the city, in general. She will participate to the organization of the 3rd Thematic Exchange Meeting in Siracusa and the final local meeting.

Siracuse proposed Local Support Group			
Names and organisation of Stakeholders	**Their connection to the problem in question**	**Experience and knowledge they bring to the problem**	
Concetto La Bianca, Deputy Mayor, Siracusa Municipality	Within the Municipality he is the main responsible of the Urbact Project, as well as of the development of a new inclusive and open governance	Several years of experience within the public works field, a deep knowledge of the city's issues and of the governance's weaknesses	public
Mariella Muti, Culture Assessor, Siracusa Municipality	As Culture Assessor of the City of Siracusa, she aims at promoting cultural events and cultural heritage	She has also been for several years Superintendent of Cultural heritage, developing a keen knowledge of the whole Heritage. Recently she is also managing local cultural successful festivals within Ortigia neighborhoods, starting a new relationship with communities	public
Arch. Giuseppe Amato, Mobility and Transportation Dp.t, Siracusa Municipality	He is responsible of the Department of Transportation and Mobility, in charge of developing projects related to these two fields. He is also responsible of the MUSA national programme, connecting urban mobility with cultural attractors. He is managing the new public procurement for assigning the management of public buses, private parking and bike sharing systems.	He has a deep knowledge of Siracusa mobility systems, of its weaknesses and strengthens as well as of the existing Traffic and Mobility Urban Plans.	public
Dott.ssa Sara Garufi, Social Policies and Culture Dp.t, Siracusa Municipality	She is responsible, within the Municipality, of the Social Services Department, where she manages local programmes and policies concerning social issues.	She has a long lasting experiences in Siracusa concerning the city's social issues. She has a wide knowledge of the city and local districts' main issues as well as potentialities.	public
Dr. Gianpaolo Miceli, CNA, Craftsman and Entrepreneurs Association	He is a crucial member of the Craftsman and Entrepreneurs Association, which consist of around 500 sme , including young and woman entrepreneurs.	He has a good and important knowledge concerning local entrepreneurs: needs, main complains, typologies, aspirations, etc. He has also a strong relation with them, and he could be able to collaborate to the involvement of such local actors.	Civil society and private

Arch. Francesca Castagneto/Stena Paternò - Euro South Hub/ Faculty of Architecture, University of Catania	The Euro South Hub is finalized at implementing and promoting Social Innovation. It is part of a global network of international Hub. The Hub is one of the location chosen for hosting Urbact activites, and in particular the Ortigia pilot area's ones.	The Hub's team has already several experiences (within academia, Sicily Region administration, etc.) related to participation and community involvement. They are deepening, through the Euro South Hub, their knowledge concerning Social Innovation and possible Hub's activities. They are creating connection within the city with diverse urban actors.	Public and civil society
Dr. Ministeri, Cultural Heritage Superintendence	The Superintendence represents the main authority in charge of the conservation, valorization and management of the Historical and Cultural Heritage.	They could contribute and participate to the activities concerning the elaboration of better accessibility systems to the Cultural Monuments and sites, while preserving them.	public
Nicola Palmarini, Director of IBM Europe Human Centric Solutions Center (Milan)	He is Director of the IBM Human Centric Solutions Center. He has been part of the IBM team working in Siracusa for the Smarter City Grant, and he has elaborated the final Report of Recommendation for the City.	He has a crucial experience in the mobile market bounded to the internet of things, remote monitoring and crowdsensing connecting things, people and places through smartphones and social media enhancing collaboration. He created, developed and launched several projects in the tourism, culture, health and care industries. Today he is an expert on interaction between objects and devices and on how to make these interactions relevant from a marketing and communication pow. Thanks to the IBM project in Siracusa, he also gained a very good knowledge of the city.	Private
Mrs. Giaccone (Casina Cuti), Neapolis Local District	Dr. Giaccone is part of the Neapolis Local Distict's team, which offers, within Casina Cuti, social, administrative and economical services to local residents.	The Neapolis District team, in general, and Dr. Giaccone in particular, have long experiences in working with residents and in supporting disadvantaged communities.	public
Avv. Paolo Tuttoilmondo, Legambiente, Environmental Association	Environmental Association aimed at promoting: environmental protection, public health and landscape.	They have long experiences in organizing national and local campaign, reports analysis in relation to environmental issues. They have participated to several projects and initiatives promoted by Municipality, and they are recently proposing the realization of a new bike line. They could contribute to the aim of changing citizens behaviour and awareness raising.	Civil society

