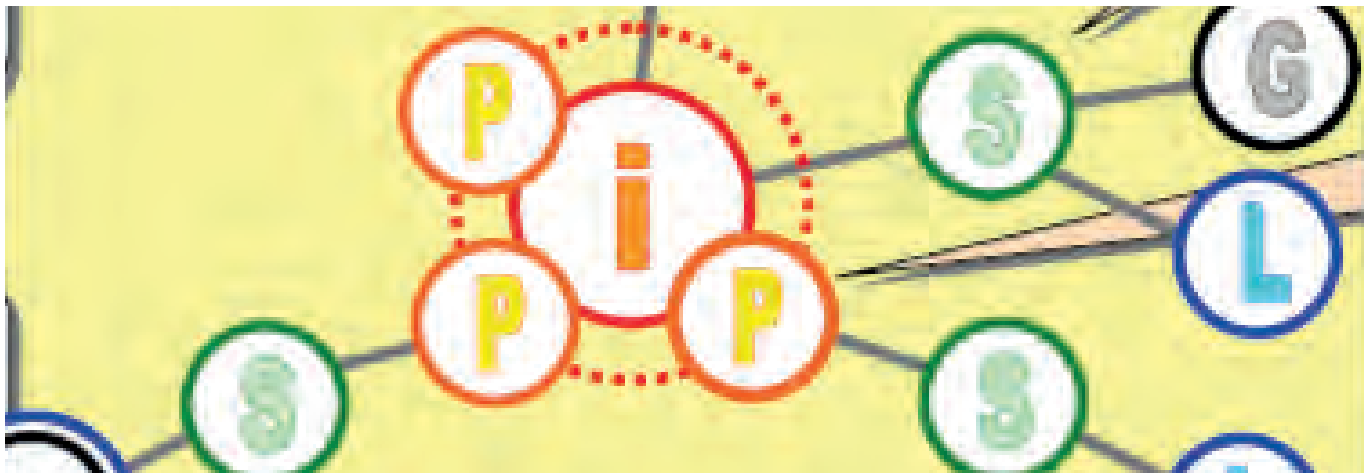# THE LOCAL GOVERNMENT AS A CITYBROKER

The local government helps cityinitiatives to get started or to scale up.

WHAT IS IT ABOUT?

The local government has civil servants working as citybrokers. They help citizens with ideas to get started with their initiatives, to get connected to others within the local government or the city, to scale up, to communicate about their project, etc.

WHAT IS THE CONTEXT OF THE INITIATIVE?

It can be done on a specific topic such as sustainability or food in the city, or it can be done as a more general broker for all kind of ideas. Amersfoort has the experience working with garden brokers on topics as: food in the city, community gardens, natural playing fields and educational gardens. Within the local support group on sustainable food, the representative of the municipality has a brokerage rol.
Zwolle, Utrecht and other cities in the Netherlands have general citybrokers for all citizen ideas.

WHAT IS THE RATIONALE?

There is a growing amount of citizens that want the local government to 'let go' more often and to collaborate with citizens instead of work for citizens. This movement has lead to a more bottom-up approach of the Municipality of Amersfoort. The local government acknowledges the human capital that is present in the local society and is open for input from outside.
On the other hand there's a trend visible in the national governance of decentralising (health care, etc.) and letting people deal with their own problems or needs first before asking help from the government, because of the necessary cutting in budgets. Ofcourse this is one of the other reasons why Amersfoort has chosen this path.

WHAT ARE THE KEY OBJECTIVES?

Civil servants have an open attitude towards the city. They are: Close by, Curious and Approachable (= key values).
By working with the city instead of for the city, a local government can make policy that will be adopted by more citizens. It makes its policy and the implementation of it, more efficient.
The Municipality of Amersfoort connects parties and citizens within the city with eachother to enable them to help and make the city a better place to live in, to work, etc.

WHAT IS INNOVATIVE?

Many local governments still work with a top-down approach. "We know what is best for our city and its citizens. We make the rules."
Innovative is the open attitude of the local government: asking the city for feedback on our own way of working, telling them: "I don't know the answer either, but I know someone that is dealing with the same problems that you are facing in your project. I can get you into contact with him."

HOW DOES IT WORK?

A broker works best when he has a wide network within the city. Tools are: working with networks and matchmaking (or stakeholder) meetings.

WHAT ARE THE OUTPUTS?

Many matches made by the citybrokers. Many citizens who are being helped quickly and who can move on with their initiatives or ideas. They feel supported by the local government, but are still 'the owner' of their own idea or initiative. It is up to them which next step they will take.

WHAT ARE THE BENEFITS?

Better image of the municipality.
Local government is more approachable.
Civil servants know what is going on in the city.

WHAT ARE THE BRAKES AND LEVERS FOR THIS APPROACH, AND SOLUTIONS ENVISAGED?

Civil servants of different departments are working like this on different topics: health care and welfare, city maintenance, sustainability, food in the city, etc. Within a large local government we don't know who has had contact with which citizen or organisation in the city. Internal communication tools are needed to overcome this problem. Amersfoort did not find a good working tool.

This way of working can lead to a focus on the active citizen. The key role of a local government is to serve the general interest and to look after the interests of the ones with less loud voices or no voices at all. The brokerage role should always be only one of the many roles of a local government. Balancing our focus is a difficulty that we are dealing with by experimenting and experiencing.

WHAT ARE THE TRANSFERABILITY CONDITIONS?

Very easily replicated in every other city.

WHAT ARE THE NEXT STEPS?

Municipality of Amersfoort is starting up a pilot in which we are working more area oriented: working for citydistricts with more multidisciplinary teams instead of working within departments.

Also Amersfoort is thinking of installing a general citybroker.

REDEVELOPMENT OF THE ELISABETH HOSPITAL IN AMERSFOORT

Citizens make the redevelopment plan for an area of 8 acres in the city

WHAT IS IT ABOUT?

A group of inhabitants worked together to make a redevelopment plan for the location of a former hospital in Amersfoort. They were given the madate to make this plan. They collected over 200 ideas from other citizens and local organisations and worked together during a shor period of 4 monthes to make the complete plan. They were facilitated by two civil servants and an architect. The City Council then approved with the plan unanimously. There was only 1 official appeal against it.

WHAT IS THE CONTEXT OF THE INITIATIVE?

Urban redevelopment. The plan consisted of a parc with functions as recreation, biodiversity and eatable nature, allotment gardens, natural playing fields, etc.

WHAT IS THE RATIONALE?

The redevelopment of this area was a political issue for a long time. Some political parties wanted to build houses on this plot, others wanted a parc / a natural environment.
There were strong lobbies within the local society and many citizens with ideas for the redevelopment of this area.
One of the reasons to choose for the bottom-approach was to avoid a very long process with many appeals to the redevelopment plan etc.

WHAT ARE THE KEY OBJECTIVES?

Quick process
Getting a strong basis within local society for the redevelopment plan.
Acknowledge and address the human capital that is present in the city.

WHAT IS INNOVATIVE?

A local government that lets citizens make the plan themselves.

HOW DOES IT WORK?

1) General call in local newspaper: who wants to work on a redevelopment plan for the Elisabeth location.
2) Kick off meeting: explaining the process
3) 4 months of hard work for the core team of active citizens plus 2 civil servants and architect. Collecting ideas during two public sessions and working them out into a redevelopment + maintenance plan.

WHAT ARE THE OUTPUTS?

A redevelopment + maintenance plan in 4 months. Experiences with the process involved. Evaluation results on costs, hours, results, etc.

WHAT ARE THE BENEFITS?

City Council very enthousiastic
Citizens involved are very enthousiastic
Better image of Municipality: city feels being heard.

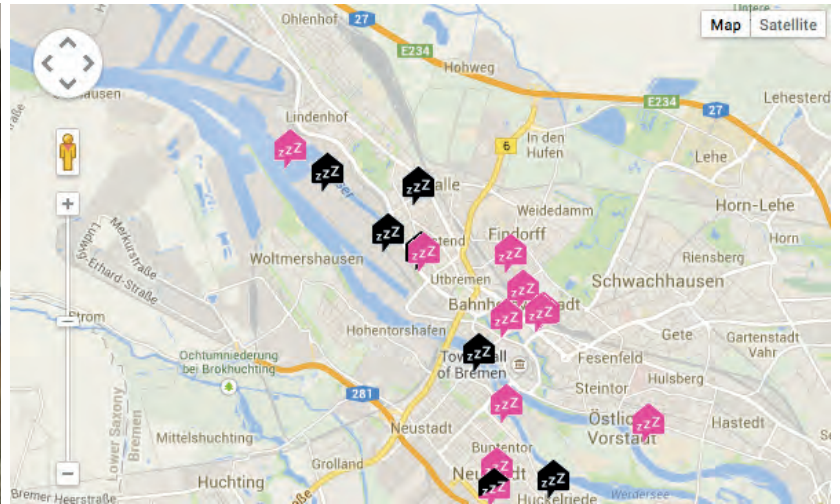## WHAT ARE THE TRANSFERABILITY CONDITIONS?

