FOREIGN & COMMONWEALTH OFFICE

Global Future Cities Prosperity Fund Programme Turkey

Participatory Urban Planning Implementation Model, Training and Capacity Development Programme for Istanbul

M2 Proposal for a Participatory Planning Framework and Methods for Open Government İstanbul

Annex B: Cities Deep Dive

271487-80-INC-M2REP-001-ANN B

Final | 15 May 2020

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Cities Deep Dive
Best Practices in Participatory Planning
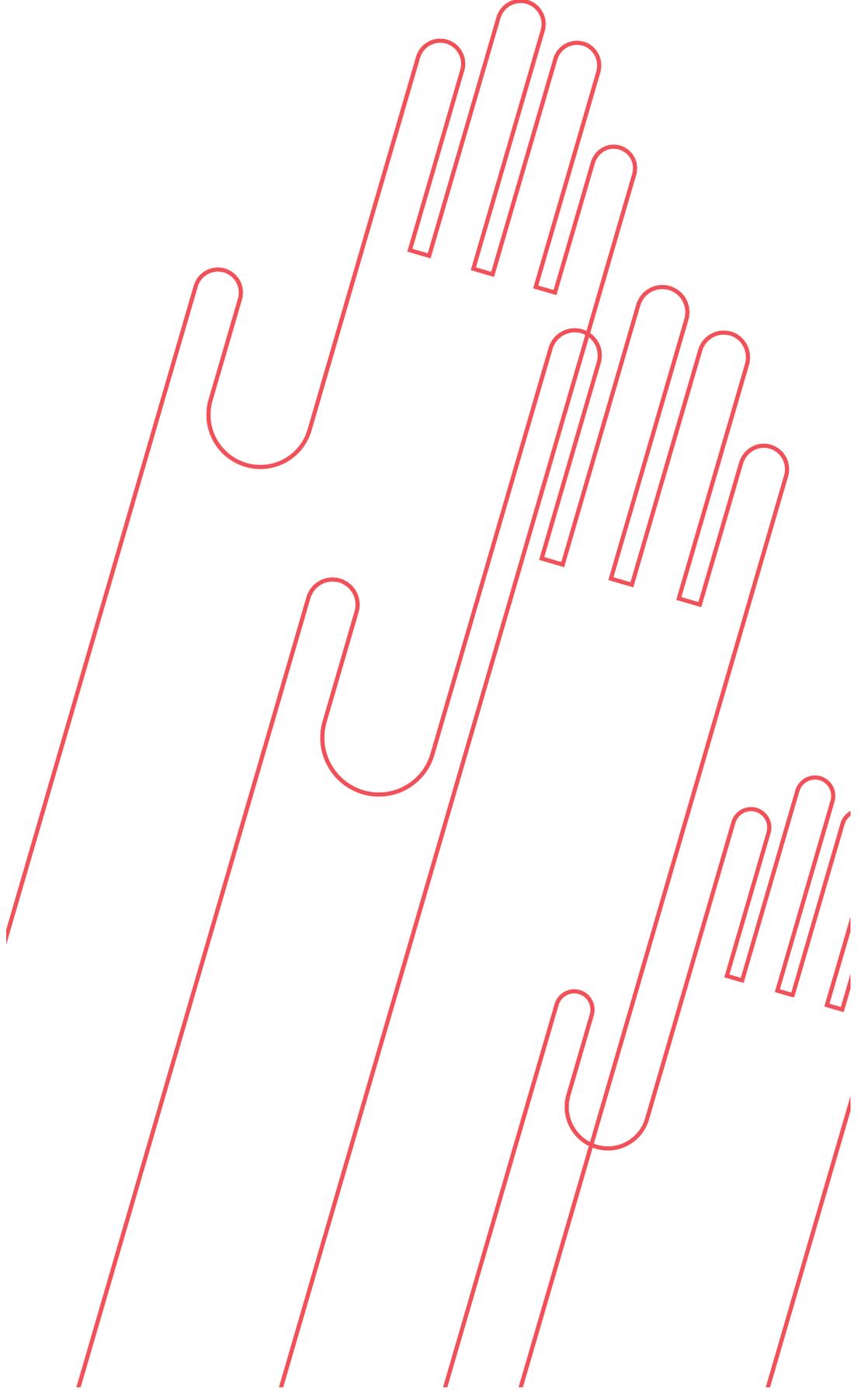
Istanbul | 15.05.2020

