



Deliverable due date: M9 – August 2017

## D1.3 Methodology for citizen engagement based on system thinking

WP1, Task 1.1.2

# Transition of EU cities towards a new concept of Smart Life and Economy



Project Acronym	mySMARTLife		
Project Title	<b>Transition of EU cities towards a new concept of Smart Life and Economy</b>		
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Task description	<p><i>Subtask 1.1.2:</i> Organization by TEC, CAR, SEZ, NBK, HCU, FVH and VTT of three workshops in each city for Citizen and local players on energy, mobility and ICTs applied to urban solutions. Workshop 1 to establish objectives for consolidating their participation and defining main challenges for activating engagement in each sector (and related to interventions building retrofitting, renewables in the city, deployment of EVs, etc.). Workshop 2 to identify the critical processes and possible bottlenecks to achieve selected objectives in Workshop 1. Workshop 2 will develop upon solutions and analysis from previous workshops to provide citizen and stakeholder's own strategies and projects. "Ownership" of the project will generate a wider acceptance but specially the engagement of participants in its implementation and deployment.</p> <p>The deliverables related to this task are:  D1.3.- Methodology for citizen engagement based on system thinking [TEC] (M9)  D1.4.- Delivery of Workshops for citizen engagement [TEC] (M36)</p>		
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## Abbreviations and Acronyms

Acronym	Description
mySMARTLife	Transition of EU cities towards a new concept of Smart Life and Economy
STEEP	Systems Thinking For Comprehensive City Efficient Energy Planning
WS	Workshop
ICT	Information and Communication Technologies
NGO	Non-governmental Organisation
SWOT	Strengths, Weaknesses, Opportunities and Threats
COP21	Conference of Parties referred to the Paris Climate Conference
SME	Small and medium Enterprise
IBA Hamburg GMBH	International Building Exhibition Hamburg
IT	Information Technology





# 1 Executive Summary

The aim of this deliverable is to support cities that want to become a Smart Energy City in their transformation process through the involvement of citizens and professionals in their city's transformation strategy, as well as to adapt the methodology for the three Lighthouse cities participating in the project. With these two aims, the deliverable is divided in the following chapters:

**Chapter 2 “Introduction”**, introduces the purpose and the target group of the deliverable, the contribution of partners to the deliverable development and the relation of the deliverable to other activities of the project.

**Chapter 3 “Information gathering process”**, describes the collection of information and the different activities performed for the deliverable development.

**Chapter 4 “General methodology”** describes the proposed methodology (aim, objectives, key stakeholders to be involved and workshops description) for a city that wants to involve citizens in the development of its transformation strategy. This chapter includes also some adaptation possibilities or recommendations for those cities that are in a more advanced stage of their transformation strategy.

**Chapter 5 “Guidelines for each city”** introduces the context of each lighthouse city and gives some options for methodology implementation according to it. This will serve as a basis for the Deliverable 1.4, where the implemented workshops will be reported by each lighthouse city, but due to the timeframe of D.1.4 (month 36), the possibilities of methodology adaptation delineated on this chapter may not be the definitive ones.

**Chapter 6 “Conclusions”** outlines some conclusions related to the methodology implementation, its adaptation possibilities and some examples of the three lighthouse cities adaptation possible options.

**Chapter 7 “References”** compiles the bibliography used for the deliverable development.

**Chapter 8 “Annexes”** includes the questionnaires filled in and the agendas of the visits to the three lighthouse cities.



## 2 Introduction

### 2.1 Purpose and target group

The aim of this deliverable is to support cities that want to become a Smart Energy City in their transformation process through the involvement of citizens and professionals in their city's transformation strategy. As this deliverable defines the methodology of the workshops to be implemented in the frame of mySMARTLife project in the three lighthouse cities (D.1.4), a specific section for each lighthouse adaptation methodology has been defined in chapter 5. These adaptations serve to define different variation scenarios of the methodology, appropriate to the specific needs and situations of each city in order to provide us with relevant conclusions and lessons learnt to help other cities interested in following the same process in the future.

### 2.2 Contributions of partners

The following Table 1 depicts the main contributions from participant partners in the development of this deliverable.

Table 1: Contribution of partners

Participant short name	Contributions
TEC	Deliverable leader, coordination of deliverable
NAN	Review and completion of the section 5.1
HAM	Review and completion of the section 5.2
HEL	Review and completion of the section 5.3
CAR	Review and alignment of contents
SAL, HAM	Quality peer review of the deliverable

### 2.3 Relation to other activities in the project

The following Table 2 depicts the main relationship of this deliverable to other activities (or deliverables) developed within the mySMARTLife project and that should be considered along with this document for further understanding of its contents.

Table 2: Relation to other activities in the project

Deliverable Number	Contributions
D 1.1	The gathering information questionnaire for D.1.3 was made in cooperation with D.1.1 due to the similarity of the topics and timeframe, with the objective of reducing the information requests for the cities.
D 2.1, D 3.1, D 4.1	These deliverables provide the overall baseline description of the 3 lighthouse cities and contribute to better understand their context and specific needs for adapting the methodology.
D 1.4	The methodology described in this deliverable will be implemented in the deliverable 1.4 in each of the three lighthouse cities.

### 3 Information gathering process

The construction of this deliverable has been conceived as a collaborative work with the lighthouse cities, as they are the entities responsible for implementing the workshops foreseen in Deliverable 1.4 according to the methodology set in the current deliverable. For this reason, a deep understanding of each city context, participation structure and city transformation strategies and engagement actions, was considered crucial for the methodology adaptation definition in each lighthouse city case. Thus, the following information gathering process is followed for this deliverable (see Figure 1)

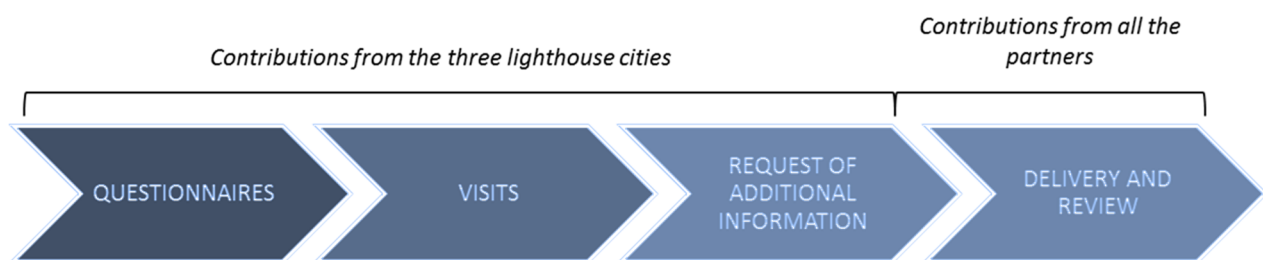


Figure 1: Information gathering process

As a first input from city contexts a questionnaire was sent to the three lighthouses on the 27<sup>th</sup> of February, and their results were collected on March 14<sup>th</sup>. The questionnaire template and the questionnaires answered can be consulted in Annex 1.

With the feedback from the questionnaires subsequent visits to the cities were organized. The visits took part in the months of April and May in the following dates: Hamburg in the 10-11<sup>th</sup> of April, Nantes in the 4<sup>th</sup> of May and Helsinki in the 16-17<sup>th</sup> of May. The agendas of the visits can be consulted in Annex 2.

After the visits and the analysis of the data and facts gathered, a request for additional information was sent to the three lighthouse cities to review the first version of their contexts (subsections 5.1.1, 5.2.1 and 5.3.1) and to complete the rest of subsections from chapter 5 with the frame for the workshops implementation and methodology adaptation.

With the information sent from the cities (from 15<sup>th</sup> to 26<sup>th</sup> of June) a first draft version of the deliverable was developed and sent to all the partners for their review on the 20<sup>th</sup> of June. A complete final version was uploaded on the repository on the 15<sup>th</sup> of July for peer quality review and additional partner contributions.

With all partner contributions (from 15<sup>th</sup> of July to 15<sup>th</sup> of August) the final deliverable was produced.

## 4 General methodology

The main purpose of this methodology is to **support the transition strategy** of a city into a **Smart Energy City**. In the following subsections, the objectives and the description of the foreseen activities are introduced.

### 4.1 Approach, aim and objectives of the methodology

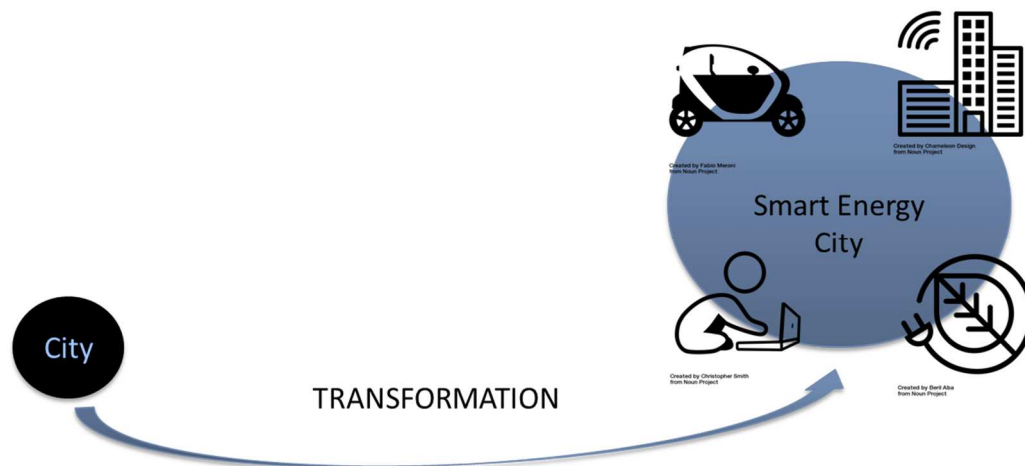


Figure 2: Transformation strategy to a Smart Energy City

To achieve the global aim of becoming smarter, this methodology addresses citizen and professionals' engagement in city transformation strategy in order to incorporate them in the city vision for the future and the definition of actions needed for this transformation.

The objectives pursued with this methodology are the following:

- To identify the main **objectives** to be achieved with the strategy in Energy, Mobility and ICT sectors.
- To detect the main **barriers or bottlenecks** to achieve the objectives identified.
- To define **solutions** to overcome the identified barriers or bottlenecks.

This process will serve to manage the interest and expectations from local stakeholders and citizens, and to empower them in taking part in the strategy implementation actions. This will make it easier to obtain citizen support and acceptance during the strategy implementation.

### 4.2 Methodology description

#### 4.2.1 Systemic approach and World Café method

A specific methodology has been designed for the achievement of the results pursued with each of the workshops explained below. This methodology is inspired in the methods described next.

#### 4.2.1.1 Energy Master Plan Process Model (Systemic Approach)

This model was defined in STEEP FP7 European project (see Reference 1 in chapter 7) for district energy master planning. The most relevant aspects of this model to be integrated in our approach are:

- Identification of the **connections** and **interdependences** among the different objectives resulted from the first workshop (WS1). It makes easier the definition of the main strategic lines for city transformation.
- Identification of the **barriers or bottlenecks** detected in the second workshop (WS2), and the different options to overcome them, trying to determine the best solutions from a systemic point of view (WS3) for the achievement of one or more of the objectives identified in WS1.

Based on this model our methodology is structured in a cascade approach of workshops with the objective of identifying the three key elements included in the city transformation process: the objectives for city transformation, the barriers or bottlenecks that affect those objectives and the possible solutions to overcome them.

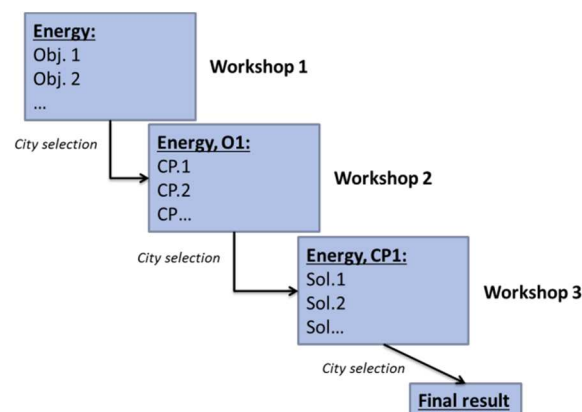


Figure 3: Cascade workshops methodology example

In the previous figure (Figure 3) an example of this cascade process is represented for the Energy sector. The first workshop serves to establish the objectives of the city in “Energy” topic, the second workshop identifies the critical processes and possible bottlenecks to achieve selected objectives in workshop 1, and the third workshop deals with solutions and analysis from previous workshops to provide strategies and specific actions or projects to solve the barriers identified in workshop 2. The process is described here in a general way but needs to be adjusted or defined with more detail depending on the specific objectives that each city wants to address. Chapter 5, which describes the methodology adaptation for each of the three lighthouse cities in the mySMARTLife project, is a good example of 3 concrete implementation cases.

#### 4.2.1.2 World Café Method

For the design of the workshops **World Café**<sup>1</sup> method is proposed to ensure participation of all the attendees. World Café is a methodology based on the power of dialogue, active listening, interconnection and cross-fertilization of ideas, to enrich the conversation around the questions or topics addressed.

This methodology aims at the creation of a friendly environment that generates trust and facilitates the development of conversations around topics that are relevant for the attendees. Its main objective is to transform individual intelligence into a collective intelligence and shared knowledge.

As described in the following section, the 3 workshops are organized with different teams and with separate groups of participants which will meet to discuss about the proposed topics and obtain relevant answers to the questions to be dealt with. The results are generated in smaller groups but are also shared (during various rounds of conversation) with the rest of the groups focused on the same questions with the objective of retro-feeding the achieved results.



Figure 4: World Café guidelines<sup>2</sup>

#### 4.2.2 Key stakeholders involved

When defining the transition strategy of a city into a Smart Energy City it is essential to take into account the increasing role played both by the public administration and the stakeholders of the city, which makes

<sup>1</sup> Source: <http://www.theworldcafe.com/>

<sup>2</sup> Source: <https://www.slideshare.net/gerardsylvester/the-world-cafe-15240532>

innovation necessary, particularly related to in the traditional model of implementing policies and generating transformation strategies for the city.

It is at this point that the application of the **quadruple helix**<sup>3</sup> model plays a crucial role defining future strategies through the interaction of the four key pillars of any innovation process: public administration, the business community (companies, clusters, and sectorial associations), the world of academia and knowledge creation (universities, technological or research centers, etc.) and the civil society.

Each of them has different goals and needs, which, moreover, are often neither similar nor aligned with those of other actors. Anyway, all of them need to be taken into account to ensure that in these relevant processes, not only technological aspects are considered in depth, but also the economic and social ones, including the users and beneficiaries of the “Smart Energy City” (civil society).

The participation of representatives from the four pillar groups in the workshops is crucial to share objectives, discuss needs and enrich the result of the process to develop a **collective and consensual strategy**.

In the description of each workshop (section 4.2.3) the minimum number of participants required is defined. The recommendation is to set a core stable group of people who will participate in the 3 workshops (composed by a minimum of 12-15 people) guiding the process and contributing with a general vision of the complete process. The rest of the participants not included in the core group would vary according to the objectives and contents foreseen for each workshop.

Due to the specialization of the topics addressed (Energy, Mobility and ICT) in a strategic level (city transformation strategy), the stakeholders to be involved in the engagement process need to be knowledgeable of these issues too, or at least familiar with the requirements and implications of needs and alternatives of each of these topics. Some possible participants may be:

- Companies or professionals related to ICT, Mobility & Energy sectors. It is advisable to cover the whole value chain of the Smart City<sup>4</sup> domain: infrastructure providers, ICT platforms providers, services providers, etc.
- Representatives from civil society: associations, social organizations, NGOs, etc.
- Other professionals or representatives from city/urban transformation.
- Technological research centers or knowledge creation centers.
- Users or beneficiaries from city transformation.

The kind of participants may vary depending on the approach of each city and also may be different in the different stages of the process according to the goals of each workshop. If for example the approach of a

<sup>3</sup> Source: [https://www.surrey.ac.uk/sbs/sar/centres/bcned/BCNED%20Files/1%20Ruslan\\_Rakhmatullin.pdf](https://www.surrey.ac.uk/sbs/sar/centres/bcned/BCNED%20Files/1%20Ruslan_Rakhmatullin.pdf)

<sup>4</sup> Estudio y guía metodológica sobre ciudades inteligentes. Ontsi. Departamento de Industria, Energía y Turismo. 2015 Available in Spanish on-line through the following link: [http://www.ontsi.red.es/ontsi/sites/ontsi/files/presentacion\\_ciudades\\_inteligentes.pdf](http://www.ontsi.red.es/ontsi/sites/ontsi/files/presentacion_ciudades_inteligentes.pdf)





city is to create new business around ICT, Mobility and Energy sectors, the workshops can be oriented to analyze the situation (objectives, barriers and solutions) with the same stakeholders group composed by professionals from the sectors. But also can be oriented to understand the barriers from the social point of view (through associations, social organizations, etc.) or to reach possible solutions with public administration bodies (as many of these barriers may be legal or administrative too). There is also the possibility of mixing the typology of participants among the workshops in order to enrich the results with different points of view and perspectives.

The identification of key participants for the process depending on the general approach and specific objectives of each workshop will be a decision of each city and will be based on the specific objectives and key issues of each implementation case and also on the work done by each city engagement and involvement strategy already in place.

#### 4.2.3 Workshops description

In this section the three workshops are described with more detail. For each of them the following information is defined:

- Objective: what is pursued with the workshop development?
- Previous activities: documentation that should be generated before the workshops to support their implementation oriented to the achievement of the established goals.
- Methodology: description of each workshop methodology.
- Activities post-workshop: list of actions recommended after the development of the workshops and identification of necessary inputs for the development of subsequent workshops.