Easily to be transfered in other cities.

WHAT ARE THE NEXT STEPS?

The plan is going to be implemented as soon as the former hospital is being demolished.

WHAT ARE THE REFERENCES?

More info with Lia Bouma, already suscribed as an appointed witness.

TUTUR

Temporary Use as a Tool for Urban Regeneration

WHAT IS IT ABOUT?

Temporary use is a planning tool effectively bringing together various stakeholders: it engages an important number of municipal and private economic development agencies and property owners, as well as cultural organisations, to elaborate potential uses of existing infrastructure and resources. In the meanwhile, architects (and landscape architects, designers) also play a key role in the development of models for interim use and in the establishment of temporary spatial possibilities. Transforming empty properties to allow them adopt new uses offers advantages to all: owners profit with the renovation and preservation of the building, users access affordable work and living spaces, residents enjoy their revitalised neighbourhoods, merchants benefit increasing traffic and sales, and the design professions gain new work opportunities and expanded professional perspectives. The objective of the TUTUR project is to introduce the method of temporary use in urban regeneration to cities participating in the network.

WHAT IS THE CONTEXT OF THE INITIATIVE?

TUTUR aims at creating frameworks in various cities where city administrations and private property owners can work together with civil initiatives, community activities and start-up enterprises by accommodating them in vacant properties. The framework has to rely upon enabling policies, and to include social and economic considerations, taking into account the urban context as well!

WHAT IS THE RATIONALE?

The initiative is born out of the recognition that some European cities struggle with their empty buildings and sites, and many of them haven't recognized their potentials for urban regeneration, more precisely employment, social inclusion and community cohesion.

WHAT ARE THE KEY OBJECTIVES?

The project aims at connecting unrecognized supply with often unrecognized demand for space. This requires identifying vacant properties and initiatives looking for space in the participating cities, creating an economic and legal framework for connecting them, and organizing a series of matchmaking events to elaborate participatory concepts for the chosen sites.

WHAT IS INNOVATIVE?

Temporary use is a planning tool effectively bringing together various stakeholders: it engages an important number of municipal and private economic development agencies and property owners, as well as cultural organisations, to elaborate potential uses of existing infrastructure and resources. To look at vacant properties as an unused assets and to invite civil initiatives, community activities and start-up enterprises to give sense to these unused spaces may be seen as an efficient cooperation model between public authorities, private owners and the civil society. The project aims at bringing together the various competences of the various actors, in order to find solutions for vacant properties.

HOW DOES IT WORK?

The approach includes identifying publicly and privately owned vacant properties that are suitable for civil initiatives, community activities or start-up enterprises, finding out about their physical and legal conditions, organizing stakeholder meetings with potential users, public administration officials and related experts, elaborating an organisational, legal and economic model to operate the space.

WHAT ARE THE OUTPUTS?

The outputs include vacant properties converted into living spaces accommodating community groups, civil initiatives, start-up enterprises; and a better consciousness and overview of real estate conditions in the city as well as potentially policies and laws encouraging the temporary use and conversion of vacant buildings.

WHAT ARE THE BENEFITS?

Generate a large consultation process mixing different categories of actors public, private and non profit in order to stimulate social innovation promising in terms of sustainable ways of living in the city.

WHAT ARE THE BRAKES AND LEVERS FOR THIS APPROACH, AND SOLUTIONS ENVISAGED?

The fragmentation of public administrations represents a key challenge: ownership conditions of many properties are often unclear, the legal conditions to allow short and long-term uses are slow and complicated to create, political interests often dominate decision-making about public property. The question of how to organize competitions and give assignments related to specific spaces is another challenge, highlighting the dilemma of how to take into account energies already invested in a space while aiming at transparency. The solutions include better communication between various departments of public administrations, and with private owners, civil initiatives and start-up companies, and capacity-building among the bottom-up initiatives to enable them elaborate their projects without much public input.

WHAT ARE THE TRANSFERABILITY CONDITIONS?

There are several similar initiatives across Europe, although the public involvement in these projects differs from city to city. The differences of legal and administrational contexts make it more difficult to transfer models, but the overall concept seems to work at various European cities.

WHAT ARE THE NEXT STEPS?

In the participating cities, Local Support Groups have been composed and Local Action Plans have been elaborated. The project proceeds with a series of public meetings, aiming at elaborating concepts for the chosen sites. The long-term objective of the project is to create a structure or interface that facilitates the temporary use and conversion of vacant properties on both the owners' and the users' sides.

WHAT ARE THE REFERENCES?

http://tutur.eu/, Daniela Patti
←daniela.patti@tutur.eu→ and Levente Polyak
←levente.polyak@tutur.eu→

EMPLOYMENT-ENVIRONMENT ALLIANCE

The Employment-Environment Alliance is stakeholder process aiming at coordinating public, private and voluntary actors in order to develop economic sectors related to the environment and to create quality jobs.

WHAT IS IT ABOUT?

The Employment-Environment Alliance proposes a new dynamic governance: it aims to mobilize and coordinate public, private and voluntary actors around concerted actions. The project is innovative because it is not only classic consultation and participation but it involves stakeholders to achieve a truly collective and individual work together towards commitment to shared objectives, namely development of economic sectors related to the environment and the creation of quality jobs. The social partners are naturally expected to contribute to this process.

WHAT IS THE CONTEXT OF THE INITIATIVE?

The Employment-Environment Alliance is an initiative of the Government of the Region of Brussels-Capital. It is one of five priority areas identified in the Sustainable Urban Growth Pact.

WHAT IS THE RATIONALE?

The concept of Employment-Environment Alliance is based on the fact that environmental issues are an essential field of employment and economic development for businesses that can adapt quickly.

WHAT ARE THE KEY OBJECTIVES?

• develop economic sectors related to the environment
• create quality jobs
• generate a sustainable transformation of the Brussels-Capital Region

WHAT IS INNOVATIVE?

The process is a joint initiative from 2 regional Ministries respectively of Economic Affairs and Environment in order to coordinate action and find synergies with mutual benefits.

HOW DOES IT WORK?

The Employment-Environment Alliance involves through a series of meetings all actors that feel engaged in each of the 5 different priority areas in generating ideas of new sustainable economic activities within the Region. A clustering process encourage then actors to join forces to implement the most promising emerging activities.

WHAT ARE THE OUTPUTS?

The Employment-Environment Alliance is a stakeholder process taking place along the different priority areas:
• sustainable building
• water
• resources and waste
• sustainable food
Currently the stakeholder process is completed and clusters of actors are formed and grants have been attributed in order to enable them to complete their respective projets.

WHAT ARE THE BENEFITS?

Generate a large consultation process mixing different categories of actors public, private and non profit in order to stimulate social innovation promising in terms of sustainable ways of living in the city.

WHAT ARE THE BRAKES AND LEVERS FOR THIS APPROACH, AND SOLUTIONS ENVISAGED?

Difficulties to balance a large and inclusive enabling process on the one hand and on the other hand filter consistent actions likely to form a coherent development of the sector locally.

WHAT ARE THE TRANSFERABILITY CONDITIONS?

Beyond a large but rather classical stakeholder process the coordination of political willingness across 2 different Ministries to facilite creation of sustainable entrepreneurship is key for the transfer.

WHAT ARE THE NEXT STEPS?

The clusters of actors formed are starting activity. The political alternance of spring 2014 may be a threat for the good development of the process.

WHAT ARE THE REFERENCES?

Employment-Environment Alliance website: http://www.aee-rbc.be Responsible of the Sustainable Food Alliance: Joëlle van Bambeke/IBGE jvanbambeke@environnement.irisnet.be

INNOVATIONS IN THE TOWN OF TATABÁNYA

Low-carbon development and "adoption" - hand in hand programme

WHAT IS IT ABOUT?