Arch. Lilia Cannarella, Deputy President of Architects Association	The Architects Association's main objective is to offer courses and training activities to architects, considered as main actors of the urban and city development. They are linked to many other associations working within the city. Arch. Cannaralla, in particular, is also involved in Legambiente environmental association.	Their crucial experience and knowledge related to training courses and in particular to project design (urban renewal, technical and composition expertise, etc.) as architects could represent a great contribution to co-production and co-design activities.	Civil society
Prof. Silvana Tuccio, Lacunae Cultural Association, environmental Association	She is working within Siracusa city – and with other several cities around the world – on the issue of sustainable development and design; participatory methods.	She has several years of work experience with Sustainable Culture (Noto, Sicily), International Institute for Industrial and Economics (Lund, Sweden), Veil Innovation Lab from Melbourne, organizing Seminars and events, on such themes. Great experience in sustainable design and participatory practices (Melbourne and Cardiff methods), as professor and designer.	Civil society
Dr. Lucia Garofalo, responsible for the Siracusa Province Social Assistants Association	She is member of the Regional Social Assistants Association and responsible for the Siracusa Province.	She has also been working for 35 years within the Dpt. Of Social Services, as coordinator of Agenda 21, and she has participated to all the previous Urbact Projects. She could bring her keen understanding of Siracusa social issues , in particular in relation to Borgata (where she worked for 10 years), as well as a good knowledge of Urbact and LSG work methods.	Civil society
Dr. Maria Amalia Mastelloni, Director, Archeological Park (Siracusa)	She is the responsible for the management of the Archeological Park a huge area, surrounding Siracusa, which include some of the main archeological sites.	Thanks to her fundamental role and to her deep expertise concerning Archeological Areas but also Cultural Heritage (she has been Superintendent of the Region of Veneto, IT), she could contribute to the definition of a better use and access to cultural sites.	Public
Simona Falsaperla, Confindustria, Siracusa Industrial Association	She is the Public relations specialist of the Siracusa Confindustria Association, including the big oil companies. These companies contribute to the 54% of the Siracusa's GDP.	Since 25 years she works in public relations for the President of Confindustria, and thanks to her involvement some economic resources as well as human resources, know-how, business expertise could be brought to the problem.	Private

	Smart Cities	Triangle Region
		City Profile
		September 2012

Summary

The triangle region is made up of 6 municipalities. They wish to explore how they can spread social innovations in carbon reduction which have been piloted in one municipality of Middelfart to other parts of that municipality and to other municipalities in the association. The practice in Middlefart has been recognised in several awards as a good practice. By doing this they hope to better understand the underlying dynamics and conditions of transferring citizen led social innovations. This problem of the conditions for transfer is not widely understood.

City data	
City	Trekantområdet Danmark
Region	Region Syddanmark
Member State	Denmark
Geographic size	3451 Sq. km
Population of the city	354.000 in total (6 municipalities) App. 2.2 mill (one hour drive)
Cohesion Policy Objective:	Competitiveness
Operational programmes and key priorities/measures	Sustainable Smart City – green business transition
Managing authorities for ERDF and ESF	List the Managing Authorities for the operational programmes
Key Contact person	Peter Lind – pl@trekantomraadet.dk

Social Innovation Stories		
What has you're your previous experience in social innovation	**What was the story of the project**	**Results of social innovation**
Example 1 Transformation of business models to real life	– energy saving models. Best European Energy Saving project. Winner of Innovation competition amongst all municipalitys I Denmark 2011 Winner of most innovative leadership amongst leaders at municipalitys 2011	Several models for energy savings, enhancing knowledge about energy savings amongst citizens and business.

The local situation regarding the topic	The municipality and its capacity
Services the municipality runs itself	Waste collection, social housing, social services. Youth services, education, town planning, water and waste water, tourism, economic development, urban and rural planning, energy planning, school, elder houses etc.
Services run through inter municipal associations and companies	District heating Waste disposal Electricity and water supply (partly) Public transport (partly) Business development (Partly)
Services at Regional government or province level	Hospitals Police Part of business development Part of public transport
Taxation	Income tax
Other revenues	Financing by users, land sale
Expenditure	What is the total annual budget spent by the municipality? (Ex from Fredericia: Operating cost = 387 mill €, Construction 14,4 mill €
Money from central government	None - the municipalities raise their own money through income tax
Partnerships	Advisory committee The triangle
The policy context	What existing plans, frameworks, action plans are in there? Overall plan for the Municipalities including, nature and environment, health care, business development, urban and rural development, climate and energy.
Management	Local democratic government. Several mini-local governments.
Research studies and consultancy report	No
Previous ERDF and ESF funding	YES. Interreg, ERDF and ESF
Strong and weak points of the city administration	What are the strengths and weaknesses of the existing municipal administration? What aspects need improving No tools for handling the combination of , low growth, urbanisation, energy and climate challenges, competition from new economies and energy planning – transition to smart city

