

L'innovation sociales dans les villes: faire plus ensemble avec les citoyens...

URBACT InfoDays France

François Jégou

16 December 2014



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L'innovation sociales dans les villes: faire plus ensemble avec les citoyens...

- URBACT 4 axes de capitalisation
- Le potentiel de l'innovation sociale pour les villes
- Qu'est ce que les villes peuvent faire?
2 cas d'études Amerfoort et Gdansk?
- Enseignements...
- 9 actions pour démarrer avec l'innovation sociale...
- Opportunités à venir et menaces...



NOUVELLES ÉCONOMIES URBAINES

- Construire sur les compétences locales
- Les économies digitales, verte, de la santé , partagées
- Coalition d'acteurs pertinents (universités, entreprises, citoyens, association)...

GÉNÉRATION EMPLOI

- Engager le dialogue avec les employeurs et les autres acteurs
- Orienter la capacité d'achat des villes vers des stratégies de création d'emplois
- Penser les jeunes comme des acteurs du marché de l'emploi et co-crée avec eux...

ÉLÉMENTS TRANSVERSAUX

- capacitation des citoyens
- co-responsabilité des acteurs
- la ville comme plateforme d'innovation
- l'administration de la ville comme intermédiaire
- nouveaux modèles de création de la valeur et d'emplois

L'INNOVATION SOCIALE DANS LES VILLES

- Nouveaux modèles de création de la valeur basés sur des ressources humaines
- Villes 'capacitantes' facilitant les nouveaux modes de collaboration avec les citoyens...

LA RÉGÉNÉRATION DURABLE DES ZONES URBAINES

- Elargir l'approche entre spatial et administratif (horizontalement et verticalement)
- approche intégrée combinant engagement des citoyens et technologies vertes...

Le potentiel de l'innovation sociale pour les villes



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...une innovation qui porte d'abord sur la dimension sociale...

L'innovation sociales dans les villes

...qui est collective...

...nouvelles collaborations entres citoyens, acteurs locaux et acteurs publics face aux défis urbains...

Politiques régionales: approche théorique et pratique vers les territoires
Guide for social innovation in cohesion policy (Feb 2013)

Initiatives spécifiques pour la diffusion de l'innovation sociale et son renforcement en Europe
Social Innovation Europe

Comme forme d'innovation à promouvoir aux cotés de l'innovation technologique traditionnelle
Europe 2020's Flagship Initiative "Innovation Union"
European research programme Horizon 2020

URBACT
innovation sociale comme thématique transversale et au cœur de la méthode URBACT

L'innovation sociale peut être une méthodologie clé face aux enjeux sociaux non résolus par les acteurs traditionnels (BEPA 2011, p.66).

L'innovation sociale dans le contexte européen?

Technologies de l'Information et de la Communication comme innovation sociale et comme support à l'innovation sociale (plateformes, réseaux sociaux)
i2010 strategy on 'A European Information Society for growth and employment'

L'innovation sociale est cité/ reconnue comme moyen/ modalité d'intervention dans nombre de politiques européennes (approches montantes, groupes d'action locaux, co-creation...)

Politiques sociales
Integrated Lisbon Guidelines for Growth and Jobs (2005-2008)
Strategic Guidelines and Regulations on Cohesion Policy for the programming period 2007-2013

Politiques emploi
EU Programme for Employment and Social Innovation (EaSI)

Politiques agricoles
EAFRD, LEADER

Politiques environnementales
Sustainable Development Strategy for an Enlarged EU

Politiques de l'éducation
European Qualifications Framework
ET2020 European Union's strategic framework for European-level cooperation in education and training

Politiques consommation et santé

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Politiques consommation et santé