## 4.2.3.1 Workshop 1



Figure 5: First Workshop

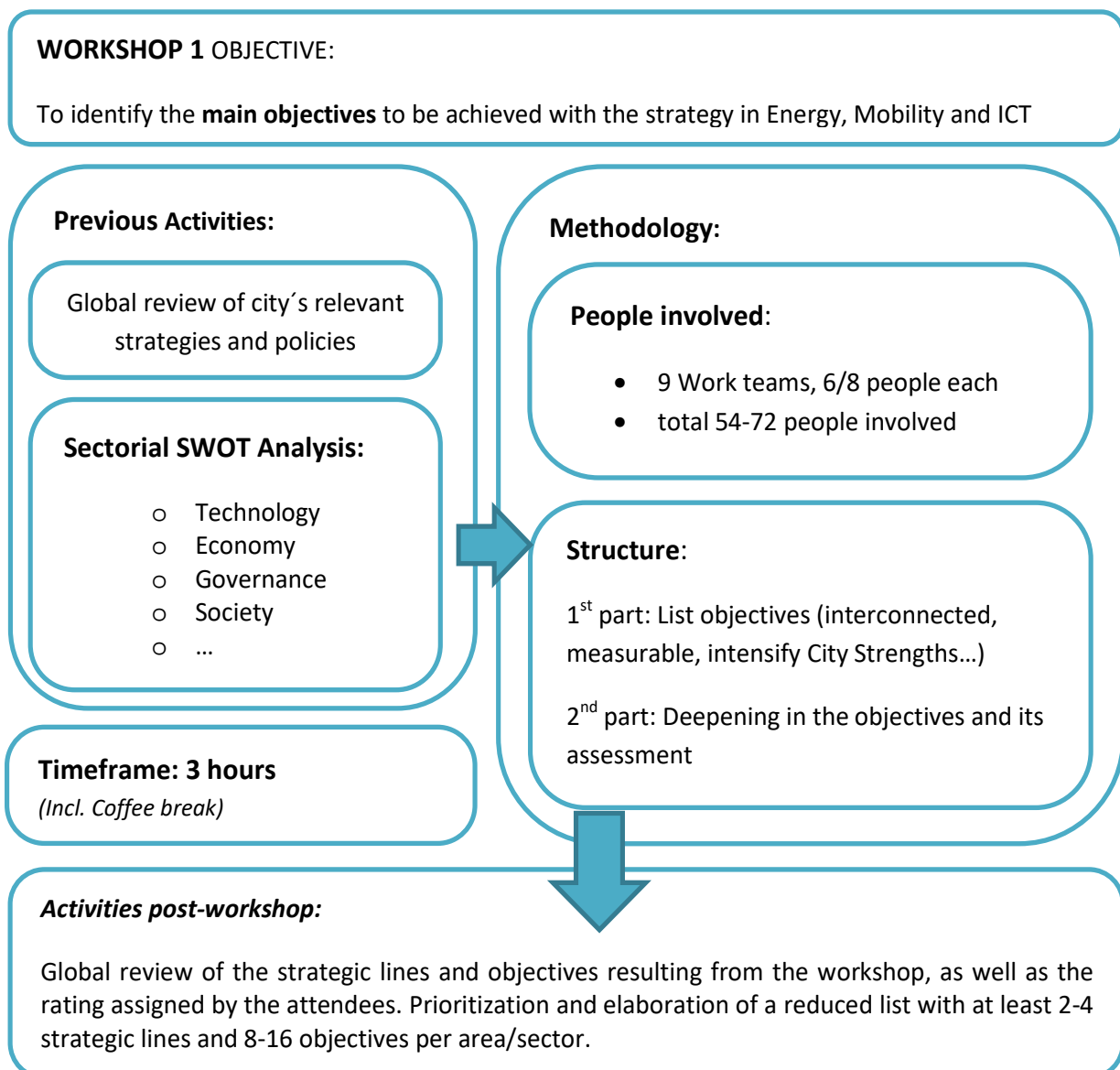


Figure 6: Workshop 1 general structure

**Objective:**

To identify the **main objectives** to be achieved with the strategy in Energy, Mobility and ICT sectors.

**Previous activities:**

- SWOT analysis development for each sector (Energy, Mobility & ICT) which allows for the visualization of principal opportunities, threats, strengths and weaknesses of the city grouped by concepts relevant for the workshop. Those can be, among others, the following ones:
  - Technology
  - Economy
  - Governance
  - Society
  - ...

For the development of the SWOT analysis, a global review of the main city strategies and policies related to those sectors is recommended.

This information is crucial for the first workshop in order to **set a common context** among the different participants to **build the objectives and strategic lines** that will leverage the city transformation.

**Methodology:**

- People involved: The recommendation is to organize the workshops in groups of 6-8 people. The minimum recommended is 3 work teams for each area/sector, developing around 9 work teams; with a total 54-72 people involved.
- Structure of the workshops:
  - 1<sup>st</sup> part: starting with the sectorial SWOT analysis, the discussion would be around the following question: ***What objectives could be established by the city in each of the areas or sectors? Focusing the discussion on those areas or sectors which will allow the city to intensify its strengths and to take advantage of its opportunities.***  
 This discussion would be piloted by different work teams at the same time. The objectives need to be inter-connected and their connections and inter-dependences visualized.  
 The objectives should comply with the following characteristics:
    - *Broad time frame: 3-5 year view.*
    - *Measurable: with a measurable impact.*
    - *Achievable: realistic.*
    - *Specific: concrete enough to be understandable.*
  - 2<sup>nd</sup> part: Deepening in the objectives and their assessment.  
 The people of the 3 work teams of a same area/sector would be mixed, contributing to identify new objectives building on those that have been generated in each table.

The objectives would be grouped in homogenous groups, organized in strategic lines, first in each work team, and then would be shared among the work teams of the same sector (Energy, Mobility and ICT).

Finally, the objective list result would be analyzed: How does each strategic line/ objective contribute to the city strategic transformation? They would be rated from 1 to 6 considering their contribution (being 1 the less contribution and 6 the maximum).

- Recommended time-frame: 4 hours with a coffee break.

***Activities post-workshop:***

- Global review of the strategic lines and objectives resulting from the workshop, as well as the rating assigned by the attendees. Prioritization and elaboration of a reduced list with at least 2-4 strategic lines and 8-16 objectives per area/sector.



## 4.2.3.2 Workshop 2



Figure 7: Second Workshop

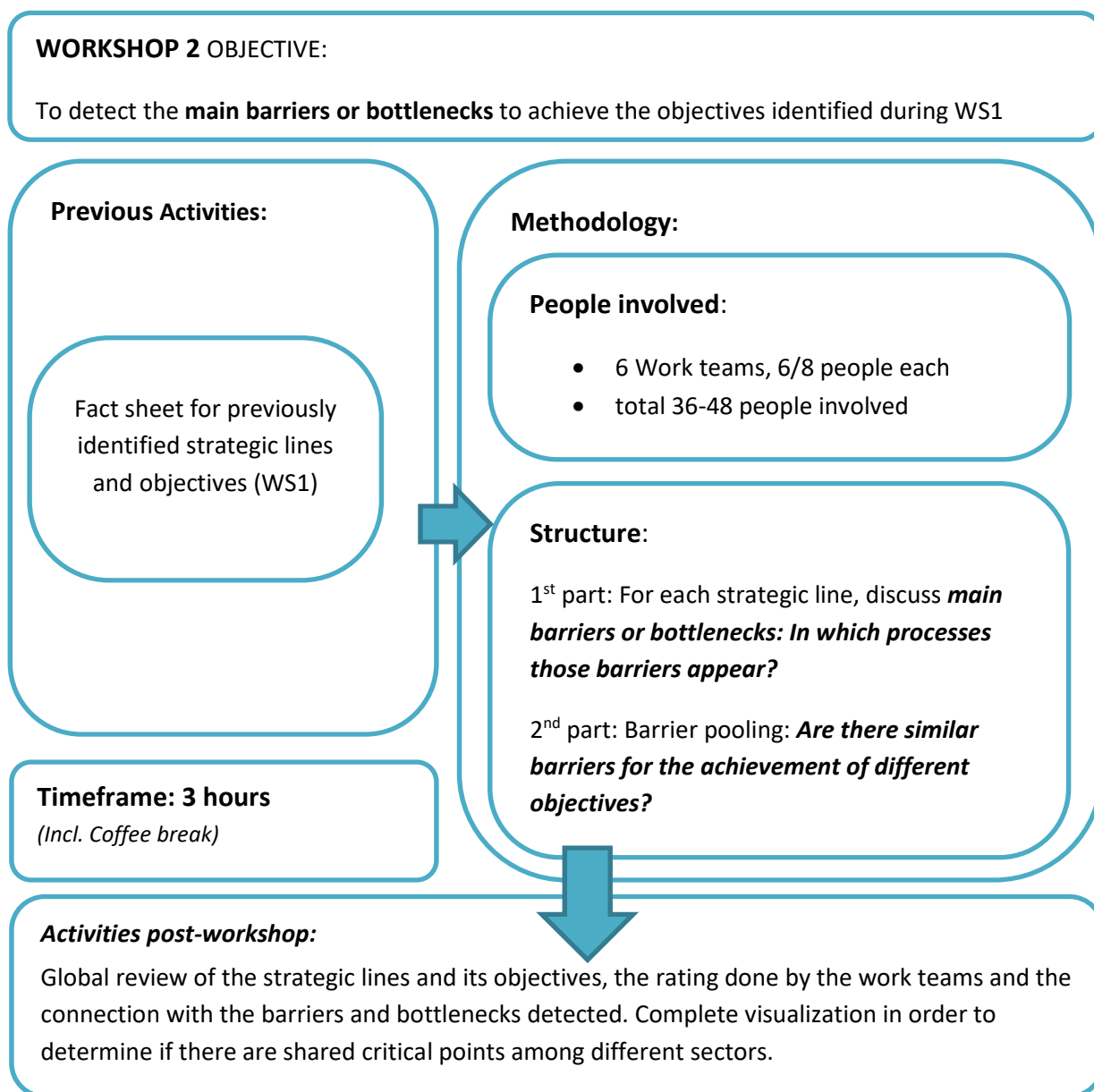


Figure 8: Workshop 2 general structure

**Objective:**

To detect the **principal barriers or bottlenecks** to achieve the identified objectives.

**Previous activities:**

- Develop a fact sheet for each strategic line and its objectives (result from WS1) with a detailed description of each objective and their rated contribution to the city transformation.

**Methodology:**

- People involved: The recommendation is to organize the workshops in groups of 6-8 people. The minimum number recommended is 6 groups; with a total 36-48 people involved.
- Structure of the workshops:
  - 1<sup>st</sup> part: For each strategic line and its objectives, the discussion would be around the following questions: ***Which are the main barriers or bottlenecks? In which processes those barriers appear?***  
The discussion would be addressed by work teams in two rounds of discussion. Initially the strategic lines fact sheets are distributed and explained. The explanation would include clarification regarding what is understood as a barrier, bottleneck or critical point, and it would be highlighted that barriers may appear in every domain: Technology, Economy, Governance, Social, Regulation, Environmental, etc. The work previously done for the SWOT analysis may support its identification.
  - 2<sup>nd</sup> part: pooling. ***Are there similar barriers for the achievement of different objectives?***
- Recommended time-frame: 3 hours with a coffee break.

**Activities post-workshop:**

- Global review of the strategic lines and its objectives, the rating done by the work teams and the connection with the barriers and bottlenecks detected. Complete visualization in order to determine if there are shared critical points among different sectors.

## 4.2.3.3 Workshop 3:



Figure 9: Third Workshop

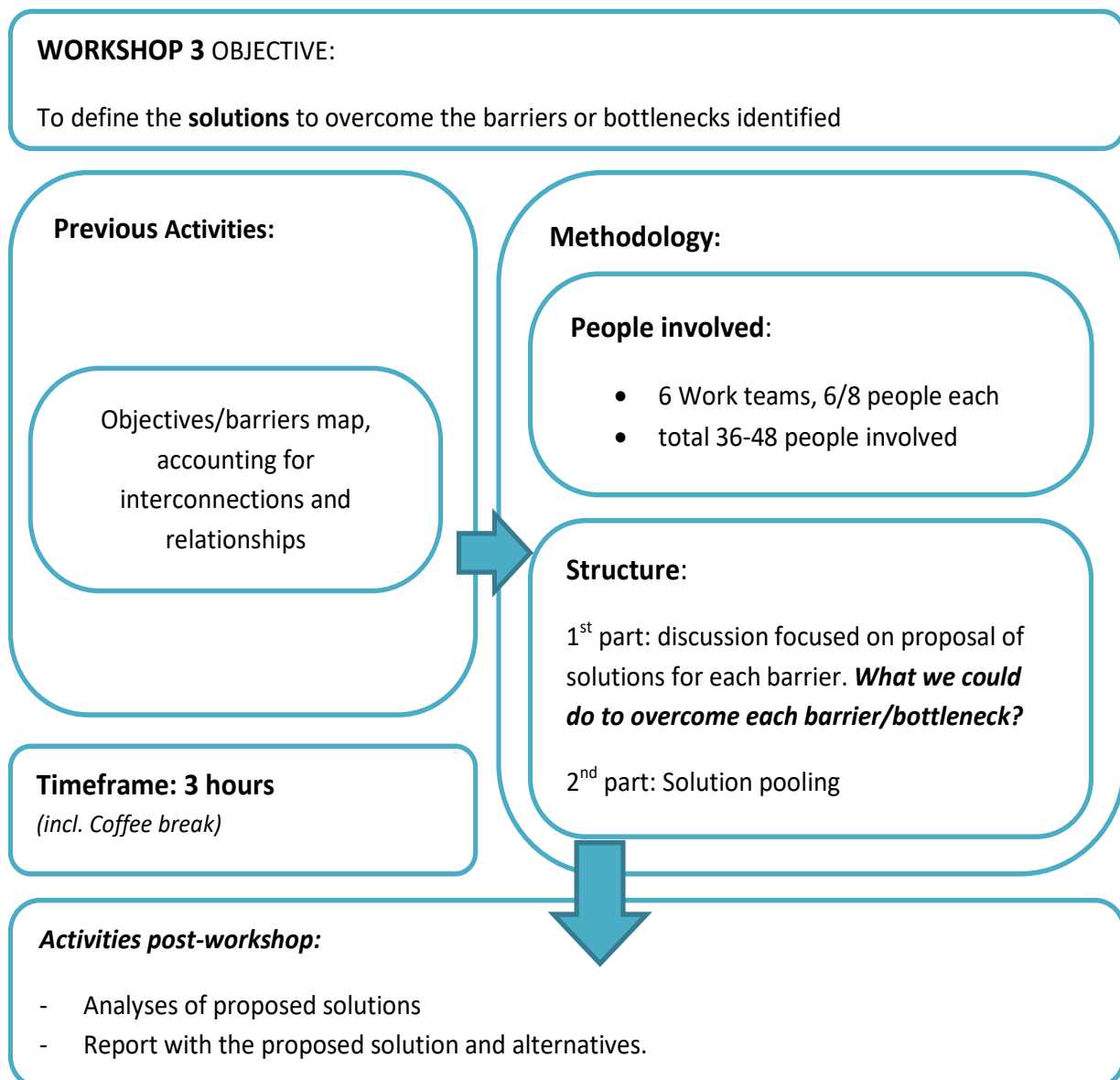


Figure 10: Workshop 3 general structure

**Objective:**

To define the **solutions** to overcome the barriers or bottlenecks identified.

**Previous activities:**

- To develop a document with the main barriers detected maintaining the global vision of the inter-connection of objectives. Prioritization among them taking into account the number of objectives that contribute to achieve.

**Methodology:**

- People involved: The recommendation is to organize the workshops in groups of 6-8 people. The minimum recommended is 6 groups; with a total 36-48 people involved.
- Structure of the workshops:
  - 1<sup>st</sup> part: starting with the barriers document, the objectives and sectorial SWOT analysis, the discussion would be focused on the proposal of solutions for each detected barrier.

**What we could do to overcome each barrier/bottleneck?** The discussion will distinguish among issues, options and arguments as follows:

- First the issues perceived as the primary cause of the barrier would be identified.
- Second, a proposal of different options of solution would be defined.
- Third, a set of arguments (positive and negative) on each solution would be set, helping to decide the best or the most realistic option.

The discussion would be addressed by work teams. In a first place the prioritized barriers are presented and explained. Only the most critical points are considered, and the discussion would be around the different possibilities of solution, visualizing the interconnection among them.

- 2<sup>nd</sup> part: pooling.
- Recommended time-frame: 3 hours with a coffee break.

**Activities post-workshop:**

- Analysis of proposed solutions
- Report with the proposed solution and alternatives.

**4.2.4 Methodology adaptation**

The methodology described in sections 4.2.1, 4.2.2 and 4.2.3 is not rigid. The problem structuring method split in three cascade workshops (objectives, barriers and solutions) does not necessarily need to be structured in the same way in every city. Some cities may have already identified their objectives for their transformation strategies, making inefficient the implementation of a workshop based on objectives





identification (and also counter-productive due to the expectations that this may arise among stakeholders). Instead of the original workshop structure it may be interesting to develop one barriers' and two solutions' workshops for example, addressing the solutions from different perspectives (businesses and public administration for example).

Another possibility could be to focus the three workshops in the identification of solutions for already identified barriers regarding the transformation strategy objectives' of the city (for example, the social rejection against specific new mobility or ICT solutions).