The challenge to be addressed through the local action plan	
Main challenges the city faces	1. Social cohesion 2. Transformation to smart city 3. Unemployment – especially for people with no or poor educational background
Challenges for using a social innovation method	Finding ways of spreading successful innovations from one part of one municipality to all of the communities in all six municipalities in the Triangle region
How do you envisage working on a solution?	To find and support local initiatives started by local citizens preferably with focus on energy and climate issues
City to city exchanges	Maybe

Techniques of social innovation that Triangle wants to benefit from		*Priorities for Triangle*
Coproduction	working with end-users of service to redesign the service (e.g. with elderly for elderly services)	*xxx*
Specialist knowledge	Working with external consultants and universities or research centres	*XXX*
Ideas from other cities	Visiting cities that are established leaders in the field, learning from how they operate and adapting their technique to your city	*XX*
Working across sectors	Working with social economy, social enterprise organisations or with the private sector to create new solutions	*XXX*
Crowd sourcing	working through the internet to get knowledge from the crowd	*XXX*
Competitions	using public competitions to solve problems	*X*
Public procurement,	using your ability through purchasing to drive innovation	*XX*

Monitoring and evaluation	
	Implementation of planning and recommendations from projects are used to establish whether new approaches have been successful?
	Usage of renewables and use of smart technologies for energy distribution as well as local government. Spreading learning experiences to rest of Europe

Management of the Triangle LSG	
Coordinator	Peter Lind
Method of work	So far the local USLG is being formed and no activities under this program has been carried out yet. We expect the USLG to evolve during the project period as the project portefolio expans
Organisation and activities of ULSG at partner level.	
Participation to national capacity-building scheme	
Cooperation with managing authority	We will invite the managing Authorities to our meetings and in general keep them informed
Project Budget for External Expertise	We are not yet able to answer this question in any detail.

Local Support Group			
Names and organisation of Stakeholders	**How are they connected to the problem in question?**	**What experience and knowledge do they bring to the problem?**	
Morten Vestergård – Municipality of Middelfart	Works with social innovation in communities that wants/needs to change or make changes	Extensive experience of implementing energy efficiency measures through working with local communities. Owner of the method and experience with energy companies	Public
Lisbet Dahl Kristensen – Municipality of Fredericia	Works with social innovation in communities that wants/needs to change or make changes	Possible transfer municipality	Public
Boris Schønfeldt – Municipality of Vejle	Works with social innovation in communities that wants/needs to change or make changes	Veijle has experience of projects in disadvantaged areas	Public
Claus Marcussen – Municipality of Vejen	Works with social innovation in communities that wants/needs to change or make changes	Possible transfer municipality	Public
Merete Valbak – Municipality of Kolding	Works with social innovation in communities that wants/needs to change or make changes	Has experience of implementing projects in Holding which may be the first transfer location	Public
Peter Lind – Triangle Region Denmark	Project management from the Triangle region organisation which is jointly owned by the six municipalities	Project management	Public
Johannes Lundsfryd Jensen	President at the steering Committee at FØNS (village)	Has link to the local community where savings in carbon are being implemented, role model, pilot village, method	Civil society
Niels Bjerring Hansen - EBST	associated managing authority	Can advise on eligibility for ERDF programme	Public

Inteli is a non-city partner who will act as a knowledge partner. They bring outstanding knowledge and experience of working in transnational projects and of social innovation in cities. Their own work will contribute to the digital transformation horizontal theme. They will also form a local support group to help to raise social innovation at national level by bringing key agencies into contact with the main actors in the social economy.