The low-carbon development has several elements:
1. Tatabánya is the first town in HU that had a Local Climate Change Strategy, and the municipality involves the local climate club, a voluntary, informal non-profit organization in its implementation.
2. Tatabánya has set up its own voluntary carbon offset system at regional level (called climate ticket), through which local citizens and organizations, companies can calculate their carbon footprint and offset it through supporting local projects (e.g. solar panels for kindergartens, tree planting, cleaning up river beds, building playgrounds, etc.)
3. Tatabánya participated in the CASH Urbact project to propose new solutions and promote new policies for the sustainable renovation of social and affordable housing.

The 'hand in hand' adoption project:
The municipality of Tatabánya set up the 'hand in hand' project to involve local companies in the support of local educational institutions. By signing specific, so-called 'adoption' contracts, each company agrees to support a specific educational institution and by doing so takes part in providing resources for local education and development - sharing this task with the municipality. So far, 15 companies joint the initiative in the framework of their corporate social responsibility programmes.

WHAT IS INNOVATIVE?

* the town actively encourages and facilitates by setting up appropriate structures the involvement of various stakeholders:
(1) the NGO (local climate club) to assist in the implementation of the climate strategy
(2) citizens and local organizations in voluntary carbon offsetting through supporting sustainbale local development
(3) local companies in the support of local educational organizations through the 'hand in hand' programme
* promoting and facilitating voluntary carbon offseting is in itself innovative
* The innovation of the 'hand in hand' programme lies in the fact that the municipality actively involves local companies in providing all kinds of resources for local educational institutions.

WHAT ARE THE REFERENCES?

Mr András Oláh at the municipal government, responsible for low-carbon development issues: klima@tatabanya.hu (he can also provide information about the 'hand in hand' programme).

1. Information on the 'climate ticket' programme:
http://intezet.greendependent.org/documents/CONVERGE_ebook_EquityWithinLimits_initiatives_web.pdf (pg. 26.)
2. Information on the CASH project:
http://urbact.eu/en/projects/low-carbon-urban-environments/cash/homepage/
3. Information on the 'hand in hand' project (in HU):
http://tatabanya.hu/fooldal/felso_menu/hirek/kozelet/folyatodik_a_kez_a_kezben.html

TOWN OF GÖDÖLLO

Supporting and involving NGOs, and utilizing the produce of fruit trees

WHAT IS IT ABOUT?

1. The municipality of Gödöllő in Hungary provided space (in the form of a detached house with garden) for local NGOs with the aim of encouraging cooperation with and between NGOs. They also hope the house will provide a useful meeting and activity space between NGOs, individuals, businesses and the public sector. The municipality and the NGOs take care of the house together, sharing tasks and resources.
The local authority also employs an NGO coordinator to participate in as well as facilitate coordination and cooperation, but the NGOs also have a selected group of representatives to coordinate amongst themselves as well as with the municipality.
This is far from being a totally successful case, there's lots of room for improvement, but it's been in place for a few years, and has been proven to encourage further innovation in the forms of activities that can now happen in and around the house.

2. Also in the town of Gödöllő, the non-profit town management company, established and overseen by the municipality, introduced a new scheme for utilizing and sharing the produce of fruit trees found in the streets, in front of people's houses - planted either by them or the municipality.
The company initiated a system through which people can report if they have trees which they are unable to harvest, and people, who are willing to harvest them can also register. The company acts as match-maker and makes sure that the harvest is shared. This way local food is discovered and shared as well as the community is strengthened through establishing people-to-people links.

WHAT IS INNOVATIVE?

* providing space for working and activities is an innovative way to support NGOs as well as to encourage interaction between various stakeholds
* shared management of the space between the municipality and the NGOs is also innovative
* having the space encourages innovation between the NGOs (e.g. NGOs working in different fields started working together), and they also initiative innovative projects - using the space (e.g. regular clothes swaps, new courses, a books-swap shelf, various clubs)

* utilizing the produce of fruit trees through helping to connect those who have, but are unable to harvest, with those who do not have, but are ready to harvest is innovative and unusual
* this connecting of people also helps, in an innovative way, to share food, as well as to strengthen the community through linking up people

WHAT ARE THE REFERENCES?

Contacts to the different municipality departments are available from Edina Vadovics on request.

Facebook page of the NGO house:
https://hu-hu.facebook.com/Civil.Kozossegi.Haz.Godollo

FEEDING MILANO (NUTRIRE MILANO)

Designing a network of sustainable food services for Milano

WHAT IS IT ABOUT?

'Feeding Milan, energies for change', is a strategic project, started in 2010 and formally concluded in 2013, that aimed at creating a network of sustainable and short-chain services connecting the peri-urban food producers with the consumers in the Milanese region. Promoted by Slow Food Italy, Politecnico di Milano, Deisgn dept. and University of Gastronomic Sciences, it was funded by Fondazione Cariplo. In four years, the project activated a network of food related services involving farmers of the Agricultural Park South of Milan and other areas, local shops, food producers, restaurants and citizens. Among the different services, the Milan Earth Market (Slow Food Farmers' market) stands out and was one of the first to be established.

WHAT IS THE CONTEXT OF THE INITIATIVE?

The project was activated when the City of Milan won the international competition to host the Expo in 2015. Since the beginning, it had the purpose of designing and experimenting a food policy for the City, practicing in the real world the values and the purposes the Expo was claiming. In fact the title of the Expo is: Feeding the Planet.
Funded by a bank foundation, it had also the intent of provoking a debate around the food for the city and, of course, to create a platform for sustainable business in agriculture to flourish, with special regards to small producers.

WHAT IS THE RATIONALE?

The main reason for the project was the acknowledgment of a lack of services and initiatives of short-food-chain and sustainable food production actually available to the citizens.
Together with this reason the project aimed at:
_ strengthening the local agricultural business based on sustainable principles in order to contrast the urbanization of agricultural land;
_ fostering the transition of farmers toward sustainable food processes and multifunctional models.

CREATIVE CITIZENS (CITTADINI CREATIVI)

a meeting space between designers, citizens, local stakeholders and institutions

WHAT IS IT ABOUT?

Creative Citizens is a meeting space between designers, citizens, local stakeholders and institutions to co-design services for daily life in the neighborhood.
Creative Citizens takes place in Milan, within a community of residents located in the neighborhood Zona4. This experimentation has set up a local centre in a farmhouse, the Cascina Cuccagna, to act as a "agency for service design" and collect service ideas in a series of sessions dedicated to various application fields: food systems, the objects we use in daily life, the skills we need to solve bureaucratic problems, the domestic tasks that we have to carry out and other activities which could be developed in actual services. In each session there is a temporary set design to simulate service situations to test or modify, using methods coming from service design research. It is a path of creative participation, precisely because everyone can become "designer of his daily life", at least for few months, having fun.

WHAT IS THE CONTEXT OF THE INITIATIVE?

Creative Citizens originates within the Ph.D. research of Daniela Selloni at Politecnico di Milano, in the field of service design.
The initial spark is to carry out research outside universities and bring in the society, in a direct contact with the city and its residents, specifically in a place which is a symbol of Milanese activism: the Cascina Cuccagna. This is a farmhouse which has been "saved" from abandonment and decay thanks to the efforts of group of citizens, who gathered together in a consortium and developed a project for transforming the farmhouse in a new public space for the Zona4 and city of Milan. Cascina Cuccagna is now in the middle of this process and it is organizing residency opportunities for creative projects having the same mission. Creative Citizens have brought into Cascina Cuccagna the expertise of researchers at the service of ordinary people, creating a laboratory of solutions for daily life, trying to improve existing services and design new ones

WHAT IS THE RATIONALE?

We are trying to solve this problem: how to build upon the many bottom-up initiatives that are arising in this period of societal transformation? How to capture and orient citizens' activism? Many people have found less costly solutions to their needs through new forms of activism, self-production and sharing but most of these activities easily disperse. Creative Citizens project offers support to them; this support is on the professional side but also on the emotional side, because if we establish a synergy among the initiatives it is easier to activate mutual process of teaching and learning, sharing skills, platforms and places. We have to go deep into the future evolution of the services generated, probably envisaging a possible intersection with the public sector and enhancing a novel form of welfare (we have been contacted by Milan municipality), or fostering the birth of original service start ups led by citizens.

18TH DISTRICT, BUDAPEST

Street art, Urban gardens, Low-carbon Regeneration and Virtual EcoMuseum

WHAT IS IT ABOUT?