Co-creating

Connecting cities
Building successes
URBACT

Social Innovation
— A Critical Literature

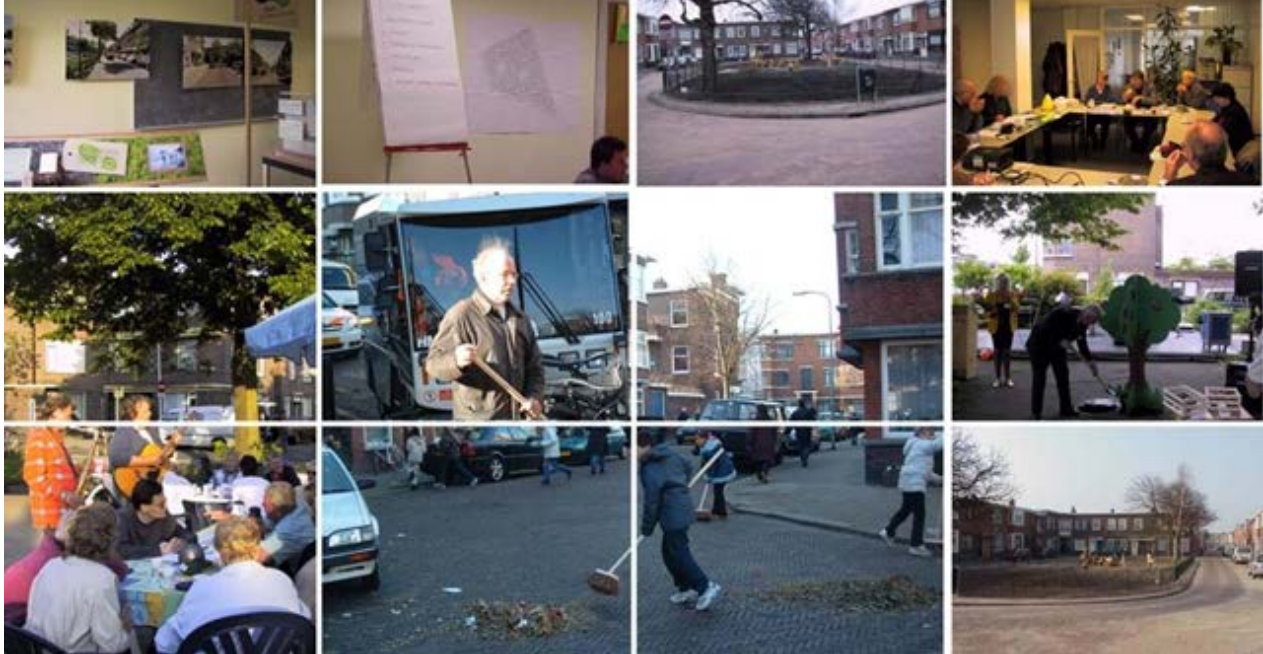
#cira #socialenterprise #macedonia
#regulation #support #sustainability



MFG Fahrrad Gruppe, Köln



Neighbourhood care, Utrecht



+BC, San Donato Milanese



**Capacitation de
nouveaux modes de
vie plus durables**

Environmental



Social

**Formes de
'welfare actif' et
de régénération
du tissus social...**

**Nouveau 'deal' entre citoyens
and services publics...**

Economique

**Qu'est ce que les villes
peuvent faire?**

**2 cas d'études Amerfoort et
Gdansk?**

AMERSFOORT

STAD MET EEN HAART

 Gemeente

- Paspoort, ID, rijbewijs
- Digitaal loket
- Meldpunt woonomgeving
- Homepage gemeente



 Over Amersfoort

- Toerisme & vrije tijd
- Wonen & werken
- Ondernemen
- Meeting & events

Amersfoort: redesignier l'administration de la ville avec les citoyens...

"...la société change à grande vitesse et la municipalité doit changer pour se reconnecter avec lui..."

Fleur Imming, Alderman for Care, Living and Districts, City of Amersfoort



Pourquoi changer l'administration de la ville?



The reasons for starting an important change in the municipal administration practices are multiple and interwoven:

- Citizens are rather dissatisfied with the municipality
- They reclaim the right to act in their city
- Too many rules and policies
- Unemployment creating more free time
- Disempowerment but willingness to do something.
- IT and capacity of self-organization
- Transfer of administrative competences to cities
- Budget shortages and general step back of the municipality

A new paradigm emerged building on citizens empowerment and engagement described before : the municipality sees an opportunity to step in again and looks at a new model of cooperation with the population.

