# ABOUT

# About Interactive Cities

Interactive Cities[1] explored how digital, social media and user generated content can improve today´s urban management in European cities, whatever size. This challenge has been tackled in two ways. Firstly, as an opportunity to redefine and deepen the concept of citizenship and civic engagement today, providing a path to spark cohesion, commonalities and shared value as well as increasing sense of place. In other words, making the most of the new channels to revisit the relationship between the individual and the local community in the digital era. Secondly, as a way to improve the quality of public services, in terms of efficiency and transparency, and even widen the current service chart provided by local authorities.

Interactive Cities focused not only on the technological side but also on how this kind of innovation can be concretely useful for local authorities and urban residents, promoting better urban governance, citizen participation and economic growth.

The international cross-learning on this issue has been organised into three main sub-themes:

- Communicating the city as an attractive tourist destination strengthening its image both locally and internationally;

- communication of business promotion strengthening the city's conditions through the support of local companies, both existing potentially new ones;

- communicating urban development by making understandable to a wide audience often very complex technical matters, balancing the involvement of inhabitants in the decision making process and explaining why plans have been approved by the administration;

**1** Website (urbact.eu/interactive-cities) and facebook page (https://www.facebook.com/interactivecities)

The URBACT Action Planning Network Interactive Cities has built on local needs and capacities to use social media and to develop new tools for better urban collaborations. The cities involved in the Network have looked into the opportunities of using social media to improve the governance of urban spaces, resources and services. By launching new platforms, applications and channels to enhance communication between administration and citizens or enabling a better use of technologies and solutions already existing on the market (such as social media platforms and apps with relevant urban functions), the project has aimed at helping participating cities develop a local ecosystem of social media-based tools in order to better respond to challenges. Interactive Cities compared strategies adopted by different European cities in the use of social media for institutional communication, as well as the use of open datasets for the creation of urban apps made by independent developers or by the public authorities themselves. Highlighting the city as a hub for creative exchange of contents and information among people has been one of the main objectives of the project.

Interactive Cities has aimed at underline that the role of social media and digital tools in municipal communication is by no means limited to the transmission of messages by administrations. On the contrary, they potentially serve as bi-directional exchange channels, restructuring not only public communication but also the municipal governance models. Many of the platforms or digital tools that transform the way we live, experience, use and create cities are not initiated by local administrations but civic organisations, research institutions or private enterprises: however, they create important links between public, civic, academic and private stakeholders. The role of public administrations in this process is manifold: besides creating, commissioning or triggering, they also need to accommodate innovation and help all their partners in adapting to economic and social changes by redefining their digital strategies. This requires building eco-systems of digital communication and knowledge exchange: in order to improve public services and create an innovative milieu with the help of incubators, open data platforms, sharing and exchanging tools, hackathons or competitions, administrations need to help urban actors establish their networks.

**The concrete outputs of the project are:**

Know-How: Practical knowledge developed by testing on the ground new communication strategies involving the use of social media to tackle the local challenge together with the involved stakeholders.

Tools: access to various social media and digital communication platforms, in order to assess the best instruments to achieve the desired communication and participation goal.

Processes: capacity to design processes over time that will affect stakeholders within the administration and outside, in order to create the expected incremental results.

Policy requirements: by testing and prototyping it will be possible to define the needed policy changes at local and international level, in order to optimise the impact.

## METHODOLOGY

Interactive Cities developed a model potentially transferable to all the cities of the URBACT community aimed at fostering the creation of a local communication ecosystem as a basis for a true participation of citizens and stakeholders around the integrated urban development.

The realisation of this model has involved different parts of the local authorities involved and has given them the opportunity to create, through their Local Social Media Governance Plan, networks and links among actors who would not normally interact among each other: developers, institutional stakeholders, different types of residents, influencers, stakeholder of the business and tourism sector, urban planners, social media users and so on. It was promoted in a coherent way, fostering the creation of an integrated communication plan which is based on the real communication and participation needs of an urban context, analysed and faced through an interactive strategy and taking example from the most relevant experiences carried out internationally. This participative effort, driven by the city partners in collaboration with the stakeholders involved at local, national and European level, has contributed to put in practice the principles of the Digital Agenda highlighting how new technologies, social media and apps can be useful for every need of an urban area. The strategies developed by Interactive Cities have contributed to the URBACT general goals providing an original perspective on innovation in urban governance, considering new technologies such as social media and apps as complementary tools for every urban development strategy willing to really involve residents in its different phases. Using social media and apps has inspired cities facing a wide range of challenges, from urban sustainability to business promotion. It has shown how a mixed use of these tools can contribute to fostering the participation of residents and new relational forms with local authorities, enhancing local democracy and supporting better governance of urban processes.

The scheme below explains the connections between the different parts of the project:

- Transnational meetings are where all partners of the network have met.

- Thematic Groups are the clusters where some partners have worked more closely with other cities sharing the same thematic local challenges.

- Local work is the process carried out at local level to develop the Local Social Media Governance Plan.

All parts of the project are interrelated and to be seen as a circular process in which each city has had the possibility of accessing and learning from all the capacity building modules available.
The various phases of the learning process have also been shared with all the Urbact Local Group (ULG) thanks to their direct involvement in each phase (Transnational meetings, Thematic Groups and Local dimension) but also indirectly thanks to the social media and website that have allowed the cities and their wider ULG groups to share the information (also provided in local languages at least as synopsis).

# METHODOLOGY

# Methodology

The Local Communication and Governance Plan has been the result within each city of the input coming from the Transnational Meetings, the Thematic Groups and the Local Prototyping with the ULGs.

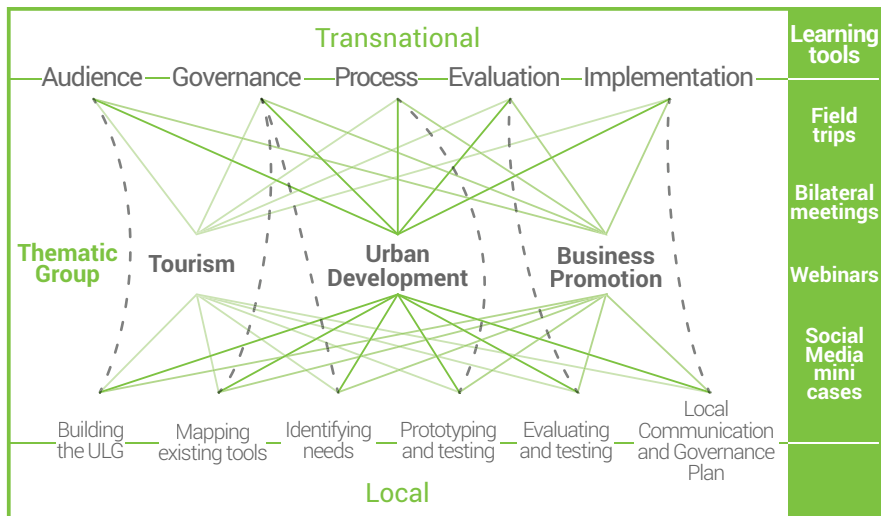It is not only the final result of transnational and local exchanges along the project but it is also a concrete occasion to put in practice a coherent, integrated communication strategy taking into account all the elements emerged during the activities of Interactive Cities. It mainly focuses on a digital/social media strategy adapted to the thematic priorities identified by each city. Every city focused on the tools to be used to promote specific aspects related the promotion of local growth and business/tourism sector, to improve the participation of residents and enhance the governance efficiency at local level. In the medium and long term, what comes out from the Local Action Plan will contribute in a decisive way to make the social media ecosystem an effective part of the local debate, to be meant as a permanent, innovative dialogue platform among different types of users who contribute to share ideas, visions, practices for the realisation a more democratic and sustainable urban environment. For this reason, each plan is to be seen as a roadmap that builds the way towards an effective implementation of the foreseen strategy. To reach each local plan, there has been some common steps for all partners.

## Steps towards the plan



Transnational

Audience — Governance — Process — Evaluation — Implementation

Learning tools

Field trips

Bilateral meetings

Webinars

Social Media mini cases

Thematic Group — Tourism — Urban Development — Business Promotion

Building the ULG — Mapping existing tools — Identifying needs — Prototyping and testing — Evaluating and testing — Local Communication and Governance Plan

Local

## Building the ULG

The URBACT Local Groups (ULG), have been composed by institutional and non-institutional actors, with a particular focus on who is already contributing to make the city more innovative and interactive in terms of use of social and digital media. Developers, university students, thematic organizations, influencers, innovators have become part of ULG together with representatives of business and tourism sector, urban planners, institutional representatives. A scouting of the local social media landscape has been essential to include actors who are really influential on this thematic debate and who can directly contribute with their personal and organization social media account to give a wider echo to the project at local and national level. The ULG is not to be seen as a fixed entity but rather an expanding and flexible group that includes as many relevant actors needed in the co-creation process.

## The Social Media Team in Genoa

The City of Genoa adopted the City Tax Management System[2] back in 2012, through which it developed a joint strategy between the City Hall and the Chamber of Commerce for the use of tourism tax. Within our network they are working on improving the digital communication and promotion strategy of the city thanks to the Social Media Team, with activities funded by the tourism tax.



## The Community-Led Local Development Network in Lisbon

The Community-Led Local Development (CLLD)[3] Lisbon Network is a non-profit organisation created in 2015 following an application for Portugal 2020 funding. It is a strategy for Local Community-Based Development which primarily aims to promote, in certain areas, strategic and functional cooperation between partners, focusing on entrepreneurship, employment, education, training and social integration, in accordance with the Portugal 2020 Partnership Agreement and with the aims of the Europe 2020 strategy. With this in mind, the CLLD Lisbon Network was created with the aim of implementing an innovative model of co-government in the city of Lisbon through the deployment of local development plans.



**2** Further information: http://urbact.eu/city-tax-management-system
**3** Further information: http://urbact.eu/collaborative-governance-tech-platform-lessons-retain-increase-community-participation

## Mapping the existing tools

At local level, each city has systematised tools and technologies already used by every department, allowing to make use of social media and apps in a more coherent and reliable manner for their specific needs. Integrating and harmonising existing tools, only adding what was considered to be really necessary has been the way forward. Cities started from an analysis of how social media tools are used within and outside their local organization, in order to understand local and national trends and linked this to the work done with Interactive Cities. Each city identified its own communication objective and explored how social media tools can help to address this specific challenge, ensuring an effective level of participation of residents around it.

## Alba Iulia social media eco-system

Alba Iulia[4] is basing its social media strategy on a wider use of digital and social media tools. The communication with the residents and the tourism promotion of the city are fundamental aspects of this action which is involving local stakeholders and private companies. For this, the integration and coordination of existing social media and digital platforms are essential. Alba Iulia is enhancing the use of online platforms, pages and accounts on Facebook and Twitter to receive comments and complaints but also transferring them to the offices in charge of solving the most urgent issues for residents.

## Tartu participatory planning

Because usually masterplans consist of a series of texts and maps, which are an abstraction that many people don't understand, the City of Tartu[5] wanted to translate the complicated documentation into something that people can understand and feel they have really something to say about it. For this reason there has been a online system to gather citizens' ideas that was then discussed through a series of meetings.

**4** Further information: http://urbact.eu/ben-and-sophee-southall-alba-iulia

**5** Further information: http://urbact.eu/tartus-new-masterplan-platform-ideas-citizens

## Identifying local needs

Each city has identified the needs to be addressed within the target community through a series of different tools, that helped gather more information and a broader variety of inputs. After a series of social media campaigns and meetings, the partners developed a user story, a short snapshot of how they would have used participation in the project to achieve some of their policy-related goals. Based on these stories, partners had the possibility of making communication material to engage new stakehodlers and better explain the goals of the project at local level. For example, short videos were made out of their story in their local language and used as a way to gather concrete feedback from a broader stakeholder group.