This initiative is a collection of innovative solutions from the municipality of the 18th district of Budapest with the help of which they can improve the sustainability of the city and strengthen the local community:

1. Üllői úti Street Art

The municipality is renovating one of the main traffic channels (called 'Üllői út') - including community transport lines - in its district. They want to make the district more liveable through integrating attractive street art in their development. Thus, they are inviting applications from anyone interested for street art that could improve the atmosphere of the district right away.

2. Urban garden

The municipality, in cooperation with a local NGO and a university of horticulture, organized an urban garden initiative to strengthen the local community and provide space for meaningful activities in a housing estate with block houses. As well as providing space, they also organize training events.

3. Low-carbon regeneration

To improve the state of social housing as well as resource efficiency, the municipality participates in two projects (one of them initiated and led by it). In this projects, they involve other stakeholders (e.g. NGOs) to help set up structures to regenerate poor areas in an environmentally responsible and efficient way.

4. Virtual Eco-Museum

With the involvement of expert partners, the municipality set up a virtual EcoMuseum to contribute to sustainable development education through organizing virtual exhibitions on the local, regional and more global environment. The museum has been organizing different virtual exhibitions ever since.

5. Recruiting and working with EcoActivists

The municipality supports the EcoActivists programme in which children (above the age of 10) recruited and trained to be local agents of change in environmental issues. The programme is implemented in cooperation with local NGOs and expert organizations.

WHAT IS INNOVATIVE?

In CEE, it is quite unusual that a municipality should initiative so many different innovative projects.
* including street art in road and tram stop renovation from artists and groups to improve the atmosphere of the district is innovative
* donating space for urban gardens and helping to set up structures for its appropriate management - with the involvement of stakeholders (local NGO and expert partner) is innovative
* regenaring huge, run-down communist-style housing estates in a manner that is both socially and environmentally sustainable is innovative, and could be a good example for others
* creating a virtual ecomuseum by a municipality in collaboration with expert partners is innovative way of providing sustainability education, and anyone can send in pictures and can propose ideas for exhibitons

WHAT ARE THE REFERENCES?

1. street art project (with link to social network sites):
http://www.ulloistreetart.hu/projekt

2. urban garden:
http://www.bp18.hu/programajanlo.2325.ter_koz_lakatos_lakotelep_kozossegi_kert.html

3. low-carbon regeneration:
Re-Block Urbact project:
http://urbact.eu/en/projects/disadvantaged-neighbourhoods/re-block/homepage/
RE-SEEties project:
http://www.re-seeties.eu/objectives

4. virtual eco-museum:
http://www.zoldmuzeum.hu/virtualis-okomuzeum

5. EcoActivists:
http://www.zold18.hu/elindult-keruleti-oko-aktivista-program

ACTIVE AGEING AS AN ANSWER TO THE UPCOMING SOCIAL CRISIS IN CZECH REPUBLIC AND EUROPE

WHAT IS IT ABOUT?

The project "Active Ageing" focused on the exchange of good practices and know-how in the field of active ageing, employment and retirement policies. It was created as a response to the upcoming social crisis in the Czech Republic and Europe in general.

WHAT IS THE CONTEXT OF THE INITIATIVE?

Social, retirement and housing policy, with particular focus on the target group aged 50+.

WHAT IS THE RATIONALE?

The need for the project is underlined by several important factors.

Firstly, the active ageing concept occupies prominent position in the current political and socio-economic discourse in the Czech Republic and the European Union. At the same time as the effects of the economic crisis are closely related - the victims of unemployment include people over 50 years of age, older people leaving before retirement and others.
Secondly, public and private institutions can't wait until the government steps in and introduces appropriate legal framework, but should start to implement their own initiatives.

One of the ways is through international cooperation which was considered appropriate instrument for expanding horizons and existing practices (policies) of public institutions at all levels.

In particular, the initiative aimed to provide solutions (good practice) to the following needs of the Czech public partner:

1) Innovation of work with elderly citizens/population
2) Innovation of methods in social care
3) Active and healthy life of elderly population
4) Equipment, new technical solution in houses for elderly
5) Employment opportunities for people aged 50+

WHAT ARE THE KEY OBJECTIVES?

1) To set up a thematic network of public and private organisations dealing with the issues of active ageing and access of specific target group to labour market

2) Evaluation of existing tools (good practices examples) and mainstreaming into policy structures at the regional level(s), in particular in Prague

3) To foster international cooperation of public sector with partners from Sweden and the United Kingdom

WHAT IS INNOVATIVE?

In the context of the Czech Republic:

1) Partnership that includes private non/for-profit entities and major regional stakeholder

Composed of two international partners - NGO from the UK and public institution from Sweden, one Czech partner - Social and Health Care department of the City of Prague and Czech applicant - private company.

2) The issue addressed

Although addresed also by other projects, this initiative had taken up the problem of Active ageing to a higher level, creating a platform for long-lasting cooperation and discussion among international and Czech stakeholders.

3) Outputs

The initiative had created a valuable outputs: Methodology and manual for active ageing that inform and advise interested parties in good practice and innovative measures implemented abroad.

HOW DOES IT WORK?

Expert and public levels of implmenetation.

Expert level: 4 international workshops had been organised, limited to social policy experts/officials, employers and NGO representatives with the purpose to support mainstreaming of innovative measures into social/public policies

Public level: 20 seminars + 2 conferences had been organised in Prague to promote the Active ageing concept, opened to general public.

WHAT ARE THE OUTPUTS?

The initiative had created three valuable outputs:

1) Methodology of active ageing

This document has been targeting social policy practioners, social policy officers and key staff at local and regional administrations being responsible for social/employment and welfare policies.

2) Manual of active ageing

This document has been targeting general public with particular focus on people aged 50+, advising them on several key issues such as (healthy living, security, financial responsibility, IC technologies, life-long learning)

3) Website

Available at proseniory.eracr.cz

WHAT ARE THE BENEFITS?

Benefits observed are as follows:

1) Better living of individuals who entered and /or participated in the initiative

2) Better governance at local and regional level(s), reflecting current social trends

3) More democracy in terms of access to relevant and helpful information

WHAT ARE THE TRANSFERABILITY CONDITIONS?

Conditions:

1) Commitment from relevant departments at respective cities

2) Existing network of cooperating institutions within the respective city (e.g. partnerships of NGOs and/or companies, chambers of commerce, community centers with the respective citiy)

WHAT ARE THE NEXT STEPS?

Expansion of the thematic network by inclusion of other stakeholders, public institutions and relevant private partners.

WHAT ARE THE REFERENCES?

Mr. Martin Synkule, email: martin.synkule@eracr.cz

GENIUS : OPEN

Open Innovation

WHAT IS IT ABOUT?

Open innovation accelerates and improves the innovation process. It is defined as the transfer of knowledge in and out of an organisation to help generate new products and services GeniUS!: Open adopts the principles and practice of open innovation and is a way of engaging a range of stakeholders (residents, businesses, charities, students, and public services) to identify and create ways to solve problems and improve cities.

WHAT IS THE CONTEXT OF THE INITIATIVE?

Throughout the 20th century, governments were typically liberal. Later, as governments recovered from world wars, governance structures were often centralised and focused on building a welfare state. Today, a new governance structure exists - open governance - which emphasises citizen empowerment and social innovation. The swell of popularity for this new form of governance has come about through three key drivers: first, technological; second, financial and third, rising public expectations. Technological developments and the internet have been major catalysts for open cities and social innovation. Through the internet, citizens can access knowledge on public services and information on public spending. innovation provides opportunities for cities to maintain their competitiveness and sustain economic growth .

Authorities and cities are more accountable for their decisions and are subject to closer scrutiny. Citizens, as a result, are taking a greater interest in the running and creation of public services. In turn, they are demanding even more information be made available publicly - putting pressure on many governments to grant 'Right to Information' . This is helping cities to build a better understanding of challenges they face and better enable citizens to contribute to public services.

Financial pressure is often cited as a key driver for innovation . The public purse is not bottomless; increasingly demographic pressure combined with recession has led cities and governments to review their services and models. Public services and value have traditionally been the responsibility of governments and cities. However, open innovation recognises the value of external groups in the generation of social value and unlocks their ability to act – including private sector investment, citizens who help themselves and community around them as well as the growing third sector. At the same time, open innovation provides opportunities for cities to maintain their competitiveness and sustain economic growth .

Public expectations are also driving city organisations towards a more open approach as they try to respond to higher demands. Increasingly, society wants more involvement in how services are run. When people experience a slick, user centred product or service from the likes of Amazon or Apple, they can come to expect the same of public services. Through social media there are increasing means to broadcast their opinions and demand more of their public services. As a result, power no longer sits so comfortably in the hands of governments and markets alone. Entire governments have been toppled through social action supported by social media.