Connecting cities
Building success
URB ACT



Le projet Elisabeth



The Elisabeth hospital is planned to be demolished in the coming year. After a long debate, a decision was taken to refurbish the place into a green area and to abandon the perspective of selling it to build new lodging.

In front of this strong mobilization in the neighbourhood, the municipality decided to layback and experiment leaving the project in the hands of the citizens. An assignment was issued to officially pass the responsibility to the citizens to organize themselves and come up with a plan to develop and maintain the new green area over the next 10 years with a dedicated budget. The process started in April 2013 and the plan was delivered before the elections in autumn.

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URB ACT

“...nous citoyens, nous avons reçu une mission de la municipalité. Nous la ferons à notre manière pas à la leur...”

Lia Bouma, Active citizen in the Elisabeth project, the 'New Collaboration', the G1000 and other citizen projects in the city of Amersfoort



Le projet Elisabeth

Key elements emerged from this experimentation:

- A Core group and a larger Skill group were both left 'open' with some participants leaving and joining during the process;
- All documents in progress were available on the project website in complete transparency and contrary to usual administrative practices;
- The Core group feels empowered but also stressed by the assignment and the responsibility that was put on their shoulders;
- Volunteers spend altogether 1400 hours (excluding the architect time) representing a good performance to achieve a large public consultation and develop a complete project plan for a park area;
- The process was cheaper, quicker, less expensive and achieved a larger consultation than what is normally done by the municipality.

“...Les citoyens ne savent pas où commencer avec l'administration. C'est elle qui doit aller vers eux et le...”

Willem van der Stelt, Head of the team of District Maintainers, Dep. of Urban Maintenance, Municipality of Amersfoort



Les agents de 'plein air'

A growing group of civil servants is encouraged to spend more time on the field, in interaction with the citizens instead of sitting behind their computer. General Director Nico Kamphorst calls them the 'free range civil servants' comparing them to free range chicken allowed to evolve freely, to decide where they go, to gather information here and there and to bring back useful knowledge to the municipal administration.



“...nous devons apprendre à collaborer avec les autres agents, les Aldermen, les membres du conseil municipal...”

Eric van Duijn, Head of the advisors, Dep. of Urban Maintenance, Municipality of Amersfoort



Training sur comment travailler avec les réseaux



When discussing training initiatives, one particular course has been quoted several times by the different interlocutors that were interviewed. This course title is 'Working with networks'. The focus is perfectly aligned with the new mission statement of the city municipality and aims at building capacities in the new brokering and match-making role assigned by the municipality to itself. But the topic of the course was not the key element that was first quoted by the participants. They underlined in particular the mix of participants including citizens, civil servants and elected representatives. This aspect emerges as key: it is emblematic of the new way of working together across silos and between inside and outside of the administration. These are also new skills that are learnt by all stakeholders to better work together.

“...il y a évolution dans le rôle des élus qui en plus de la prise de décision sont garant de l'équité de la participation...”

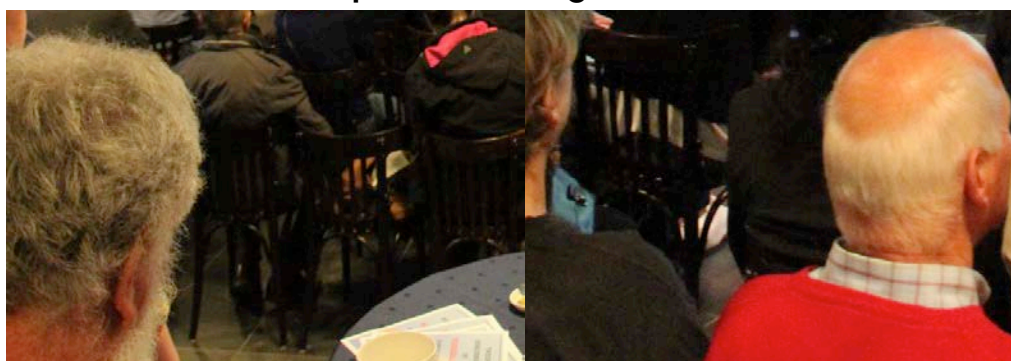
Jos van Winkel, Head of Strategy and Governance Dept., Municipality of Amersfoort