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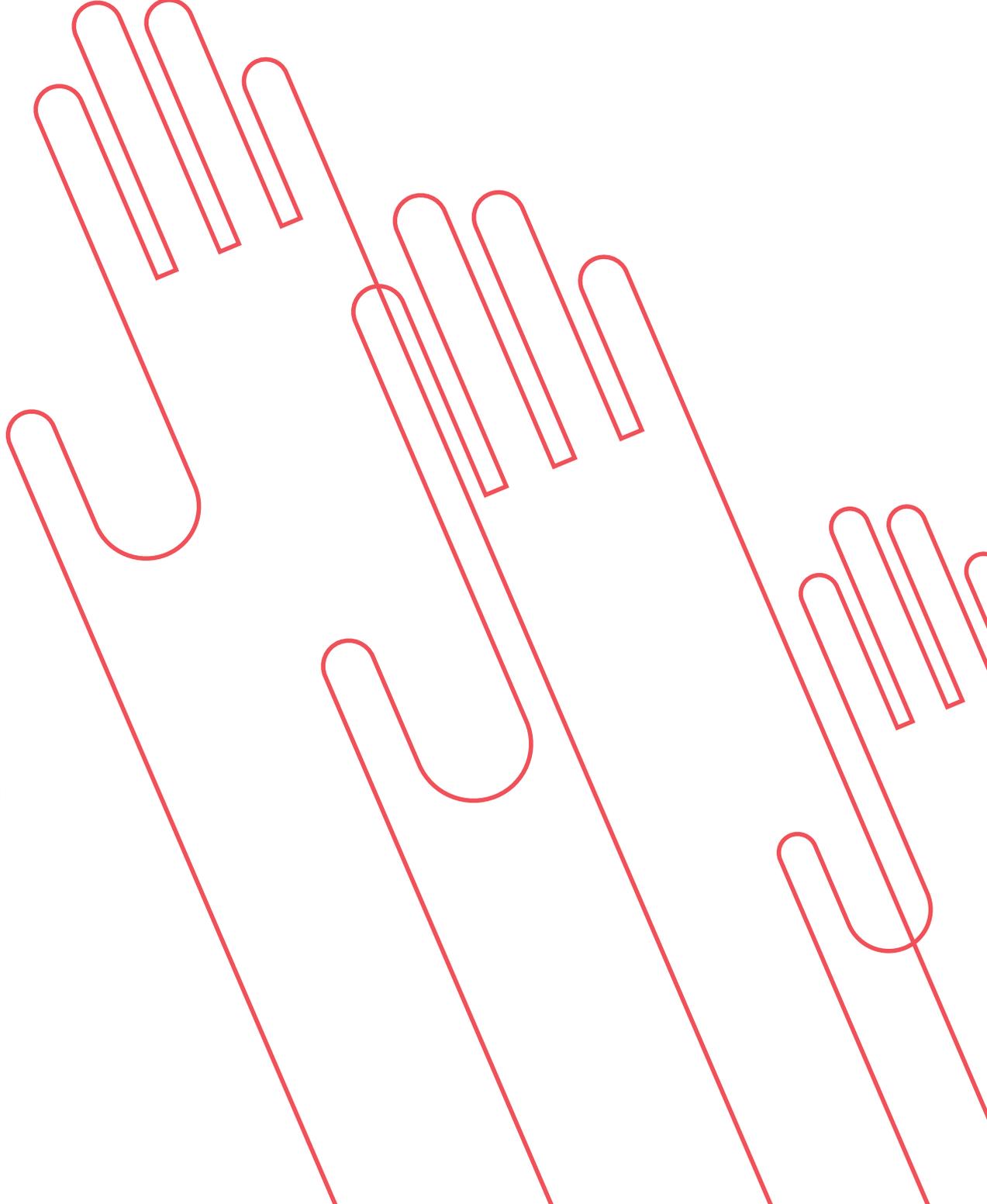
"Participatory Urban Planning Implementation Model, Training and Capacity Development Programme for Istanbul" aims to support the Istanbul Metropolitan Municipality to establish a coherent urban planning approach for a sustainable, innovative and inclusive urban development.