Faced with budget cuts and difficult challenges, cities and governments are looking to the open innovation models of commercial organisations to try to solve problems that existing market and government structures have been unable fix.

In recognition of the promise of open innovation for governments and cities, the model sits at the heart of the European Strategy: 'Europe 2020'. The strategy prioritises smart, sustainable and inclusive growth - core themes of open innovation. The popularity of open innovation is also seen in the swell of enthusiasm of social innovation which has many overlapping principles: collaboration across diverse groups, involvement of the user as well as a joint focus on solving complex problems for the good of the public.

WHAT IS THE RATIONALE?

At a time when cities face declining democratic legitimacy, tight budgets and ever more complex problems, open innovation is appealing. It offers the potential for solutions that traditional markets and government policies have struggled to do. Openness unlocks knowledge and assets that are invaluable to cash strapped city authorities. It brings about engagement in communities because it promotes transparency and it empowers users by involving them in the innovation. Open innovation processes ensure that the final innovation itself is more relevant and scalable because it has been shaped by the users who know how it will work best, and know how it will fit in their environment.

WHAT ARE THE KEY OBJECTIVES?

Collaboration is a fundamental principle of open innovation. It is even more so for fragmented ecosystems like cities with diverse groups and differing interests. Open innovation processes can bring these groups together and in doing so break down conflicts and build cohesive communities. Collaboration is key for the complex issues cities are trying to tackle as there are multiple interdependencies, and ideas may be lost in translation between groups. Overcoming the problems of translation requires an understanding of tacit knowledge where knowledge is hard to explain - like trying to describe a way of working or playing an instrument . To overcome this, continued and iterative interaction between different groups is needed . Creating the systems and platforms for this interaction is an important part of the innovation process and should be built in.

Transparency and open practices bring about a more vibrant democracy. Citizens from all backgrounds increasingly have access to information about how the city is run . As innovative city leaders share information on money invested, priorities and progress - trust can be built amongst citizens. It is trust that enables collaboration, generating further innovation. Where old closed systems alienated, new open systems can engage and excite. In Seoul, Park Won-soon has adopted a citizen-centred, hands-on communicative style of politics and keeps a wall of post-it notes with requests from citizens. His team have also developed a 1000 Oasis Ideas platform: where residents can make suggestions about how Seoul is run and the team can respond to citizens' complaints.

Participation is a principle of open innovation that builds empowerment and taps into societal assets. Open cities listen and provide opportunities for citizens to play a role in the shaping of innovation in cities - defining the issues that matter to them and empowering them to take control of the challenges facing them. It unlocks resources that are vital to cash poor city governments. Driven by the purpose of public good, communities are often willing volunteers, who help come up with and refine solutions. Involving users and the wider city ecosystem enables the generation of more relevant, sustainable and impactful services designed around real needs and greater understanding of what this might mean in practice. Developing more relevant innovations importantly means cost savings and risk reduction.

WHAT IS INNOVATIVE?

The GeniUS! approach is Innovative in many ways. Innovation comes from the community through co-developing ideas; 'innovation readiness' can be created in city administrations through transferring the GeniUS! process; and the pilot and scale model to try out solutions is innovative in comparison to the traditional procurement of services. The real innovation is in the construction of a process designed to draw out ideas, build relationships, work together to solve problems and implement solutions on a city scale. Through combining training for city staff, a technology platform, offline engagement with the community, development sessions and support to pilot ideas, York have created an effective open innovation system.

WHAT ARE THE OUTPUTS?

GeniUS! has so far engaged universities in the city and beyond, numerous businesses and many residents and community groups. The GeniUS! forum currently has over 400 registered members and over 700 social media followers. To date, eight pilot projects have come from the 6 challenges completed so far. Challenge 7 is currently running and challenges 8 and 9 are in the planning stage.
Pilot projects have included:
- testing a new approach to engaging elderly people in ICT and social media via training based on their interests, not on computer skills. 100% conversion rate in pilot group – non-ICT users now using internet and modern tablets/laptops on an ongoing basis. Care homes have now been added to York's super-fast broadband roll-out to support future training and access.
- creating a "show-flat" to demonstrate council telecare equipment, alongside new developing telecare technology. 50 residents attended the 6 week pilot; responses were positive; interest levels in new tech options were assessed to inform further development. The pilot may be replicated & scaled once the council's telecare team have transferred to a new social enterprise.
- as a result of working together on the above pilot, the telecare team, in partnership with the local tech business, are now developing and testing non-invasive telecare devices that detect people falling in their homes and then alert care teams. If successful, further development will look at using the technology to provide early warning of stroke and cardiac arrest.

- creating a dementia awareness campaign in the form of a high impact short film and school lesson plan, produced for young people by young people, working together with dementia suffers and a local film company. This will be shown and discussed in all York schools, reaching over 2000 pupils.
- three projects resulting from Challenge #6 have now been granted funding and pilots are starting. Increased connectivity and relationships is also a key benefit. The open approach has also enabled many connections between people and businesses who would otherwise not have met and hence not collaborated on projects or made other beneficial connections.

WHAT ARE THE BENEFITS?

Benefits to the City
Service review through dialogue – The GeniUS! project can be used to look at all services the City offer by greater engagement through posing the challenges to the residents and businesses they directly affect.

Inward flow of ideas, expertise and experience – There have been instances of companies and individuals with novel ideas coming into the discussion and contributing ideas. In York, local companies Gaist, Yorkmetrics and Lightspeed Digital had not had contact with the City before and contributed to the challenge process.

Energised the council employees – This process has resulted in more challenges being put onto the platform. There is increasing enthusiasm and commitment from council employees demonstrated by their use of it outside work hours.

Greater communication within the city administration leading to cross-departmental working and valuable insights – Individuals on the separate challenge teams were unfamiliar with each other and this process introduced them. The employees have gained a greater awareness of different departments.

Benefits to the Local Community - This is where the biggest impact can be found. The community is at the heart of the project and through working on the challenges posted, real relationships can be developed with motivated individuals, academics and organisations looking to make a difference in the city. Challenges are well understood at grass roots level and solutions fit closely with the problems when they are suggested by the people who live with those problems. There is a sense of shared values from an early stage between the communities and the council, with a deeper understanding of the issues, ownership of the solutions by all and an overall shared pride in better informed processes and solutions.

Benefits to the City - Knowledge and experience are two hugely valuable assets to the city and through the platform and process, the city can greatly benefit from harnessing the GeniUS! of its residents, businesses and academics. This allows the city to make a step change in how it tackles innovation, allowing a programme of radical and strategic innovation to take place alongside the more traditional incremental innovation commonly seen within the Council. This 'future-proofs' the city through introducing a mechanism to collectively evolve and respond to city-wide challenges using small scale pilot schemes to test and de-risk more radical solutions before implementing them on a larger scale. Due to the methods used and the community input, continuous feedback can help steer more radical projects to ensure the solutions best fit the challenges.

Through providing training and a tool-kit to public services in the city as part of the process, intelligence and learning can be harnessed within each city to grow the process and share best practice with others. This means each city can use its unique qualities and assets to solve the challenges faced within that specific city. This process can be applied to any medium to long-term challenge the city might face, and is most useful when, "we don't know the answer but we think others in the city might."

WHAT ARE THE TRANSFERABILITY CONDITIONS?

As part of an ongoing URBACT practice transfer pilot the approach is being implemented in Tallinn, Siracusa and San Sebastian. Previously the approach has been implemented in Cape Town and the Genius York team have recently won a competition to take the model to Glasgow.

WHAT ARE THE NEXT STEPS?

York's idea for the Bloomberg Philanthropies Mayors Challenge:

"In York, we are seeking to rebalance the relationship between the city administration and residents: from a parent-child relationship to an adult to adult relationship. This parent-child relationship has evolved over time, where the council takes an overly parental role. This is an issue for both residents and the council as it disempowers people and reduces trust.

In this respect, cities (York included) have an increasingly unbalanced relationship with residents. There is an unfortunate culture of solving the "wrong" problems with solutions that don't always fit or meet the needs of communities. And with the challenges faced by all cities, of reducing budgets, increasing population and a more dependent population, this problem will only grow if it goes unchecked.

Our approach to tackling this problem is our "Right to Solve" initiative, which builds on our existing open innovation model and takes it to a whole new level. We will create a new delivery organisation that is co-owned and provides a way for both council and residents, businesses, city partners & community groups to use for sharing Ideas, insights, problems and solutions.