Connecting cities
Building successes



Within the new model of cooperation with the population, the City Council experiments new settings for its meetings. In the usual, formal meetings of the Council, citizens can only give short statements: each citizen has 2 min. sharp to present a request or a suggestion. They need to subscribe for this on forehand and councillors can't ask the citizen any questions. Discussions and deliberations take place a second time in a closed session. This procedure gives limited time for citizens to speak and are being used only by the ones who feel comfortable with such 'elevator pitches'. In order to be better informed and be more connected with citizens, the Council organises a new City Café. Here the City Council meets citizens in a configuration, in which citizens can talk to Council members without time restrictions in an informal setting.

Le Conseil Municipal en configuration 'café'



Connecting cities
Building successes



“...les lois sont faites pour éviter les problèmes mais si les lois se mettent à créer des problèmes alors il faut...”

Kees Kraanen, Council Member VVD, Municipality of Amersfoort



La Change team

Created for the Year of change 2014, the Change Team consists in five persons: Advisories in Communication, Human resources, Head of Department of Social Development and finance Controller, all assisting the Town Clerk and the General Director with the internal change and reorganization. The main challenges are:

- Making policies only when people ask for it;
- Shifting from 'power role' to a 'learning administration';
- Fostering multidisciplinary and collaboration between the different departments of the administration;
- Fostering a management with an 'helicopter view', less expert and more able to connect;
- Making interdependency of policies;
- Fostering responsibility beyond silos;
- Learning how to learn from failures.



“... 'laisser aller' ne veut pas dire se désengager mais écouter, explorer ensemble les problèmes sans les monopoliser...”

Carla van Dorp, Head of the Centre for Nature and Environmental Education and head of Team 'Together Sustainable', Municipality of Amersfoort



La New Collaboration



The New Collaboration starts with a large public conference organized by citizens to discuss the democratic system and explore new ways of collaboration between citizens and the city administration. This new collaboration was intended in terms of participation but also of co production. Four discussion groups took place on: the way the City Council works; initiatives from the city and from the neighbourhoods; Participation and The Elisabeth Green collaboration. Council members, civil servants participate within these citizens' groups. Recommendations were formulated to the board of Mayor and Aldermen.



“...les défis sont à la fois de ne pas se décharger sur les citoyens et de garantir que tous soient entendus...”

Jos van Winkel, Head of Strategy and Governance Dept.,
Municipality of Amersfoort



G1000 Amersfoort

Inspired by the G1000 experience in Brussels in 2011, Amersfoort started in 2014 a similar process in the city. A panel of 1000 citizens was randomly chosen and invited to discuss the future of the city. Around 600 participants (including civil servants and elected representatives in their status of citizens) effectively got together, discussed, selected and developed 10 project plans out of more than 100 ideas. Beyond these outputs, the G1000 process was many times pointed out during the interviews sessions as a promising process to hear lower voices and balance inequalities created by always the same usual suspects taking part in deliberation and participative actions. For instance, the fact that participants received personal letters of invitation was pointed as a very important detail to make them feel concerned and dare to come.

“...tout citoyen est un agent public pour une part de son temps où il prend soin du bien commun...”

Nico Kamphorst, General Director, Municipality of Amersfoort



Lead citizens



In the 2 'flagship' that were investigated more in-depth, Lia Bouma for the Elisabeth project and Cor Holtackers for the Sustainable food process played a key role in catalysing the creation of a project support group, motivating the participation of other less involved citizens, ensuring the continuity of the process, overcoming difficulties when they arise, etc. They have key assets and skill:

- Professional capacities both in project management and in the sector of the project;
- Personal interest in the project;
- A good knowledge of municipal administration and connection with key people there;
- Personal socialisation and communication skills
- A personal interest in experimenting an alternative citizen-based project development process.