## To the future and back in Ghent

The City of Ghent[6] developed a workshop with its stakeholders to identify the local priorities. The reason to take the stakeholders to the future, is because participants tend to think within known frameworks and possibilities but when these boundaries are taken away thanks to time travelling, they can think more easily out of the box. Afterwards, once they have freewheeled completely, they can think with an open mind on the possibilities in the present.



## Debrecen business meetings

The City of Debrecen[7] has been running a programme of business talk shows and networking event series. The guests are SME (small and medium sized companies) managers and owners, who have considerable knowledge to share and challenges that are searching for new solutions. By establishing gaming and interactive sessions, the local needs are mapped and represented through a series of graphic materials also used in the social media.



**6** Further information: http://urbact.eu/how-ghent-took-his-local-stakeholders-future-and-back
**7** Further information: http://urbact.eu/heart-startup-land-debrecen

**Prototyping
and testing**

By exploring the use of Open Data, the relation with innovators and developers based at local and national level has been increased, improving the use of datasets with new applications and technologies according to the needs emerged along the project activities and more specifically through the dialogue with the residents and by the other side with other European cities and innovators. Prototyping was carried out through the methodology of Open Innovation Circles. Each partner at local level will have the possibility of developing a prototype action with the ULG to test the effectiveness of the Communication Strategy. The Open Innovation Circles have been a process that comprised actions such as Hackathons with Open Data, idea competitions for public mobile apps, crowdsourcing user generated data campaigns, innovative actions connected to the production of social media high quality contents and many others developed throughout the project.

## Use of Beacons in Varna

The City of Varna[8] has developed a prototype of an interactive city guide app developed with App Lighthouse, a Bulgarian-based app company. This travel app provides successful integration of proximity technology where travellers can make use of this app to get information on everything that is happening around them during their vacation. By making use of beacons in these locations they allow them to "speak". Visitors are able to get more information as they pass through these locations. The tourist can, therefore, gain a better understanding of the history of the monument and culture of the country. All the information of this monument will be given on the tourist's mobile device in 4 different languages.
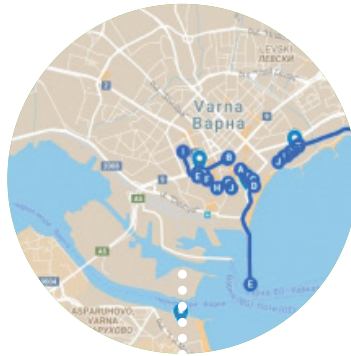
## Participatory Shop Assignment by Semaest in Paris

Semaest[9] together with CMaRue, a crowdsourcing platform for commercial urban planning, has run a pilot project in the 19th Arrondissement to crowdsource people's needs in order to achieve a more responsive, relevant commercial planification. For their part, the owners can use "citizen generated data" to look and settle the relevant commercial tenants. Through this mechanism Semaest was able to assign one of its shop in the neighbourhood through a digital participation system.

8 Further information: http://urbact.eu/innovative-use-beacons-varna
9 Further information: http://urbact.eu/experimentation-participatory-process-parisian-retail

## Evaluating actions

The innovation produced by the project has been cross-cutting to different areas and sectors of action of cities, contributing to better procurement strategies, enhanced forms of collaboration with innovators and relevant local and national stakeholders. After having prototyped and tested communication strategies, each city has had the possibility of evaluating and assessing the work that was carried out, its effect on the given topic, the stakeholder involvement and the overall impact. For this, cities developed a monitoring anf evaluating process to assess the effects of their prototype actions on the targeted issues at local scale.

## Social Media analysis in Murcia

Following the participatory experience in the Santa Eulalia neighbourhood, the City of Murcia[10] developed a "research/ diagnostic" stage. After elaborating the prediagnosis with all information collected in the previous stage and identifying the critical issues on which to focus, a multi-level shared diagnosis has been carried out, which allows the comparison of the pre-diagnosis information and gathering of first impressions and perceptions of the citizens regarding the planned intervention in the neighbourhood. Within this stage different tools are used, one of them which is still in the development phase, is the monitoring of online social networks. By gathering information from different social networks of the neighbourhood (facebook, twitter, instagram, etc.) we monitor the information that allows for a contextual analysis of the opinions expressed in them. To carry out this analysis, the collected information is processed through computer software used in qualitative research (Atlas-ti).
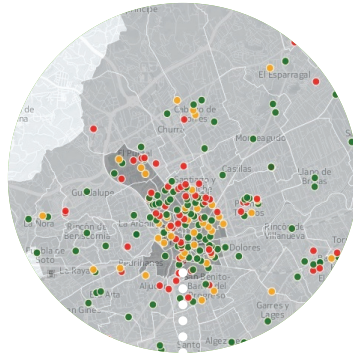
## Palermo's mobility strategy

The City of Palermo[11] has been developing the new mobility plan for the UNESCO protected area, which has received much public attention. The use and monitoring of digital communication has been essential in accompanying the participatory process. The effect has been to integrate communication channels from relevant stakeholders, such as the sustainable mobility web portal and the tourism web portal, the website for open data, the Municipal Police and transport company Amat social media and the thematic blog on mobility managed by the ngo Mobilità Palermo.

10  Further information:http://urbact.eu/new-methodology-analysis-and-diagnosis-neighbourhoods-murcia-santa-eulalia-case-study

11  Further information: http://urbact.eu/palermo-bets-social-media-governance

# Working modules

Transnational meetings are at the core of the Interactive Cities network's learning process: besides helping cities exchange their experiences, know-how and share their challenges and difficulties, these events also help partners refine their Local Social Media Governance Plan. In order to create opportunities for horizontal exchange, these meetings have welcome all project partners, including communication responsible for the thematic challenges chosen by the city, and by representatives of the ULG, with representation of NGOs as well as innovative Start-Ups and other relevant actors in the local communication eco-system. To enable various modalities in the exchange, partners have had the occasion to meet each other both in plenary gatherings and in smaller thematic groups. Besides the regular transnational meetings and bilateral exchange, two field trips to explore good practices were organised to Amsterdam and Helsinki.

The organisation of the transnational meetings is based on discussions with the project partners, and builds on their experiences, challenges and expectations. They all correspond to the two main currents within the needs identified by the partners: one foreseeing outward communication, such as marketing and promotion; the other seeking to provide better inward communication, improving participation and inclusion. By addressing both currents, the plenary sessions bring together partners to develop a common communication and governance methodology through seminars, exercises, visits and discussions. This methodology has helped each partner in developing a local communication  and governance strategy through a learning process in five steps, reflected in the thematic organisation of transnational meetings. In each meeting – dedicated to the specific themes of audience, governance, engagement process, evaluation and implementation – more experienced cities will share their insights with partner cities and help them find answers to their challenges in elaborating Local Social Media Governance Plans. During each transnational meeting, partners have presented case studies of good practices, and will be given peer reviews, tips and tasks to improve their Local Action Plan development according to the topics addressed by the network in relation to the specific challenges identified at local level. Transnational meetings also have been occasions to "synchronize" the social media and digital platforms practices of partner cities, share content, start following and create social-media based activities during the meetings, as well as providing updates on the most recent approaches and on the new technologies adopted by cities for urban communication

# Project meetings

## 1. Audience: Who are we speaking to?



Alba Iulia's transnational meeting, September 2016

The identification of the audience is an essential step in the development of an effective communication strategy, from here comes the choice of tools, partners and timing of actions.

The first transnational meeting, held in Alba Iulia in September 2016, focused on the question of audience. How to identify the target audience when addressing an urban challenge? What are the right communication tools, channels, strategies to reach this audience? Who are the key partners in addressing the target audience? How to frame the key messages towards the chosen audience? How to design a communication campaign addressing a specific audience and how to keep them in the loop?

## 2. Governance: How to convey the messages within our organisation?



Escadinhas de São Cristóvão, Lisbon

A great challenge within organisations is to manage the communication flow within the organisation itself, effectively managing to retrieve the necessary information in due time.

The second transnational meeting, held in Lisbon in January 2017, focused on the relationship between communication and governance. How to organise communication flows within an organisation and its partners? How to create a communication system (platform, channel, interface) that enables horizontal exchange among different stakeholders? How to set up rules of governance when it comes to operating a city-wide communication platform? How to involve all the different parts of a local authority in an integrated Social Media Governance Plan, in order to make it a useful tool for every purpose?

## 3. Process: How to engage the stakeholders in the process?



Transnational meeting in Tartu, June 2017

When wanting to deliver messages about new activities in order to reach new stakeholders it is necessary to think of innovative processes that enable such goals.

The third transnational meeting, held in Tartu in June 2017, focused on the challenges of engaging stakeholders in the communication process. How to stimulate stakeholders to actively participate in the discourse generated by the public administration? How to encourage constructive behaviour in communication platforms? How to identify discourses in the city that can be linked to the municipality's goals? How to receive feedback from citizens and how to encourage them to generate content? How to combine information with playfulness and education?

How to involve innovators and developers in fostering a better use of social media and apps for urban development? How to include local stakeholders in the design of innovative technological solutions, creating added value for the urban context through the establishment of new types of relation among local authorities, innovators and thematic stakeholders? How to include specific targets, such as young people or visitors, in the design of innovative solutions related to social media and apps in urban areas?

## 4. Evaluation: How to assess the effectiveness of the process developed?



**Transnational meeting in Ghent, October 2017**

When testing and piloting new strategies, it is important to have the means and the methodology to verify whether the process is effective and whether some adjustments are necessary.

The fourth transnational meeting, held in Ghent in October 2017, focused on evaluating communication processes. How to identify the periods of evaluating a communication process? What are the criteria of success? How to get citizens involved in improving the process by providing feedback and suggestions? How to integrate suggestions from various stakeholders in the communication process?
How to monitor the evolution of a social media strategy through systems of analysis of the sentiment at local level?

## 5. Implementation strategy of the Social Media Governance Plan?



Transnational meeting in Murcia, January 2018

At this point each city will have carried out some testing and developed a draft local Social Media Governance Plan, the focus will therefore be on how to ensure a durable development of the plan.

The fifth transnational meeting, held in Murcia in January 2018, focused on implementing the communication strategy. What are the practical challenges of implementing the strategy? How to channel political and citizen support into the implementation process? What are the necessary decisions and steps to launch the strategy? How to maximise the impact and the durability of the communication strategy? How to collect feedbacks during the implementation process? How to adapt the communication strategy to urban changes or changes in the local government organization?

# Field trips



Interactive Cities' team

Great importance is given within the project to Field Trips as these allow a better understanding of the real challenges of a city, who are the stakeholders, how do they interact and which is their common goal. For this reason all transnational meetings will include site visits and meetings with key stakeholders in the City hosting the event. In addition to the site visits organised by the IC network partner cities, two other Field Trips were organised to cities that were identified in the Baseline Study as front-runners in their digital policies, Helsinki and Amsterdam. For reasons of accessibility, the Helsinki Study Visit took place right before the Tartu Transnational Meeting, similarly to the Amsterdam Study Visit that was organised before the Ghent Transnational Meeting, to enable the participation of as many [IC] partners as possible.

# Helsinki



Study visit in Helsinki

Helsinki was chosen as one of the Interactive Cities study visit locations because of its pioneering work in digital communications. Home of many successful communication and technology companies, as well as research institutions, Helsinki has created an eco-system for innovation and for cooperation between the municipality, the state, private companies and start-ups, research organisations, civic initiatives and citizens.

The study visit was focusing on the Helsinki Municipality's strategies for digital communication, participation and user-oriented services. In order to explore these strategies and the related practices, partners in the [IC] network met representatives of a number of municipal departments, as well as municipal companies and connected organisations.

The setting for most of the meetings were provided by Laituri, Helsinki's Urban Centre that is in the core of the city's participatory processes and coordinates some of the city's procedures for citizen participation in planning, using also digital communication and social media alongside with physical meetings.