The Cities Deep Dive document has been developed as part of this programme and within the "Global Future Cities Prosperity Fund Programme Turkey". GFCP is a specific component of the UK FCO Prosperity Fund which aims to bring together world class expertise and knowledge to help Turkey enhance social participation and inclusive urban planning in order to both create short and long-term opportunities for the local, UK and international businesses.

This document compiles best practice participatory planning case studies and lessons learnt from 12 cities around the globe.

It aims to shed light on the planning challenges facing Istanbul, examine cities with similar challenges and identify synergies and opportunities for Istanbul.

The document is divided into four chapters. The first chapter acts as an executive summary, justifying why each city was selected and highlighting the key lessons that can be derived from each city. The second chapter provides guidance on how the city chapters are structured and should be read. The third chapter introduces the city of Istanbul, its current planning framework and governance structure as well as its existing participatory initiatives and challenges. This chapter provides an understanding of which international experiences may be the most applicable and valuable to Istanbul. Finally, chapter four shares the initiatives and learnings of the selected cities.

Introduction

Executive summary

São Paulo

Selected cities

Each of the cities included in this report face different challenges related to participation and offers different insights, experiences and responses to addressing these challenges. This includes a brief summary on the selection of the cities, with valuable insights relevant for Istanbul.

Each description explains firstly how each city matches the selected criteria and then why is it relevant as a case study of social participation.

MATCHED CITY SELECTION CRITERIA

WHY I SHOULD LEARN MORE ABOUT THIS CITY?

LONDON (UK)

Empowering communities through knowledge and awareness of planning processes

London has developed innovative solutions to ensure the large, busy and diverse population can participate in the urban planning process. The city has demonstrated how establishing dedicated teams within the local authority who oversee participation across all departments, policies and projects has helped institutionalise participation and make it easier for residents to engage in the process.

Case studies show how the city has partnered with technology start-ups to empower community participation. Utilising existing technologies has reduced the burden on the city to develop these tools, expanded the population they can reach and enhanced economic and social outcomes due to supporting small businesses.

BARCELONA (SP)

Participation as city branding

Barcelona has been Istanbul´s sister city since 1997. The city has been selected because it addresses participation as one of its key priorities. The mayor´s leadership has played an important role in strengthening international partnerships linked to fostering a culture of participation. Both Istanbul and Barcelona, face similar challenges in terms of tourism, regeneration, cultural diversity.

Case studies feature how Barcelona's participation channels combine both analog and digital tools, with the examples of Decidim Platform or the use of face-to-face and digital formats in the i.Lab. They have developed a Diversity Framework to address the plurality and complexity of its people.

ATHENS (GR)

Citizens tenacity and agility to overcome a crisis

Athens was one of the first selected cases due to its geographic, climate and cultural similarities to Istanbul and the way they have both experienced large influxes of refugees. Focusing and partnering on these common challenges could help foster alliances between the cities, particularly due to their geographical proximity.

Athens is an interesting case of how public initiatives and 'bottom up' projects, which emerged during the severe recession have been developed to institutionalise participation. The city provides strong examples of empowering digital platforms, community-led urban pilot projects and public-private partnerships.

TORONTO (CA)

Participation as city goal

Toronto signed a "Cooperation Protocol" with Istanbul in 1990. The city can provide insights on similar challenges facing Istanbul, such as diversity and inclusiveness. Participation has become a strong goal in the cities policy. The commitment to innovative approaches is proving to pave an inspiring way for many other cities.

Case studies show how Toronto realised that to increase public participation it should improve the urban planning literacy of people, this is what tools like 'Collab' do, along with a comprehensive strategy to engage youth from an early age. A specific effort has been placed on integrating migrants with a newcomer's strategy and projects such as TOCore Planning have deploy tailored tools which may be relevant to Istanbul.

LOS ANGELES (US)

Increasing the capacity of communities to influence decision making processes

Similar to Istanbul, Los Angeles is an expansive, ethnically diverse city with many migrants, refugees and undocumented residents. The city has struggled to ensure all members of society have equal opportunities and skills to engage and participate. In recent years significant investment has been placed in improving and introducing new digital tools to increase the transparency of the

government and increase communication channels between the local authority and public. Significant focus has also been placed on offering training and resources to the public so they can have the knowledge and skills they need to meaningfully participate in engagement channels.