This new organisation would possibly be a social enterprise, probably not be council branded (much like GeniUS! isn't) so it is SEEN as stand alone, would include people who can make the right links for solutions (so would include council staff but also others) and would include the ability to access and push solutions or ideas through new approaches to finding and procuring solutions for the city, or co-creating them if they don't already exist. It would also provide support with pilots, funding the delivery of training (to council and external) to increase capability within the city to engage with this approach.

In terms of building this in practice we will use an approach where we work with communities to develop an initial version with the most important parts needed for it to work. We'll jointly test that out through a practical pilot and then add to that once the basics are working right. This first version will draw on existing resources and approaches, such as GeniUS!, community conversations, community hubs etc. or anything else that we identify that can form the solution.

We will then build on these initial pilots and co-create the longer term solution in an incremental fashion, listening to residents' views and experiences of the pilot solution and incorporating their ideas to ensure the solution is sustainable in the longer-term. Future developments could include things such as mobile apps, touch screens, the York TV channel etc.

So both the council and residents would use this same vehicle. The council would use it to help with delivering the strategic priorities (by seeking solutions to OUR problems); residents et al would use it to highlight and solve problems pertinent to THEIR communities.

The impact of this would be the establishment of that Adult to Adult conversation. It is a bold move, as it cedes control to residents, which will be uncomfortable for some, but with that it also shares responsibility with residents, resulting in a more balanced relationship. This will future-proof the city. It will mean we get better solutions to our problems, that are more innovative, co-created, relevant to residents and the council, cheaper and transferable. This will increase trust in the council and in citizens and will create a more connected, self-supported city, empowered to respond to our collective future challenges.

"The Right to Solve" - A city co-creating its future."

BRISTOL FOOD POLICY COUNCIL

Infrastructure development for community food projects in Bristol

WHAT IS IT ABOUT?

The city community in Bristol seems to have boundless energy and creative capacity to develop project ideas to address social need in the city. Food projects are but one area of activity. However there is much replication and overlap of activity which both leads to wasted activity and frustration on the part of city governance in building a coherent network of activity which addresses social need fairly where it exists in the city.

This initiative aims to provide a mechanism to link social entrepreneurs with others, creating a peer to peer network, developing mentoring support and linking this to infrastructure support (which already exists) and also developing technical support mechanisms to ensure projects build solid foundations in terms of governance, financial planning and effectively delivery.

WHAT IS THE CONTEXT OF THE INITIATIVE?

The overall context is sustainable food. For this aspect of the work to work it requires changes in all the areas listed:

Policy - The food projects cover; growing, food accessibility, food preparation (cooking skills) and nutritional knowledge. This requires alignment of policy in terms of; land use (allocation of public land for individual and community growing).
Economic development - helping small food businesses(markets, shops, wholesale, social enterprise) develop,survive and thrive, Environmental policy - (low carbon, growing inputs, low pollution delivery),
Urban context - Bristol is a city with municipal boundaries tight to the built up area (no rural edges within city boundary) so growing opportunities marginal but important for raising awareness and involving increasing numbers of people in the food agenda.
Social - many of the food projects have been set up to meet a direct social need eg food poverty (emergency food supply), but others use food to address other social needs, examples include; migrants awaiting decisions on their case, unemployed wanting to strengthen their work history, providing stepping stones for people with history of mental health/ or drugs/crime to fully re-engage with society.

WHAT IS THE RATIONALE?

Many of these projects would traditionally look to the municipality for funding but the public sector has suffered severe cuts in the last 5 years in annual budgets (around 40%). Very little direct funding of the community and voluntary sector is now available and social entrepreneurship is entering a new phase with new sources of funding being developed. Particularly around delivery of essential public services through commissioning of social enterprise, community and voluntary projects but also through the development of community bonds.

This is a major opportunity for building an infrastructure that strengthens the social support provision in the city, progresses the sustainable food agenda and reduces the demand on overstretched public budgets. So primarily this is an efficiency mechanism.

WHAT ARE THE KEY OBJECTIVES?

The key objectives are about progressing the sustainable food agenda in the city, widening its impact and making sure the benefits are of a city scale. They are;

To create widespread understanding of the concept of Bristol Good Food (this is the city sustainable food message).

To develop a network of people and agencies in the city that actively live and breathe the Bristol Good Food message and champion it within their own networks.

To develop the social and economic infrastructure to enable people to meet their food needs sustainably.

To reduce health inequalities related to food in the city

WHAT IS INNOVATIVE?

The approach taken by the Food Policy Council to engage people, projects and agencies to develop the social support infrastructure is not widely replicated.

The community bond approach is highly innovative.

The social commission approach is in early stages of development in terms of food projects.

HOW DOES IT WORK?

Food Policy Council - in Nov 2013 an Open Space event was held to which an open invite for food interests (community/private/public) in the city was issued. The aim of the event was to involve people in co-designing delivery mechanisms to meet key objectives of the Food Plans. The event was very positive with a large amount of commitment generated. Work is currently underway to understand how that commitment can be supported to ensure identified outcomes can be achieved.

Community bond supported schemes. The Community Farm is a not for profit social enterprise project on 22 acres of prime agricultural growing land to the south of the city. In November 2010, the Community Farm launched their community share offer inviting members of the public to invest in the farm. By the end of March 2011, 409 people had invested £126,000 in the farm, helping make the Community Farm a reality. This investment has enabled The Farm to take over the established veg box scheme, organic growing and wholesale business of the Better Food Company as well.

Social commissioning - the Severn Project is an interesting project in the city that offers learning towards this approach. It provides a referral route for police, probation and drug support agencies to drug users on the road to recovery and re-integration within society. However commissioning of social services is wider than this and there should be examples within the city that provides a model approach to this. i will need a little more time to investigate.
http://thesevernproject.org/index.html

WHAT ARE THE OUTPUTS?

Food Policy Council event - the event led to a number of projects and project teams. Since that point the list of projects has been further refined through a series of monthly action meetings. There are now 4 defined projects being put forward for a defined funding pot as part of Bristol being European Green Capital in 2015. The four projects are:

Project: Cook & Converse / Let's all cook & eat
Taking 'low carbon' cooking out to all parts of Bristol, with tasting & cooking sessions & recipe cards. Possibly using – but by no means dependent-on – a themed vehicle such as an innovative 'Good Food tour' bike trailer (which unpacks to create a stall or mobile kitchen)

Project: Big Picnic
This suggestion has come out of the objective to 'Build a Good Food Network for Schools' but the plan could be extended beyond schools

Project: Local Supply Links
This suggestion has come out of a previous proposal to supply blackboards to restaurants & food shops during 2015, for them to self-declare what they're selling which is local, seasonal, fairtrade & organic, or what else they're doing towards making Bristol greener. This project has grown to be also about how we can provide
information to those businesses about how they could 'green' their supply chain.

Project: Making urban growing more visible & increasing its scale
Building on the Get Growing Garden Trail to give an all-year round urban growing trail – maybe linking with the Nature/Wildlife/Green spaces group to create a way of navigating around the city via its green routes rather than its roads. The project would need a flexible, innovative Trail which changes over the year (we would like to work with the Arts & Culture group on this), and would need to identify gaps in
routes which need to be plugged with some commissioned planting.

Note - there are further project ideas in development which are more systemic

Community bond - the Community Farm continues to exist and develop as a viable financial concern. Lately has been successful in funding a community education project to engage young people and communities in farming activities and to promote the sustainable food message.

Commissioning - The Severn Project has both the social outputs and the food outputs. Its therapeutic benefit is significant but its role as a catalyst for promoting the sustainable food agenda is a change maker. The project is increasingly becoming a supplier of choice to many inner city food businesses.

WHAT ARE THE BENEFITS?

Food Policy Council - The principle themes here are about better living and sustainable transition. Finding mechanisms to raise awareness, involve more people and help provide the tools for change and its core idea is about having fun, increasing social contact whilst promoting a simple message.

Community farm - promoting sustainable transition

Severn Project - is proving a key agent promoting the sustainable transition message.

WHAT ARE THE BRAKES AND LEVERS FOR THIS APPROACH, AND SOLUTIONS ENVISAGED?

Food Policy Council. The principal issue is lack of understanding of how to shape the social forces and energy in the city effectively to bring about change. No one person has really had the vision and expertise to advise the Food Policy Council on the most efficient approach. So it has been an amalgamation of ideas. The only way through this has been a consensus approach. I need to think about this more to be of help.