The possible combination of workshops will vary in each city depending on the stage of progress of their transformation strategy and their specific context circumstances. In cities like the three lighthouses (Hamburg, Nantes and Helsinki) in which transformation strategies are already defined and translated into specific actions, the frame of the workshops is attached to much more concrete actions or topics than in other cities that are in a previous stage, conceiving or making a reflection about the basis of their strategies.

The most important thing is to adapt the workshops structure to the real needs of the city, in order to maximize participation, correctly handling participant's expectations. The development of false expectations through the workshops would be counter-productive for the future development of the strategy and the stakeholders' engagement.

Other possible options for methodology adaptation in cities with some advance in their transformation strategy could be the following:

- The first workshop could be oriented to share the strategic lines, objectives and concrete initiatives or projects that are being implemented in the city, in order to analyze how they are contributing to the city transformation, and giving the possibility to include new objectives that may arise (or at least take them into account in the reflection). This workshop may be done with a core group of representatives from the quadruple helix
- In the second workshop two options may be addressed: the identification of the main barriers for the new identified objectives (if it is the case), or the work focused on the critical points that are hindering the achievement of specific objectives previously established (analyzing the reasons).
- In the third workshop, as in the second one, two options may be addressed: the identification of solutions for new barriers identified, or the identification of solutions for barriers that need to be worked in depth.

## 5 Guidelines for each city

### 5.1 The city of Nantes

#### 5.1.1 Understanding the context

##### 5.1.1.1 Nantes Métropole organization

Nantes Métropole is the intercommunal structure gathering the 24 communes, including the City of Nantes, the biggest of them all, which provides nearly half of the population and covers over one eighth of the area. The conurbation (Nantes Métropole) comprises over 600,000 inhabitants was established in 1999 to facilitate dialogue between the city and its territory. The president of Nantes Metropole is also the mayor of the city of Nantes. The jurisdiction covers a wide range of fields going from economic development and international and European topics to public space policy, innovation, urban planning, transport, waste disposal, energy, water, housing and higher education.

Nantes Métropole has a Participatory Process Department, which leads the “Citizen Dialogue” since 2008 with the aim to involve residents in public action by allowing them to express their opinions by creating spaces, places and participatory approaches to help decision-making. It follows a co-construction approach and applies to all public policies and during the life cycle of a public policy. The five major aims of the citizens’ dialogues are:

- Making public policies fairer, more appropriate, more efficient, more innovative and better understood.
- Encouraging social links, collective relationships and inclusion.
- Sharing a common vision in dialogue and debate between elected officials and citizens-actors.
- Supporting social innovation and the power of Nantes people to act.
- Developing a culture of sobriety and shared responsibility of results.

The following drawing provides an overview of major initiatives linked to citizen dialogue:

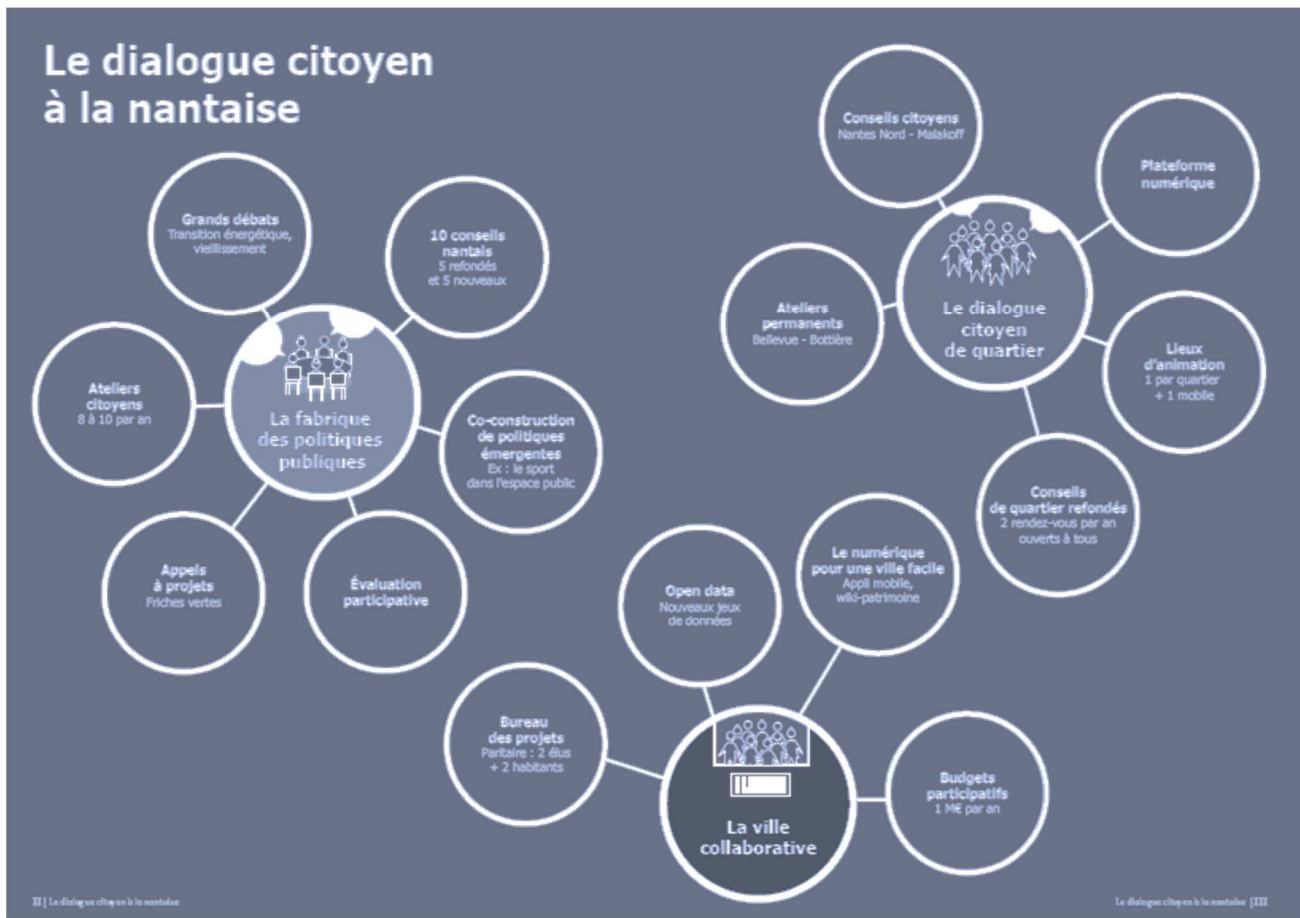


Figure 11: Overview of citizen dialogue initiatives

The governance for the citizen dialogue can be considered in three levels: technical, strategic and political.

- At Technical level, it is organized through an Operational Committee on citizen dialogue CODIAL - French name (*Comité Opérationnel Dialogue Citoyen*).
- At Strategic Level it is organized through Specific Technical Groups (GTS) and coordinated by a Management Committee (CODIG, *Comité de Direction*).
- Finally, at Political level, it is organized around specific policy issues.

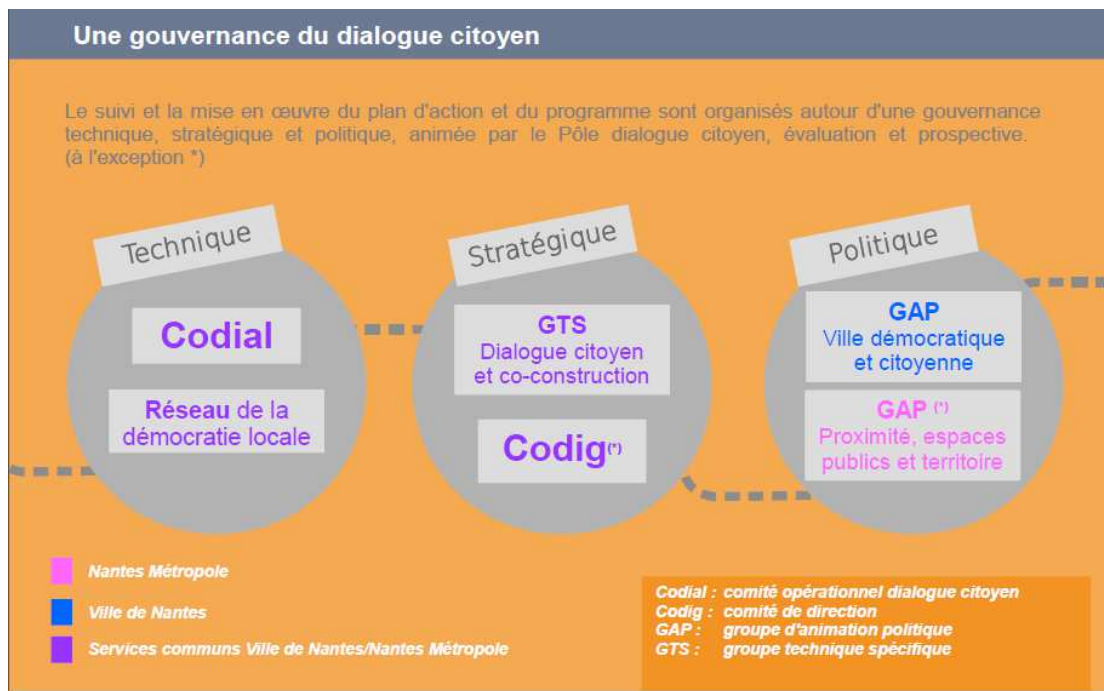


Figure 12: PÔLE. Dialogue Citoyen, evaluation and prospective.

At City of Nantes level, the Department of Citizenship, social life and territorial coordination (*Département Citoyenneté, Vie Sociale et Territoires animation et coordination territoriale*), under the Direction of Social Cohesion (DG *Cohésion Sociale*) work in the 11 district (quartiers) in the city, with consultation and engagement workshops and initiatives for specific neighbourhood projects.

#### 5.1.1.2 Citizen participation in Nantes – a long standing political commitment

The City of Nantes has developed a practice of consultation, for some twenty years, well before the 2002 French law on local democracy.

Previously mainly focused on issues related to the living environment and “living together”, citizen engagement on public policies were broaden to all public policies and projects. The Charter on citizen dialogue adopted by Nantes Municipal Council on January 29, 2010 reflects this political will to go “from concertation to do it together” through the co-construction of local public policies: “Today the city of Nantes inaugurates a new stage in the international movement of recognition of citizens as actors of public policies” (Preamble Charter). Citizens' perspectives are integrated into the decision-making process of elected officials over all municipal competences.

Territorial and generalist, this participation offer allows them to intervene at all stages of a public policy, from diagnosis to conception, to implementation and evaluation. For example, in 2012, 15 of 18 public policies were involved in participatory approaches, involving 34 citizen workshops conducted between 2010 and 2012, as well as large-scale participatory approaches such as “*Ma Ville demain Nantes 2030*” (2011/12) – <http://www.mavilledemain.fr/> .

This political and managerial ambition has resulted in the appointment of a deputy Councilor to the dialogue (2008), the development of a transversal public policy, a cross-examination of citizen dialogue with evaluation processes, the creation of a City and Metropole missions and a mode of action integrated in the administration, vector of transformation and change.

In 2014, this ambition is reaffirmed and amplified as a principle of local action (political and technical) at the beginning of the mandate of Johanna Rolland, Mayor President of Nantes Métropole, by a renewed, open and participatory governance based on a constant dialogue between the elected representatives, the city and Metropole services and the inhabitants / the actors.

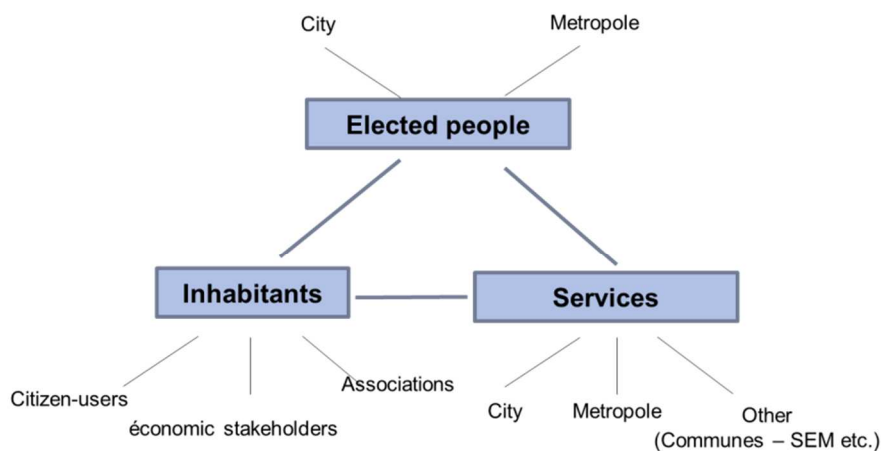


Figure 13: Actors involved in citizen dialogue, Nantes Métropole, 2017

This commitment is shown in the report "Citizens' Dialogue and Co-Construction: Towards a New Governance" presented in the City Council on September 20, 2015. This report sets both the political and technical roadmap and lays the foundations of an ethical framework for Open and participatory governance.

#### 5.1.1.3 Nantes citizen participation methodology

Citizens' dialogue pursues five objectives and is based on 14 principles (see Annex 1 –section 8.1.2-). This framework is the base of reference to decide to initiate a dialogue with the citizens and stakeholders of the territory. Indeed, a topic to be debated must be beforehand well examined: Relevance, levers for possible transformations and public policy changes, conditions of implementation (dedicated means...)... This is important because it involves the responsibility of elected officials, the collectivity, but also engages the sincerity and credibility of the process.

In order to support the political doctrine and the principles laid down towards the citizens, a common reference system is set up whatever the approach:

- A preliminary diagnosis in order to examine the opportunity and feasibility conditions to decide whether to lead the project including a citizen dialogue.

- Citizens' workshop: it is the time for deliberative work and for debates (variable in methodology and meeting times) that will support the progressive formalization of citizen production. The workshop is based on a document entitled "a citizen's mandate": signed and presented by the elected official in charge. It sets out the questions of the debate, the modalities and expectations of citizen participation and of course the commitment to answer to the recommendations that will be issued. Guarantor of the whole process, the mandate is the key to the contract with citizens; it sets the rules of the dialogue and guarantees the sincerity of the process.
- Citizens' opinions: it marks the finalization of the work and translates into a deliverable on recommendations, handed over to the elected official in charge of the approach, which remains in a listening position and not an answering one. The restitution is carried out by the citizens themselves.
- Instruction: the elected representatives return to their services which instruct the recommendations by studying their relevance and feasibility with regard to the context, the stakes and the means available.
- Argued response: Once the recommendations have been transformed into action and the actions validated in the usual decision paths, the elected representatives return to the citizens to explain their decisions. . The response outlines what the Community has learned from the process, what it decides to do, what not to do, and why.
- Follow up right: Citizens are invited to return to the Community to exercise their "follow up right" in order to verify the effectiveness of the achievements.

It should be noted that traceability is guaranteed at every stage of the process, with the publication of the mandate, citizen opinion and argued answer. All citizens must have access to the knowledge and to the diversity of expertise that has led to the decisions.



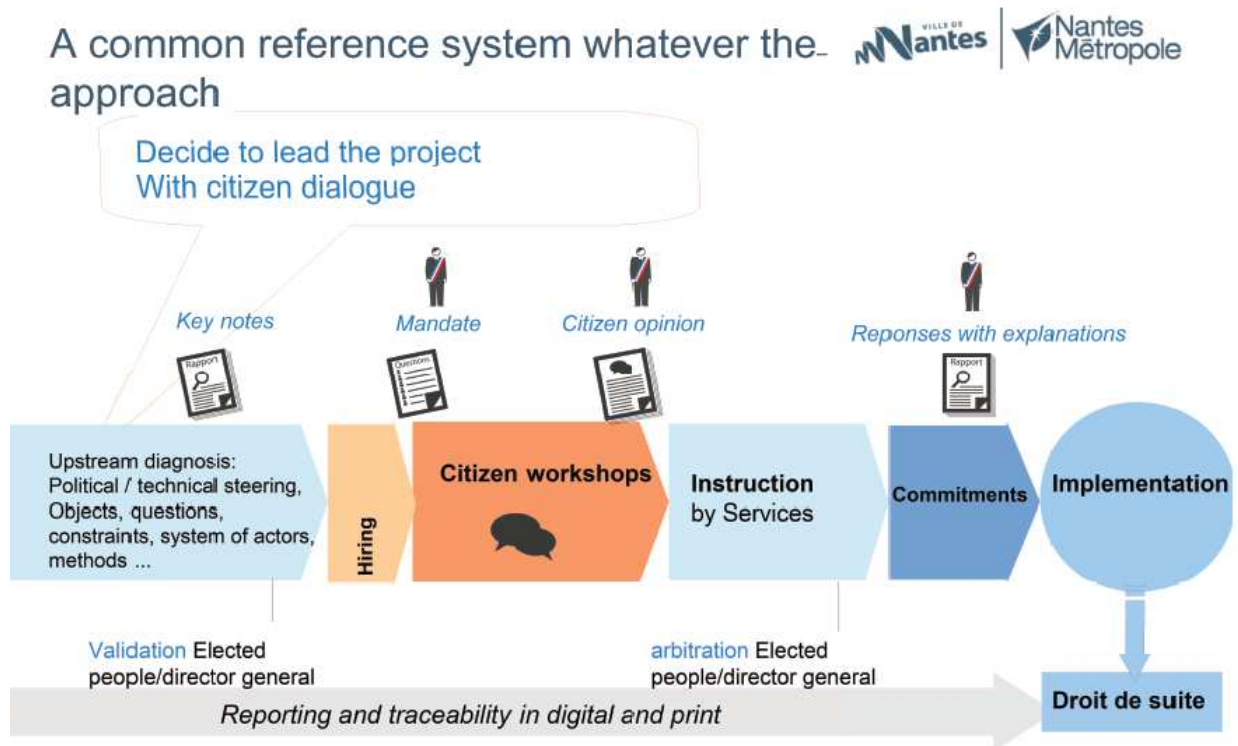


Figure 14: Citizen Dialogue steps.