Besides citizen participation in urban planning and development, the use of open data was another focus of the meetings. Participants learned about the city's interactive 3D model system that brings

together different kinds of datasets and applies open data as well as about the work of the Helsinki Region Infoshare in opening municipal datasets and accommodating user-generated data in order to create transparency in the city's functioning, on one hand, and economic opportunities through providing access to this data, on the other.

Digital communication and services have been an integral part of Helsinki's strategy to cooperate with different stakeholders, to design better services and to create economic opportunities. The work of Helsinki Digital Services and the new Helsinki app, as well as the recent reorganisation of the municipality all served the rethinking of services through an user-oriented design approach.

To understand the Municipality's cooperation with other actors, the [IC] network met with representatives of the municipality-owned company Forum Virium who explained how innovation is triggered in Helsinki by an ecosystem of public and private actors in the field of mobility and smart development and how public companies act as experimental laboratories to test new strategies, approaches and services before implemented by the municipality.

Throughout the visit, a lot of emphasis has been on education and the empowerment of youth through various mechanisms of cooperation and inclusion in the decision-making. In order to make these mechanisms more tangible, the last visit was organised to the offices of the Ruuti Youth Participatory System where participants learned about the programme in which the Helsinki Municipality invites young people aged between 14 and 18 to articulate their needs and represent their age group in decision-making and urban policy.

From Urban Centre and the urban planning department through open data and digital services  to service design and youth participation, the various meetings confirmed an overall municipal strategy in which municipal departments cooperate with each other and with public and private companies, research institutions, civic initiatives and citizens along the key values of equity, social inclusion, transparency, participation and emancipation.

See our related article: Laituri - An urban laboratory to make strategies alive[12]

# Amsterdam



Canal view, Amsterdam

Amsterdam was selected for the second Study Visit because of the complexity of Amsterdam's ecosystem that helps digital communication between stakeholders of the city as well as the establishment of start-ups through digital support. The visit focusing on urban development and digital policies was hosted by Amsterdam Smart City, and organisation that brings together a variety of private and public stakeholders, in order to create an innovation ecosystem in the Amsterdam region.

Amsterdam Smart City operates a matchmaking platform to give more visibility to civic innovation and to make demand and supply meet each other in order to bring together start ups and smart citizens. Amsterdam Smart City is a programme within the Amsterdam Economic Board, a partnership of 11 partners from governments, corporations and knowledge institutions. The Amsterdam Smart City platform, where everyone can upload their projects and initiatives, is financed by its corporate members and functions as an innovation ecosystem. The platform helps projects in various domains, with digital connectivity as a transversal theme. Amsterdam Smart City had a key role for the city's Innovation Capital Award in 2016, with the only application that was based on a variety of stakeholders.

One of the actors of the smart city ecosystem is the Waag Institute, an innovation lab and knowledge institute that promotes open government, distributed economic systems and data literacy. In its

advocacy work, the Institute helps communities create and own their datasets and creates open platforms for citizens to provide feedback on governance and policy issues. In its work with local governments, it produces tools to visualise data for administrations and connects people with IT skills with government officials, thus increasing the digital capacities of public administrations. Another actor of this ecosystem is Share NL, an organisation that works on supporting the sharing and platform economy in Amsterdam and across the world through the international Sharing Cities Alliance.

Tourism was been raised in several presentations during the meeting. The Amsterdam Municipality's Housing Department enforces its tourism regulations by scraping data from various platforms to gain a better understanding of the impact of these platforms on housing. In fact, Amsterdam was the first municipality to make an agreement with Airbnb to limit their activities to 60 days per year for each available apartment. In cooperation with the municipality, Fairbnb, a spinoff of the Waag Institute has been working on a fair vacation rental platform based on a commons-oriented sharing system that helps channeling tourism revenues into local economies and community values.

Another key theme of the day was the interaction between digital tools and platforms and urban development. Participants were presented Transform City, a digital platform to bring together tenants, owners and municipal officers in a South Amsterdam neighbourhood struggling with high vacancy rates of office buildings. Another initiative, the Hogeschool van Amsterdam's Citizen Data Lab has been organising participatory mapping and sensing exercises where citizens are empowered to produce their own datasets that can reveal important urban phenomena. Similarly, the Play and Civic Media programme of the Amsterdam University of Applied Sciences conducts research on how digital media creates an additional layer to the city and how digital tools can help creating games to bring stakeholders together and empower citizens for a more collaborative citymaking. Within another logic for digital platforms, the AMS Institute's Social Glass project is exemplary of how can the combination of user-contributed and public datasets help local governments understand mobility and movements in the city and support decision-making concerning the organisation and management of large events.

See our related article: Digital cities: Amsterdam's ecosystem of cooperation[13]

13 To read the full article: http://urbact.eu/digital-cities-amsterdam-ecosystem-cooperation

# Webinars

Besides transnational and bilateral meetings and study visits, members of the [IC] network also had access to highly specialised expertise through webinars. Webinars were open to all ULG members and were moderated by the Lead Expert and Lead Partner with the support of the Ad Hoc Experts. Besides presentations of the invited speakers' experiences, the webinars and the corresponding chatrooms also gave participants the opportunity to give feedback and ask questions specific to their own local challenges.

## Decide Madrid [14]



The first webinar, organised in December 2017, explored participatory decision-making platforms through the example of Decide Madrid. Decide Madrid is the prototype application of the Consul software that today helps municipalities and citizens in 60 cities to decide together about citizen proposals and municipal budgets. Similar to the Swiss model of participatory democracy but organised online, Decide Madrid collects citizen proposals that need 27.000 people to support an initiative to give a mandate to the city government. The 19.000 proposals submitted so far paint a thorough picture about the needs and priorities of the city. Decide Madrid stands at the core of an entire digital network around collective discussion and decision-making: for instance, social media is a main gateway for the platform, therefore larger numbers of users can be attracted to participate. Today, Decide Madrid experiences a yearly 60% growth in participation and gives space to decisions about proposals corresponding to over 100 million euros.

## PA Social [15]



*Sembra sempre impossibile finché non viene fatto (Mandela)*
Una rete per condividere, una comunità da far crescere

[ Unisciti a noi ]

The second webinar, organised in march 2018, have participants an insight into the Italian Public Administrations Forum's work on social media. The Forum PA's representative explained various strategies that can be used in the digital realm to reach citizens and develop new services for them. Most importantly, social media and digital platforms represent a revolution in the relationship between public administrations and the public. However, efficient digital communication with different stakeholders also requires the use of the right languages and channels. Several Italian ministries and municipalities have been experimenting with using Telegram (Ministry of Education), WhatsApp (Cagliari), Snapchat (Bergamo Health Agency) or Facebook Messenger (Ministry of Agriculture) for public communication. Both within ministries and municipalities, a lot of experiments have been made to bring together different departments that work with communication and social media into a single pressroom that operates with a unique editorial logic. In order to avoid destructive criticism and encourage constructive dialogue, social media policies can act as contracts between citizens and administrations - Trieste, for instance, accepted a comprehensive social media policy for this reason. To complement social media policies, the training of municipal personnel is highly advised.

**15** https://www.pasocial.info/

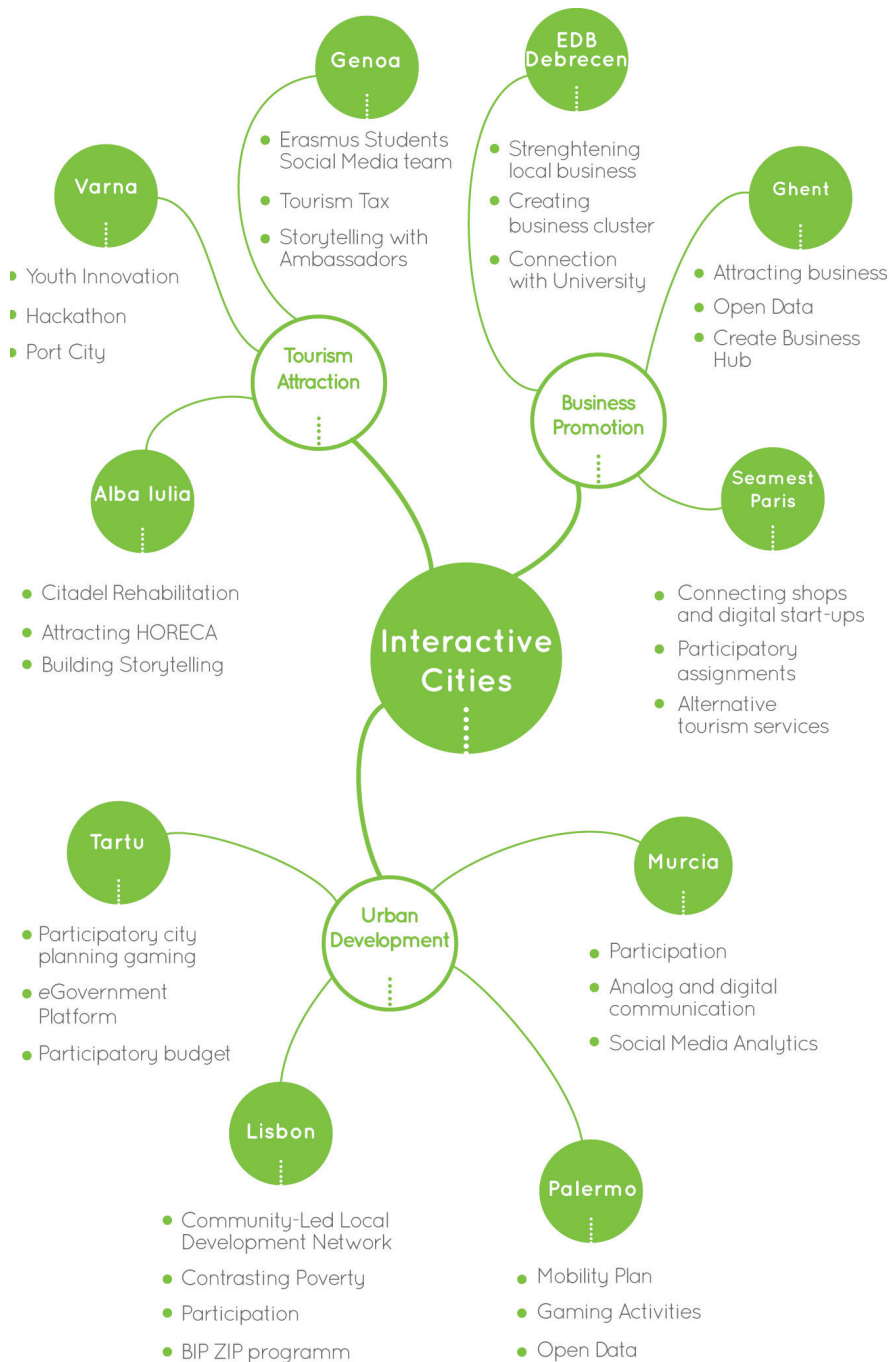# LOCAL SOCIAL MEDIA GOVERNANCE PLAN
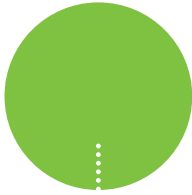
# Local Social Media Governance Plan

As a result of the Interactive Cities network, each city has developed an Integrated Social Media Governance Plan, aiming at making urban communication driven by local authorities more efficient in terms of use of internal and external resources and able to catch the real interaction needs emerged with a bottom-up approach. On the medium term, the aim is to see concrete changes in the way local authorities communicate to citizens and interact with them, providing schemes which make them able to adopt innovative technologies and approaches in a fast and efficient way. Given the rapidly in which situation change, these plans aim at providing a flexible framework in which cities can adapt their communication style to the development and growth needs of an urban area.