Qu'est ce que les villes peuvent faire?

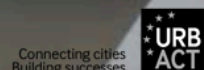
2 cas d'études Amerfoort et Gdansk?



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Gdansk: Premiers pas vers le partage de responsabilité...



***“...pour être innovante,
une ville doit commencer
à innover avec son
administration...”***

P. Adamowicz, City Mayor



Réorganisant les départements

The departments for education and social development used to be working in silos; However, there were tackling issues which were strongly interlinked; This was leading to a duplication of efforts but more importantly, a non efficient way of addressing citizens' needs. The administration structure was reformed in order to enable a holistic approach in management: education and social development were merged. Problem solving has gained in consistency, the administration has now a better understanding of issues at stake. Civil servants had to adapt their way of working. This has required a slow, step by step adjustment, apparently through a rather smooth process.

“...collaborer avec la municipalité à changé notre point de vue...”

M. Sitek-Wróblewska, Director of GFIS



Partenariat avec les associations



Gdansk has been leading in cooperating with NGOs in Poland. It was pushing for the legislation of this cooperation. The administration is now composed of some people with background in the NGO sector. It has created a unit dealing exclusively with cooperation with NGOs. The administration also funds NGOs – which have competences and experience that the city administration does not possess. NGOs are included in the design of city strategy, not only through consultation but also through co-creation, notably through working groups.



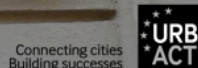
“...nous avons acquis de nouvelles compétences pour travailler en partenariat avec les autres acteurs...”

K. Drozd-Wisniewska, vice director for economic policies, responsible for the Gdansk 2030 Plus strategy



Institut de la Culture de la Ville

The Institute of city culture was set up as an external part of the city administration, dependent on its funding and strategy. It seeks to promote participative cultural and social events with the participation of the inhabitants, based on a bottom-up approach. More generally, 'culture' should be understood as any type of relation and interaction and as such can potentially cover a wide range of activities related to the creation of a sense of community amongst citizens.



“...nous ne devons pas
remplacer les citoyens
mais répondre à leurs
demandes...”

P. Kowalczyk, Director of the department of social development



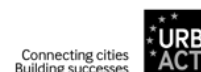
Prendre l'expertise du terrain

As opposed to the traditional 'desk based' top-down approach of designing a city strategy without an integrated approach, for its next strategy, for the period 2014-2020 and beyond, the city decided to integrate early consultation of inhabitants (including a focus on young people) as well as the 3rd sector. It also sought to integrate all city strategies and unify the procedure, to make it more efficient, consistent, addressing wicked issues as well as becoming more transparent and understandable to the general public. Altogether a questionnaire was launched to citizens, a study of the situation of the inhabitants was carried out, 16 meetings were organized with inhabitants, young people (students) and NGOs, a drawing contest was set up for children to picture their future Gdansk.



“...on doit créer les
condition pour que les
citoyens puissent prendre
des décisions...”

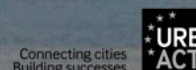
E. Kaminska, vice mayor of the city of Gdansk for social policy



Rénovation du Square Coal



The Coal square was renovated on the basis of interests of citizens, collected by the Observatory of the Institute of City Culture. Together with the relevant departments from within the administration, the Institute suppressed the parking lot for the whole summer period (May to September), and made available public funding for furnishing the area in benches, chairs, plants etc. The role of the Institute was to gather citizens' opinions and needs, to raise awareness, to make citizens' voices heard. In turn, the city administration provided material and dealt with administrative and legal aspects. It is planned that in 2015, the city administration will be managing the area, dedicated half of the year to being a parking lot, and the other half to a recreation area.



*“...nous devons montrer
aux gens que quelque
chose aboutit de leurs
actions...”*

A. Szymanska, director of the Institute for city culture



The budgets of the city are subject to citizens' scrutiny. Citizens can express their views on proposals in person or online, and allocated priorities to different projects.