Today, 250 participatory approaches (variable according to the intensity of participation) are carried out on a city or metropolitan scale to accompany the evolution of Public policies in dialogue with citizens, dealing with issues ranging from public tranquility, to culture and energy transition.

The Citizen Dialogue Assessment and prospection Service organizes the capitalization of knowledge and the increase of competencies of services. Citizen dialogue is today a principle of action of the metropolitan public service integrated into the managerial project (8.000 staff).

#### 5.1.1.4 Innovative and adapted methodologies

Creative and innovative methods have been experimented since 2008 that show a diversity and vitality of the modes of citizen involvement whether to work in large or small groups: World café (Nantes 2030), World Wide View (*Grand Débat Loire*: 260 citizens on 5 sites of the agglomeration, in partnership with the Danish board of technology), mutual qualification, theater forum (*Dialogue pour tous*, Voices of the voiceless"), consensus conference (antenna relay), urban walks (landscape and heritage plan), digital cartoparty (nocturnal mobility), *kamashibai* (children's point of view, evaluation of school rhythm reforms) design of services (see <https://www.slideshare.net/27eregion/dossier-documentaire-sminaire-design-des-usagesusage-de-design>), prototyping to work user paths and concrete solutions (Municipal equipment (town hall, House of public tranquility ...), approach "Acting together with associations")...

Each method is adapted according to the subjects, the aims sought to guarantee the final production goals and the involvement of citizen or stakeholders throughout the participation. The feed back to citizens are also the opportunities of innovative practices: use of videos, videocasette (prototype initiated by the 27th Region), various digital media (genialy, time line ...).

Different formats of participation at different scales from the neighborhood to the Metropolitan scale "are proposed: citizen workshops, *Grand Débats* (Loire 2015: 45,000 participants), Energy Transition 2016: 53,000 participants), participatory evaluation, calls for projects, Projects, neighborhood citizen councils, thematic citizen councils (10) ... "micro" approaches, at neighborhood level in close proximity to the inhabitants ... which testify to the richness of the dialogue with citizens.

#### 5.1.1.5 Participatory processes related to energy transition / smart cities

These processes are adapted to the needs and have taken several forms these last years:

##### **In the form of an event / approach with a large audience:**

- Positive Energy Families Challenge
- International Conference: For example Climate Chance (2016) first international non-state actors meeting after COP21- - <https://www.climatechance2016.com/fr/a-propos>
- Climate workshops for 1 year with 150 families of the Metropole (2010-2011)
- biennial "Climat meeting" gathering nearly 200 actors of the territory since 2011
- 2013 year Nantes Green Capital of Europe,

##### **In the form of citizen workshops:**

Related to topics / concerns of the smart city: Citylab, collaborative maps „carto quartiers“; citizen contribution to web micro services application „Nantes in my pocket“, Open data ...

##### **In the form of Great Debates:**

Great Debates are an important axis of Citizen Dialogue. It is a participatory methodology used for strategic stakes at Metropole level. After the Grand Debate on the Loire in 2015, Johanna Rolland, together with all the mayors of the 24 municipalities, opened a second citizen debate devoted to the energy transition (Debate adopted by the Metropolitan Council on April 29, 2015) in the same spirit (Independent Commission, transparency ...). The Grand Debate was launched to make Nantes a landmark in terms of energy transition and to mobilize all citizens and actors to accelerate the movement of the territory. It illustrates the strong desire to place them at the very heart of decision-making and action.

#### 5.1.1.6 Digital in citizen participation

Digital is also an accelerator of citizen dialogue by supporting it at different stages, from the citizen recruitment process to contributions until the restitution phase with the use of several tools: institutional





network sites (nantes.fr), a site dedicated to citizen dialogue "Nantes & Co", Collaborative maps (cartoquartiers), wikipatrimoine (co-construction of knowledge) ...

Note that digital is also a structuring axis of dialogue embodied in a strategy and an action plan "innovation and digital", treating some of its projects / "objects" in a participatory way: deployment of the public Wi-Fi, Open data, Citylab (Nantes becoming a territory of experimentation), the application Nantes in my pocket...

### 5.1.2 Frame for citizen engagement workshops implementation

The frame for citizen engagement workshops will be the Great debate on energy transition <https://www.nantestransitionenergetique.fr/>

#### 5.1.2.1 Presentation of the Great Debate on energy transition

The climate challenge is so urgent that it requires a stronger commitment and renewed ambition. The Energy Transition Act in France (2015) confirms the role of the Metropolis as coordinators of the energy transition on their territory.

The **Great Debate on Energy Transition** is aimed at enabling the collective identification (together with citizens and stakeholders) of new actions enabling the territory to achieve the objectives set for 2030. It will help to accelerate the transition dynamics by associating the greatest number of them. All citizens, associations and companies from the 24 municipalities of Nantes Métropole were invited from September 2016 to the end of March 2017 to contribute to the challenge of the energy transition around four main lines: lifestyles, landscapes and new uses, production and energy consumption, economy and innovation. This Debate is very innovative in terms of scale and depth of participation and up to its methodology: <http://urbact.eu/city-fighting-climate-change-nantes>.

The Grand Debate revolves around a debate of ideas and a debate of "to do": "This debate will be an opportunity for exchanges, but also for experiments carried out by local actors. Indeed, the modalities of contributions were varied: attending public hearings, posting individual contributions on the Grand Debate website, writing a contribution, labeling an event or an initiative, participating in seminars of actors... and above all to get involved very concretely in one of the six communities created to experience energy transition: activists, surveyors, astute, pioneers, precursors and evaluators (citizens have themselves assessed 12 metropolitan projects related to the energy transition).

This Great Debate is structured around 4 main thematic axes:

- What transition of lifestyles?
- What landscapes and new uses?
- What access to energy?
- What innovations?

The stakeholders involved in the Great Debate are the local energy partners and actors (associations, private, public or higher education); the actors of the transitions (democratic, economic, numerical, ...),



citizens with particular attention to young people and people in energy vulnerability, and finally industry and enterprises, in particular SMEs.

The Debate is structured in several phases. The general timeline for these phases is as follows:

**Phase 1:** Time for public debate (Sept. 2016 – March 2017)

- Collection of a maximum of contributions with a plurality of points of view (actors, civil society, academics, citizens ...)
- The debate on "to do": to launch individual and collective experiments

**Phase 2:** Analysis and recommendations - Synthetic report (April – September 2017)

- April-June 2017: analysis of the material produced by the debate and drafting of the final report by the Citizens' Commission of the Debate
- September 2017: Presentation of the Commission's Final Report to Metropolitan Representatives

**Phase 3:** Shared roadmap and renewed governance (October 2017– February 2018)

- October-December 2017: Concerted elaboration of a "multi-actor" shared roadmap for the territory, taking into account the commitments that will be taken by the actors, citizens, associations, cities, Nantes Metropole, etc. to accelerate the short / medium / long term energy transition, including a time of collective convergence with the organization of multi-stakeholder / citizen meetings during the "RDV energy transition / climate" in December
- February 2018: Adoption by Nantes Metropole Council of the commitments made by the Metropole in response to the recommendations resulting from the report of the Citizens' Commission

**Phase 4:** Implementation, follow-up and completion of the shared road map resulting from the Great Debate (From February 2018...)

The shared roadmap will constitute the renewed strategic orientation (mitigation component) of the Climate Plan (PCAET) of Nantes Metropole whose adoption of the fully revised Action Plan is planned for 2019. This road map will bring together the visions and commitments of the partners (including those of Nantes Metropole) in the short (by 2020), the medium (2020-2030) and the long term (> 2030).

Results of the first phase

The results in terms of participation in a few figures are: 200 days of debate, 53,000 participants (physical or virtual through digital participation), including 11,000 contributors involved (having participated in local initiatives, filed individual contributions, worked in a booklet of actors or in one of the 6 communities), 80 labeled events bringing together close to 7000 people, 1000 contributions including 160 workbooks, 270

participating organizations, 650 people in the neighborhood meetings, 42,500 visits to the website and 4,500 account subscribers Twitter / Facebook / Instagram

The main figures illustrating the "do it" part of the debate are: more than 500 citizens involved in the communities, 2000 donors for participatory financing projects with nearly 100,000 euros raised and 1,500 students from schools participating in the Class'Energie challenge.

### 5.1.3 Methodology adaptation

#### 5.1.3.1 mySMARTLife workshops adapted to a large-scale citizen engagement process

The great debate on energy transition will provide a framework to increase leverage effects of mySMARTLife workshops on the ultimate global goal of mySMARTLife project: engage cities towards an innovative urban transition. The methodology of mySMARTLife workshops will be fine-tuned with the general methodology of Nantes Métropole in terms of citizen engagement (see above). More specifically, it will build on the practices of Nantes Métropole in terms of citizen participation in connection with energy transition. mySMARTLife workshops will be included in the grand debate on energy transition process in a relevant and effective manner and will provide added value to the general process.

The objectives of the Debate were already set up: to identify collectively actions which will contribute to the 2030 energy transition goal and action plans of the Metropole. From the on going analysis of the 160 contributions from economic actors, associations.... , the 760 contribution from individual, 10 public hearings, 6 communities experiencing the energy transition during the debate, several constraints on energy transition have been identified during the Grand Debate.

As the two first steps of the systemic approach have been covered during the Great debate, mySMARTLife workshops will not focus on goals or constraints which have been largely debated and will be documented in the report to be produced in September 2017 but rather go one step further to focus on a selection of identified constraints to work on solutions (see below potential examples)

#### 5.1.3.2 mySMARTLife workshops contributing to the energy transition roadmap of Nantes Metropole

mySMARTLife will contribute to the process of elaborating and implementing the metropolitan roadmap on energy transition resulting from the Great Debate. The themes of the workshops will be more precisely defined after the analysis of the citizen and stakeholders' contributions. One or several major constraints on energy transition identified during the Great Debate will be selected and Nantes Metropole will organize at least three multi-stakeholder meetings on these to identify relevant solutions.

The constraints identified may include the following:

- Open data: availability and reliability of data related to energy transition, data protection ...
- Users/citizen expertise on new digital information services and tools, including those offering collaborative modes.



- Stakes of "self data" in terms of energy transition, enabling citizens to re-catch their own data and become full-fledged players.
- Citizen participation in renewable energy projects, housing retrofitting, smart use of energy.
- Energy transition financing...

#### 5.1.3.3 Target groups of workshops and tentative calendar

The target group may include citizens, associations, companies, start ups, academics, etc. Target groups will be defined more precisely in relation with the constraints identified for mySMARTLife workshops.

In order to reach the objectives, the following participation is foreseen:

- At least one mySMARTLife workshop during phase 3 of the Great Debate (December 2017 – February 2018)
- At least two mySMARTLife workshops during phase 4 of the Great Debate (From February 2018...)
- mySMARTLife Workshops during phase 4 will probably take place between February 2018 and June 2019

## 5.2 The city of Hamburg

### 5.2.1 Understanding the context

The Free and Hanseatic City of Hamburg is administratively organized in two governmental levels: the main city of Hamburg and its seven boroughs (districts). The boroughs have autonomy of government but always in coordination with the policies outlined by the main city. Due to the fact that the pilot area is located in the Bergedorf district, the mySMARTLife demo site is led by the Borough of Bergedorf.

The competence of urban planning in Hamburg lies within the administrative level of the boroughs. This also includes participation processes in connection with urban planning and urban development projects. In Germany participation entities can be distinguished in formal and non-formal participation:

The formal participation is prescribed by the German federal building code (§ 3 BauGB). The law provides a two-stage participation process: First, there is a public participation on an early stage that aims for informing citizens as well as institutions of public issues about future projects. At a later time, more detailed plans are open to public inspection. Opinions and concerns regarding the plans must be taken into account within the final consideration of the plans. The formal participation is compulsory in every urban planning process.

However, planning practice has shown that the processes of formal participation are often not sufficient. In order to reach a wider range of people and achieve a higher level of acceptance voluntary informal participation might take place as well. The Free and Hanseatic City of Hamburg has therefore introduced the "Stadtwerkstatt" in April 2012 as a public institution that carries out additional informal participation processes. Stadtwerkstatt aims for involving citizens into planning processes and can be understood as a



platform addressed to interested people. Thus, Stadtwerkstatt forms the roof for informal citizen participation in Hamburg. It organizes and carries out information as well as participation procedures that complement the formal prescribed participation. The coordination unit of Stadtwerkstatt is part of the council for urban development and housing of Hamburg. Stadtwerkstatt has 2-3 employees who collaborate with the respective planning authorities in the boroughs.

Apart from Stadtwerkstatt there are other institutions in Hamburg dedicated to participation processes. In this regard it is worth to mention IBA Hamburg GmbH, a public company developed from the international building exhibition (IBA) from 2007-2013 that works as a local project developer. In order to integrate public interests into urban development projects IBA Hamburg GmbH is carrying out different formats of participation and information activities within their district development projects in different areas of Hamburg.

Moreover, there is a large number of private companies specialized in public participation. The boroughs usually award contracts for carrying out participation processes to these companies. Many of them are long-term experienced and have a specific knowledge about local characteristics and the citizens of the different districts. Thus, the boroughs can benefit from the expertise of professionals and can ensure that suitable formats and methodologies of participation to suit local needs are implemented.

As the competence of participation within urban planning processes lies with the administrative level of the boroughs, Bergedorf will be responsible for the communication, participation and engagement strategy of mySMARTLife project. The project partners Konsalt (KON) and HafenCity University (HCU) will be responsible for the citizen engagement strategy. On the one hand Konsalt is the company responsible for the participation strategy definition and its implementation, in coordination with the HAM department Borough of Bergedorf. On the other hand HafenCity University (Chair of Urban Planning and Regional Development) will analyze and evaluate the engagement and participation framework from its more scientific side (institutional framework, technical requirements, success etc.).

As part of its activity as project partner, Konsalt has defined a communication and participation strategy related to pilot project actions in which the workshops for citizen engagement are also to be included.

In the following paragraph, the general city transformation strategy is described. Regarding Hamburg's Digital City Strategy, Hamburg seizes the opportunities technological progress offers to improve the city's quality of life and economic attractiveness. Many government agencies are already in the process of improving their services and making them more accessible through the use of new digital technologies. The objective of Hamburg is to exploit technical innovations to advance the development of Hamburg as a "digital city". Therefore the Senate has agreed on the Digital City Strategy in January 2015 which strives to create the conditions for a climate of innovation that promotes the development of modern digital applications and to improve the networking between the firms and institutions involved. To achieve that aim, suitable structures and processes must be developed, access provided, and the interests of citizens considered.

This Digital City Strategy comprises more than the e-government and IT strategies currently in place, which focus on increasing the efficiency of the administration as well as on the interface to specific customer groups of the administration. Value creation processes in both the economy and citizens' everyday life become ever more digitized, and it is the City's duty to shape this development and use it to improve the quality of life and strengthen the economic power of the city. The City will therefore make the opportunities digitization brings with it an issue in all the suitable initiatives and projects it supports. To ensure the citizens' support and trust needed to successfully implement such projects, the Senate will make sure that appropriate participatory processes, IT security, and data protection are in place as required. Hamburg's economic clusters and in particular start-ups must be involved in the process. Several government agencies and public institutions have already come up with approaches in their area of responsibility, whereby IT security issues, adequate consultation processes, data protection and the informational self-determination of the citizens are essential. A central steering center has been established, in charge of strategic planning, coordination, monitoring and external presentation across government agencies. Apart from these challenges, other specific challenges that affect the urban transition have been detected from the coalition agreement of Hamburg's ruling parties (concluded in 2015).

## 5.2.2 Frame for citizen engagement workshops implementation

### 5.2.2.1 General Overview of Campaign

Raising social awareness and acceptance regarding the general change of Hamburg to become a smart city is a key issue in all related local activities of mySMARTLife. In order to reach the objectives of the general city transformation strategy, but also to develop solutions according to the specific needs of the project area in the borough of Bergedorf, the local mySMARTLife consortium works closely with local stakeholders on various levels. Besides close collaboration with local institutional partners (politics, administration, enterprises, science and research), integrating the expertise of local citizens is of high importance to the project.

Therefore, a comprehensive mySMARTLife participation strategy has been developed, to reach the following objectives:

- Raising social awareness and citizen engagement
- Activating real estate owners, investors and enterprises to cooperate with mySMARTLife partners
- Support of mySMARTLife by all public institutions and the administrative bodies at all levels in Hamburg.

### 5.2.2.2 Key Actors Carrying out the Activities

The following local mySMARTLife partners are carrying out the listed activities to raise social awareness in Hamburg:

- **Senatskanzlei and Borough of Bergedorf departments of HAM:**

- Dialogue with public institutions and professional partners at all levels (district, city, national, international)
- Attendance of public events/fairs/exhibitions/conferences etc.
- **Landesbetrieb Geoinformation und Vermessung department (LGV) department of HAM:**
  - Technical support to E-participation
- **HafenCity University Hamburg (HCU):**
  - Evaluation and monitoring
- **Konsalt GmbH (KON):**
  - Concept of the participation strategy
  - Concept and implementation of public events
  - Concept Online Participation
  - Attendance of public events/fairs/exhibitions/conferences etc.
  - Press releases
  - Design of the mySMARTLife exhibition
  - Design and distribution of general information material (brochures, flyer, poster, etc.)