Community farm - it membership alone has not been able to provide the income stream needed to maintain economic viability. So it has continued to widen its customer base and seek grant aid for further social initiatives.

Community farm - the difficulty in this approach has been developing the income streams. Solution is probably a more concentrated approach to marketing which has been the success of the Severn Project.

Severn Project - the project director is single minded and is able to work his way through complex systems to achieve his goal for the project. The solution is to really make the system easier to navigate and provide better more integrated support mechanisms enabling less determined people to able to develop project ideas and take them forward.

The solution - There is a proposal on the table at the moment to develop a Centre of Excellence for Bristol Good Food Innovation. The concept document can be emailed separately.

WHAT ARE THE TRANSFERABILITY CONDITIONS?

Each of these projects do have underlying themes that are highly transferrable. However this analysis still needs to be done. I can continue to develop this.

WHAT ARE THE NEXT STEPS?

There is real commitment to getting the 4 projects from the Food Policy Council process underway and define the further project areas which also include the Centre of Excellence concept.

COLTIVANDO

The convivial garden at the Politecnico di Milano

WHAT IS IT ABOUT?

'Coltivando' is the community garden at the Politecnico di Milano, a collaborative project that tackles both Spatial and Product Service Design competences, developed by a postgraduate students, researchers and teachers with the people of the Bovisa neighborhood in the city of Milan. It is a place used by both the university community and the neighobourhood in a social and collaborative way.

WHAT IS THE CONTEXT OF THE INITIATIVE?

It is an initiative in an sub-urban context that suggest answers on how to use green pubic areas to be more sustainable for the environment and the society.

WHAT IS THE RATIONALE?

Politecnico di Milano - Bovisa Durando Campus is a place that is used by the university community 5 days per week. On Saturday the campus is open but few people are using it. Since the campus is a public space and since there is a need to reclaim public spaces by the people, we tried to figure out some solutions to open up the campus to the city by using its spaces in an innovative way.

WHAT ARE THE KEY OBJECTIVES?

To be productive: having vegetables and fruits
To be a social place: generating connections and network among people
To be experimental: by involving both the university community and the neighborhood to share and test some hard and soft components of design.

WHAT IS INNOVATIVE?

It is the first european community garden in a university where there are no schools about agricolture or biology. It is innovative because it is an example on how to encourage the use of those public space who are considered as private by people (university, public buildings etc.).

HOW DOES IT WORK?

Coltivando is a vegetable garden where Milan citizens could come and work for the time they could. At the end of the day they share the available vegetable and fruits. There is a core group of 25 persons but lots of people are coming for visiting or to join temporarily the group.
The university community belongs to it too and organize some extra activities such as workshop or event to promote it.

WHAT ARE THE OUTPUTS?

Coltivando produces food (vegetables and fruit), knowledge and sociality.

WHAT ARE THE BENEFITS?

Coltivando is an opportunity to live "hidden public spaces", ie. university public campuses, so to enjoy the green areas, the facilities and to know new people. Further it is a place where to experiment new kind of cultivation, prototype some spatial/product solutions and let the university community and the neighborhood community interact.
It is a democratic place where there' s no leaders but people who take care of different tasks (i.e. seeds, harvest, communication etc.)

WHAT ARE THE BRAKES AND LEVERS FOR THIS APPROACH, AND SOLUTIONS ENVISAGED?

The major difficulty at the beginning was the credibility: how designers and professors could be experts in agricolture? It took time to convince the people that designers (students and researchers) just shared their design skills, but the agricultural skills was to be found in the people who joined the project. A secondary difficulty was to let the group of people web self sufficient (exit-strategy by the designers): after almost 2 years from the opening the group is now running the garden without any help.

WHAT ARE THE TRANSFERABILITY CONDITIONS?

Coltivando is based on an open source and DIY toolkit to build the garden beds and to set up the rules and roles of the project.
In 2014 we started a process of adaptation of the project to other green areas in the same neighborhood.

WHAT ARE THE NEXT STEPS?

Coltivando could become the first example of Urban Permaculture in Milano. We are trying to include bees and chicken in the project and to implement a permaculture approach to the system

WHAT ARE THE REFERENCES?

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CAMMINAMENTI, MOVE YOUR MINDS, MINDS ON THE MOVE

Promotive cognitive health and well-being of the elderly through opportunities for learning

WHAT IS IT ABOUT?

The project consisted in some training lessons with exercises, games and laboratories aimed at promoting intellectual stimulation of people over 65 and helping them retain mental flexibility and wellness. A series of actions (cycle of seminars and laboratories) aimed at cognitive stimulation of the elderly people and healthy ageing.
Topics / subjects: memory, popular traditions, foreign languages, intercultural laboratories, wellbeing, spice lab, botanical and cooking, unusual tours in the city, music, bio-music, etc.

WHAT IS THE CONTEXT OF THE INITIATIVE?

In older age in tandem with other physiological changes, there is a tendency to experience losses of mental functions. Some of these changes are due to various diseases or irreversible ageing procedures. However, many of these changes can be prevented or slowed down by leading an active life, considering several factors (e.g. healthy diet, social contacts, continuous learning, physical fitness, etc). In general we can state that activity is a key factor in maintaining the quality of life in older age.
The same process occurs with mental fitness. It has been proven that by keeping our mind active and exercising the brain regularly, cognitive performance is enhanced and we can slow down the process of mental deterioration.

WHAT IS THE RATIONALE?

Considering this situation and the scientific proof that intellectual stimulation helps to maintain mental fitness, the Municipality of Udine has launched a project called "Move your minds...minds on the move" which is an integral part of the comprehensive strategy implemented by the local government in order to improve the quality of life of older people in Udine. That is why the Udine Municipality decided to devote to this project the funds coming from a mandatory national tax called 5x1000 (0.5% of citizens' income is devoted to their own Municipality and used for social needs).

WHAT ARE THE KEY OBJECTIVES?

An important aspect that has came out from this project
was the need and pleasure of older people to meet and spend time together, sharing activities, thoughts and points of view. The project has also offered a solution to one of the most serious
problems in our community which is the sense of solitude for the elderly. Health literacy and active citizenship are especially encouraged, which impact positively on the older population and on the groups throughout the life course. The political leadership enhances the capacity for creating supportive environments and for ensuring a successful program.

WHAT IS INNOVATIVE?
- A strong collaboration between public sector (Municipality, Healthy City Office, Social Services) and third sector (Alzheimer Association, Immigrants Association, etc);
- Involvement of the students from the University of Udine and which gave an added value to the project thanks to intergenerational activities;
- The costs of the Project, which is estimated to 25,000 euros a year, are covered by the 5‰ of citizens tributes devoted to the Municipality for social services.

HOW DOES IT WORK?

The project consisted in some training lessons with exercises, games and laboratories aimed at promoting intellectual stimulation of people over 65 and helping them retain mental flexibility
and wellness. In this sense, learning is one of the most useful types of mental activity as it requires attention, makes us set objectives, plan our time and activities and make efforts to understand the information we hear or read. In order to focus on the main cognitive abilities, the training program included different modules on different topics: music, maths & logic games, memory games, language curiosities, cards games, handwriting, holistic wellbeing, musicotherapy, tours around the city, intercultural laboratories, customs and traditions, friulan poetry laboratories, computer literacy, etc.
Brief sessions were also organised with students from the University in order to give people information about brain training and mental processes involved in learning. The lessons were held from September 2013 to June 2014 in public meeting halls which were easily accessible and they were free to participants.

WHAT ARE THE OUTPUTS?

An assessment of the participants' perception regarding their mental abilities and their satisfaction with the training program has been carried out according to scientific literature in order to evaluate the effectiveness of the project. A handbook will also be produced as a guideline and a theoretical background on brain training for professionals working with the elderly. The project was carried out in accordance with WHO Healthy Ageing strategy and as a joint action between many local stakeholders dealing with education and learning, both institutions such as the Municipality of Udine, the Local Health Agency, the University, and educational partners, such as the Third Age University, the toy library, and about 20 associations from the third sector. It was a good example of networking and effective alliances for health.

WHAT ARE THE BENEFITS?