Partner data	
Non City partner	INTELI – Intelligence in Innovation, Innovation Centre
Juridical Status	Private non-profit Association (public equivalent body)
Region	Lisbon
Member State	Portugal
Geographic size	*Non applicable*
Population of the city	*Non applicable*
Cohesion Policy Objective:	Competitiveness
Operational programmes and key priorities/measures	Regional Operational Program for the Lisbon Region
Managing authorities for ERDF and ESF	CCDR-LVT –Regional Coordination and Development Commission of the Lisbon Region
Key Contact person	Catarina Selada, Head of Cities Department

Social Innovation Stories		
What is your previous experience in social innovation	**What was the story of the project**	*Results of social innovation*
Smart Cities Portuguese Index	This project intends to develop a ranking of smart cities in Portugal, comprising the following dimensions: governance, innovation, sustainability, inclusion, connectivity. Special attention is paid to projects related to public participation, provision of public services and social innovation.	An annual report and an online platform will be disseminated widely, supporting the municipalities in monitoring their strategies and policies, including in the social innovation area. A set of recommendations will be produced so that the municipalities can improve the provision of public services to the citizens.

What Inteli brings to the project	The partner and its capacity
Which services does the association run itself	INTELI provides the following services to municipalities and regional and national governments: **Research & Analysis** Entails research and knowledge development in terms of policies and the management of territorial innovation. **Policy Advocacy** Design of innovative ideas and creative solutions for the agenda of territorial development policies, on a local, regional and European level. **Strategic Planning** The definition of territorial development strategies, through diagnosis, benchmarking and planning. **Evaluation of Policies and Programs** Involves the monitoring and evaluating of policies, programs and territorial development strategies. **Territorial Strategic Information** Generating systems of territorial strategic information as the basis for the creation of indicators to support decision-making. **Establishment and Promotion of Networks** Entails the creation and management of networks of cooperation between public and private stakeholders, political decision-makers and the civil society, in the area of territorial innovation. The strategic areas of INTELI's intervention are: **Creative Economy** Encouraging innovation in the cultural and creative sector for the development of cities and regions, within a logic of articulation between urban regeneration and economic and social revitalization. **Urban Sustainability** Promoting the sustainability of cities and regions in terms of mobility, energy efficiency and renewable energies, construction materials and techniques, and water and waste management. **Social Innovation** Fostering social innovation and new governance models, locally and regionally, with the objective of building a more transparent, fair and supportive society, with a strong sense of citizenship.
Which services are run through inter municipal associations	The majority of INTELI's projects are run in cooperation with other organisations – municipalities, universities, regional associations, etc. – at national, European and international level. INTELI participates in a regular basis in Territorial Cooperation Projects supported by INTERREG or URBACT – European Union.
Services at Regional government or province level	*Not applicable*
Taxation	*Not applicable*
Other revenues	Revenues from national and European projects and consultancy to municipalities.

Expenditure	*Not applicable*
Money from central government	INTELI doesn't receive direct public funding.
Partnerships	INTELI's main associates are IAPMEI – Institute for Support of SMEs and Innovation – Ministry of Economy (public organism) and CEIIA – Mobility Engineering and Innovation Centre (private non-profit association).
	The association participates in an official basis in the following networks:
	EICI - European Interest Group on Creativity and Innovation
	ENoLL – European Network of Living Labs
	Induscria – Creative Industries Platform of the Lisbon Region
	Moreover, INTELI has a large number of partners due to its participation in national and European projects, within INTERREG and URBACT programs. Its cooperation network includes around 50 European municipalities and 20 knowledge institutions.
The policy context	*Not applicable*
Management	*Not applicable*
Research studies and consultancy report	*Not applicable*
Previous ERDF and ESF funding	**MOBI.Europe - Integrated and Interoperable ICT Applications for Electro-Mobility in Europe**
	MOBI.Europe will test and evaluate services for real time information on the charging infrastructure, roaming between different electric mobility operators and electricity retailers, smart managing of electric vehicle charging and vehicle sharing. Pilots will be set up in Portugal, Ireland, Galicia region (ES) and Amsterdam (NL). INTELI is the coordinator of the project in partnership with companies and organisations from Spain, Ireland, France, and The Netherlands. (CIP - ICT PSP – EC; 2012-2014). (http://www.mobieurope.eu/)
	RE-GREEN - Regional Policies towards Green Buildings
	The project aims at improving regional development policies oriented to the promotion of green regions within the new paradigm of the green economy, with a special focus on greening the building sector through the enhancement of energy efficiency and the use of renewable energies. The partnership, coordinated by INTELI, is composed of cities and organisations in Germany, Poland, Estonia, Sweden, Spain, UK, Slovenia, Romania and Ireland (INTERREG IVC – EC; 2012-2014). (http://www.re-green.eu/en)
	RENERGY - Regional Strategies for Energy Conscious Communities
	The objective is to improve, through interregional cooperation, the effectiveness and approach of local and regional sustainable energy policies, as a response to overarching EU strategies and commitments, notably Energy 2020 Strategy, Covenant of Mayors and EU 2020 Strategy. The partnership is led by the Province of Potenza (Italy) and is integrated by cities and organisations in Portugal, Austria, Italy, Germany, UK, Poland, Lithuania, Romania, Denmark and Hungary (INTERREG IVC – EC; 2012-2014).
	URBACT CREATIVE CLUSTERS - Creative Clusters in Low Density Urban Areas
	This project aimed to promote the exchange of experiences, to identify and disseminate of good practices, and propose policy recommendations and action plans associated with the development of creative clusters in small and medium urban and rural areas. The partnership, led by the Municipality of Óbidos (PT), was made up of cities in Spain, Italy, Romania, Hungary, the UK and Finland (URBACT II – EC; 2008-2011). (http://urbact.eu/en/projects/innovation-creativity/creative-clusters/homepage/)
	CITIES - Creative Industries in Traditional Intercultural Spaces
	This project intended to produce policy recommendations aimed at promoting the