#### 5.2.2.3 Communication Instruments used

Different communication instruments are being used to inform and engage citizens but also the public and other professional stakeholders about the mySMARTLife activities. Depending on the target group, specific tools are in use.

In order to raise awareness and increase knowledge about mySMARTLife (focus: citizens of the mySMARTLife project area/entire city, housing associations, property owners), the following tools are in use:





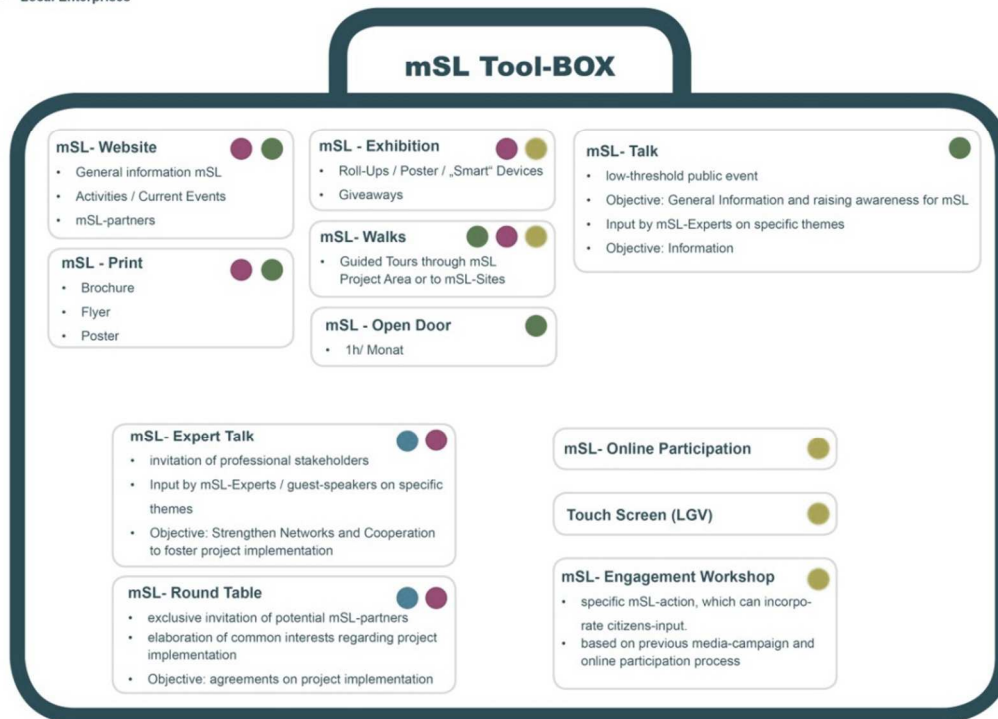
**Interaction: mSL with Gerneral Public / Institutional Partners****Tool-BOX**

Figure 15: Hamburg interaction concept

**Publications and further PR activities**

- Article on mySMARTLife on the official Hamburg Website (3,3 Mio visitors)
- Dedicated Participation Website (in setting-up progress)
- mySMARTLife newsletter
- mySMARTLife mailing list (for personal invitations to join the mySMARTLife activities)
- Publications (information brochure on mySMARTLife, flyer, poster, roll-ups, documentation of mySMARTLife activities/events)
- Goodies/Giveaways (in preparation)
- Video about energetic refurbishment in Bergedorf, published on YouTube (further videos are planned)

**Press activities**

Publications in the following newspapers are foreseen:



- Hamburger Abendblatt (Hamburg wide newspaper)
- Bergedorfer Zeitung (local newspaper)
- Bergedorfer Wochenblatt (local newspaper)
- Südblick Bergedorf (local newspaper)

#### **Local Events to Inform about mySMARTLife**

- Public meetings to provide general information or on specific mySMARTLife topics (energy, mobility, ICT)
- “mySMARTLife Talk” (public dialogue on mySMARTLife topics with mySMARTLife experts & citizens, taking place three or four times per year,
- Kick-off planned for winter 2017)
- mySMARTLife site visits (guided tours by mySMARTLife experts), starting in 2018, taking place two times per year

#### **Local events to activate property owners/Investors to participate in mySMARTLife projects**

- Kick-off Workshop: February 2017
- Citizens workshop: May 2017
- “Round Table” on specific themes: on invitation only, for housing associations, property owners etc.
- Informal talks between mySMARTLife experts and potential partners

#### **Attendance in events (fairs, conferences, exhibitions, etc.)**

- Cebit, Hanover (20.-23.3.2017)
- Bergedorfer Bautage (25.-26.3.2017)
- European Week in Hamburg (30.4.-9.5.2017)
- Harbour Birthday Hamburg (5.-7.5.2017)

#### **5.2.2.4 Target Groups and Value Proposition**

##### **Target Group 1: Citizens:**

Citizens, especially the Bergedorf residents, are directly affected by the mySMARTLife activities and will be the first users of mySMARTLife actions. It will be important to integrate citizens from an early stage into the planning and development of mySMARTLife activities in order to integrate local expertise and requirements in mySMARTLife activities.



**Value proposition:**

Chance for active participation to influence future developments in Bergedorf with a focus on energy and mobility solutions as well as communication strategies/technologies.

Ensure usability/functionality of implemented mySMARTLife activities in Bergedorf from a citizen perspective

**Instruments used:**

- Please see Section 5.2.2: “Communication Instruments used”, especially:
  - Press and media releases
  - Local events to Inform about mySMARTLife
  - Attendance of events (fairs, conferences, exhibitions, etc.)

**Target Group 2: Professional Partners (Property Owners / Investors / Local Economy)**

mySMARTLife wants to create strong bonds between local real estate owners/investors/local economy and the local mySMARTLife partners. In order to implement mySMARTLife activities and to realize model projects in Hamburg, first cooperation has been initiated and more will follow.

**Value proposition:**

- Local partners benefit from cooperation with mySMARTLife by using expertise of /knowledge exchange with mySMARTLife partners for their own business purposes (e.g. development of innovative mobility or heating solutions).
- Local partners gain access to high ranked professional and administrative networks
- Local partners benefit from PR effects generated through mySMARTLife activities.

**Instruments used:**

- Please see: Section 5.2.2: “Communication Instruments used”, especially:
  - Press and media releases
  - Local events to activate property owners/Investors to participate in mySMARTLife activities
  - Attendance of events (fairs, conferences, exhibitions, etc.)

**Target Group 3: Administrative Body / Public Stakeholders**

For the success of mySMARTLife, strong bonds between mySMARTLife partners and the city administration at all levels are necessary. Active support of mySMARTLife activities by the administration is managed/strengthened by the mySMARTLife office under the lead of the borough of Bergedorf.

**Value proposition:**

- Promote the borough of Bergedorf / the entire city as a Lighthouse City of Europe.

	General events to increase the knowledge about the project	Local events in demo area	General public relation activities	"Round tables"	Cooperation
Citizens of mySMARTLife - project area	X	X	X		
Property Owners (Professionals)	X			X	X
Investors (Professionals)	X	x	X	X	X
Local Economy (Professionals)	X	x	X	X	X
Institutional Engagement				X	

Table 3: Target groups and instruments used in Hamburg

**5.2.2.5 Main Activities Foreseen and Timeline****First step: Informing the citizens in the project area about the main objectives of the project.**February 2017: Kick-Off Workshop:

- Meet & Greet, presentation of mySMARTLife project and activities foreseen.

May 2017: Citizens Workshop:

- General Input about mySMARTLife
- Curation Exhibition (Posters & presentation of smart metering systems, mobility devices, solar energy devices, etc.) contributions of all mySMARTLife partners and related external partners
- Questionnaire to ask citizens about their expectations / wishes / criticism regarding mySMARTLife

**Second step: Involving the citizens in events with a concrete topic.**June – September 2017: Design participation strategy

- Currently, consultations are ongoing in order to develop a comprehensive participation strategy with all mySMARTLife partners. Focus will be on mobility solutions (sharing solutions and new vehicles), innovative energy concepts (e.g. near distant heating grids) and smart metering systems.

Winter 2017: mySMARTLife Talks

- Establishment of a public dialogue on mySMARTLife topics as a frequent event, where all mySMARTLife related issues are being discussed. Topics will be generated out of mySMARTLife project activities but also consider citizens requests. The mySMARTLife Talks will take place three or four times per year.

Winter 2017 – Spring 2018: First participation phase for specific mySMARTLife project

- Local media campaign to raise awareness for mySMARTLife participation process (one week)
- Kick-off event: Information about specific mySMARTLife participation project for citizens (1 day)
- Online participation: In a first phase citizens will have the chance to comment, give advice or criticize the specific mySMARTLife project. There will be specific topics to comment on and also digital maps to geographically locate comments. (app. 8 weeks)
- Round Tables (discussions on a specific topic with mySMARTLife experts, citizens and property owners/investors/ local economy. This will be a public event, but there will be a strong focus on professional partners in order to convince them to actively participate in mySMARTLife activities)
- Workshop (based on results of online participation and round tables): Facilitation through Konsalt GmbH and input /discussion with involved mySMARTLife partners. Results will be integrated in the further mySMARTLife project development.

Spring 2018: mySMARTLife Talk

- Public dialogue on mySMARTLife topics with mySMARTLife experts and citizens.

Summer 18: Evaluation of the 1st phase of the mySMARTLife participation strategy

- HafenCity University evaluates the 1st phase of the mySMARTLife participation strategy and prepares the 2nd phase for fall/winter 2018.

Fall 2018: mySMARTLife Talk

- Public dialogue on mySMARTLife topics with mySMARTLife experts and citizens.

**Third step: Collaborating with citizens/stakeholders to generate new projects or to develop the existing projects inside of the project mySMARTLife**

Winter 2018 – Spring 2019: Second participation phase for specific mySMARTLife project

- Local media campaign to raise awareness for mySMARTLife participation process (one week)
- Kick-off event: Information about a specific mySMARTLife participation project for citizens (1 day)

- Online participation: In a first phase citizens will have the chance to comment, give advice or criticize the specific mySMARTLife project. There will be specific topics to comment on and also digital maps to geographically locate comments. (app. 8 weeks)
- Workshop (based on the results of the online participation): Facilitation through Konsalt GmbH and input /discussion with involved mySMARTLife partners. Results will be integrated in the further mySMARTLife project development.

#### Spring 2019: mySMARTLife Talk

- Public dialogue on mySMARTLife topics with mySMARTLife experts and citizens.

#### Summer 2019: Evaluation of the 2nd phase of the mySMARTLife participation strategy

- HafenCity University evaluates the 2nd phase of the mySMARTLife participation strategy and prepares the adaption strategy

### 5.2.3 Methodology adaptation

In reference to the proposed methodology (as presented on section 4.2.4), there will be some adaptations needed for an implementation in Hamburg.

The first step of the workshops to “establish the objectives of the city” has already taken place in context of project development for mySMARTLife. Thus, there is no need for such a workshop. Nevertheless, it will be important to communicate these objectives and eventually reflect them as part of a workshop or other events with involved stakeholders.

The second step (as part of the methodology) is to “identify the critical processes and possible bottlenecks to achieve” followed by the third and last step to “develop solutions”. In these phases several workshops will be carried out.

At this stage of the process a more detailed description of future plans is not possible.

## 5.3 The city of Helsinki

### 5.3.1 Understanding the context

The Helsinki City Organizational structure was reformed on 1<sup>st</sup> June 2017 and the change has a direct effect on participation policies. A new mayoral system was introduced and the current departments and municipal enterprises were reorganized into administrative sectors according to their functions.

The new organizational structure was introduced in 1<sup>st</sup> June 2017.



# The City of Helsinki organisation

1 June 2017

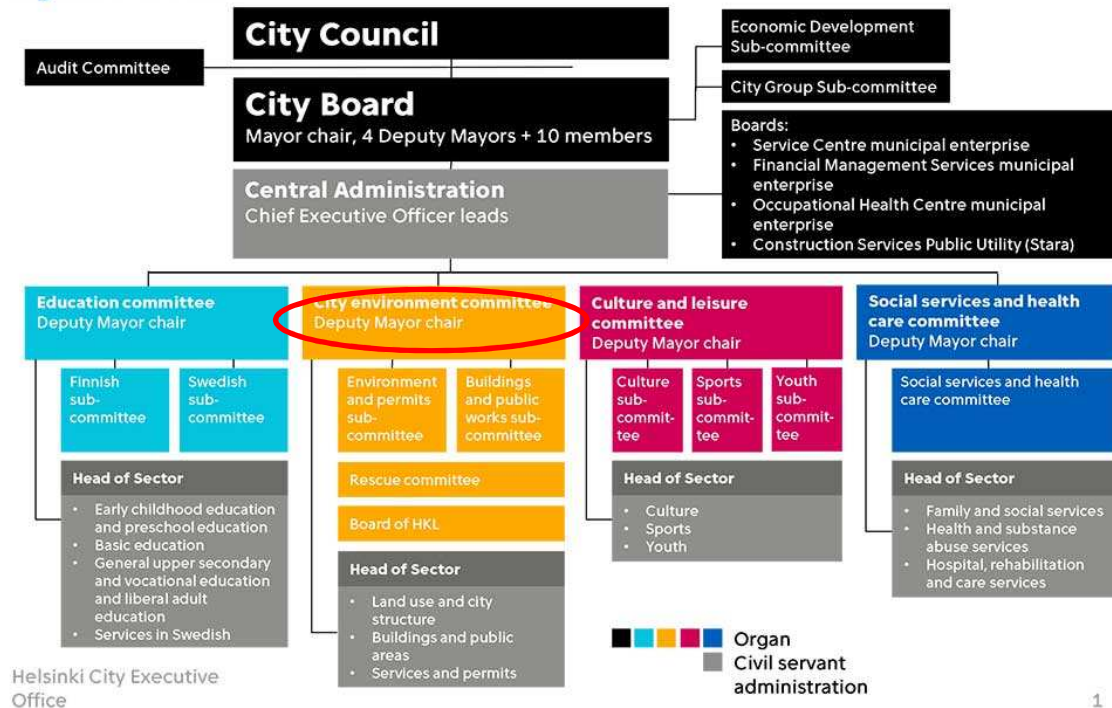


Figure 16: The city of Helsinki organization.

In this new organization the “Participation and citizen information” unit is part of the “Information, technology and communications” department.

The participation department has a 30 people team, 5 of them are part of the resident participation team. This department establishes the focus areas and goals for participation and interaction in the City Strategy. Each department is responsible of the implementation of the participation activities related to its projects, but all of them share experiences through the “participation network”. They join 4 times a year and their aim is to share the different experiences and best practices in participation implemented for the different municipal departments.

## Central Administration

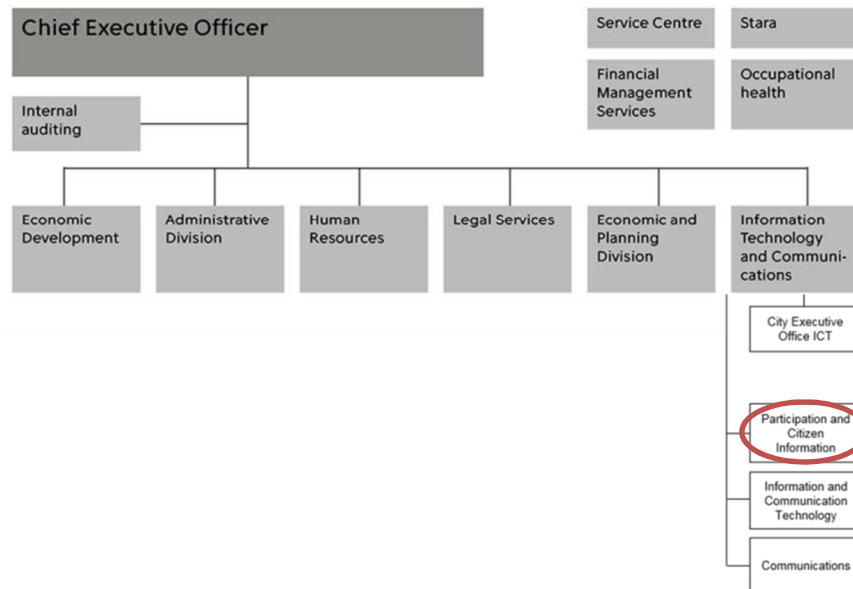


Figure 17: Central administration organization chart.

Participation in the local context includes residents, decision makers, city officials and local companies and businesses. The layout of themes in the new participation model is:



Figure 18: Themes in the new participation model.



The new organizational structure affects the participation principles and strategy of the city as well, and for this reason the mySMARTLife project participation strategy (related to WP8) is being developed in detail following the city participation structured themes.

The actions foreseen in mySMARTLife project are connected with two key initiatives of Helsinki transformation strategy:

- **Helsinki's climate roadmap<sup>5</sup>:** Helsinki will have new climate targets by the end of summer, which will be more ambitious than previous ones. The current climate roadmap sets out how Helsinki will become a carbon neutral and climate resilient city by 2050. Helsinki wants to become an active pioneer in climate protection – work to mitigate the climate change is not just vital at a global level, it is also in the interests of the citizens of Helsinki. The implementation of the Climate Roadmap's measures will support the new city strategy and help to make Helsinki an even better place to live, work, conduct business and visit. The Roadmap details what is needed from the people and City of Helsinki to adapt to carbon neutrality and climate change. It will encourage practical climate work, open up conversation and aid planning, while developing Helsinki's climate work to make it even better and more interactive. Helsinki will make an action plan with more detailed measures on how to achieve the new climate goals by the end of this year. This process will include citizen engagement.
- **"Smart and clean"<sup>6</sup> initiative:** The Helsinki Metropolitan Area aims to be the best test bed in the world for smart and clean solutions. New technologies and services are tested in different parts of the city. The best ones will be exported and create thriving businesses. New services in mobility and living will increase quality of life and mitigate climate change. They will boost the circular economy and smart solutions will reduce waste generation in all areas. Small and large actions build permanent changes. Citizens, cities and businesses are the doers. They are also the ones to benefit from the changes.