During the transnational meetings, as well as the in-between meetings, partners worked in thematic subgroups focusing on tourism, business promotion and urban development, in order to collaboratively adapt the learning blocks to the specific needs of their thematic challenge. The aim the Thematic Working Groups has been to help partners discuss between themselves in smaller groups of people sharing similar challenges in their city. This will be an added value to the mutual discussion amongst partners as it has allowed them to contextualise better the guidance coming from the Transnational Meetings to their specific issues. Each Transnational Meeting has been accompanied by Thematic Group work to the core guiding questions. The strategy each city develops to address their key challenge will be very different depending on the local context and needs, this is why it has been beneficial for partners to be able to discuss with peers about the social media strategy they would implement to address their specific challenges.

## Interactive Cities

**Tourism Attraction**

**Genoa**
- Erasmus Students Social Media team
- Tourism Tax
- Storytelling with Ambassadors

**Varna**
‣ Youth Innovation
‣ Hackathon
‣ Port City

**Alba Iulia**
- Citadel Rehabilitation
- Attracting HORECA
- Building Storytelling

**Business Promotion**

**EDB Debrecen**
- Strenghtening local business
- Creating business cluster
- Connection with University

**Ghent**
- Attracting business
- Open Data
- Create Business Hub

**Seamest Paris**
- Connecting shops and digital start-ups
- Participatory assignments
- Alternative tourism services

**Urban Development**

**Tartu**
- Participatory city planning gaming
- *e*Government Platform
- Participatory budget

**Murcia**
- Participation
- Analog and digital communication
- Social Media Analytics

**Lisbon**
- Community-Led Local Development Network
- Contrasting Poverty
- Participation
- BIP ZIP programm

**Palermo**
- Mobility Plan
- Gaming Activities
- Open Data

The diagram shows, some of the synergies within and across the thematic groups that were already identified by the partners during the second meeting of the First Phase of the Interactive Cities network. As the diagram shows thematic groups are not isolated from one another, they support content clustering between cities but do not exclude bilateral cooperation and inter-group work.

# Cities working on Tourism Attraction

Communicating a city as an attractive **tourist destination** aims at strengthening its image both locally and internationally. Tourism involves a variety of stakeholders, such as hotels and restaurants, tourist operators, airports and ports authorities, culture institutions, sharing economy stakeholders and many other. How to ensure that territorial marketing is substantiated by real quality services in the city? How to make the different stakeholders understand that the improvement of the city has a direct effect on their business? How to coordinate the cooperation of stakeholders within the Administration when so many Departments are involved (Culture, Economic Development, Urbanism...)? How to involve locals and tourists in the promotion of the city through social media? How to design specific use of social media and apps to promote the city and help tourists and city users? All these challenges are shared by **Genoa, Varna and Alba Iulia.**

# GENOA

The main purpose of our Integrated Action Plan is to find and underline the enormous possibilities that the use of social media and digital technologies are opening in the present of public administration; and, in the specific, Genoa, will explore the role of digital communication for an effective city branding and attractiveness promotion.

Our IAP will be the occasion to recap the work done in this field, before and during Interactive Cities. So, in the first part, we will present the city context and the economic, cultural and general framework which compose the shape of Genoa; we will propone an overview of the themes tackled by the project, with an introduction to the tourism and marketing situation within the Municipality; we will describe the work that we are pursuing since, more or less, five years, and how our methods and strategies have changed, while the general scenario of city marketing and communication was quickly changing.

An important part of the IAP will be focused on the active and participated work that we've done and we are still doing with our Interactive Cities ULG. Starting from the introduction of our main stakeholders, we will outline a "list" of experimental actions done, and how we worked, planning and discussing them with the ULG, in its totality or in thematic subgroups; during the project, we also involved as media partner the main local newspaper "Il Secolo XIX". The last and final section will be dedicated to set on focus and future objectives of the project. Interactive Cities after Interactive Cities will have a key role in the elaboration of the IAP, because the things learnt during this way, the people met and the actions experimented will have the

Genoa - the Port © Camilla Severino

41

possibilities to become a permanent part of the future work that the Municipality will develop in the next years.

Considering that talking about social networks is not simple, because they keep changing and the way the Public Administration use them is not a world explored in deep, we can imagine to plan some areas of actions, but we can't identify now exactly the kind of tool or of digital channel we will use within two or three years, for their fast and continuous evolution and transformation. Moreover the Municipality of Genoa is in a period of changes, due to the election we had last June which brought a new Mayor. In the next months, we will have to adjust our line of actions according to the new priorities indicated by the Administration. Some of our areas of action will be: involving users as marketing instruments; bring into focus a new shared storytelling of the city with the help of citizens, tourists and stakeholders. The Ambassadors: how to duplicate the action and make it permanent; how to widen the Ambassadors network ; how to create an Ambassador network focused on business city attractiveness (e.g. the Mayor Ambassadors Association). Other objectives proposed by the new administration - Focus on City Attractiveness and Internationalisation: city marketing actions to attract business and talents.

The future development of our Integrated Action Plan will depend mainly on the available budget coming from the City tax (URBACT Good Practice), plus the cooperation of the partners. The promotion activities financed with the tax are planned per year, following the Marketing and Communication Plan designed with a participative method by the Municipality and a network of stakeholders.

In conclusion we can highlight that we already had the consciousness of the important changes we had in the city in the last years, but now, also thanks to the participation to this project, we have the fully awareness that Genoa is changing its face from both points of view: the city itself and the way citizens and tourists see it.

In Genoa we are building a new storytelling using Social Media, a continuous dialogue between public administration, citizens, tourists and stakeholders. The strategic choice to create stakeholder networks, as indicated by the URBACT methodology, is and will be the base of our future work.



Palazzo Bianco e Palazzo

# VARNA

Varna is a popular tourist city with economic potential and ambition to become a year-round destination, attractive not only to the tourists, but also to the investors and visitors, who come here for business. The city management aims at creating favourable environment for development of Hi-tech industries and innovations availing of the scientific potential, provided by the 6 universities and 4 research institutes in Varna. In spite of the opportunities and advantages, connected with the available assets and sustainable development of the city, the city faces some challenges.

The involvement of Varna in the Interactive Cities network, within URBACT III programme, provides huge opportunities to exchange international innovation practices for governance and citizens' participation.

The IAP of Varna, elaborated according to the Programme Guidelines is based on the existing strategic documents at local, national and European level. On the grounds of SWOT analysis of the city context, SEO of institutional websites and survey about the visibility of Varna, the key stakeholders,

members of the Local URBACT Group, defined 4 main challenges:

- Weak online visibility of Varna as a year-round destination;
- Lack of an integrated approach in the promotion of Varna as a business destination;
- Ineffective internal communication and technical capacity;
- Poor engagement of citizens in the process of city promotion and branding;



Roman baths

Collaborating actively for two years, making use of the instruments of URBACT III and the transnational experience of Interactive Cities network, LUG, city administration and local business elaborated an IAP with the main strategic goal to improve the online visibility of Varna as a year-round tourist and business destination, achieved through:

- Promoting resources, products and services to attract visitors during the low season;
- Improving interactive communication with the business;
- Improving the internal communication and technical capacity of the municipality;
- Encouraging active citizenship;

The IAP also incorporates concrete activities, funding opportunities, Effective communication index and useful information, illustrated through infographics and pictures.

Some of the indicated activities to address the local challenges and meet the ultimate goal are as follow:

- Development of a defined marketing strategy for the destination Varna;
- Targeting international organizations for organizing events and conferences in Varna;
- Improvement of the digital literacy in the tourism sector and city administration;
- Optimization of existing digital channels for communication with citizens and guests of Varna;
- Expansion of the services and activities provided by the local Tourist Information Centre;
- Establishment of a strategic business development unit and development of packages for investors;
- Creation of a business portal and event platform;

- Creating a culture of sharing and using open data;
- Implementation of modern models for coordination, exchange and channelling of external and internal information;
- Promotion of civic participation through participatory budgeting modela.

Along with the indicators to measure the expected results, the plan includes a specially designed Index for effective internal and external communication, based on 10 criteria for evaluating the progress in communication efficiency, an important prerequisite for increased visibility and promotion of the city of Varna.

The time frame for the implementation of IAP activities is generally 3 years, however, some of them will have their effect long after.



Sea Garden in Varna

# ALBA IULIA

A better life for the locals in Alba Iulia and a friendly town for the tourists who are visiting us - this is how we can resume the scope of all our IAP. Through this integrated strategy Alba Iulia Municipality wants to create the right environment to accelerate the digital transformation of businesses, organisations and public administrations, and improve the life of our citizens by becoming a „launch pad" for developing and implementing smart solutions meant to attract tourists and to become a more livable town. We support all the smart initiatives and local policy makers to understand the application of advanced technologies and the opportunities they provide, so that they can design flexible, future-proof policies, because a digital city is a place in which the life quality of inhabitants comes first.

This is what we try to do in Alba Iulia. Since last year, The Other Capital – as we like to name Alba Iulia – started to take big steps to become the technological capital of Romania. We established ourselves as a beacon for the transformative power of digitalisation based on the goal of the pilot project Alba Iulia Smart City 2018 that defines Alba Iulia at this moment as an experimental environment and a friendly ecosystem for smart technologies and as a testing platform in a wide range of areas. The partnerships signed with experienced companies, associations, clusters, research institutions, universities or with start-ups create a win-win situation in which all our partners will have the chance to test and to showcase their smart solutions having the city as a testing platform and also as an open market for other town halls, institutions, companies or local/national stakeholders.



City Gate of Alba Iulia

Alba Iulia municipality, by collaborating with stakeholders and ULG, has the ambition to make the city a better place to live. The ULG group and the stakeholders are acting now as paradigm changing agents, helping the city to put advanced technologies at the service of the people living here and at the service of tourists.

The city has recently invested in connectivity projects to enhance the experience of visitors to the area, including:

- 5 digital solutions with Orange: WiFi hotspots in the areas with high touristic potential; the e-AlbaIulia app – an excellent solution for communicating with the citizens and tourists also, a CityAnalytics platform; Civic Alert - a solution through which residents can announce infrastructure or public service issues; digital classroom – a smart solution for digital catalog in two colleges in Alba Iulia; etc.

- - 4 projects managed in partenership with ClujIT Cluster: PEDITEL (a solution in the telemedecine field); Donez450 (a platform and an app for blood donors); the smart platform OKEY for entrepreneurs, which was presented and analysed in a "full-day" workshop, back in 21st of november 2017 and the CityHealth application - a solution through which residents can announce infrastructure or public service issues in real time.

- a smart digital classroom solution in partnership with Telekom (through Adservio, a Telekom partner) in 18 schools in Alba Iulia; 690 tablets, equipped with dedicated SIMs with mobile internet traffic included, were given to teachers to easily manage the platform "Electronic Catalogue" provided by Adservio.

The municipality also implemented a project with The Euro Jobs Company, called "360 Scan" in order to realize a virtual tour of the town by scanning all major buildings and objectives in 3D technology. In partnership with FastOrder, a local startup, the municipality managed to introduce the application in a few HoReCa entities in Alba Iulia.

Through our IAP we also want to raise the efficiency of the management of existent resources (from energy resources, material, financial, logistical to human resources). We are aiming to use the smart instruments/projects/solutions and some other facilities to create a city-pad or a digital city platform in order to attract new investors, to raise the visibility of the city and to grow the number of tourists – which has a big impact upon the economy of the city and also upon the wellness of the citizens. We want to put Alba Iulia of the Great Union on the map of the touristic cities in the world. We believe so much in our touristic potential, as we have no doubt that the resources coming from tourism will raise more and more the standard of living now existing in Alba Iulia.