	cultural and creative industries, focusing on the urban regeneration of old industrial areas. Coordinated by the Municipality of Klaipeda (Lithuania), this partnership included cities and economic and regional development agencies from Spain, Italy, Finland, the United Kingdom, Bulgaria and Slovenia (INTERREG IV C – EC; 2008-2011). (http://www.eucreativeindustries.eu/)	
	INTELLIGENT CITIES - Regeneration of Creative Urban Areas	
	This project aimed to define strategic guidelines for the design and planning of creative urban areas (innovation hubs), whether in the historic centres or in the degraded industrial areas of the cities. Under the coordination of INTELI, this partnership included public and private organizations in Portugal, Spain, the Netherlands and the United Kingdom (INTERREG III C – EC; 2005-2008).	
Strong and weak points of the city administration	**Strong points:** flexible organisation; qualified human resources; interdisciplinary team; diagnosis, benchmarking and evaluation methodologies; partnerships at regional, national, European and international level; information and knowledge bases (intelligence) **Weak points:** lack of inter-departmental collaboration	

City to city exchanges	Inteli would be particularly interested in visits to • Manchester (the UK) • Santander (Spain) • Amsterdam (The Netherlands)

Techniques of social innovation		Inteli one X for possibly, two XX for probably three XXX for definitely
Coproduction	working with end-users of service to redesign the service (e.g. with elderly for elderly services)	xxx
Specialist knowledge	Working with external consultants and universities or research centres	x
Ideas from other cities	Visiting cities that are established leaders in the field, learning from how they operate and adapting their technique to your city	xxx
Working across sectors	Working with social economy, social enterprise organisations or with the private sector to create new solutions	xx
Crowd sourcing	working through the internet to get knowledge from the crowd	xxx
Competitions	using public competitions to solve problems	xxx
Public procurement	using your ability through purchasing to drive innovation	x

To contribute to the integrated development of the territories in economic, social, cultural and environmental terms, through the support of public policies and that of the strategies of the local stakeholders.

AREAS OF INTERVENTION OF INTELI

Creative Economy

Encouraging innovation in the cultural and creative sector for the development of cities and regions, within a logic of articulation between urban regeneration and economic and social revitalization.

Urban Sustainability

Promoting the sustainability of cities and regions in terms of mobility, energy efficiency and renewable energies, construction materials and techniques, and water and waste management.

Social Innovation

Fostering social innovation and new governance models, locally and regionally, with the objective of building a more transparent, fair and supportive society, with a strong sense of citizenship.

SOME NATIONAL PROJECTS THAT INTELI MANAGES

Smart Cities Portuguese Index

This project intends to develop a ranking of smart cities in Portugal, comprising the political, economic, social and environmental dimensions. An annual report and an online platform will be disseminated widely, supporting the municipalities in monitoring their strategies and policies (2010-…).