An important aspect that has came out from this project
was the need and pleasure of older people to meet and spend time together, sharing activities, thoughts and points of view. The project has also offered a solution to one of the most serious problems in our community which is the sense of solitude for the elderly.
Health literacy and active citizenship are especially encouraged, which impact positively on the older population and on the groups throughout the life course.
The political leadership enhances the capacity for creating supportive environments and for ensuring a successful program.
Better living: a good level of satisfaction was assessed by questionnaires as concerns the modules, the teachers and the contents;
Better knowledge of the territory (city library, game library, squares and palaces, etc): many places in the city which were unknown to most people, are now visited and appreciated as places where they can stay together, learn and play;
Better mood of people: many of them were very glad to meet other people of their age and share with them experiences, concerns and delights.

WHAT ARE THE BRAKES AND LEVERS FOR THIS APPROACH, AND SOLUTIONS ENVISAGED?

Involvement of older people: they usually prefer to stay home and it is not so easy to stimulate older people to take part in this kind of activities. However, we tried to solve the problem by involving many other stakeholders who could publicize the initiative such as doctors, farmacies, shops, public centres, etc.

WHAT ARE THE TRANSFERABILITY CONDITIONS?

The project is certainly transferrable in other cities through a strong involvement of different local partners that can organize and manage the activities (municipal offices, Alzheimer Diesase Association, etc). In fact, it is part of the good practice that we are trying to transfer in other cities by the end of the year within the HEALTHY AGEING URBACT Programme.

WHAT ARE THE NEXT STEPS?

Next year the project will spread to other areas of the city and will be available as a constant offer in order to inspire the community to enhance memory and recall ability while engaged in a more active and healthy lifestyle.

WHAT ARE THE REFERENCES?

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ACTIVE LIVING PROGRAM

Active living as a city strategy

WHAT IS IT ABOUT?

All initiatives promoting physical activity among population have been structured within a broad comprehensive framework including the organisation of physical activities for elderly people both in public spaces (Walking Groups and gyms) and in their private homes (Gym at Home). Each group consists in 15-20 people and meets from 1 to 3 times a week.

WHAT IS THE CONTEXT OF THE INITIATIVE?

As highlighted by WHO publication "The Solid Facts – Promoting Physical Activity and Active Living in Urban Environments", physical activity is an essential component of any strategy that aims to seriously address the problems of sedentary living and obesity among children and adults. Active living contributes to individual physical and mental health but also to social cohesion and community well-being.

WHAT IS THE RATIONALE?

Opportunities for being physically active are not limited to
sports and organized recreation. Enabling and encouraging increased physical activity among population may also be one of the most effective ways of preventing and lowering the high costs associated with health and social services. Moreover, researches have shown that with regular exercises both the cardiovascular capacity and the muscular strength can be maintained or increased and also has an effect to extend lifetime, especially active lifetime.- to encourage physical activity among elderly people both indoor (home, gym) and outdoor (green areas), to make gym and remain physically active.

WHAT ARE THE KEY OBJECTIVES?

Starting from these premises, the city of Udine has increased efforts to involve people of all ages in appropriate physical activity and to promote social inclusion and socialization opportunities, by greatly encouraging and fostering the relationships between gaming and sport,
health and creativity: in this way, the concept of gaming becomes a tool for increasing also health literacy besides having fun.

WHAT IS INNOVATIVE?

A comprehensive strategy has been implemented to create the conditions for people, especially older people, to be physically, mentally and socially active. This means that there are not temporary single projects any longer but all actions have been integrated with each other to make all of them more effective.

HOW DOES IT WORK?

All initiatives promoting physical activity among population have been structured within a broad comprehensive framework including:
For older people:
- gentle fitness for the elderly, which is annually promoted from September to May in public gyms throughout the city.
- walking groups which are groups of adult and older people who regularly meet 1, 2 or 3 times a week to walk almost 1 hour on urban or extra-urban tracks, guided by a walking leader previously trained. They appreciate very much this moderate intensity activity since walking is easy to do, a natural part of daily routine and does not require costly outlay to begin.
- physical activity at home, to stimulate the elderly towards physical exercises at home and encourage them to participate to physical activity programs.
- physical activity in parks to create physical opportunities outdoor in green and pleasant places of the city and therefore tackling stress and chaotic life.
- keep physically and mentally moving, which means walking together up to the library and then reading a book and having a healthy snack.
For young people:
- a comprehensive project to promote sports at school through some training for teachers and sport activities for children.
- a project for adolescents called "Time and movement", aimed at creating some personalized programs for youngsters (according to physical parameters, sports practice, sedentary habits, smoking, etc.) to stimulate them towards active living.
For the whole community:
- various sport activities during Spring and Summer in city parks.
- ecorienteering initiatives for all ages.

WHAT ARE THE OUTPUTS?

The main achievement has been the reinforcement of the alliance of many stakeholders for the promotion of healthy lifestyles and physical activity among the elderly as well as the enthusiasm of the participants involved. The different activities are constantly evaluated in terms of people participating and satisfaction perceived by participants. Summer activities are the most appreciated.

WHAT ARE THE BENEFITS?

The Municipality is trying to create a unique and comprehensive strategy for the whole community on healthy living. This is due to a strong political commitment and will to increase the awareness of the community about the importance of healthy lifestyles and in particular of physical activity. Especially for elderly people, another important goal is to use physical exercise as a tool to tackle marginalization and solitude. This comprehensive program is also
supported by the will to improve urban settings and environments that has been demonstrated by the local government with the drawing-up of the Town General Plan where health objectives
have been included in urban planning decisions.

WHAT ARE THE BRAKES AND LEVERS FOR THIS APPROACH, AND SOLUTIONS ENVISAGED?

Involvement of older people: they usually prefer to stay home and it is not so easy to stimulate older people to take part in this kind of activities. However, we tried to solve the problem by involving many other stakeholders who could publicize the initiative such as doctors, farmacies, shops, public centres, etc.

WHAT ARE THE TRANSFERABILITY CONDITIONS?

Yes, the action is certainly transferable and could be used as an example of integration between the public and private sector.

WHAT ARE THE NEXT STEPS?

The project will be carried on in the future with the support of voluntary associations which could both help with the organisation of the activities, and also spread the results within the municipal territory.

WHAT ARE THE REFERENCES?

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HEALTH MAPS

WHAT IS IT ABOUT?

The "City Health Maps" analyse the distribution of older people and the accessibility of a number of services such as health structures, general practitioners, post-offices, bus stops, free-time opportunities, care centres, chemist's, etc., and show where services should be more implemented in the urban environment

WHAT IS THE CONTEXT OF THE INITIATIVE?

The Health Maps are strongly connected with the CHDP (City Health Development Plan), a global intersectoral plan where all planning and operational tools are mutually connected, and the public and private bodies directly or indirectly address the citizens' health problem.

WHAT IS THE RATIONALE?

The rationale of this model is mainly based on an integrated model of governance where each Department invests economic resources in actions impacting on different fields increasing the economic return as well as the social remuneration of the investments done. This model offers a concrete evidence of how the well known approach of "social investment" can be put into practice

WHAT ARE THE KEY OBJECTIVES?

Building a Mapping System matching the distribution of the elderly on the city territory to the provision of public, health and social services offered at local level (using GIS).
This research has been carried out in collaboration with the Statistics Department of the University of Udine

WHAT ARE THE OUTPUTS?

A toolkit for the transfer of the good practice within the URBACT Network. Here below the most relevant ones:
- the "Guidance for producing local Health Profiles of older people", which provides quantitative and qualitative information on the health and the living circumstances of older people (3 parts: population, health and social care systems, social picture);
- the "Age Friendly Cities Guide", which presents the objectives, methodology and results of a consultative process with older people, caregivers and providers of services in the public, private and voluntary sector, to discover the existing "age-friendly" urban features as well as the barriers to active ageing;
- the description of the methodology followed for producing the health maps with regard to the population distribution on the city territory and the evaluation of the demand and provision of public, health and social services offered to the community;
- pre and post-test questionnaires for evaluating participants' satisfaction with seminars and labs aimed at improving a mentally active ageing;
- a grid of observation to study the dynamics ongoing in the working groups of elderly people participating into these projects

WHAT ARE THE BRAKES AND LEVERS FOR THIS APPROACH, AND SOLUTIONS ENVISAGED?

The main issue of the good practice of Udine is its integrated model of governance. It is at the same time a strength point and a challenging barrier to the transfer of this practice in other contexts

WHAT ARE THE TRANSFERABILITY CONDITIONS?

Involvement of both internal and external subjects that play a crucial role in this practice: experts from the Department of Statistics of the Municipality (for data collection); experts from the University (for data analysis and evaluation); experienced professionals from the public health agencies.
Costs: 2 professionals (1 professor and 1 collaborator); € 10,000 for 2 months of work