The Citadel

# Cities working on Business Promotion

The communication of **business promotion** aims at strengthening the city's conditions through the support of local companies, both the existing ones and the potentially new ones. Local businesses have the possibility of animating the local urban tissue and making the city attractive to new-comers and with a variety of instruments are already existing, such as Business Improvement Districts or the Vital'Quartier program, the real challenge is how to communicate it to the retailers and the wide audience? How to include local business owners in the design of innovative services started by an original use of social media and apps? How to make business, especially small ones, understand the value of teaming up to develop a communication and a cooperation even with their competitors? How to make them understand that the improvement of the city is a direct benefit for them? How to connect universities and other educational actors with future employers? These are the challenges have been dealt by **Semaest in Paris, EDB in Debrecen and Ghent.**

# GHENT

The city of Ghent truly believes the future of Europe will be made in and by cities and creative citizens. So we are pleased we can play our international role within the Interactive Cities network and fully contribute to the URBACT program.

Together with our partners, we examined how digital media can be used for local government and communication. As an open and creative city of entrepreneurs, Ghents focus was to search for innovative digital strategies to support our economic city marketing strategy and the future of our different economic spearheads: biotechnology, ICT and digital economy, creative economy, cleantech and circular economy, health care, new materials and retail.

Our goal in a nutshell: strengthen the broad network existing in Ghent and abroad and attract the right investments and companies that ensure sustainable job creation, structural reinforcement and innovation. This is a choice for an economy that contributes to the Sustainable Development Goals of the United Nations of which the City of Ghent acted as Belgian ambassador in 2017.

1. Together with the various stakeholders, we want to further expand this economic strategy with striking cases and promote Ghent among (potential) investors through innovative marketing tools and actions.
2. Moreover, we also want to connect the different Ghent economic communities, to propagate the Ghent DNA in a common narrative, both online and in personal meetings.



City of Ghent

Our URBACT Local Group (ULG) - consisting of members of the so-called quadruple helix model - elaborated in different sessions on the matter. Within the city administration, this process was fostered by the Departments of Economy, Communication, and International Relations.

We seek an organizational shift from a rather traditional to a digital approach that offers opportunities for forming a conversational and learning network of economic stakeholders. Using web and social media, enabling dialogue and sharing user generated content. A platform/HUB for interaction and promotion on a local and international scale. Within our plan, different actions and pilots are being set up working towards this ambition:

- Develop infographics about the eco-system of each economic spearhead.
- Renew the economic city marketing material & toolbox, applying the new city brand guide to this economic field
- Setting up a picture data base, presentation material, inventory with economic city ambassadors,
- Starting a first platform with economical data that serve as an input for marketing tools (data scouting, structuring and visualizing knowledge)
- Strengthen the cleantech community structure as a first pilot, with common goals, congresses, wikilaunch, workshops, etc.

Not only the Municipality, but all economic stakeholders are potential city marketeers and ambassadors. Together, we have the necessary assets to set up a joint vision on the economic future of Ghent. Since we believe that a smart city needs smart citizens to be truly inclusive, innovative and sustainable.

*"Ghent, smart city of people, offers all of that. So spread the word and join our ambition. Because despite all novelties, word of mouth marketing is still the best there is! "*

*Daniel Termont, Mayor of Ghent, President of EUROCITIES*



DeKrook in Ghent

# DEBRECEN

Two main driving forces helped the creation of the Integrated Action Plan of Debrecen within the Interactive Cities URBACT III project. On one hand, the Strategy for Developing Digital Literacy in Debrecen was set up in 2017 and identified 3 fields of digitalization that should be developed. Two of them is aiming to improve the digital presence of both businesses and public authorities and to give a boost to digital communication for all stakeholders. On the other hand, the Municipality delegated the tasks of developing SME sector to EDC Debrecen, which is a non-profit organization for urban and business development owned by the Municipality and the University of Debrecen. One field of this development is the communication in both offline and online forms.

The logic of the IAP is that everything must be achieved with the available resources of EDC Debrecen, since this is the development agency of Debrecen, that has its own budget and involved in international projects dealing with these topics. Although, as our previous experiences prove that whenever EDC Debrecen provides a good practice, the Municipality will take over and adopt it.

Based on comments and remarks by the ULSG members, we defined five basic problems as "root problems": lack of data, lack of knowledge, lack of trust, lack of communication skills, deficient city branding.

The main goal of the IAP is to improve the communication between the stakeholders of Debrecen and the Municipality, which defines 3 areas:

• development of communicational skills

• creating and maintaining cooperational platforms

• improving online presence of local stakeholders



Debrecen Felirat

50

The time horizon of IAP is generally 1-3 years, but there are some activities, that has their effects in the long-run as well.

## Stakeholders and target groups

| Primary Stakeholders | Secondary Stakeholders | Target Groups |
|---|---|---|
| - EDC Debrecen<br>- Municipality of Debrecen<br>- University of Debrecen<br>- Media Centre of Debrecen<br>- SME Sector<br>- NGO's | - Multinational Companies<br>- Centre for Vocational Education Debrecen (DSZC)<br>- Klebelsberg Centre for Primary and Secondary Schools<br>- Főnix Event Organiser (Visit Debrecen)<br>- DV Info<br>- IT Cluster<br>- Citizens | - Citizens<br>- Municipality of Debrecen<br>- Micro and SME Sector<br>- Potential Investors<br>- Media (offline, online, mainly local)<br>- Tourists |

## List of planned actions

The following list contains the main actions to challenge some or all root problems:

- Prize for online presence: citizens can vote on the best micro, best small enterprises, etc.
- Gathering open data about online presence of local enterprises: developing this open database
- Introducing online communication forms to SME enterprises: launching a volunteer program about teaching the basics of emailing, posting, etc.
- Developing Debrecen App: providing actual, useful and exciting content via this application
- Digitalization of some administrative processes within municipality: let entrepreneurs fill forms digitally and send them online (for example in PDF)
- Using Facebook and Twitter profile in SME communication: posting regularly on Facebook and Twitter profile for citizens, SMEs and large investors
- Organizing social media workshops.


Xponential meeting in Debrecen

# PARIS



| BAGNET MOSSAZ Peggy | BERTA Elodie | COCAULT Régis |
| CIWY | OTCP Paris | OT Plaine Commune |
| DEGREMONT Nadège | DOUBILET Flora | DUMONT Benjamin |
| EDL 18ème | PariSolidari-Thé | DDCT |
| LAGNEUX Jordane | RINGOT Karine | |
| SIMPLON.CO | Montmartre Addict | |

## Groupe TOURISME

14

Working Group on Tourism

SEMAEST is Paris Municipality's semi-public operator in charge of commercial revitalization. This medium-size company (50 employees) manages 465 tenants and does its best to implant quality and innovative shops. As ecommerce was becoming a worrying competition, SEMAEST created in 2015 a new program to help small independent shops use digital tools, in order to become more attractive and successful: this is the Connected Stores program (or CoSto).

CoSto developed its own social media (website, Facebook, Twitter, Instagram) to inform shopkeepers about free digital communication workshops, digital experimentations and retail news. CoSto social media also provide advice to shopkeepers.

SEMAEST developed partnerships with different kinds of local economy actors who provide services to shopkeepers. SEMAEST edited a "Costo Pack" in forms of checks that shopkeepers can cut and get with it a special offer.

These CoSto Pack partners are:

- Actors of alternative tourism in new Paris areas. They can promote the shops that SEMAEST indicate to them as interesting
- An investment company in small businesses (P.I.E)
- A startup specialized in crowdfunding, (ex-Bulb in Town / TUDIGO)
- A charity association that asks shopkeepers to be helpful with homeless people (Le Carillon)
- A startup specialized in participatory retail urbanism (CMaRue)
- A startup that provides a platform to give visibility to nice little shops (petitscommerces.fr)
- An association that develops digital training centers in deprived areas, to give a new professional chance to unemployed people. They can propose communication strategy to enterprises.

Interactive Cities invited the innovative CoSto program to join their network and think about how social media can improve public policies and economic development.

## Focus and objectives

SEMAEST created its URBACT Local Group within its ecosystem in retail and public services. It became a "think tank" imagining the retail of tomorrow. This retail is socially connected and is an actor in participatory urbanism and in urban well-being. The selected perimeter for actions is the one defined by the CoSto ITI ERDF project, in North East of Paris. All through these 2 years and a half, the guiding specific objective of this ULG has been:
"How to promote all together new socio-economic areas in north-eastern Paris and give reciprocal visibility to each partner's actions through social media? "

A first integrated action plan project was designed during Paris ULG meeting on 15 June 2017, when SEMAEST team came back from Interactive Cities meeting in Helsinki and Tartu: test an integrated interactive platform gathering all local information in a neighbourhood in the 20th district. A survey was circulated, some Paris City Hall services interviewed. Semaest realised it was a too big project for itself and not mature enough for Paris Municipality.

In November 2017, after 2 years of learning about communication strategy in Interactive Cities meetings and "Costo on the road" trainings, a 2nd more realistic Paris "Interactive Cities" ULG's integrated action plan (for SEMAEST financial capacity) emerged: The Integrated Action Plan will be a common communication campaign on social media.

The last ULG meeting was on 10 January 2018. The ULG members were reduced to a core group: representatives of association of shopkeepers, Paris and Plaine Commune Tourism offices, public servants in local development and CoSto partners. They were divided in 2 sub-groups: the ones working on tourism and local economic promotion; the other ones offering services to businesses in CoSto Pack. Targets and social media channels were defined in both groups.



*CoSto* Pack

## Retail services group

Specific objective: advertise shopkeepers about the interest of CoSto Pack partners
Output indicators: to be identified by more shopkeepers
Result indicators: numbers of new followers for each partner; new CoSto customers for CoSto partners.

## Actions

- A video introducing the startups in a partner shop
- A launching event: a speed dating between shopkeepers and CoSto partners.

## Tourism group

Specific objective: Promote unknown or disliked areas in Paris 18th district; Advertise alternative tourism guides and local shops

Output indicators: reassure visitors to come in these areas; invigorate businesses

Result indicators: numbers of new followers or new customers for each partner; new CoSto customers for CoSto partners

## Actions

- A video around the 18th introducing CoSto tourism partners.
- A launching event: an official walking tour would launch the event. If there is enough budget, a paper map tour could be printed.



| | | |
|---|---|---|
| Maxime BEDON Petits Commerces | Paul CHARLON Simplon.CO | Jonathan CHELET |
| Nadia TIOURTITE Cmarue | Stephane VROMMAN Tudigo/ Bulb in Town | Luc DOGNIN La Goutte d'Or de la Mode et du Design |
| Flora SALLEMBIEN Le Carillon | | |

GROUPE « SERVICE AUX COMMERCES »

Working Group on Commerce

# Cities working on Urban Development

**Urban development** aims at making understandable to a wide audience often very complex technical matters, balancing the involvement of inhabitants in the decision making process and explaining why plans have been approved by the administration. How to communicate complex processes without flattening the content? How to create two-way communication channels related to urban development projects? How to ensure that all people are involved in the decision making process? How to communicate updated information on urban transformation process through social media? As urban planning is a lengthy process, how to pursue the involvement on the long term? As citizens often have many valuable suggestions, how to ensure that input is addressed within the Administration in an effective manner? How to manage a flow of comments/reactions by the users on technical matters? Such challenges have been dealt by **Lisbon, Murcia, Palermo and Tartu.**

# PALERMO

After decades of stillness, Palermo is a city undergoing massive changes thanks to new urban policies aimed at providing more efficient public services, especially in the field of urban mobility. This transition phase implies a big challenge both for citizens and public administration in order to adapt to new habits, new procedures and to the use of new web devices. The Integrated Action Plan (IAP) intervenes in this context by proposing solutions able to improve the city's social media governance meant as a key factor in driving both citizens and public administration towards a more sustainable city.