Mobi.e – National Electric Mobility Program

INTELI is the technical coordinator of the Electric Mobility Program, promoted by the Portuguese Government. In fact, Portugal has been a pioneer in the development of an innovative electric mobility system which represents an opportunity to consolidate the national renewable energies policy. 1,300 charging points are being installed in 25 municipalities (2009-…). (http://www.mobie.pt/en/)

RENER – Sustainability Living Lab

INTELI is the managing entity of the network of 25 cities faced as pilot cases by the Government for the introduction of the electric vehicle in Portugal. The network acts as a living lab, as a place of experimentation of new solutions in the area of sustainable mobility. RENER is member of the European Network of Living Labs (2009-…).

Óbidos – Creative Town

This project aimed to support the transformation of the town of Óbidos into an attractive place to live and work, through its assertion as a creative economy. The creation and fostering of creative urban spaces, such as studios, incubators, and co-working, translate into an important aspect of this development strategy (2008-2011).

Serpa - Creative and Sustainable Community

This project aimed to define strategic and operational guidelines for the development of the city of Serpa as a creative and sustainable community, by focusing on music, the arts, sustainable construction and renewable energies (2010).

Paredes – Creative City for Design

This project intended to define strategies and action plans for the affirmation of Paredes as a "Creative City for Design". Design is considered as being the engine of the city's development, both in terms of entrepreneurial creativity and urban creativity, combining the tradition of the furniture industry with new factors of competitiveness (2007-2011).

This project aimed to create and promote a Technology Platform in Torres Vedras, focused on research, experimentation, demonstration and training within the articulation of the various sources of renewable energies (photovoltaic, hydrogen, wind, etc.) (2010-2011).

INTELI IS MEMBER OF

EICI - European Interest Group on Creativity and Innovation
http://www.creativity-innovation.eu/

ENoLL – European Network of Living Labs
http://www.openlivinglabs.eu/

Induscria – Creative Industries Platform of the Lisbon Region
http://induscria.blogspot.pt/

More information: www.inteli.pt

Management of the Inteli LSG	
Coordinator	Catarina Selada
Method of work	The group will be animated through organized meetings, at least one in each 3 months
Organisation and activities of ULSG at	Being a center of innovation with the mission of contributing to a creative and innovative society, envisaging a sustainable economic and social development, INTELI often works closely with institutions, companies, universities, NGOs and with public bodies related to innovation and social development. Therefore, INTELI will profit the good relations already made with these entities and keep working together with them during the Smart Cities project. The coordinator of the LSG will be Catarina Selada, Head of Policy & Research at INTELI.. The LSG members will actively contribute to the production of the LAP and will be invited to participate in the transnational exchange meetings foreseen in the project work plan. They will be regularly informed about the project activities and outputs. External experts may be invited to participate in some meetings to discuss particular themes. INTELI will try to involve some European institutions in the debate, such as Social Innovation Exchange.
Participation to national capacity-building scheme	From INTELI the core members will be the project manager and coordinator of LSG Catarina Selada from INTELI, a representative from TESE (NGO) and a representative from Instituto de Empreendedorismo Social (Social Entrepreneurship Association). INTELI's main goal with this project is to create a national action plan for social innovation. So, it is important to have the main actors in social innovation involved in the project. TESE and IES are among the main actors in social innovation in Portugal.
Cooperation with managing authority	INTELI will work closely with its Managing Authority, Luis Machado, from the Operational Programmes - Comissão de Coordenação e Desenvolvimento Regional – Lisboa e Vale do Tejo (CCDR-LTV) - and will involve them in the activities of the thematic network at transnational and local level, such as meetings, seminars, workshops, or study visits. Moreover, CCDR-LVT will be an active member of the LSG and will contribute to the production of the LAP. Through this process, INTELI will try to integrate social innovation into future operational programmes for both ERDF and ESF. CCDR-LTV will also be informed about the lessons learnt at transnational level, for those meetings in which it will not be possible for any representative of the MA to be present.
Project Budget for External Expertise	Inteli will use the budget for external expertise for the support on the thematic videos and booklets production