PARIS (FR)

Co-creation of public participation policies with citizens and associations

Paris signed a "Cooperation Protocol" with Istanbul in 2009. The city shares similar challenges in terms of migration, diversity and tourism. The mayor has also driven participation with the invaluable support of community associations.

Case studies show the importance of public awareness tools outside of participatory budget and neighbourhood council. Developing a new public participation charter co-created with the communities was a turning point. Findings also show the importance of physical venues to meet, participate and learn, such as Halle Civique. Paris exemplifies an innovative way of developing urban projects through competitions which is being replicated worldwide.

MEDELLÍN (CO)

Co-created visions to overcome a past of urban violence

Medellín shares serious challenges with Istanbul. Both cities have been grappled with innovative ideas despite the scarcity of resources. The city has made significant efforts to develop digital tools, capacity building on social participation since an early age and programs of microlending to empower its inhabitants.

Medellín offers Istanbul valuable insights into their policies on small-scale but high-impact projects that can be transferable to other cities. The city represents and provides ideas on how decisive measures coordinated through successive mayors have achieved successful outcomes, such as integrating informal settlements, sharp violence reduction, improving economic competitiveness, reducing social inequality, implementing participatory budgeting, and increasing youth engagement.

AUCKLAND (NZ)

An institutionalised response to empowering communities to ensure culturally responsive outcomes

Like Istanbul, Auckland has a culturally diverse population. The city is committed to ensuring the voices of minority and underrepresented groups are reflected in policy and that they are empowered to design and deliver projects that respond to their needs. The city has demonstrated how formalising participation processes can ensure feedback is not only heard, but reflected in decision making. This has meant community members now trust that their input will be valued and as such are prepared to commit the time and energy into.

SÃO PAULO (BR)

*Political challenges towards
a participatory framework*

São Paulo is an interesting city due to its comparability to Istanbul including the scale (near to 20 million), common challenges - such as housing, political instability, civil unrest and social diversity, and its innovative digital tools.

During the last decade this city has shown a renewed interest in inviting the community into the design process and helping them claim their "right to the city". São Paulo belongs to international networks that promote principles in Open Government. This has helped to foster participatory initiatives such as São Paulo's Aberta Program and the participatory process designed for the Strategic Master Plan of the city.

SEOUL (SK)

*Citizen participation:
the Soul of Seoul*

Seoul signed a "Cooperation Protocol" with Istanbul in 2005. It is a densely populated and complex city which deals with urban challenges linked to social exclusion and inequalities.

Case studies show that this 'global' city enables and fosters urban grassroots innovations. It has managed to develop a common vision for a large-scale Seoul Plan 2030 where public participation played a key role, but it also addresses regeneration district plans counting on the community.

Despite being a very data centric and digital city with platforms such as the Seoul Open Data Plaza, it also emphasizes the importance of setting up physical hubs to develop its sharing city concept: Seoul Innovation Bureau.

BRISTOL (UK)

*Coordinating a whole
of city approach*

Bristol is city with a diverse population who face significant barriers to participation. In response to this the city has experimented with an innovative approach to planning, where all members of the community are invited to write the city action plan. The city has received global attention for their innovative One City approach. The institutionalised approach to participation brings together stakeholders from throughout the city who all have an ongoing role in writing and monitoring the city's plan, and are each responsible for the delivery of certain actions. This has promoted widespread involvement in city planning from all members of the public.

AMMAN (JO)

*From a humanitarian
crisis response towards
a participatory framework*

Amman shares common challenges with Istanbul such as high levels of corruption, youth unemployment and low participation of women in workforce. The city faces serious challenges in engaging with youth, who deal with high rates of unemployment and poor education.

To reduce high friction points within Jordanian society, Amman is promoting urban projects that enhance social cohesion between Syrian refugees and the local community. Case studies on community-based activities and capacity building opportunities provide further insights into this.

Lessons learned

Each of the cities included in this deep dive document offer valuable insights and concepts that are relevant and applicable to Istanbul. These are classified under the following categories:

- **Governance:** The way the municipalities' systems processes and structures are organised;
- **Capacity:** The skills and expertise that exist or are needed to embed participatory planning within city government as well as the society as a whole.
- **Resources:** The financial, infrastructure and people needed to implement participatory planning.