In order to achieve this goal the IAP proposes some specific objectives and related actions that draws on those solutions the ULG elaborated within Interactive Cities project for the improvement of communication ecosystem in the field of urban mobility. With regard to this sector, the Municipality of Palermo implemented a variety of communication tools as the sustainable mobility web portal, the open data portal, online forums for e-participation and many others.

Unless this richness, the ULG worked on the issues of lack of integration among them and on strategies to spread internal best practices.

Drawing on this pilot case the IAP focuses on the following specific objectives: to integrate the many communication devices provided by the Municipality, to increase citizens awareness of new communication tools at their disposal in order to be informed and to participate to mobility policies, to reshape daily working routines inside public administration in order to guarantee the caring



Ulg meeting

of social media governance and keep all the web tools updated; to create new forms of collaborations between public administration and civil society in the communication management. In these framework the IAP's target is quite heterogeneous and involves: citizens in general spanning from youth to elderly people, administration officials and public and private actors involved in territorial management. In order to address these goals the actions identified regard: the development and renewal of digital services dedicated to the empowerment and integration of data collection systems in the field of territorial management; definition and implementation of a new organizational model aimed at improving institutional ability and efficiency of public administration in the field of territorial governance and communication strategy; actions of digital literacy in accordance with the principles promoted by Agid, Agenzia per l'Italia Digitale, in order to spread digital culture among population and public administration and to encourage the use of new web devices provided by the municipality for a better territorial governance.



*Mobilità Agrodolce* Event



UIg meeting

# MURCIA

In recent years there has been a surge in online communication in all levels and areas of society, and local governments are increasingly facing internal and external pressures to enhance their digital presence on social media platforms, and the online context is exceedingly demanding of the relationship-based interactions with their "online" citizens. A focus on personalised attention to people interacting with their municipal government, as well as online promotion and marketing techniques and performance, for a highly diverse audience which can be segmented in many ways using a variety aspects and characteristics. In a context of rapid proliferation of social media, leaving the "traditional" institutions that local governments usually are in a race to catch-up to an ever increasing online activity that by itself evolves even faster than the inherent capacity of cities for adapting to change and reaching this ever evolving end-point, entailing changing goals, strategies, practices and tools, and changing the focus and balance of power in the citizen-government relationship.

Online engagement has significantly modified the nature of person-to-person interaction and communication, as well as it has the person-to-business and person-to-entity relationships, migrating traditionally face-to-face interactions to the virtual world, regardless of the context. Causing a vastly greater flow of information and increasing the amount of interactions and inputs received (e.g. conversations, advertisement, news, events, and a colossal etc.) to hundreds of impacts each day, making it harder to filter and focus on priorities, necessities and the veracity of the received and perceived information.



Social Network Analysis

If citizens are present on social media, so should their government, seek to develop digital relationships and establishing communication channels that can be activated from anywhere, at any time, and with minimal effort.

As do companies, local governments should build the brands' image and reputation, carefully confectioning content and citizen engagement, be it the way the information is presented, the tone that is used, the tools selected, and the content that is generated (e.g. digital flyers, images, (micro)videos, pictures, infographics, GIFs, and again, a colossal etc.) reinforcing the institutions ability to inform, educate, mobilise, engage and consult citizens. Leading to a decisive transformation of governance toward an open and inclusive format, profoundly changing the basic aspects of government.
In models of traditional democratic processes and citizen engagement government act as the commanding entity and citizens as recipients, treating them as unable and unqualified i.e it would be better defined as participation without actual engagement, and leaving the citizens with a "participation" or "consolation" trophy.

As such we can identify i.e.
1. Citizens will be more active in public affairs, from city planning to policy making,
2. Increasing needs for information on policy and governance, demanding transparency,
3. A demand for open governance models with citizen consultations, e-participation,
4. Modernisation of local government and the city itself, Smart City and e-governance,
5. The cry for governments and politicians to close (or at least shorten) the more than evident trust gap between government and society.

The aim of this Integrated Action Plan (IAP) however, is not the citizen participation and engagement process itself[16] and although solutions must be developed to tackle the subjacent participatory governance issues, the IAP focusses on meaningful and integrated communication strategies and solutions for online communication with and digital engagement of citizens, as it deepens engagement with those who are already interested in issues being addressed, whilst offering possibilities of reaching new audiences who might otherwise not contribute. We do not only want to "broadcast" information and to seek unilateral "unengaged" responses, we want to listen and establish a dialogue with our citizens.

It is necessary to benchmark the current culture and assess where you stand as a local government, how do people perceive you and the personality you have (as a city hall). As this "personality" can be used to create a positive public image which helps build long-lasting relationships with citizens and other stakeholders. And it is important to keep in mind there is no one "right" way to do this, the essential pretence is to align the way you communicate and the tone you set into a "personality" for the institution, meaning the people that communicate online on behalf of the institution, live that personality and embrace what it stands for.
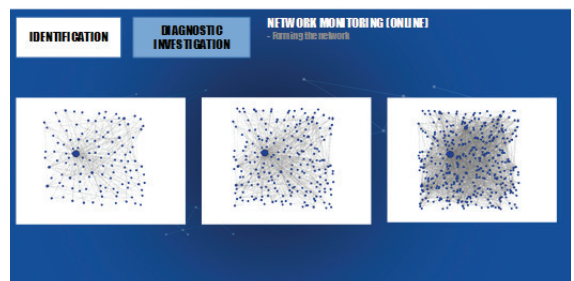


Data Analysis

16  The Murcia Citizen Participation and Engagement Strategy is included in the Urban DNA Project, Good Practice of the Urbact Interactive Cities Network and has been awarded several awards.

From the communication point of view have defined our City Hall's core values, both the transcending values, what the institution stands for and therefore wishes to communicate, and which all communication should reflect, as guidelines on how to add (a maximum of two) additional values and how to integrate them into all online communication, for a specific subsector, as well as articulating which tone to use. E.g. transparency would be a core value, which every aspect of city communication should display, whilst communication from the department of youth directed specifically to youth, could easily have an added value which could be "youthfulness", "colourfulness" or "joyous/happy", VS "accuracy", "supply data" or "visual representation" could be added values for the Statistics & Open Data Platform, as they, each in their own way, constitute values that are more inherent to the target audience.

The communication values have to be transformed into communicational behaviour, how to transmit the selected values through communication whilst using the predetermined tone, acting from the created personality. Once this is clear the communication channels can be chose, and although this can be done in many ways, the most straight-forward approach is using the most popular ones, we don't choose the tools our citizens use, and as any private company would say "you have to be where your (potential) clients are".

Identify key players willing to assume communication responsibilities within department, by choosing people compatible with the philosophy that has to be communicated, the necessary knowledge on the topics to be communicated on, and naturally sociable people, those that are sociable in an offline setting, as they know how human interaction works, are better at

it, and having more developed interpersonal skills, tend to perform better in an online setting.

The communication strategy in turn is a dynamic approach to a constantly changing environment. Situations and circumstances vary and we are reactive to this changing setting. Based in the previously mentioned values, tone and channels, content is generated and transformed to represent the underlying personality. In this aspect coherence is of vital importance as the perception of multiple personalities (i.e. persons) would undermine the goal of creating a persona for the entity. Each new "message" that's developed (e.g. next year's spring festival, a specific campaign to encourage recycling, etc.) should adhere to the core philosophy, just like a person would. And finally, qualitative and quantitative data should be monitored to assess the effectiveness of generated content, and to double down on well-functioning engagement.



Tracker of services and equipments in Murcia

# LISBOA

With our participation in the Interactive Cities Urbact Project, CLLD Lisbon Network became more aware of the relevance of communication process as a critical factor of success and the need to reinforce tools and activities to reach citizens. However, we realise that participation of low income and vulnerable population is still lower than the population mean. Several authors refers the complexity and the lack of consensus to define participation, since is a value-laden concept. For some it represents democracy, for others is a basic human right. After some reflection we concluded that some questions needed to be answered. One of them was: Do vulnerable population have the necessary preconditions to ensure their participation?

Inspired by Amartya Sen Capacity Building Approach, we argue that to effectively secure the participation of vulnerable population, it is essential to guarantee basic conditions: Empowering/Enabling – in order to access to the resources available to individuals and Capacity building – in order to allow individuals to find ideal conditions.

So after hours of discussions and interesting inputs and good practices (Murcia was an inspiring example) from Interactive Cities Partners, we realise that a digital platform to increase participation could be a good solution; but only if combined with a strong action plan with this specific target. The focus groups and benchmark about participation models and platforms benchmark were clear: there is a lot of tools and technological solutions, but in order to be used people need to be united to a common cause.
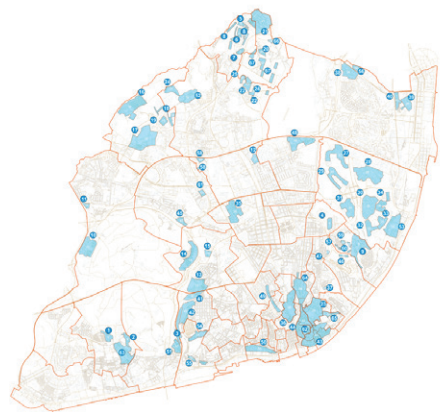


Map of the BIP/ZIP programm in Lisbon

The solution will be to reinforce our communication and activities with one community as pilot test – Marvila. We will start to plan local activities with partners from the ULG that are interested or based on Marvila and have established bonds of trust with the community. During the definition of a plan with the stakeholder and the community, the collaborative platform will be integrate as a facilitator.

Community gardens among social housing estates © Eutropian

## Brief Marvila Description

Marvila is a parish of the municipality of Lisbon, with 6.29 km² of area and 38.102 inhabitants (2011) with a density: 6 057,6 hab./km². Situated in the Eastern Zone of Lisbon, it has its fronts to the North, with the parish of Olivais and Parque das Nações, to the East with the river Tejo, to the South with the parishes of Areeiro and Beato, and to the West with the Parish of Alvalade. It holds two urban parks, the Bela Vista Park and the Fundão Vale Park.

It's composed of 10 priority areas/ neighborhoods of intervention: Alfinetes e Salgadas, Lóios, Amendoeiras, Flamenga, Armador, Marquês de Abrantes, PRODAC North and PRODAC Sul, or Vale Fundão, Vale Formoso and Poço do Bispo (old Marvila area).

The residential building (83%) was built mostly after 1970 (60%). It is comprised of both high-rise buildings (5 or more floors- 46%) and lower ones (1 to 2 floors - 46%), consisting mainly for 3 or more accommodation units (68%), which were mainly leased (53%), and also significantly owned by the occupant (44%). The number of elderly people per 100 young people is lower in Marvila than in the City (135% as against 182.5%). It is a population with low level of education, 30% have the 1st cycle of basic education, and where the presence of unemployed in the families (18%) is much higher than the value of the City (5%).

"Viver Marvila" is an integrated rehabilitation and development program promoted by the Lisbon City Council and the Institute of Housing and Urban Rehabilitation, and which has as partners the Parish Council of Marvila, GEBALIS, local organizations and the population generally. It covers the neighborhoods of the Amendoeiras / Olival, Armador, Condado, Flamenga and Lóios.

## Setting of focus and objectives

For the next 6 to 12 months our focus is:
2.1.Setting a Strategic Communication Plan to activated BIP/ZIP residents participation

2.2.Setting a pilot test with the new Collaborative Governance Tech Platform using open source platforms – ex. Decidim https://decidim.org/ a free Open-Source participatory democracy for cities and organizations. To ensure its success and sustain this statement: "The creation of an empowering tool for collective action and participation proposed by the Lisbon CLLD in its Integrated Action Plan is a key action which can completely change the way people interact with the local authority as a possible long-term heritage of the network to be promoted at local level, but also presented as model for other cities." (Guideline Document on IAP – Lisbon, by Simone d'Antonio, Jan. 2018), We intend to:

1. Close Agreements: 1) Local memorandum with local partners (Municipality of Lisbon, ICS, ISCTE, IN Loco, Locals Approach and 2) Contract with Decidim and selection of a service provider to adapt the platform.
2. Select one community from the 67 neighbourhood to test the platform – It will be Marvila.
3. Design Program Participation inspired by models as Conférence de Citoyens or Participedia making use of the platform.