Local Support Group_INTELI			
organisation of Stakeholders	connection to the problem in question	Experience and knowledge do they bring to the problem	
Inteli	Inteli is the project partner. It is a government agency	Extensive work in cities, on innovation and social innvation	pub
TESE http://tese.org.pt/index.php?lang=en	VISION: TESE wants to be the reference organization in anticipating and promoting innovative solutions that best respond to emerging social needs. MISSION: TESE creates and implements innovative responses that best promote social development, equal opportunities and quality of life by creating partnerships with public, private and civil society organizations.	TESE is one of the main national players in social innovation and has been working in Portugal and in developing countries in the following areas: - Local Innovation - Research - Consulting and Training - Networks and Awareness - Incubation (in development) It can contribute to a clear diagnoses and framework of social innovation in Portugal.	Cs
Gulbenkian Foundation http://www.gulbenkian.pt/index.php?&langId=2	The Foundation encourages creativity and innovation capacity by creating new service models to respond to major social challenges. For this purpose Gulbenkian created the Gulbenkian Human Development Programme (PGDH) – 2009-13, which – in the social area and within priorities – plans to invest in anticipating problems that mark our society, promoting informed debate on these challenges, experimentation of new local solutions to those problems, mediating the dialogue between social organizations and various sectors of society, enhancing the performance capacity of organizations in mobilizing partnerships and disseminating of good practices.	The Foundation has an important role in: - Promoting social innovation and creativity in social responses to improve the efficiency and quality of services provided by organizations; - Disseminating models of sustainable initiatives in the third sector; - Fostering a culture of responsible and qualified volunteer; - Finding innovative answers to poverty and unemployment resulting from the crisis; - Challenging citizens to civic participation.	Cs
Instituto Empreendedorismo Social (Social Entrepreneurship Institute) http://www.ies.org.pt/	IES is a non-profit association, a Centre of Research and Training on Social Entrepreneurship born from the involvement of key people around the theme of Social Entrepreneurship who believed that, in Portugal, this new area should be encouraged. Its mission is to work with organizations and individuals committed to identify, support, educate, promote and to connect high-potential initiatives, inspiring and empowering for a better world.	IES has been a relevant actor in terms of social innovation through the organization and participation in several initiatives, conferences and seminars with the aim of informing and disseminating best practices and what has been happening in terms of social innovation.	cs

Centro de Inovação Social (Social Innovation Centre) http://bonjoia.org/en/	The Municipality of Oporto, through the Oporto Social Foundation, created the Centre for Social Innovation (CIS), which goal is to promote the implementation of social innovation and entrepreneurship projects in Oporto. The intention of this centre is to promote the importance of social innovation within the society through the dissemination and promotion of new ideas and projects that contribute to the social development of the city, allowing the affirmation of Oporto as an Inclusive and Innovative city.	It has been doing the diagnoses of the social framework in Oporto and good practices to solve social problems.	Pub/cs
AMA – Agência para a Modernização Administrativa (Administrative Modernisation Agency) http://www.ama.pt/	AMA is the public institution within the indirect government administration that has the mission to operationalize modernization initiatives and boost the participation and involvement of the different actors and institutions. AMA's mission is to develop, coordinate and evaluate measures, programs and projects in the areas of modernization and administrative simplification and regulatory management and electronic delivery of public services, in the framework of the policies defined by the Portuguese Government.	Being a public institution AMA can supply validated information about best practices related to digital public services and other projects in terms of modernization and administrative simplification in municipalities.	pub
CGD Bank (Culturgest) http://www.culturgest.pt/	The CGD and TESE promoted the Co-Lab, an initiative of Social Innovation (www.colabsocial.com), which will be held in the Foundation of CGD–Culturgest which aims to boost the Social Innovation in Portugal and mobilize organizations of the three sectors to work together to create and implement innovative social solutions.	Through the Co-Lab Social, CGD will be an important institutional player in terms of social innovation and will foster social innovation in Portugal. Furthermore this bank promotes de volunteer and gives solutions to people in disadvantage like social microcredit. It can also be important to give a clear diagnoses of social innovation in Portugal.	pri
DNA Cascais http://www.dnacascais.pt/HOMEPAGE.aspx?ID=1999	DNA Cascais aims to contribute, by all suitable means to the promotion, encouragement and development of entrepreneurship in general, with specific emphasis on the promotion of youth and social entrepreneurship.	This agency promotes the creation of companies which aim to address social problems. Furthermore, DNA Cascais together with INSEAD Business Centre has been training people in the entrepreneurship area. Due to its experience DNA Cascais can contribute with paramount information and indentify best practices in social innovation.	Cs/pri
Associação Atitude – Bolsa de Valores Sociais (Social	The Association develops its work on social responsibility and	By promoting the concepts of social investment	Cs