A summary of the lessons learned can be found in this chapter, and further elaborated in Chapter 4.

LONDON (UK)

Empowering communities through knowledge and awareness of planning processes

Governance
London provides valuable insight into how developing overarching strategies and guidelines for participation can help create a unified approach across departments and projects.

Capacity
The Greater London Authority (GLA) partners with many community groups and external agencies to develop and provide resources and training to the public so they can better participate and engage in planning processes. Lessons can be taken from how the GLA funds and partners with these groups to increase their impact while also allowing them to provide independent advice.

Resources
Establishing dedicated teams responsible for Public Participation shows how this can help to improve networks and communication channels between the council and community. This means individual departments don't have to work separately to maintain these relationships but that they can be shared across the council family.

BARCELONA (ES)

Participation as city branding

Governance
Barcelona has experienced progressive decentralization distributing local power at city level towards its districts. It is a successful example on how several institutions strive to ensure diverse and inclusive participation and it provides specific schemes to break down the siloed effect.

Capacity
Barcelona City Council has created a series of guides on the different public participation mechanisms available to familiarise people with the Regulations for Citizen Participation and to empower bottom-up initiatives.

Resources
Barcelona City Council and the World Bank have signed a collaboration agreement to share knowledge and good emerging practices on urban innovation, with a special focus on the use of technology to deal with the challenges of the city and to increase citizen participation.

ATHENS (GR)

Citizens tenacity and agility to overcome a crisis

Governance
The breakdown of the state social welfare system fostered the emergence of civil society networks that took over some functions of the government. This led to the flourishing of many bottom-up initiatives that proposed alternative ways of organizing social, economic and cultural activities.

Capacity
Many initiatives that promote community building are related to the transformation of derelict commercial spaces, parks or vacant plots to public spaces. These initiatives constitute an experimental arena for civic participation, stakeholder engagement and cross-sector partnership.

Resources
The digital platform Synathina allowed the city council to engage with the community initiatives, and has been crucial to build trust among citizens, public institutions and private founders in order to develop collaborative ideas on the city improvement.

TORONTO (CA)

Participation as city goal

Governance
Toronto shows a wide range of institutionalised mechanisms for participation which contribute to an inclusive approach across various public enablers.

Capacity
Toronto stresses the importance of capacity building both in terms of planning literacy and participation. A special focus is placed on mobilizing youth to engage in city building.

Resources
Toronto Council uses a range of tools to enable and promote effective participation but it still needs to adopt its own digital infrastructure, data and policy framework to ensure digital rights are met.

LOS ANGELES (US)

Increasing the capacity of communities to influence the decision making processes

Governance

Los Angeles shows us how partnering with community groups can help access hard to reach populations and enhance the value of participation activities.

Capacity

Los Angeles teaches us the value of investing in training and capacity building activities with the general public. With increased awareness of council systems and processes they are empowered to engage in participatory activities in a confident and valuable way.

Resources

From Los Angeles we learn about the opportunity's technology provides to easily improve openness and transparency of the municipality. We see how they have slowly scaled up digital tools as capacity improves internally.

MEDELLÍN (CO)

Co-created visions to overcome a past of urban violence

Governance

Medellín is a successful story of combining top-down initiatives and bottom-up proposals within a robust framework of co-evolving solutions for transportation, access to schools, work opportunities and healthcare.

Capacity

Fostering building capacity on social participation from an early age can empower children and young people to be the leaders in the territory and to get them involved in community participation exercises.

Resources

One of the keys for Medellin success lies in the innovative strategies that have fostered a spirit of entrepreneurship in its residents. This vision has backboned the development of social and urban processes, as well as the strategic partnerships among public, private and civil society stakeholders.

PARIS (FR)

Co-creation of public participation policies with residents and associations

Governance

Paris reveals the importance of supporting associations by simplifying their procedures as much as possible, and co-building municipal policies with residents.

Capacity

From Paris we can learn about the capacity building schemes based on involving associations, civictech and the community to enrich the representative democracy by building projects, understanding institutions, meeting elected officials.

