

INTEGRATED ACTION PLANS





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

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

An important part of the IAP will be focused on the active and participated work that we've done and we are still doing with our Interactive Cities ULG. Starting from the

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



Genoa - the Port © Camilla Severino

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

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

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

In conclusion we can highlight that we already had the consciousness of the important

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

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



Palazzo Bianco e Palazzo



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

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

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

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

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



Roman baths

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

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

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

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

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

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

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

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



Sea Garden in Varna



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

This is what we try to do in Alba Iulia. Since last year, The Other Capital – as we like to name Alba Iulia – started to take big steps to become the technological capital of Romania. We established ourselves as a beacon for the transformative power of digitalisation based on the goal of the pilot project Alba Iulia Smart City 2018 that

defines Alba Iulia at this moment as an experimental environment and a friendly ecosystem for smart technologies and as a testing platform in a wide range of areas. The partnerships signed with experienced companies, associations, clusters, research institutions, universities or with start-ups create a win-win situation in which all our partners will have the chance to test and to showcase their smart solutions having the city as a testing platform and also as an open market for other town halls, institutions, companies or local/national stakeholders.



City Gate of Alba Iulia

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

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

- 5 digital solutions with Orange: WiFi hotspots in the areas with high touristic potential; the e-Albalulia app – an excellent solution for communicating with the citizens and tourists also, a CityAnalytics platform; Civic Alert - a solution through which residents can announce infrastructure or public service issues; digital classroom – a smart solution for digital catalog in two colleges in Alba Iulia; etc.
- - 4 projects managed in partnership with ClujIT Cluster: PEDITEL (a solution in the telemedicine field); Donez450 (a platform and an app for blood donors); the smart platform OKEY for entrepreneurs, which was presented and analysed in a “full-day” workshop, back in 21st of november 2017 and the CityHealth application - a solution through which residents can announce infrastructure or public service issues in real time.
- a smart digital classroom solution in partnership with Telekom (through Adservio, a Telekom partner) in 18 schools in Alba Iulia; 690 tablets, equipped with dedicated SIMs with mobile internet traffic included, were given to teachers to easily manage the platform “Electronic Catalogue” provided by Adservio.

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

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



The Citadel



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

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

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

of which the City of Ghent acted as Belgian ambassador in 2017.

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



City of Ghent

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

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

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

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

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

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



DeKrook in Ghent



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

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

Municipality will take over and adopt it. Based on comments and remarks by the ULSG members, we defined five basic problems as “root problems”: lack of data, lack of knowledge, lack of trust, lack of communication skills, deficient city branding.

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

- development of communicational skills
- creating and maintaining cooperational platforms
- improving online presence of local stakeholders



Debrecen Felirat

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

Stakeholders and target groups

Primary Stakeholders	Secondary Stakeholders	Target Groups
<ul style="list-style-type: none"> - EDC Debrecen - Municipality of Debrecen - University of Debrecen - Media Centre of Debrecen - SME Sector - NGO's 	<ul style="list-style-type: none"> - Multinational Companies - Centre for Vocational Education Debrecen (DSZC) - Klebelsberg Centre for Primary and Secondary Schools - Főnix Event Organiser (Visit Debrecen) - DV Info - IT Cluster - Citizens 	<ul style="list-style-type: none"> - Citizens - Municipality of Debrecen - Micro and SME Sector - Potential Investors - Media (offline, online, mainly local) - Tourists

List of planned actions

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

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



Xponential meeting in Debrecen



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

Groupe TOURISME

14

Working Group on Tourism

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

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

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

These CoSto Pack partners are:

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

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

Focus and objectives

SEMAEST created its URBACT Local Group within its ecosystem in retail and public services. It became a “think tank” imagining the retail of tomorrow. This retail is socially connected and is an actor in participatory urbanism and in urban well-being. The selected perimeter for actions is the one defined by the CoSto ITI ERDF project, in North East of Paris. All through these 2 years and a half, the guiding specific objective of this ULG has been:

“How to promote all together new socio-economic areas in north-eastern Paris and give reciprocal visibility to each partner’s actions through social media?”

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

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

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



CoSto Pack

Retail services group

Specific objective: advertise shopkeepers about the interest of CoSto Pack partners

Output indicators: to be identified by more shopkeepers

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

Actions

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

Tourism group

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

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

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

Actions

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



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

GRUPE « SERVICE AUX COMMERCES »

Working Group on Commerce



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

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

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

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



Ulg meeting

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



Mobilità Agrodolce Event



Ulg meeting



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

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



Social Network Analysis

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

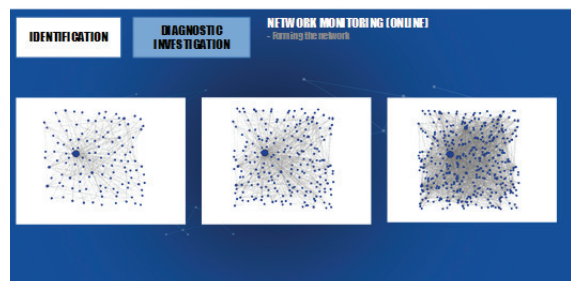
As do companies, local governments should build the brands' image and reputation, carefully confectioning content and citizen engagement, be it the way the information is presented, the tone that is used, the tools selected, and the content that is generated (e.g. digital flyers, images, (micro)videos,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

As such we can identify i.e.