The activities for mySMARTLife Helsinki are in the core of the climate roadmap measures and practices for everyday life of Helsinki citizens including the business with multiple stakeholder participation. Work is also done in close collaboration with Helsinki Metropolitan area Smart and Clean Foundation as promoting and testing viable business models is one of the key areas in city development activities.

Some of the project actions with major themes for buildings and energy efficiency include smart metering and monitoring of energy consumption as well as guidance to reduce emissions. A major task towards carbon neutral Helsinki refers to lowering the emissions from heating and warmed domestic water, which at the moment contribute to 85 per cent of emissions from housing. By improving the energy efficiency of

<sup>5</sup> <http://www.stadinilmasto.fi/en/climate-roadmap/>

<sup>6</sup> <https://smartclean.fi/en/>





existing building infrastructure the heating costs can be halved. Using for example the local energy company's online service for monitoring which helps to make changes in consumption habits can reduce emissions by 20 per cent. Free energy guidance is already provided online by Helen, and HEL third party HSY Climate Info and city of Helsinki from which an energy advisor and participation expert will also work directly with Merihaka and Kalasatama area residents during the project to support and motivate for making energy savings. Merihaka is a sea front neighborhood built in the 1970s and 1980s where building renovations will be due in the near future. The area has about 2000 inhabitants and it is part of the inner city.



Figure 19: Merihaka from the south<sup>7</sup>.

Merihaka is directly connected to the old port area of Kalasatama that is being transformed into a completely new residential area with several smart city innovations integrated into the area concept and its construction. Kalasatama area with its EU funded Smart Kalasatama projects is one of the flagship construction projects in Helsinki. Once completed, the area of Merihaka and Kalasatama will have over 22.000 inhabitants and the new part will be quite dense in population.



Figure 20: Illustration of renewed Kalasatama area in 2030 from the north<sup>8</sup>.

<sup>7</sup> Source: [https://upload.wikimedia.org/wikipedia/commons/d/de/Merihaka\\_from\\_sompasaari.jpg](https://upload.wikimedia.org/wikipedia/commons/d/de/Merihaka_from_sompasaari.jpg)

<sup>8</sup> Source: <http://en.uuttahelsinki.fi/kalasatama>

First steps towards the climate targets are to promote the energy renovations and in larger scale, another direct mySMARTLife Helsinki action, to build the Energy Renaissance strategy. This is a strategy on how the existing building blocks can be renovated in an energy efficient way. This includes both public and privately owned buildings. As a practical example, smart metering will provide easy access and information to adjust optimal room temperature based on real time usage requirements. Booking and usage of shared spaces are also more easily optimized and monitored to adjust heat demand.

Helsinki mySMARTLife activities for mobility include among others the large scale uptake of e-buses, facilitation for e-cars, charging stations and car share services as well as the related ICT services for public and private electric transport. The number of city bikes in Helsinki has already been more than tripled from 2016 to about 1500 bicycles in 2017 and an extended network of pick-up locations. Mobile services for example transportation of people and goods are piloted for example in last-mile electric delivery pilots utilizing renewables-powered charging stations.

### 5.3.2 Frame for citizen engagement workshops implementation

The objectives and main purpose of citizen engagement activities in mySMARTLife are in line with the city strategy as described above in the participation model themes. Local impact and distinctive communities have been recognized in the core areas such as residents and neighborhood associations of Merihaka, the individual housing associations and their representatives, real estate management Helsingin Merihaka Ltd, Friends of Korkeasaari Zoo companies network, theme park visitors, active persons and stakeholders in energy efficiency themes, Kulosaari neighbourhood association and Helsinki city Climate network, Helsinki Metropolitan area and SmartClean Foundation people to name a few. Although some of the concepts in mySMARTLife can be considered as top down for business model testing, the user engagement in practice and joint development is strongly implementing bottom up approach aimed to motivate and provide useful incentives for energy renovations. Energy advising and engagement activities in local Merihaka groups and Kalasatama Living Lab are practical examples of these.

The workshops are planned to be arranged as events at demo areas and at city level. Main themes planned to be processed are:

- Interest for crowdsourcing of renewable energy production unit – practical for a public recreational park the Korkeasaari zoo
- Motivation and incentives for energy savings action. Energy renaissance. Renovations and retrofit for Merihaka and smart meters for Merihaka/Smart Kalasatama
- Back-up: the autonomous bus

Residents and interest groups of demo areas and other citizens and, in the case of Korkeasaari Zoo, visitors are informed through numerous information channels actively such as partner social media accounts, Facebook events, Climate Partners network newsletters and mailing lists, Climate Network events and its

regular workshops, press releases and partner web pages and blogs. Co-creative workshops and info evenings are also well established standard city of Helsinki practices on all participation levels.

### 5.3.3 Methodology adaptation

On the following, three different alternatives for methodology implementation in the frame of mySMARTLife are explained, but due to the timeframe for the D.1.4 (month 36), the final option to implement the methodology is not decided yet.

**Korkeasaari Zoo** will be presented in detail as a case example. One of the main tasks is to find best possible ways to co-finance renewable energy implementation through visitors' contribution. Helen has sketched various concepts which for example could introduce:

- An additional contribution in the entry ticket price – regular entry fee and the solar friendly ticket which directly contributes to expanding the current solar power plant.
- Soft or sunny toy – a small toy item which has an additional fee or one that gets its power from solar cells. The toy(s) can be purchased during the visit anytime and also given as a gift.
- Solar snack pack for the zoo visit – on sale in zoo cafeterias with contribution fee.
- Solar power for the bear house – the Korkeasaari brown bears live next to a restaurant with viewing windows and an outdoor viewing platform facing the bear lot. Contribution for expanding the solar power plant will include a complimentary season visit pass to the zoo.

Three workshops are planned fit with D.1.3 methodology. The workshop methodology and structure would be using the cascade methodology:

First workshop will introduce the theme and give time for free roam and brainstorming of ideas relative to genuine visitor interests during visits to Korkeasaari. Discussion will be aimed to proceed towards sustainability, climate targets and strategic work in it and promotion of the increase of renewable energy production to benefit the animals of the zoo as well as to show a practical example as a visible show case of Helsinki climate actions and climate roadmap measures. Ideas from the attendees will be discussed and taken to the next phase. In case there are few spontaneous ideas generated in the beginning the above mentioned concepts can be introduced to boost and engage in exchange of ideas to work with previously planned back up scenarios.

Second workshop will dive deeper into the practical work on the concepts and funding opportunities. For this phase there will be more essential already active stakeholder and supporter group perspectives included to accompany the individuals interested in the theme from the first workshop.

Third workshop will be the planned in the demo with creation of structured steps and time frame of the activity and communication. This, as well as the previous two, will have an open call to participate. Decision



makers of Korkeasaari and the utility company Helen are necessary to be informed and attend the workshop as interest groups. Workshops will take place during a course of a few weeks starting from August 2017.

**Briefly, for Merihaka** the objectives are to identify those persons in the first phase that are not yet been reached which in this case will be some of the active residents. Creating a community to work together on current everyday situation and challenges of the residents that are faced will be one of the keys to building trust between the locals and the project staff.

The workshops and info events aim to provide genuinely practical ways to motivate and give incentives for energy savings activities. Due to the strong participation and engagement work that is being done and also expected in these areas, different topics can be addressed: living conditions (smart homes), urban planning (E.g. *flexispaces* or shared use solar power plant and integrated energy storage as an example of business related to smart initiatives. Also data gathering, privacy issues and use are interesting topics to be addressed as there is not yet a public opinion about this or general approval for it. Additionally the ownership and challenges for open data are not yet fully resolved. These ideas will work as back-up incentives and ice breakers or conversation starters on particular topics similarly as with Korkeasaari. Expected participants are the residents and active individuals of Merihaka interest groups and the contacting for the workshops will begin in early autumn 2017. Events are planned to take place from September onwards over the course of a few months.

**In the case of the autonomous bus** the challenge is the social rejection of some nearby residents and additionally the poor and inconsistent decision making for the autonomous bus in the city and a new route is needed. Temporary permits for selected routes could also be granted as a promotional measure and raising awareness. Social campaigns could be appropriate integrated with general promoting of means of e-transport. The workshops can be oriented to understand the social barriers against robot bus and to think about the possible solutions to overcome them. Several actors in smart mobility and city traffic development projects as well as local residential groups will be invited to join. The autonomous bus pilot is at the moment in the stage that rerouting and new tendering process is ongoing therefore there is no specific date yet for possible workshops. The process would most likely be more straightforward as the pilot and the concept has already been introduced before. Ideas for the routes to be developed further will finally define the particular local interest groups to be invited to the discussion. Timeframe for the pilot to run will be either late autumn 2017 or summer 2018. In the latter case a series of workshops can be arranged.

For the argumentation on all themes there is a critical need to respond rapidly to the changing conditions of the climate and the whole ecosystem. The integration of people to decision making processes and creating a feeling of ownership of all the actions is also core of the city engagement strategy. Co-creation for replicable solutions to improve energy efficiency and living comfort in people's everyday life as well as testing and creating business models are some of the most essential engagement themes also highly addressed from the city administrative office.

## 6 Conclusions

mySMARTLife project aims at the development of an Urban Transformation Strategy to support cities in the definition of transition models, as a suitable path to reach high level of excellence in its development process, addressing the main city challenges and progressing to the smart people and smart economy concepts. The main instrument to achieve this very ambitious strategy will be the definition of the Advanced Urban Planning, consisting of an integrated approach of the planned city interventions on the basis of a rigorous impact assessment, an active citizen engagement in the decision-making process and a structured business approach, from the city business model perspective, to the economic framework for big companies and local SMEs and Start-Ups.

According to this frame, this deliverable contributes specifically to the involvement of the citizen engagement in the Urban Transformation Strategy development, specifically related to the set of the objectives for the city transformation strategy, the identification of barriers and also solutions for the achievement of the objectives. Citizen engagement includes not only civil society but also professionals from Energy, Mobility and ICT sectors, as well as other professionals from urban transformation, public administration and research and knowledge creation. The aim of this methodology is to take into account all the relevant stakeholders and perspectives for the design of the strategy, as well as improve the social acceptance during the strategy implementation.

Apart from the global contributions of this deliverable to mySMARTLife objectives, some interesting conclusions can be highlighted about the development of the deliverable and also about the possibilities of methodology adaptation:

- The interviews realized to the responsible of the 3 lighthouse cities participating in the project (Helsinki, Nantes & Hamburg), as well as the visits, have allowed the understanding of their context and starting point:
  - The three of them have already established their transformation strategies, where they identified their priorities, objectives and concrete initiatives for the city transformation.
  - The level of citizen participation for the contribution or generation of each strategy has been quite diverse in each case, because the approach of each city has been very different. Nantes has oriented its citizen engagement and participation through their “big debate” initiative, which has a massive scale in citizen involvement and a strong political frame. In Helsinki or Hamburg, despite the existence of some city wide initiatives, the participation around the city transformation is attached to concrete initiatives and projects, mainly linked to their geographical area of implementation.



As a consequence of both, an adaptation of the proposed methodology (conceived originally for a city who wants to start a transformation strategy reflection from the basis) is crucial to allow lighthouse cities (or others in a similar stage) the implementation of the workshops

- The adaptation of the workshops would respect in every case the methodological base designed (based on the *“Energy Master Plan Process Model”* and the *“World Cafe”* method), being modified in the contents worked, the number of attendees, the different dedications or degrees of deepness proposed for the approach of each topic, the pursued results, etc. For example, the lighthouse cities may adapt the workshops in the following ways:
  - Focusing the workshops on the sharing, reviewing or widening the initiatives that are currently being implemented in the city, instead of generating new contents (for example, Hamburg’s Digital City Strategy).
  - Putting the focus on specific topics, choosing for example 2 or 3 objectives and applying the methodology to identify more deeply the barriers or bottlenecks that they are already facing, and searching for effective solutions to overcome them (for example, Korkeassari Zoo in the city of Helsinki).
  - Analyzing the objectives to identify their interconnections and dependences, and ensuring that all the relevant domains are covered (technological, social, economic, etc.) and that all the relevant stakeholders are represented (for example, in the case of “Helsinki’s climate roadmap” or “Smart and clean” initiatives or the “Big debate” initiative in Nantes).
  - Involving experts in the areas of the projects that are facing particular difficulties in order to identify specific viable solutions (for example, the autonomous bus in Helsinki).
- To be able to achieve the maximum value from the workshops development is highly recommended to prepare previous precise documentation (for example: SWOT analysis, fact sheets of strategic lines or objectives, explanations of what can be considered objectives, barriers, etc.) in order to set a common starting point for the attendees of the workshops and build together a set of shared objectives, barriers or solutions to leverage the transformation of the city. Without a common starting point the set of coherent, feasible and realistic results would be very difficult to achieve.
- It is crucial to invest the necessary time in selecting the right participants for the workshops. As mentioned in chapter 4, the inclusion of representatives from all agents of the quadruple helix of innovation would assure that all relevant and different approaches are taken into account: economic, social, environmental, etc. The cities with less experience in citizen participation or stakeholders’ dialogue can consider these workshops as a learning process. It is not the case of the three lighthouse cities, which had a broad knowledge in this kind of processes, but may be for other cities that could replicate this approach.

- Although different people may be invited to each workshop, it is crucial that the “hosts” of the different tables or work teams have a continuous participation in the whole process to guide the attendees from the beginning without losing any relevant information. Inviting people who had no participation in previous workshops would serve to enrich the results previously achieved.



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## 8 Annexes

### 8.1 Annex 1: Questionnaires

#### 8.1.1 Questionnaire template

##### **Questionnaire 1: Understanding lighthouses starting point and expectations in the project**

The objective of this questionnaire is to have a first overview of each city's strategies in citizen engagement and communication, as well as to have a first approach to its expectations in MySmartLife project. This information will serve as a starting point for the development of different sub-activities of the task 1.1 "Smart people".

##### **How does your city conduct public participation processes?**

##### **Resources:**

1. Does your city have a public participation or a communication plan?
  - a. Which stakeholders are involved in this plan?
  - b. What mechanisms do you have in place?
2. Does your city council have a specific department of public participation? If yes....
  - a. How many people are working in this department?
  - b. What are the department objectives?
  - c. Do you have a protocol to coordinate activities with other municipal departments?
  - d. Is it connected with educational or marketing activities or departments? Please explain.

##### **Infrastructure:**

3. What are your city's communication channels?
4. Does your city have physical spaces for public participation?
  - a. What public participation techniques/dynamics does your city use to conduct physical public participation?
5. Does your city have virtual spaces for public participation? Please describe.
6. Does your city use ICT tools for public participation? Please describe which ones.

##### **Experience & Best practices:**

7. Do you have any experience in using 3D visualization systems for public participation processes?
  - a. What is your opinion about it?



8. Do you have knowledge of best practices on ICT tools for public participation?
9. Does your city use social networks (Facebook, twitter, etc.) for public participation or communication? How do you assess your experience?
10. Do you segment the participation profiles in anyway? (e.g.: citizens, professionals, social associations, etc.)
11. Do you have different paths to involve different participation profiles in your process? Do they have different involvement degree in decision making processes? Please explain.
12. Is the participation level acceptable in your city?
  - a. Are there any profiles that are more present in participation processes than others?
  - b. Do you miss any participation profiles in your participation processes?
13. How is the level of participation in your city? (Successful, enough...)
  - a. Which kind of participation is more successful: virtual or present one? Why?

**What are your expectances in MySmartlife project?**

14. Which key stakeholders should be involved in the communication strategy of the project? Why?
15. In which of the proposed mySMARTLife pilot interventions in your city will you focus your participation efforts at the beginning of the project?
  - a. In which ones you think that participation will be more necessary? Why? Please describe.
  - b. What kind of target groups do you have?
16. Please see the IAP2 diagram<sup>9</sup> below. If you would have to explain your Citizen Engagement Strategy for the project during the 2017 in 3 steps, which would these be?

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9


[http://c.ymcdn.com/sites/www.iap2.org/resource/resmgr/Foundations\\_Course/IAP2\\_P2\\_Spectrum.pdf?hhSearchTerms=%22spectrum%22](http://c.ymcdn.com/sites/www.iap2.org/resource/resmgr/Foundations_Course/IAP2_P2_Spectrum.pdf?hhSearchTerms=%22spectrum%22)



## IAP2'S PUBLIC PARTICIPATION SPECTRUM



The IAP2 Federation has developed the Spectrum to help groups define the public's role in any public participation process. The IAP2 Spectrum is quickly becoming an international standard.

INCREASING IMPACT ON THE DECISION 					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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17. What materials (leaflet, content) will you develop to communicate the project?