Resources

APUR shows how a platform can be deployed for exchanging information, sharing and distribution with all the key players in Paris and the Métropole du Grand Paris, technical syndicates, public establishments, municipalities and its citizens.

AUCKLAND (NZ)

An institutionalised response to empowering communities to ensure culturally responsive outcomes

Governance

Auckland shows us how participation can be institutionalised through legal frameworks but also through formalising the role of community advisory panels and independent boards.

Capacity

From Auckland we learn how engaging with communities throughout the entire life of a project in a dedicated community space can increase public awareness of participation activities occurring, thus increasing engagement and building trust.

Resources

Auckland demonstrates how establishing dedicated departments to lead council-wide participation activities ensure resources are sufficient and shared, and the process is sustainable.

SÃO PAULO (BR)

Political challenges towards a participatory framework

Governance

Effective and accountable direct civic participation mechanisms can overcome political instabilities and individual mayor's interests.

Capacity

Open and transparent institutions where civil society and servants co-create policies and together come up with innovative solutions promotes new skills and interests. Programmes such as Agents of Open Government are successful initiatives to achieving this and can be transferable to other cities such as Istanbul.

Resources

New digital tools for e-government increase transparency and accountability when engaging the public in the design of a collaborative Strategic Master Plan. This was used as a lever to catalyze other public initiatives.

SEOUL (SK)

Community-driven participation: the Soul of Seoul

Governance

Seoul shows how community-driven initiatives emerging in different districts adopt the notion of 'village making' as a viable way of empowering communities.

Capacity

From Seoul we can learn that in order to create change in participation, impact must be made in two main ways: encouraging community participation and changing government culture.

Resources

Seoul shows that the combination of publicly owned spaces and public support for privately-owned and run community establishments is a possible way of enhancing participation mechanisms. Multiple offline and online channels are available.

BRISTOL (UK)

Coordinating a whole of city approach

Governance

BrBristol demonstrates how through relinquishing overarching control, a city government can empower businesses, community groups and the community to take action.

Capacity

Bristol offers insights into how education, training and empowering young people can foster a long-term culture of participation.

Resources

The One City Approach offers insights into how physical offices and digital platforms can be complementary mechanisms for bringing together a wide range of stakeholders and then disseminating information and receiving wider feedback.

AMMAN (JO)

From a humanitarian crisis response towards a participatory framework

Governance

Despite national laws for decentralization promoting a bottom-up approach to the identification of service needs and policy priorities for the municipalities, these steps have not actually promoted community participation in the design of policies and legislation.

Capacity

Jordan is a country with scarce natural resources but has great human capital, with one the highest rates of literacy in the Arab world. Initiatives such as Child Friendly Cities activate the role of Jordan's youth as influential partners in public life by building capacity and promoting a culture of proactivity and volunteer work.

Resources

The weak tradition of independent civil society activism in Jordan despite the ever-increasing number of NGOs (non-government organizations), gives visibility to the public private partnerships are emerging as effective manners to developing the more intangible elements of social capital.

Methodology

Chapter one

Methodology

Cities were selected based on the extent to which they face similar participation challenges to Istanbul, or had a strong reputation for responding to principles underpinning this project in a positive way, such as Gender Equality and Social Inclusion (GESI).

A long list of cities was collated based on the Terms of Reference (ToR), stakeholder workshops to date, and local and international expert recommendations. A multicriteria analysis (MCA) was undertaken to develop a short list of 12 cities.

The criteria for the analysis included aspects such as the city being of a comparable scale, ethnic diversity and geography, as well as exhibiting best practice in the different levels of engagement, digital innovation, capacity building and promoting inclusive participation.

The results of the MCA were shared with a team of international and local experts with input from Istanbul Metropolitan Municipality (IMM), and the final short list of cities were confirmed to include: London, Bristol (UK), Barcelona (Spain), Athens (Greece), Toronto (Canada), Los Angeles (USA), Paris (France), Medellín (Columbia), Auckland (New Zealand), São Paulo (Brazil), Seoul (South Korea), and Amman (Jordan).