Budget participatif



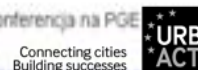
“...le plus important c'est les rencontres où les citoyens ont appris à nous connaître et nous à les connaître...”

Ż. Kucharska, involved in the new city strategy



Communication ouverte

The city administration did not know its citizens but nor did the citizens know their administration. The Facebook page of the city relays information on the city: general information on events, important documents etc. It is also a platform for citizens to ask questions, which are answered during working hours of the offices. No additional human resources are dedicated to the maintenance of the page. The director for the department of social development, Piotr Kowalczyk has his own Facebook page: it aims to show that he is a normal human being, can sometimes work late or on week-end, that he has various types of interests. He maintains his page himself.



Très différent mais pas tant que cela...

- Fort engagement du leadership
- Commencer petit et là où se trouve l'énergie/les opportunités
- Garder une forte ambition ("...toujours poursuivre le lapin en sachant qu'on ne l'attrapera certainement jamais...")
- Utiliser URBACT comme levier pour convaincre que le changement est possible
- Le rôle des agents comme 'connecteurs'
- L'usage des média sociaux plutôt qu'une communication 'descendante'
- Une forme de 'laisser aller' vers les citoyens et le milieu associatif
- Prise de risque
- Ouverture
- Etc.

Enseignements...

Les villes deviennent plus humbles...

Les villes accroissent leur capacités d'écoute

Qu'est ce qui change dans l'administration des villes pour faciliter la collaboration avec les citoyens?

Les villes développent l'innovation par les usages...

Les villes améliorent leur capitalisation...

Réduire les coûts grâce à l'expérimentation

Créer les bonnes conditions d'expérimentation

Droit à l'erreur

Laisser de la place aux agents

Qu'est ce que les villes font pour faciliter l'innovation sociale?

S'ouvrir aux formes mixtes

Plateformes d'innovation sociale

Ouvrir les appels à projets aux citoyens

Dédier les subsides au démarrages d'initiatives

Développer les stratégies d'achats publics vers l'innovation sociale

Un parangonnage et une mise au défi entre villes...

Mise en visibilité des pratiques d'innovations montantes

Stimulation de l'innovation publique

Qu'est ce qu'URBACT apporte à l'innovation sociale?

Des Groupes de Support Locaux basés sur la légitimité au delà de la représentativité

Une méthode basée sur l'engagement systématique des acteurs



9 actions pour démarrer avec l'innovation sociale



**Leadership
de la ville**

**Familiariser avec
l'idée d'innovation
sociale**

**Mettre en
relation
toutes les
parties
prenantes**

**Jouer un
rôle de
médiateur**

**Préférer les
problèmes faciles
qui produisent des
résultats rapides**

**Adopter une
approche
centrée
utilisateurs**

**Coproduire au
delà des
approches
descendantes
et montantes**

**Expérimenter
hors de la vue**

**Promouvoir le
renforcement
des capacités**

Connecting cities
Building successes
**URB
ACT**

URBACT II

Opportunités à venir et menaces...

Assurer une bonne distribution de l'engagement dans l'innovation sociale au sein de la population...

Gérer les conflits entre services collaboratifs et secteur traditionnel...

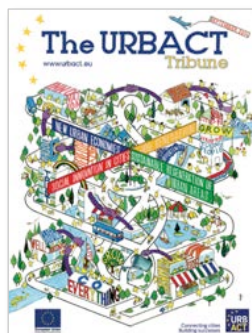
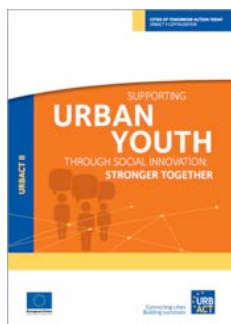
Explorer jusqu'où les citoyens peuvent collaborer avec les services publics...



URBACT II

Merci...

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www.urbact.eu

www.sustainable-everyday-project.net/urbact-socialinnovationincities