3.3.Maintain the Local Action Group involved: during the execution of the project the ULG had different levels and intensity of participation. In October 2017, the ULG was reinforce with new members that are still very interested to continue in process. The focus group with experts enrich the process, since most of them had professional interests and related activities – some of them had or were willing to create similar platforms and others were making research about participation processes and technological platforms. Their participation brought new perspective and knowledge to the group. To maintain the dynamic of the group we will incentive them to continue to participate in regular consultation session about specific issues, debates and invite them to write article to share with different targets.

3.4.Assessment
Following Urbact Result Framework recommendations, we have preview in global intervention of CLLD Lisbon Network in the BIP/ZIP to use Theory of Change Methodology.
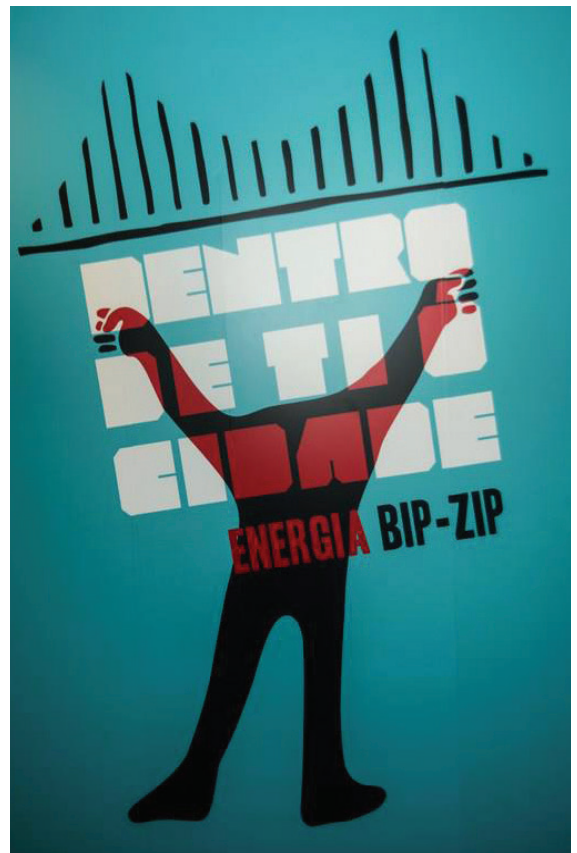


BIPZIP Exhibition © BIPZIP

## Main Outputs foreseen:

Quantitative

A Collaborative Governance Platform – Decidimos Lisboa (or Decidimos Marvila)
1. Number of visitors and time retain in the platform
2. Number of participants in the forums, debates, webinars
3. Number of meeting with the community and citizens from Marvila
4. Number of people involved
5. Number of partners involved

Qualitative

1. Frequency of the meeting
2. Quality evaluation of the activities (survey evaluation)
3. Empowerment of the citizens (survey evaluation or interviews to some participants)
4. Functionality of the platform (survey)

ULG INVOLVEMENT
1. 2.1.– Number of participants and frequency of their participation
2. 2.2.– Number of meetings
3. 2.3.– Involvement in the activities in Marvila Pilot Test
4. 2.4.– Number of publications
5. 2.5.– Type of resources involved and shared by the members



BIPZIP in Prodac Norte © Ateliermob

## Actions and Schedule

### PLANNED ACTIVITIES FOR THE NEXT MONTHS

#### 2.1 Strategic Communication Plan & Knowledge Management System definitions

- goals
- value proposition
- stakeholders **DATES**
- Channels  Until March 2018
- Communication Partners  To implement
- Knowledge Management  until
  System Design  Dec. 2018

#### 2.2 Collaborative Governance Tech Platform

- Agreement with local partners
- Agreement to use open source platform
- Design model of participation and development process
- Select Communities - pilot test in Marvila Parish with member from the ULG
- Define a concrete Action Plan with integration of the platform **DATES** as a support tool in order to encourage online through on  Until action in Marvila.  July 2018

#### 2.3 ULG INVOLVEMENT

- Regular meetings and debates
- Publications and share of **DATES** results
- Participation in Marvila Pilot  Until Test  March 2020

#### 2.4 ASSESSMENT

- Definition of methodology **DATES** process and calendar
- Revision of the defined  Until indicators  Dec. 2018

# TARTU



Town Square © Kerly Ilves

The main aim of Integrated Action Plan (IAP) of Tartu is to provide guidelines for communication and engagement activities for e-engagement of key stakeholders on 3 priority focus topics presented in graph 1. According to our vision all these 3 focus areas are interrelated and partly overlapping, so addressing one, the other two will be affected as well.

The IAP of Tartu is a practical document focusing on concrete actions and its main aim is to help city officials and communication specialists in particular, to plan and implement e-engagement activities in focus areas.

The successful implementation of IAP should help City Government of Tartu to achieve the following goals in focus areas:

- More people are participating in desicion-making process and governance of city
- The desicions made are of better quality and better understood by citizens
- Better cooperation with key stakeholders leads to new innovative co-creation models and tools/platforms

The focus topics and goals listed are in line with challenges and priority areas highlighted in all startegial documents of the city such as Master Plan 2030(link is external) , Development plan for Tartu 2018-2025(link is external) and Development Strategy 2030(link is external) as well as political commitments and agreements.

Using brainstorming, crowdsourcing and other methods and organizing numerous workshops for engaging stakehoders the following new activities were designed.
All activities are expected to be completed by 2020.

## Goal: Young people are actively engaged

- Preparation and implementation of elected Youth Council in 2019
- Activity plan for engaging youth in process of New Materplan and other similar documents

## Citizens are interested and participating in Urban Planning

- Visualized connections between different development documents published on website
- Combination of idea maps and other digital tools for crowdsourcing ideas
- Personalized (location and topic-based) information and *e*_services for citizens
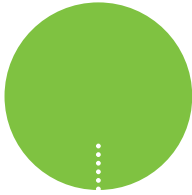
## PB is well integrated to other processes, budget is composed transparently

- Visualization of the budget and the process of public consultations
- Specially designed communication activities for young people
- Capacity building and hands-on activities for stakeholders to participate in Participatory Budgenting and budget process to improve the quality of input

**TARTU AS CULTURAL CAPITAL 2024**

# FUTURE PERSPECTIVES

# Future Perspectives

## Policy Impact

Even though there is a growing attention towards the potential benefits of Information and Communication Technologies (ICT) in our cities, many Public Administrations struggle in making the most of them. Often they collaborate with service providers that deliver very technologically sophisticated but hard to manage products. For this reason the project has explored the benefits of digital communication in cities by using already widespread technology: social media and digital platforms. The project has offered insights into the everyday practice within cities but also into policy needs, both at local and European level.

### EU Urban Agenda: Digital Transition Partnership
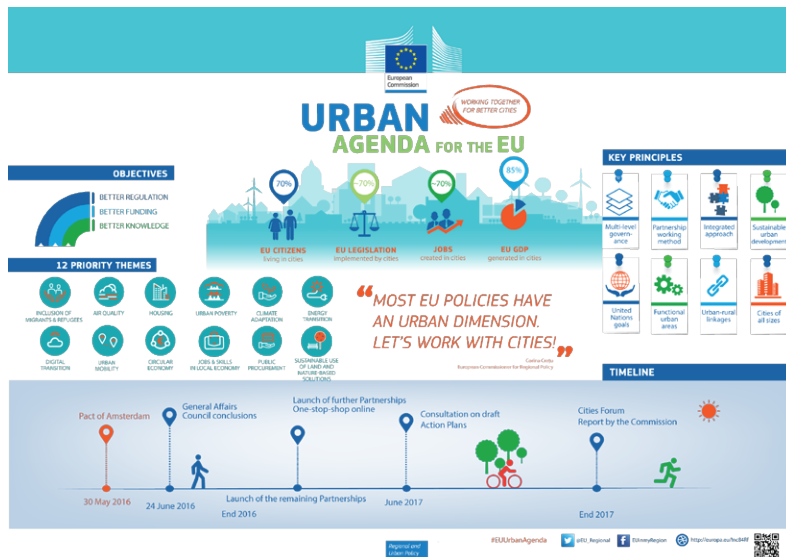


The goal of the Urban Agenda, approved in May 2016, is to develop a Europe-wide agenda for the sustainable development of cities. This will be done by:
- Improving regulation
- Improving financial instruments
- Improving knowledge

To do so, mixed partnerships of National States, some cities and some thematic stakeholders are working on different topics in order to deliver practical guidance to the Commission on how to improve our cities. The topics are Urban Poverty, Migrant and Refugee Inclusion, Affordable Housing, Air Quality, Circular Economy, Jobs and skills in the local economy, Climate adaptation (including green infrastructure solutions), Energy transition, Sustainable use of land and Nature-Based solutions, Urban mobility, Digital transition and Innovative and responsible Public Procurement. The Interactive Cities project was present and active during the Amsterdam Summit, where the urban agenda was launched.

The Interactive Cities contributed to the Digital Transition and the Jobs&Skills partnerships by providing insights on the work of the partner cities in order to foster the discussion for the Action Plans.

## Eurocities Working Group
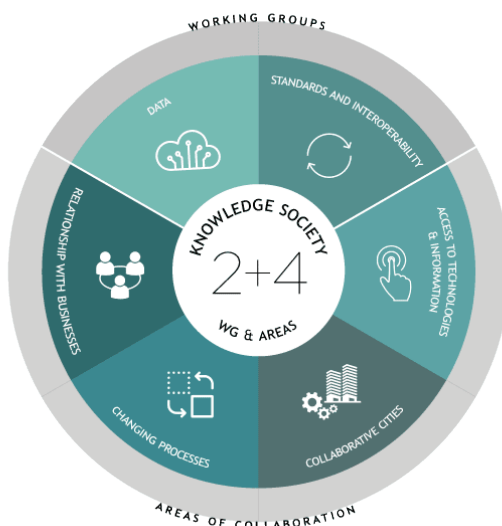


Thanks to the active involvement in Eurocities of many partner cities,, a dialogue with the Knowledge Society Forum was opened proposing a working group that would contribute with concrete experiences and needs emerged from Interactive Cities. The Digital Citizenship Working Group would aim at how cities and citizens can co-create solutions to address local challenges through the use of social media and digital technologies. It would explore how this co-creation process drives innovation, creates new business opportunities and employment, reinforces local democracy and contributes to improving services provided by local public administrations.

For this reason, also inspired by the ongoing debates within the Urban Agenda Partnerships, the Working Group would focus on three key areas:

- Participatory decision-making: democratic empowerment and e-governance;
- Business development: the impact on local economy, job creation and new innovative skills;
- Public services: strengthening services through digital tools.

Despite the Working Group not having yet been approved, the Interactive Cities partners are motivated in sharing and strengthening their experience in an international debate.