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

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

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



Data Analysis

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

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

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

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

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

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



Plaza Santa Eulalia in Murcia

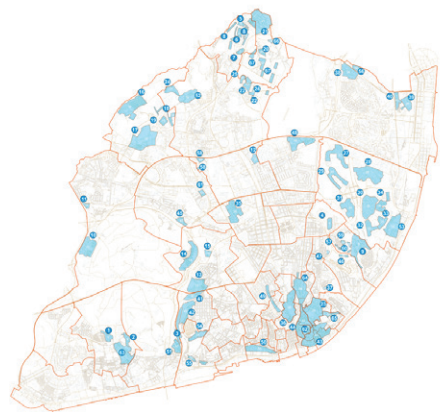


With our participation in the Interactive Cities Urbact Project, CLLD Lisbon Network became more aware of the relevance of communication process as a critical factor of success and the need to reinforce tools and activities to reach citizens. However, we realise that participation of low income and vulnerable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

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

So after hours of discussions and interesting

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



Map of the BIP/ZIP programm in Lisbon

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



BIPZIP © BIPZIP



Community gardens among social housing estates © Eutropian

Brief Marvila Description

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

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

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

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

Setting of focus and objectives

For the next 6 to 12 months our focus is:

2.1. Setting a Strategic Communication Plan to activated BIP/ZIP residents participation

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

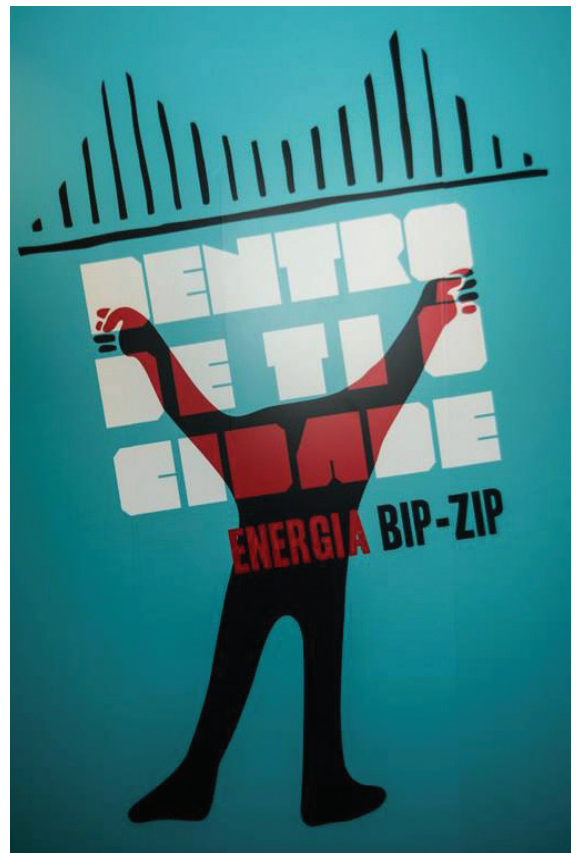
1. Close Agreements: 1) Local memorandum with local partners (Municipality of Lisbon, ICS, ISCTE, IN Loco, Locals Approach and 2) Contract with Decidim and selection of a service provider to adapt the platform.
2. Select one community from the 67 neighbourhood to test the platform – It will be Marvila.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

3.3. Maintain the Local Action Group involved: during the execution of the project the ULG had different levels and intensity of participation. In October 2017, the ULG was reinforce with new members that are still very interested to continue in process. The focus group with experts enrich the process, since most of them had professional interests and related activities – some of them had or were

willing to create similar platforms and others were making research about participation processes and technological platforms. Their participation brought new perspective and knowledge to the group. To maintain the dynamic of the group we will incentive them to continue to participate in regular consultation session about specific issues, debates and invite them to write article to share with different targets.

3.4. Assessment

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



BIPZIP Exhibition © BIPZIP

Main Outputs foreseen:

Quantitative

A Collaborative Governance Platform – Decidimos Lisboa (or Decidimos Marvila)

1. Number of visitors and time retain in the platform
2. Number of participants in the forums, debates, webinars
3. Number of meeting with the community and citizens from Marvila
4. Number of people involved
5. Number of partners involved

Qualitative

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

ULG INVOLVEMENT

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



BIPZIP in Prodac Norte © Ateliernob

Actions and Schedule

PLANNED ACTIVITIES FOR THE NEXT MONTHS

2.1 Strategic Communication Plan & Knowledge Management System definitions

- goals
- value proposition
- stakeholders
- Channels
- Communication Partners
- Knowledge Management System Design

DATES
Until March 2018
To implement
until
Dec. 2018

2.2 Collaborative Governance Tech Platform

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

DATES
Until
July 2018

2.3 ULG INVOLVEMENT

- Regular meetings and debates
- Publications and share of results
- Participation in Marvila Pilot Test

DATES
Until
March 2020

2.4 ASSESSMENT

- Definition of methodology process and calendar
- Revision of the defined indicators

DATES
Until
Dec. 2018



Town Square © Kerly Ilves

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

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

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

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

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

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

Goal: Young people are actively engaged

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

Citizens are interested and participating in Urban Planning

- Visualized connections between different development documents published on website
- Combination of idea maps and other digital tools for crowdsourcing ideas
- Personalized (location and topic-based) information and e_services for citizens

PB is well integrated to other processes, budget is composed transparently

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

**TARTU
AS
CULTURAL
CAPITAL
2024**