18. What team (internal or external) is working on these tasks?



**Campaign for raising social awareness and acceptance:**

- a. What is the strategy for raising social awareness and acceptance regarding the mySMARTLife activities in your city? Please summarize its main points in 2-3 paragraphs, answering e.g. the following questions:
  - a. **How** do you mainly want to achieve social awareness and acceptance of the project in your city? By which instruments?
  - b. **Who** are the key actors carrying out these activities?
  - c. **Whom** do you want to reach (which groups)? (E.g. citizens of demo area / of city in general, housing associations, property owners...). By which instruments/channels (per group)? What is your value proposition for these target groups?
  - d. **What** are the main activities foreseen (information campaign) (e.g. specific events, exhibitions, leaflets, online tools...)? Timeline for the next years?
- b. **What** do you want to achieve by these activities? What are your goals? How do you plan to measure the success of the campaign?



### 8.1.2 Questionnaire answered from Nantes

#### Questionnaire 1: Understanding lighthouses starting point and expectations in the project

The objective of this questionnaire is to have a first overview of each city's strategies in citizen engagement and communication, as well as to have a first approach to its expectations in mySMARTLife. This information will serve as a starting point for the development of different sub-activities of the task 1.1 "Smart people".

**PLEASE NOTE THAT THE INFORMATION PROVIDED IS PROVISIONAL**

Document sent by we transfer

- Rapport dialogue citoyen
- Dialogue\_citoyen\_Rapport\_Etape\_2016-1.pdf
- 7\_nantes\_co\_seminaire\_numerique\_diag\_pratiques\_AB\_12012016.pdf
- Carte\_visite\_Pole\_2016\_vf.pdf
- Annexes\_prog\_coconstruction\_rapport\_etape\_mars2016.pdf

**How does your city conduct public participation processes?**

**Resources:**

1. Does your city have a public participation or a communication plan?

Yes. See document attached (rapport dialogue citoyen)

See also <http://www.nantes.fr/nantesco>

Please note that public participation is usually called citizen dialogue in Nantes Metropole

1. Which stakeholders are involved in this plan?

- Unit "public policies, evaluation and citizen participation"
- General department "information and relation to citizens"
- Department "Citizens, social life and territories"; City of Nantes level
- District team, City of Nantes level

2. What mechanisms do you have in place?

**Big debates:** After the successful experimentation of the debate on the future of Nantes and its "Tomorrow's City" in 2012 and 2013 with close to 20 000 citizen contributions, the format "great debate" was settled in the local landscape as a new offer of participation. The important strategic decisions will now be based on the organization of a citizen consultation and thus feed the decision of elected officials. What is expected of this large-scale democratic system is a shift

from the technical and political point of view: A re-reading of the terms of the debate based on concerns and experiences citizens.

By organizing major debates, the political decision intends to be more relevant and more robust, because it takes into account the diversity of sensitivities, arguments, points of convergence and points of dissensus debated publicly and from a general interest perspective. The "big debate" format responds to strong political will to create the conditions for accession necessary to meet the challenges. Lucidly sharing the issues with as many people as possible and based on the collective capacity of citizens, actors and associations to integrate the new constraints and to produce the best Solutions.

#### Last debates

- 2015 - "Nantes, the Loire and us"
- 2016-2017 "Energy Transition"

#### **Citizen workshops**

Initiated at the request of citizens and / or city services, an offer of citizen workshops and various participatory approaches are proposed. This citizen offer is known to all via the digital neighborhood platform. The recommendations made by the participating citizens as well as the commitments are made public.

#### Ongoing citizen workshops

<http://www.nantes.fr/ateliers-citoyens>

#### **Nantes councils**

To build fairer and more innovative public policies, the city of Nantes animates 9 thematic councils. Widely open, these councils are places of continuous dialogue, evaluation and innovation between the City, the citizens, the associations and economic society on the following themes:

- Universal accessibility
- Citizenship of foreigners
- Equality between men and women
- Biodiversity and nature in the city
- Night life
- Youth
- Heritage
- Green Civil Society



**Neighborhood meetings:** Since spring 2015, they are organized twice a year in each of the neighborhoods. They are addressed to all: actors, inhabitants, users ... without commitment in the long term. These meetings provide an opportunity to discuss local issues, to launch collective initiatives, to learn about the projects of Neighborhoods and ways to contribute.

**Project offices:** Since March 2016, project offices have been in place in each of the 11 districts. Animated by a collective of voluntary inhabitants and elected representatives, their objectives are to provide support for citizens' initiatives projects on the living environment and sustainable development and fostering social ties and solidarity between inhabitants. Each year, around ten projects per neighborhood will benefit from financial or technical assistance. Each project office benefits from a page on NantesCo.fr that reports on the initiatives supported and where the promoters are invited to make a return on their action.

**Citizen bus:** Since the end of 2015, this vector of information, mediation and dialogue on projects, travels the districts of Nantes.

**A monthly agenda** of participation in the neighborhoods is made available to all

2. Does your city council have a specific department of public participation? If yes....
  1. How many people are working in this department?
    - Unit "public policies, evaluation and citizen participation" - around 10 people
    - Department "Citizens, social life and territories "City of Nantes level – around 5 people
    - District team (11 districts, around 3 to 6 people per district team)
  2. What are the department objectives?

## 5 Objectives

1. Making public policies fairer, more appropriate, more effective, better understood and innovative, to the benefit of all
2. Fostering the social and collective link
3. Sharing a common vision and fostering debate between citizens and elected officials
4. Supporting social innovation and the power of action of Nantes
5. Develop a culture of sobriety and shared responsibility

## 14 rules of the game

For who?

1. For all Nantes unconditionally

#### What?

2. From daily to strategic
3. The general interest
4. The sobriety

#### How?

5. Clarity of the rules of the game
6. Transparency, pedagogy and traceability of public decision-making
7. Active listening
8. Reporting, droit de suite
9. Experimentation, evaluation
10. Autonomy and role of associations and collectives

#### The method

11. Debate and Deliberative Democracy
  12. Knowledge, expertise and sensible vision of Nantes and Nantes
  13. Innovation, creativity and experimentation
  14. Collective intelligence and construction with the inhabitants
3. Do you have a protocol to coordinate activities with other municipal departments?

The Unit “public policies, evaluation and citizen participation” works with all departments. It provides technical support and expertise on participation but each project manager in departments is fully involved in participatory processes with citizens

Several coordination bodies have been set up (see table below)

**CODIAL** (operational committee on citizen dialogue) is a technical body that is organized around three functions: coordination and synthesis of the participation activity, engineering of qualification of the procedures, watch and valorisation.



Instances	Membres	Missions	Calendrier
<b>Codial</b>	40 référents à la Ville de Nantes et Nantes Métropole	<ul style="list-style-type: none"> <li>Coordination et rendre compte.</li> <li>Ingénierie qualification des démarches et pratiques participatives.</li> <li>Veille et valorisation.</li> </ul>	3 séances plénières 1 séminaire 3 à 4 rendez-vous en format co-développement
<b>Réseau de la démocratie locale</b>	Les référents de la démocratie locale dans les communes de l'agglomération	<ul style="list-style-type: none"> <li>Revue de projet.</li> <li>Interconnaissance et culture partagée.</li> <li>Articulation des offres participatives métropolitaines (PLUM, Grands débats).</li> <li>Articulation Pôles de proximité.</li> </ul>	3 fois par an
<b>GTS dialogue citoyen et co-construction</b>	DGS, DGA concerné ; chef de projet ; directeurs de projets ; les directeurs de département en fonction de l'ordre du jour	<ul style="list-style-type: none"> <li>Assurer la mise en cohérence de la déclinaison des priorités du projet métropolitain et municipal dans ces différentes thématiques.</li> <li>Assurer la mise en cohérence des différents projets structurants.</li> <li>Préparer le processus de validation politique.</li> </ul>	2 à 3 fois par an
<b>CODIG</b>	DGS, DGA, directeur de la communication externe et la chargée de mission du DGA	<ul style="list-style-type: none"> <li>Préparer les instances, politiques et délibératives avec l'ensemble de la direction générale et la direction du cabinet.</li> <li>Travailler et valider collectivement les dossiers transversaux et managériaux.</li> <li>Traiter les sujets d'actualité.</li> <li>Aborder régulièrement des dossiers de fond sur le pilotage des ressources, la prospective et les transitions.</li> </ul>	Tous les mercredis de 9h à 12h30
<b>GAP ville démocratique et citoyenne :</b> présidé par Bassem ASSEH, Adjoint au maire, co-construction et dialogue citoyen	Élus de la majorité	<ul style="list-style-type: none"> <li>Les groupes d'animation politiques sont des lieux de débat collectif et d'appropriation des politiques publiques.</li> </ul>	5 à 6 par an
<b>GAP proximité espaces publics et territoire :</b> présidé par Fabrice ROUSSEL, Vice-président, Proximité, Dialogue citoyen, Coopérations métropolitaines, Tourisme, Équipements culturels d'intérêt métropolitain, Relations internationales	Élus de la majorité		5 à 6 par an

### Functioning

- Three annual plenaries gathering the 40 Contact point people (referents) to share the activity, the annual report...
- A prospective seminar open to all members scheduled once a year, the last one will take place in November and was focus on service design.
- Breakfast - with operational objectives proposed to encourage exchanges of practices. Practitioners of citizen dialogue will be able to put on the agenda questions related to their professional practices of citizen dialogue such as "how to animate a participatory plenary", how to widen recruitment?

Two to four sessions are scheduled per year.

### Contact point people in the Department

It brings together 40 people from different Departments, made up of:

- All the project managers of the thematic bodies (boards and networks)
- A referent of the general management

- Referents for the territorial component, neighbourhood teams and poles of proximity
- Referrals from the resource directorates.

The members of the Codial are responsible for the dissemination of the citizen dialogue culture; they ensure the interface for their leadership within their teams. They are practitioners of citizen dialogue and referrers in the directions. In particular, Codial will be responsible for producing an annual balance sheet of the co-construction activity.

### **Citizen dialogue teams**

The citizen dialogue pole animates a network composed of the citizen dialogue teams of the 23 municipalities of the agglomeration in which the poles of proximity participate. This network works around metropolitan projects such as the Local Urban Planning Plan (PLUm), the Loire debate and meets 3 times a year.

4. Is it connected with educational or marketing activities or departments? Please explain.

This is not very clear for us. Could you precise what you mean by educational activities (= school ?), marketing activities....?

### **Infrastructure:**

3. What are your city's communication channels?

### **General channels**

- City of Nantes newspaper Nantes Passion (Monthly, 190 000 ex)
- Nantes Métropole newspaper (bi-monthly – 340 000 ex)
- Web sites of Nantes Métropole and city of Nantes
- City of Nantes: Social networks Facebook, Twitter, Instagram
- Nantes Métropole: Twitter
- Information letters of city of Nantes

**Nantes in my pocket** "was launched in May 2015. It is a mobile application dedicated to everyday life in a situation of mobility and which makes life easier for citizens and users of Nantes Métropole. Co-built with locals, the application is downloadable for free on the App Store or Google Play.

Unique in France, it has about fifteen customizable services including the "public road" service, which offers the possibility of signaling a pothole in the pavement, a problem with a bicycle path or a street lamp inoperative. More than a thousand reports have already been made to the services of the city and the 24 municipalities of the agglomeration. It is also possible to consult

*the menu of the canteen of his child, the waiting time before the next tram or bus, the events to come, or to have access to good commercial offers in the shops of the metropolis.*

### **E administration**

*It was created in 2011. About forty procedures are available online. It is possible, for example, to pay the bills for nurseries, extracurricular, water, or to register their children for school buses. New Nantes residents have the opportunity to ask their questions online. Associations may ask to be included in the City's directory. The site will be accessible on smartphones and tablets, with a redesigned ergonomics, in 2017. New simplifications are planned, as well as gateways to other administrations to avoid having to provide several times the same documents.*

### **Nantes & Co.fr,**

*See above*

### **Specific channels for projects, big debates...**

There are specific communication channels and communication plans linked to the specificities ...for example

- Local metropolitan urban plan : <https://plum.nantesmetropole.fr/home.html>
- Big debate on Loire: <http://www.nanteslaloireetnous.fr/>
- Big debate on energy transition: <https://www.nantestransitionenergetique.fr/>

#### **4. Does your city have physical spaces for public participation?**

- Citizen bus : see above
- Nantes district houses
- Meetings rooms of city of Nantes and Nantes Metropole
- All kind of other facilities (universities, Congress, local associations...)
- a. What public participation techniques/dynamics does your city use to conduct physical public participation?

All kind of participatory and creative techniques adapted to the public and needs of the public participation.

#### **5. Does your city have virtual spaces for public participation? Please describe.**

### **The NantesCo.fr**

<https://www.nantesco.fr/home.html>

Open since December 2015, the site NantesCo.fr is a tool of continuous dialogue, aiming to develop the dynamics of the citizens. Its objective is to speed up the dialogue and encourage citizen initiatives. Designed by the community and a group of about forty people, it allows discovering the projects and the news, quarter by district. A "Participate" tab offers the opportunity to contribute to debates and ideas. Everyone can also exchange freely with other inhabitants of his neighborhood within the forum space. Accessible from all Nantes, Nantes & Co is an additional means for those who cannot make themselves available during the neighborhood meetings to make their voices heard.

6. Does your city use ICT tools for public participation? Please describe which ones.

See [point 3 above](#) and [document 7\\_nantes\\_co\\_seminaire\\_numerique\\_diag\\_pratiques\\_AB\\_12012016.pdf](#) -

#### Experience & Best practices:

7. Do you have any experience in using 3D visualization systems for public participation processes?

No experience

a. What is your opinion about it?

[Interested to know more about it](#)

8. Do you have knowledge of best practices on ICT tools for public participation?

The staff of Unit "public policies, evaluation and citizen participation" is an experienced staff on public participation and always willing to learn more on best practices

#### ***Digital tools used by Nantes Métropole and the City of Nantes***

##### ***Loomio***

*And new digital tools were tested to prolong the debate outside the workshop times and even to organize votes on the proposals resulting from the workshop work. This is the case of Loomio (collaborative decision-making tool, online) which has been tested in the development of the "nantesco.fr" platform.*

***See also some of tools used by NM staff in document attached 7\_nantes\_co\_seminaire\_numerique\_diag\_pratiques\_AB\_12012016.pdf***

9. Does your city use social networks (Facebook, twitter, etc.) for public participation or communication? How do you assess your experience?

Yes

10. Do you segment the participation profiles in anyway? (e.g.: citizens, professionals, social associations, etc.)

We have communities of people involved in big debates, for example.

11. Do you have different paths to involve different participation profiles in your process? Do they have different involvement degree in decision making processes? Please explain.

12. Is the participation level acceptable in your city?

- a. Are there any profiles that are more present in participation processes than others?

People already involved in other citizen engagement (in associations...)

- b. Do you miss any participation profiles in your participation processes?

People with economic or social difficulties, for example

13. How is the level of participation in your city? (Successful, enough...)

- a. Which kind of participation is more successful: virtual or present one? Why?

Usually, we use a mix of the two. Not easy to assess

#### What are your expectances in MySMARTLife project?

14. Which key stakeholders should be involved in the communication strategy of the project? Why?

#### At Nantes demo level

- Nantes Metropole communication staff
- Nantes Metropole project manager and experts involved in the project
- Local project partners: as there are involved in the implementation and have their own communication departments, strategies...

15. In which of the proposed MySMARTLife pilot interventions in your city will you focus your participation efforts at the beginning of the project?

This will require additional time for further thoughts

- a. In which ones you think that participation will be more necessary? Why? Please describe.
- b. What kind of target groups do you have?




16. Please see the IAP2 diagram<sup>10</sup> below. If you would have to explain your Citizen Engagement Strategy for the project during the 2017 in 3 steps, which would it be?

## IAP2'S PUBLIC PARTICIPATION SPECTRUM



The IAP2 Federation has developed the Spectrum to help groups define the public's role in any public participation process. The IAP2 Spectrum is quickly becoming an international standard.

INCREASING IMPACT ON THE DECISION 					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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17. What materials (leaflet, content) will you develop to communicate the project?

Not decided yet

18. What team (internal or external) is working on these tasks?

Video will be externalized; for other aspects, it will be internalized as there is no budget on the project for communication (except videos).

Mainly Nantes project manager + other staff resources depending on needs and availability

**Campaign for raising social awareness and acceptance:**

**This will require additional time for further thoughts.**

<sup>10</sup>[http://c.ymcdn.com/sites/www.iap2.org/resource/resmgr/Foundations\\_Course/IAP2\\_P2\\_Spectrum.pdf?hhSearchTerms=%22spectrum%22](http://c.ymcdn.com/sites/www.iap2.org/resource/resmgr/Foundations_Course/IAP2_P2_Spectrum.pdf?hhSearchTerms=%22spectrum%22)



a) What is the strategy for raising social awareness and acceptance regarding the mySMARTLife activities in your city? Please summarise its main points in 2-3 paragraphs, answering e.g. the following questions:

- a) **How** do you mainly want to achieve social awareness and acceptance of the project in your city?  
By which instruments?

What Tecnalía/Cartif/SEZ or whoever... was thinking about when proposing in the project this campaign for raising social awareness and acceptance? Could you give us some examples?

What do you mean by social acceptance?

What do you mean by campaign?

- b) **Who** are the key actors carrying out these activities?

- c) **Whom** do you want to reach (which groups)? (E.g. citizens of demo area / of city in general, housing associations, property owners...). By which instruments/channels (per group)? What is your value proposition for these target groups?

- d) **What** are the main activities foreseen (information campaign) (e.g. specific events, exhibitions, leaflets, online tools...)? Timeline for the next years?

We have to better identify what could have value (what action, what topics...) in this project for citizen participation.

We aim to mobilize internal staff and tools (website, newspaper....) and also to build on existing events (ex: Nantes digital week, <http://www.nantesdigitalweek.com/>; the big debate on energy transition...)

- b) What do you want to achieve by these activities? What are your goals? How do you plan to measure the success of the campaign?