Stock Exchange) http://www.bvs.org.pt/view/viewPrincipal.php	sustainability. It created the Bolsa de Valores Sociais (Social Stock Exchange) which replicates the environment of a stock exchange and its role is to facilitate the meeting between Civil Society Organizations carefully selected, with relevant work and proven results in the field of Education and Entrepreneurship, and social investors (donors) willing to support these organizations by purchasing the results of their social activities.	and social investor, the Social Stock Exchange proposes that the support for civil society organizations is not seen from the perspective of philanthropy and charity, but investment that should generate a new kind of profit: social profit. In that way this project can help finding different social solutions and brings others perspectives to the project.	
Impulso Positivo – IP (Positive Impulse) http://impulsopositivo.com/	Its mission is to create platforms where non-profit organizations, businesses and public institutions can meet and as a result increase the social impact of their activities.	Aware of the importance of the subject and practice of Corporate Social Responsibility, and the indispensability of the non profit or third sector and inter-sectorial partnerships, IP develops, among other projects, an editorial in multi-support, devoted to Corporate Social Responsibility	Cs
Universidade Católica (Catholic University) http://www.ucp.pt/	The University participates in the new platform TEPSIE to explore the paths of social innovation in the future. TEPSIE is a collaboration between six European institutions - The Danish Technological Institute (Denmark), The Young Foundation (UK), University of Heidelberg (Germany), Catholic University of Portugal, Atlantis Consulting (Greece) and Wroclaw Research Centre EIT+ (Poland) - aimed at understanding the theoretical, empirical and policy for the development of the field of social innovation in Europe. It is intended through this project to explore the barriers to innovation, as well as the structures and resources that are needed to support social innovation in Europe. The goal is to identify what works in terms of measurement and with regard to scale innovation, engage citizens using online networks for maximum effect in order to help policy makers, researchers and practitioners working in the field of social innovation.	Being a university, Católica can give an academic point of view in terms of social innovation.	pub
Ashoka Portugal http://portugal.ashoka.org/	Ashoka Portugal has a Strategic Alliance agreement with the Santa Casa da Misericórdia of Lisbon since April 2011. Together, the two institutions are committed to working towards a common vision of Portugal - a country where people have the necessary confidence and skills to create and implement solutions to social problems, economic or environmental, wherever they exist - in	The association can be a source of possible benchmarking of social entrepreneurs who already developed innovative solutions in the national context.	

	a society in which everyone can be change makers (Everyone a Change maker TM). Ashoka Portugal will start by developing three main programs: Fórum Ashoka "Empreende Portugal", Programa Jovens Change Makers, Apoio aos Empreendedores Sociais.		
Fundação Aga Khan para o Desenvolvimento (Aga Khan Development Foundation – Portugal) http://www.akdn.org/portugal_urbano.asp	The Aga Khan Foundation has defined a strategy to fight against poverty and social exclusion in urban areas. One of the emblematic interventions of the foundation was the K'CIDADE program (www.kcidade.com) which is focused in the urban regeneration of disadvantaged neighborhoods in Lisbon. It is centered in the promotion of community participation, empowerment, and sustainability.	The Foundation could provide relevant knowledge and experience in the area of revitalization of disadvantaged neighborhoods through the participation of the community.	Cs
IFDR – Instituto Financeiro de Desenvolvimento Regional (Financial Institute for Regional Development) http://www.ifdr.pt/paginainicial.aspx	IFDR is the public institution in charge of managing the ERDF – European Regional Development Fund and the Cohesion Fund in Portugal. It operates under the edge of the Ministry of Economy and Employment.	IFDR could provide a general framework on the negotiations of the next programming period 2014-2020, namely within ERDF.	Pub
Instituto de Gestão do Fundo Social Europeu (Institute for the Management of the European Social Fund) http://www.igfse.pt/st_sobreigfse.asp?startAt=2&categoryID=349	The Institute aims to ensure, at national level, the management, coordination and financial control of the operations supported by the European Social Fund (ESF).	The institute could provide a general framework on the negotiations of the next programming period 2014-2020, namely within ESF.	pub
Ministry of Solidarity and Social Security – Portuguese Government http://www.portugal.gov.pt/pt/os-ministerios/ministerio-da-solidariedade-e-seguranca-social.aspx	The Ministry defines and executes solidarity and social security policies, and social inclusion programs, in cooperation with 3rd sector institutions. It promotes the development of the social economy.	The Ministry can provide an important political framework and support for the project's activities, establishing the links with social organizations.	pub

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

It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal challenges. It helps them to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT is 181 cities, 29 countries, and 5,000 active participants

www.urbact.eu/project