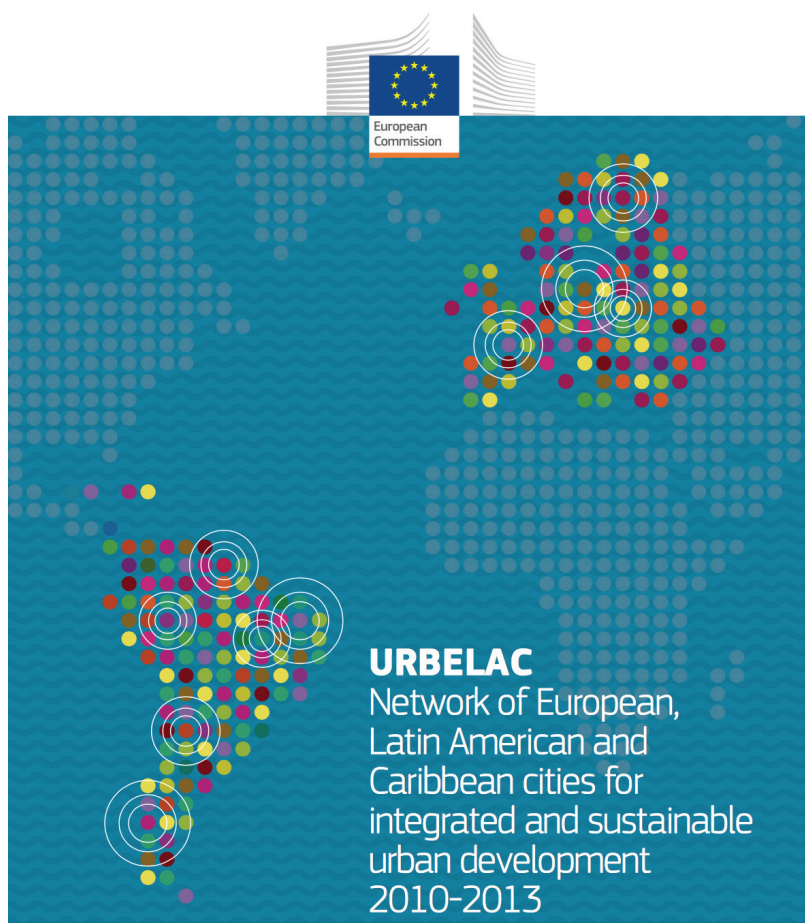## URBACT Capitalisation: TechPlace
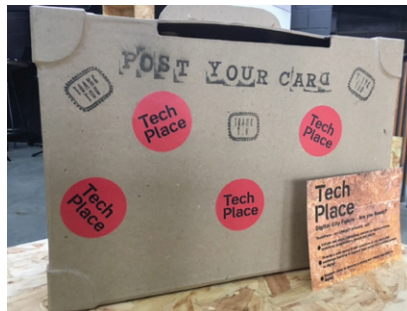


TechPlace.online is an URBACT Capitalisation initiative that will link a bank of good practice and learning with an online community of public and private sector people who are working to drive more digital jobs and businesses across Europe. The project is reviewing projects, people, partnerships, programmes and places from across the EU to develop stimulating content based on existing and emerging practices and policies. We require a web presence that will host an expandable bank of content (around 20 different pieces initially) which will be in a range of formats from slide decks to blog posts, from video to podcasts. The web space needs to provide:

- A searchable database focused on keywords and thematic areas;
- An accessible and easy to navigate range of information;
- Open access to some information, with verification via Slack to access the full database;
- Downloadable content in a range of formats;
- A straightforward CMS that requires minimal training to manage;
- A non proprietary platform;
- Compliant with all relevant EU accessibility and security regulation;
- Training if required for site administrators.

# Synergies with programs

## Cross-Programmes Synergy

Given the nature of the Interactive Cities network, it was possible to plug into various policy initiatives related to different specific themes, dealt by the various cities, where social media communication plays a role. Interactive Cities has been able to provide know-how on the communication, participation, promotion and dissemination of other thematic policies. This has been especially done by taking advantage of the various dissemination activities of projects and initiatives that work in similar directions as Interactive Cities, such as projects from the Horizon 2020, Urban Innovative Actions and many other programmes. In particular, an important synergy was established with between the  Interactive Cities network and URBELAC, the EU and South American cities network,  for a meeting in Murcia to exchange on the various methodologies related to communication in urban development.



**URBELAC**
Network of European, Latin American and Caribbean cities for integrated and sustainable urban development 2010-2013

## URBACT Good practices

With Interactive Cities working on how digital communication and social media can improve urban governance, our partners recently awarded the Good Practice title from the URBACT program[16] are proving how important it is for cities to never stop improving their strategies. Although aware of their good results at local scale, these cities are also experimenting innovative ways to communicate their work more effectively to wider audiences, so we can only support their effort in sharing their experiences also with other cities from around Europe. Within our partnership we can recognise two important trends where good practices could be shared at international level: one is tourism and city branding, for which Genoa and Alba Iulia have shown remarkable experiences, and the other is participatory urban regeneration, where Lisbon and Murcia have paved the way to more cities to come. Digital communication tools have an important role in improving local processes and the experience of Interactive Cities has contributed towards creating the necessary competences.
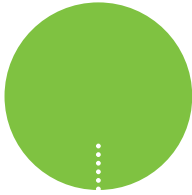


16 http://urbact.eu/learning-one-anothers-good-practices-digital-communication-tools-and-improvement-local-processes-0

# 12 GUIDELINES
## TO DIGITAL TOOLS FOR INTERACTIVE CITIES

# 12 Guidelines to digital tools for interactive cities

## What can social media and digital platforms do for cities?

Following the experience of the Interactive Cities network, a series of learnings have been identified based on the experiences of the ten partner cities as well as the two city cities that hosted a study visit. For this reason, twelve key learnings can be shared with a broader audience of public administrations, research institutes, private sector and citizens across Europe. Each point is a take-away learning that cities share, a more detailed description of the experience can be found in an article following the link.

The learnings range from the tools to foster participation and empower people to take a common action to digital actions for the improvements of urban mobility or promote urban regeneration, for which is essential to improve digital skills. Also attracting tourists and strengthening the urban brand are tools for the development of local economy and improvement of the business sector, for which we need to attract innovators and create a local network of digital players that can integrate open data.

We invite all cities to experiment these actions and suggest many more!

As Tartu is doing, by mobilising young people to an active participation in city initiatives, through a wide range of tools connected to ICT and social media, such as the participatory budget process.



# TARTU

## #2 Empower people for common action
### *Rethink the smart city strategies in a participatory way*

As Lisbon is doing, by developing technological solutions for citizen engagement and fostering the integration between city-owned platforms and user generated data.



**LISBON**

URBACT
INTERACTIVE
CITIES.

CONNECTED MOOD

URBACT
Driving change for
better cities

# #3 Improve Urban Mobility
## *Improve access to public services and information*

As Palermo is doing, by fostering the creation and use of open data services for the active participation of inhabitants in improving urban mobility systems.

PALERMO

URBACT
INTERACTIVE
CITIES
CONNECTED MOOD

URBACT
Driving change for
better cities

# #4 Promote Urban Regeneration
## *Involve residents in decisions on urban change*

As Murcia is doing, by creating a social media ecosystem functional to city promotion and active participation of the residents in public initiatives.



## MURCIA

EUROPEAN UNION
European Regional Development Fund

URBACT
INTERACTIVE
CITIES.
CONNECTED MOOD

URBACT
Driving change for
better cities
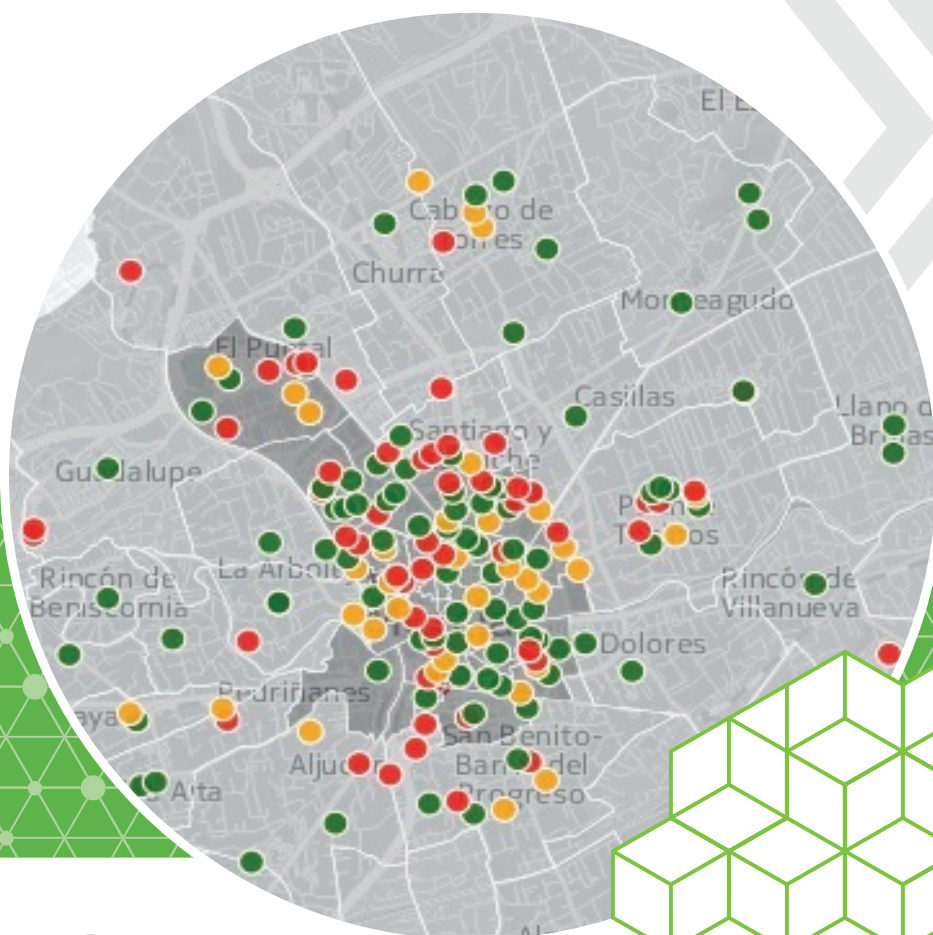
# #5 Improve citizen's tech skills
## *Organise capacity-building and hackatons*

As Varna is doing, by improving tech competencies of the local authority staff, university students and local companies in order to better respond to local challenges and opportunities.



**VARNA**

# Attract Tourists
## *Make residents storytellers of their city*

As Genoa is doing, by including bloggers, instagramers and residents in a coherent and integrated communication strategy where the contents generated by the users can foster the interaction with tourist and make the city more visible.

**GENOA**

URBACT
INTERACTIVE
CITIES.

CONNECTED MOOD

URBACT
Driving change for
better cities

# #7

## Strengthen the urban brand
### *Involve different types of public in a common effort*

As Alba Iulia is doing, by involving international experts and local bloggers in an integrated strategy for city branding promotion in a new participatory way.

**ALBA IULIA**

# Enhance local economic growth
*Empower small retailers and create new jobs*

As Paris is doing, by promoting the regeneration of local retail shops through a wide range of participatory digital tools that improve the attractiveness of neighbourhoods.



**PARIS**

**EUROPEAN UNION**
European Regional Development Fund

**URBACT INTERACTIVE CITIES.**
CONNECTED MOOD

**URBACT**
Driving change for better cities

# #9 Support business opportunities
## *Open up to the local start-up community*

As Debrecen is doing, by involving local small and medium enterprises through digital interaction, aiming at promoting the attractiveness of the urban business landscape.

**DEBRECEN**

# #10

# Attract Innovators
## *Use open data for economic development*

As Ghent is doing, by creating connections amongst different datasets owned by public and private actors to create new partnerships and opportunities at local, national and international level.



# GHENT

# #11 Build a local ecosystem
*Support stakeholders' cooperation for the public good*

As Amsterdam is doing, with an integrated communication strategy including new functions able to make digital platforms and the data sets more accessible through bots and other innovative tools.



AMSTERDAM

# #12 Integrate open data
## *Create new user responsive platforms*

As Helsinki is doing, by integrating its open data platforms with social media tools, in order to make information more accessible to residents and experts on a wide range of topics.



## HELSINKI

EUROPEAN UNION
European Regional Development Fund

URBACT INTERACTIVE CITIES.
CONNECTED MOOD

URBACT
Driving change for better cities