### 8.1.3 Questionnaire answered from Hamburg

#### Questionnaire 1: Understanding lighthouses starting point and expectations in the project

The objective of this questionnaire is to have a first overview of each city's strategies in citizen engagement and communication, as well as to have a first approach to its expectations in MySMARTLife project. This information will serve as a starting point for the development of different sub-activities of the task 1.1 "Smart people".

#### How does your city conduct public participation processes?

##### Resources:

1. Does your city have a public participation or a communication plan?

There is no official participation or communication plan.

- a. Which stakeholders are involved in this plan?
- b. What mechanisms do you have in place?

2. Does your city council have a specific department of public participation? If yes...

Hamburg has a specific department for public participation that is focused on consulting and methods of participation (Stadtwerkstatt).

The responsibility for planning and implementing public participation lies with the respective agency in charge of the planning project (Districts or Senate authority).

➔ <http://www.hamburg.de/aufgabe/3364678/was-ist-stadtwerkstatt/>

- a. How many people are working in this department?

In Stadtwerkstatt: 3.5

- b. What are the department objectives?

Implementing a new way of planning that incorporates public participation in every possible step. Develop methods and tools that enable the respective agencies to successfully engage with the public and produce better results by including as many people/perspectives as possible in the process.

- c. Do you have a protocol to coordinate activities with other municipal departments?

Information, news and experiences are exchanged regularly in various capacities (on-topic jour fixe, standard meetings etc.)

- d. Is it connected with educational or marketing activities or departments? Please explain.

Not specifically





**Infrastructure:**

3. What are your city's communication channels?

- Official Website: [www.hamburg.de](http://www.hamburg.de)
- Press office of the Senate
- Press office of the technical agencies and of the districts
- Official Hamburg newspapers, such as the Hamburger Abendblatt
- several Twitter Accounts
  - Senate: [https://twitter.com/Senat\\_Hamburg](https://twitter.com/Senat_Hamburg)
  - First Mayor, Olaf Scholz: <https://twitter.com/OlafScholz>
- Hamburg Gateway: e-Government Services

4. Does your city have physical spaces for public participation?

Yes

a. What public participation techniques/dynamics does your city use to conduct physical public participation?

- Gymnasiums
- Community Centers
- Schools
- City halls of the districts

Other examples:

- Stadtwerkstatt
  - Public institution for improving information and participation in urban development projects
- IBA Hamburg GmbH
  - Public company carrying out participation and information processes within urban development projects

5. Does your city have virtual spaces for public participation? Please describe.

Yes: Stadtwerkstatt has an ICT-Online Tool for public participation. Objective: Platform for a new culture of planning and discussion; discourse about the future of the city:

<http://www.google.de/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=0ahUKEwjhrviCqNPSAhVLrRQKHSO4AjEQFggcMAA&url=http%3A%2F%2Fwww.hamburg.de%2Fstadtwerkstatt%2F&usq=AFQjCNGYXabKTEExEIY0PF6lfnIOWPuQnEQ&sig2=oz-hx5B9zdY4K4XpPgkvxg>

6. Does your city use ICT tools for public participation? Please describe which ones.

- The LGV (State Department for Geoinformation and Surveying) developed an open source online participation tool for the Stadtwerkstatt using spatial data over standardized web service interfaces and an underlying content management system (drupal)
- e.g. [http://87.106.67.159/beteiligung\\_master/mapview-beitraege](http://87.106.67.159/beteiligung_master/mapview-beitraege)

#### Experience & Best practices:

7. Do you have any experience in using 3D visualization systems for public participation processes?

a. What is your opinion about it?

- CityScienceLab (HCU): living laboratory for digital visualization
  - Project “finding places”: 3D Urban modeling to identify areas for refugee accommodation in Hamburg
- The participation tool from LGV will integrate a 3D city model in the future.

8. Do you have knowledge of best practices on ICT tools for public participation?

- The private company “Urbanista” carries out successful approaches in participation , information and communication within urban development concepts
  - <http://www.nexthamburg.de/>

9. Does your city use social networks (Facebook, twitter, etc.) for public participation or communication?

Yes

How do you assess your experience?

The Free and Hanseatic City of Hamburg has a Facebook account and a Twitter account followed by 181.000 users, thus it is a very successful communication channel for the city.

10. Do you segment the participation profiles in anyway? (e.g.: citizens, professionals, social associations, etc.)

Conceptual decisions such as these are made for every project individually. Breaking down “the public” into various target groups with different interests, goals and an individual approach is often the case.

11. Do you have different paths to involve different participation profiles in your process? Do they have different involvement degree in decision making processes? Please explain.

The formal participation that is legally obligatory within planning processes distinguishes the participation of bodies responsible for public affairs from citizens

12. Is the participation level acceptable in your city?

The Free and Hanseatic City of Hamburg is always working on increasing the participation level within the city.

- a. Are there any profiles that are more present in participation processes than others?
    - There are different levels of participation:
      - A formal participation of bodies responsible for public affairs as well as the participation of citizens is legally obligatory (question 11), results from these participation processes must be taken into account in the planning process
    - Further participation that is not required by the law could be processes for information and communication
  - b. Do you miss any participation profiles in your participation processes?
    - Not necessarily
13. How is the level of participation in your city? (Successful, enough...)
- There is always room for growth
- a. Which kind of participation is more successful: virtual or present one? Why?
    - Both have their merits. Hamburg's goal in developing its own online-participation tool was to offer citizens a way to participate in planning processes that does not require them to be present in person at a specific place and time. We aspire to implement projects that always incorporate more than one way of partaking so all needs, means and expectations are met.

#### What are your expectances in MySMARTLife project?

14. Which key stakeholders should be involved in the communication strategy of the project? Why?

Key stakeholders (beyond project partners):

- Local politicians
- Municipal administration of the Borough of Hamburg Bergedorf (mainly urban and landscape planning, management of public space)

- Federal administration of the City of Hamburg (mainly Ministry of Environment and Energy, Ministry of Economic and Labour Affairs)
- Citizens (property/house owners, associations, private people)
- Energy supplier
- Local press
- Local economy

Why: their acceptance and support is needed for implementing planned actions

15. In which of the proposed MySMARTLife pilot interventions in your city will you focus your participation efforts at the beginning of the project?

- In the beginning there won't be a focus. Participation efforts will start on a broad range to catch all key stakeholders for the project in general. The first phase of the participation process will serve to sharpen our understanding of the stakeholder landscape and to focus later efforts.
- a. In which ones you think that participation will be more necessary? Why? Please describe.

See above

- b. What kind of target groups do you have?

See above

16. Please see the IAP2 diagram<sup>11</sup> below. If you would have to explain your Citizen Engagement Strategy for the project during the 2017 in 3 steps, which would it be?

- The first step is to inform the citizens in the project area about the main content of the project. There has to be a (main) contact for the period of the project that the citizens can get in touch with.
- Second step is to involve the citizens in events with a concrete topic (for example: searching for energy grids or spaces for e-bikes)
- Third step is to collaborate with citizens/stakeholders to generate new projects or to develop the existing projects inside of the project mySMARTLife

<sup>11</sup>

[http://c.ymcdn.com/sites/www.iap2.org/resource/resmgr/Foundations\\_Course/IAP2\\_P2\\_Spectrum.pdf?hhSearchTerms=%22spectrum%22](http://c.ymcdn.com/sites/www.iap2.org/resource/resmgr/Foundations_Course/IAP2_P2_Spectrum.pdf?hhSearchTerms=%22spectrum%22)



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17. What materials (leaflet, content) will you develop to communicate the project?

- 3-4 flyers
- press kit
- several press releases
- leaflet at the end of project mySMARTLife
- website (<http://www.hamburg.de/bsw/mysmartlife>) with tool for citizen participation
- a tour across building yard
- a public-oriented exhibition representing the project and its goals

18. What team (internal or external) is working on these tasks?

- HAM (Senatskanzlei, borough of Bergedorf, LGV departments)
- Konsalt GmbH
- some actions with VWG and HCU



### Campaign for raising social awareness and acceptance:

1. What is the strategy for raising social awareness and acceptance regarding the mySMARTLife activities in your city? Please summarise its main points in 2-3 paragraphs, answering e.g. the following questions:

We will install four different tools for raising the social awareness and acceptance regarding the mySMARTLife activities in the city of Hamburg. The different formats are going to reach different key actors/target group:

1. Events in general to increase the knowledge about the project (citizens of the project area/of the city in general, housing associations, property owners, Germany):
  - a. Cebit, Hannover (20.-23.3.2017)
  - b. Bergedorfer Bautage (25/26.3.2017)
  - c. European Week in Hamburg (30.4.-9.5.2017)
  - d. Harbour birthday Hamburg (5.5-7.5.2017)

Aim: knowledge in Hamburg

2. Event for citizens in the project area (participations events, citizens of project area)
  - a. concrete topic (locations of energy grids and e-bikes)
  - b. the citizen could be an active part in the project
  - c. a tour across the construction sites
  - d. Online-Participation-Website (in progress)

Aim: public participation

3. Tool "Round tables" (housing associations, property owners, specialist for Smart City/refurbishment/energy concepts, civil planning officials)
  - a. events with topics about refurbishment, new heating systems or sustainability
  - b. 15-20 persons
  - c. location in the project area
  - d. targeted invitation (housing associations, property owners)

Aim: activation

4. Cooperation (housing associations, property owners)

- a. create a letter of intent (LOI)
- b. LOI signing with housing associations, property owners
- c. LOI signing with "Verbraucherzentrale Hamburg e.V." (consulting private property owners)

Aim: activation and development of existing projects

- 5. Website, flyers and press releases (public relation, (citizens of project area/of city in general, housing associations, property owners, Germany)
  - a. Website in general (<http://www.hamburg.de/bsw/mysmartlife>)
  - b. Online-Participation-Website (in progress)
  - c. 3 flyers
  - d. several press releases
  - e. a tour across building yard
  - f. one public-oriented exhibition

aim: information



#### 8.1.4 Questionnaire answered from Helsinki

##### **Citizen engagement in Helsinki - Working document mySMARTLife 14.03.2017**

Helsinki makes persistent efforts to strengthen citizen engagement in shared services as well as horizontal service activity in municipality departments. Sharing city strategy and new citizen engagement strategy is being renewed for the new governance system in 2017. The new municipal elections are arranged on the 9th of April.

The model for participation and interaction is connected to the new governance system. The policies for citizen participation are established for how pilot projects of participation and hearings are taken into use: For example, participatory budgeting, resident and user councils, and web participation

The goal is to increase the participation of residents and service users in the development of services. **The new governance system will be active from 1st June 2017.**

The new participation and interaction model is divided into six main sections:

1. User information and expertise
2. Involvement of users
3. Regional influence
4. Activism and forms of self-reliance
5. E-services and customer experience of participation and interaction
6. City operations and decision-making

The current system includes the following categories and items to name a few

Electronic services e.g.:

- Decisions: city administration issues and the processes
- Helsinki-channel: webcasts include e.g. city council meetings, Mayor Resident of the evening and the Young Voices meetings. Sessions are streamed both as live broadcasts and recordings
- A general map with geo-service publishing, as well as various linked administrative topics and visual data - elements of this are integrated into the new 3D-model <http://3d.hel.ninja/mesh/> , <http://kartta.hel.fi/3d/>
- Helsinki residents can make initiatives concerning City issues. Initiatives are submitted either through the Kuntalaisaloite.fi (citizen initiative) service or delivered to the City Register Office in person, by mail or by e-mail



- The Kerro Kartalla (tell it to us on the map) interactive pages gather citizen opinions and observations on the map. Surveys are organized about current topics and plans. The ideas and observations are utilized in further planning
- The Service Map can be used to provide feedback to various authorities such as those responsible for school children's afternoon activities
- The pages of the Ruuti participation system allow 13- to 20-year-old Helsinki residents to submit their ideas, participate in discussions, comment and support the ideas of others, get help for their own activities and join new groups
- Social media feedback and discussion. E.g.: Public Department Works, Education Department and Environment Centre all have social media feedback options which are frequently reviewed, questions are answered to and action is taken to fix the addressed items.
- General feedback to the City can be submitted using the feedback form

#### Participation in resident meetings and events:

- The Mayor's resident evenings are organized in different parts of the city four times a year. The evenings are hosted by the mayor, and they are joined by City experts representing diverse fields
- City planning resident events are used to present and discuss current plans. The discussion continues on the KSV Forum on the web. The events are also announced in the news section of this page

#### Learning about City decision making and voting:

- The City decision making can be influenced by voting in local elections, which are used to elect 85 councilors to the Helsinki City Council every four years. The City Council decides on the main questions of the City and the organization of the City administration. Detailed information about voting is posted on the election pages during election periods
- The operations of the City Council, the City Board, committees and boards are explained on the decision making pages. These pages contain the names of the decision makers and parties represented on the City Council as well as contact information
- The committees and advisory boards appointed by the City Council, including the disabled council, the elderly council and the volunteering advisory board, make recommendations and decisions on their fields of specialty
- The decisions of the City Board, committees and boards, the decisions of their subordinate bodies and the decisions of authorities can be appealed.

#### Further info:



<http://www.hel.fi/www/uutiset/en/kaupunginkanslia/participation-model>

<http://www.hel.fi/www/Helsinki/en/administration/participate/channels/>

<http://3d.hel.ninja/mesh/>

<http://kartta.hel.fi/3d/>



## 8.2 Annex 2: Visits to the cities

### 8.2.1 Nantes visit agenda (4th of May 2017)

Nantes | Hamburg | Helsinki



#### Visit of Igone Revilla Uzquiza from Tecnalia

##### Nantes, 4 May 2017

##### Programme

- 9h00 - 9h30: Introduction - Benoit Cuvelier
- 9h30 - 11h30: Participatory processes Department - Catherine Veyrat-Durebex
- 11h30 - 12h30: NM communication Department / smart city : Sylvia Gillion
- 12h30 - 14h00: Lunch
- 14h00- 15h00: Samoa / creative communities – Fabrice Berthereaux, Marieke Zeegers
- 15h00 - 16h30: Energy transition debate - Laurent Comeliau
- 16h30- 18h00: Territorial coordination and animation - Claire Parda
- Digital territorial dialogue - Louise Rigollier

## 8.2.2 Hamburg visit agenda (10-11th of April 2017)

## Agenda

Time	Topic	Speaker
<b>Day 1: Monday 10.04.2017</b>		
<b>13:00</b> Meeting at the Hotel	Meeting in the Hotel lobby of the Ramada Hotel in Bergedorf	
<b>13:30 - 14:15</b>  Project Office mySMARTLife Stuhlrührstraße 10 21029 Hamburg	Short introduction of the actions from mySMARTLife in Hamburg-Bergedorf.	Christoph Lindemann, HAM
<b>14:15 – 15:00</b>	Introduction: Citizen engagement in Hamburg?	Margit Bonacker, KON
<b>15:00 – 16:00</b>	A walk through the Hamburg project area.	
<b>17:30 – 19:00</b>	Dinner in Hamburg	

Time	Topic	Speaker
<b>Day 02: Tuesday 11.04.2017</b>		
<b>9:00 – 11:00</b> Landesbetrieb für Geoinformation und Vermessung Neuenfelder Straße 19 21109 Hamburg  Office Tegtmeier Room C.03.249	Citizen engagement in mySMARTLife, TECNALIA	Dra. Elena Usobiaga Ferrer, Tecnalia
<b>11:00 – 13:00</b>	New ideas for citizen engagement: "Smarticipate", "Finding Places"  Presentation of a touchtable as a participation tool	Astrid Köhler (Stadtwerkstatt)
	Lunch at the cafeteria, LGV	
<b>14:00 – 14:30</b> Landesbetrieb für Geoinformation und Vermessung Neuenfelder Straße 19 21109 Hamburg  Conference Room Room A.04.220	Plans for the citizen engagement in mySMARTLife	Klaas Wulff, Lucas Grellman or Margit Bonacker, KON
<b>14:30 – 15:30</b>	Discussion and open questions	

### 8.2.3 Helsinki visit agenda (16-17th of May 2017)

Nantes | Hamburg | Helsinki



#### Visit of Elena Usobiaga & Igone Revilla Uzquiza from Tecalia

**Helsinki, 16-17<sup>th</sup> of May 2017**

#### **Programme**

##### **16th May**

##### **8:30-11:00 Viikki Environment Centre**

- Overview of mySMARTLife Helsinki, participation and communication actions, Mira Jarkko, Mikko Martikka, Marja Vuorinen
- Viikki Environment House tour, Petteri Huuska
- LUNCH - Viikki Kartano

##### **13:00-16:00 Helsinki City participation strategic work and examples**

- City of Helsinki representatives
- 13:30 Titta Reunanen, Participation unit, City Administrative Office
- 14:00 Perttu Pulkka, City Planning Department
- 14:30 Inari Penttilä, Participation Coordinator, Youth Engagement Centre
- 15:00 Kirsi Verkka, Education Consultant, Education Department

**17th May****8:30-13 Kalasatama, mySMARTLife collaborative examples, Suvilahti Living Lab**

- 9:00 Smart Kalasatama collaboration, Maija Bergström. Introduction to Kalasatama area. Citizen engagement activities in residential and business district
- 9:30 Kristiina Siilin, Helen, and Marja Vuorinen: Citizen and resident engagement regarding Zone 1 activities Merihaka
- 10:00 Kristiina Siilin, Helen, Korkeasaari Zoo citizen and visitor engagement for participatory development
- 10:30 Hanna Niemi-Hugaerts, Timo Ruohomäki, Forum Virium Helsinki
- 20min each + discussions
- Lunch in the city centre