CITIES	COMPARABLE SCALE	GEOGRAPHIC LOCATION	CULTURE	GOVERNANCE

| SOCIAL CHALLENGES	SHARE & INFORM	CONSULT & INVOLVE	COLLABORATE	EMPOWER	URBAN REGENERATION	DISASTER MANAGEMENT	GESI	DIGITAL INNOVATION	URBAN OBSERVATORY	CAPACITY BUILDING	RELEVANT PROJECTS	POINTS
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Chapter structure

Each of the cities examined is presented in a unified graphic representation to enable easier comparison. This Chapter provides the reader with a guidance on how to navigate the graphic layout .

Highlights key characteristics, statistics
and challenges facing each city to
help understand the relevance and
comparability of the city to Istanbul.
It describes demographic, economic,
governance and territorial aspects of
the city.

VISION AND RELEVANCE TO ISTANBUL

CITY KEY FIGURES

CHALLENGES
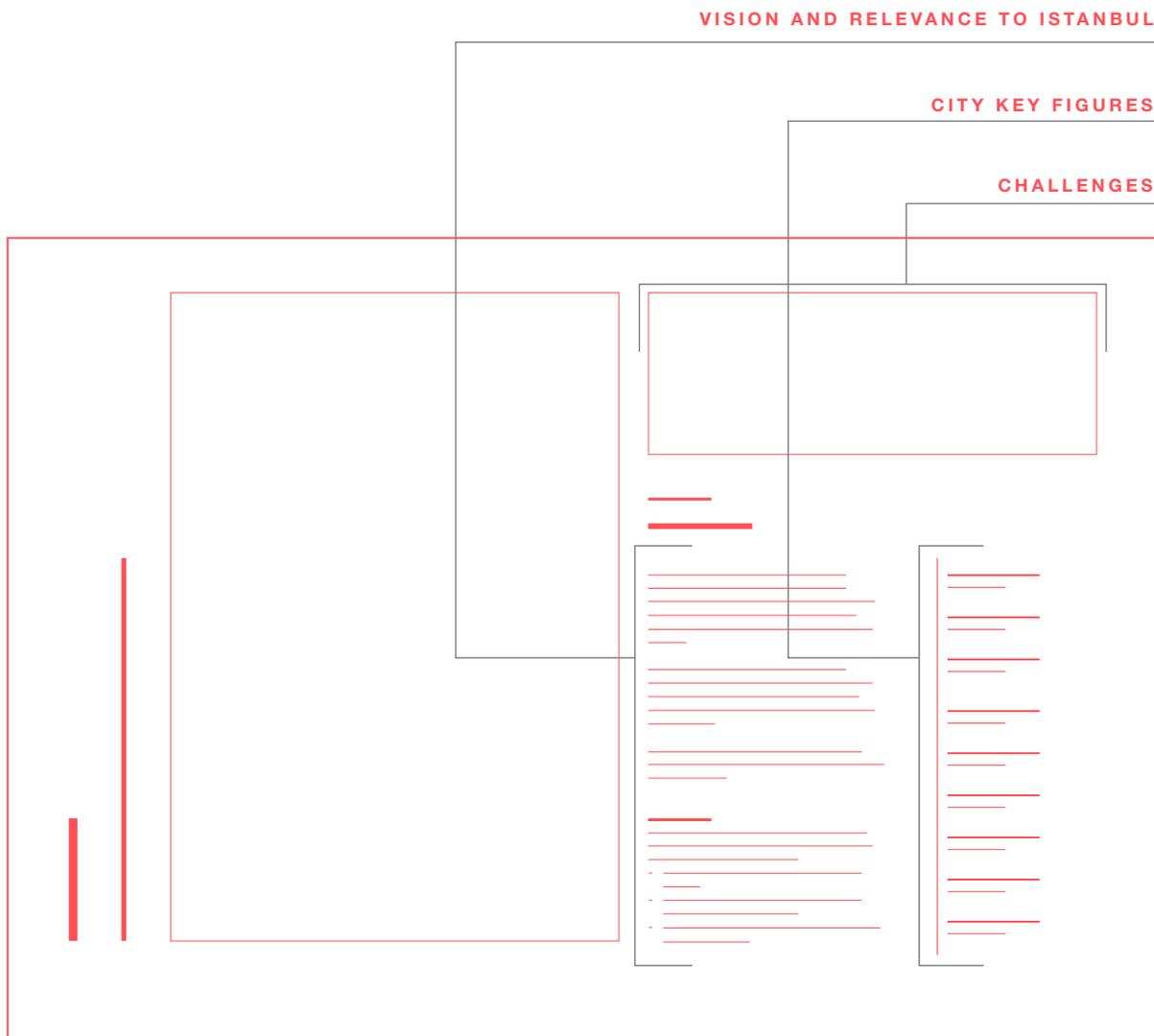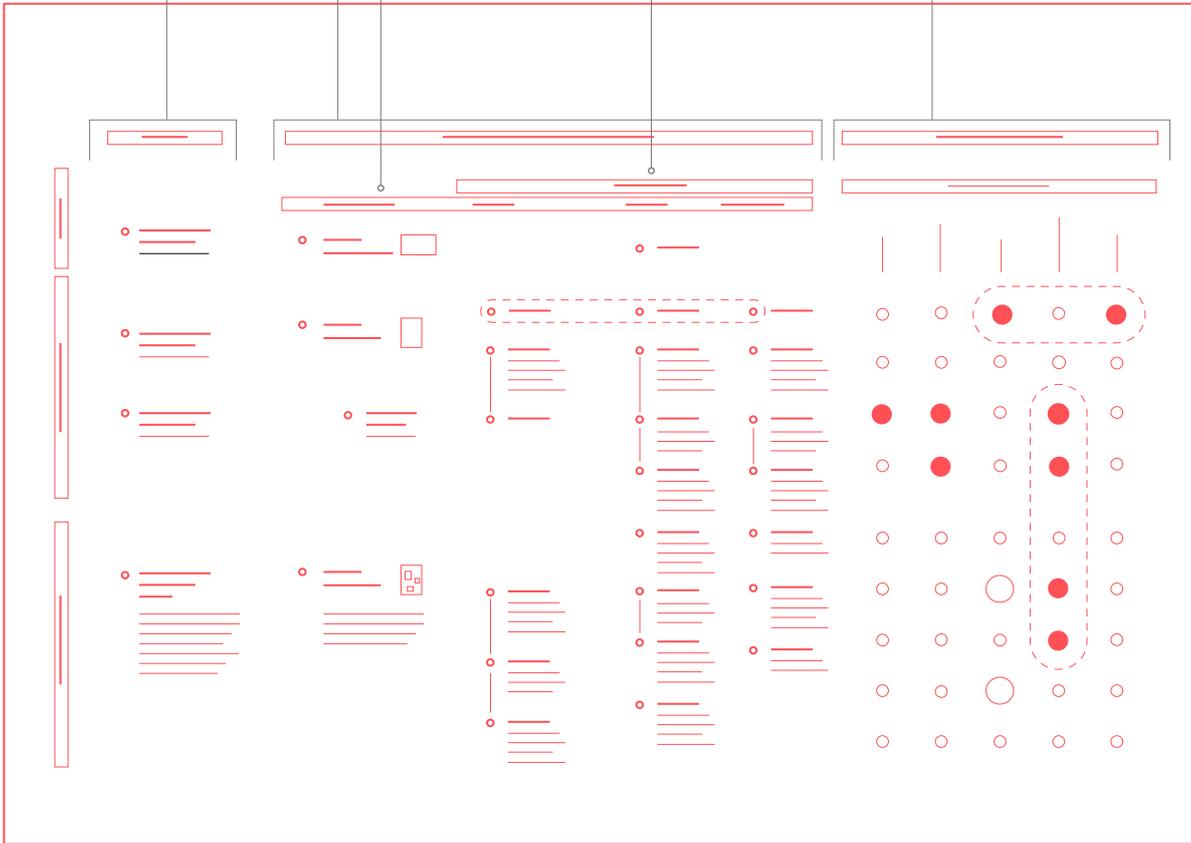
02. URBAN PLANNING AND PARTICIPATION

This section includes a diagram and explanatory text on the key elements which shape the cities participation process. This includes a summary of:

- **Urban Planning**: The legislated planning framework
- **Stakeholders**:
  – Public Institutions: The governance structure of public institutions who have responsibility for participation
  – GESI Enablers: Key public, private and civil society groups who have an active role in promoting the inclusion minority and vulnerable groups in the participatory process.
- **Social Participation Methods**: Key initiatives, organised by the level of engagement they orchestrate and whether they are a digital or analogue method.

PROJECT 1

PROJECT 2
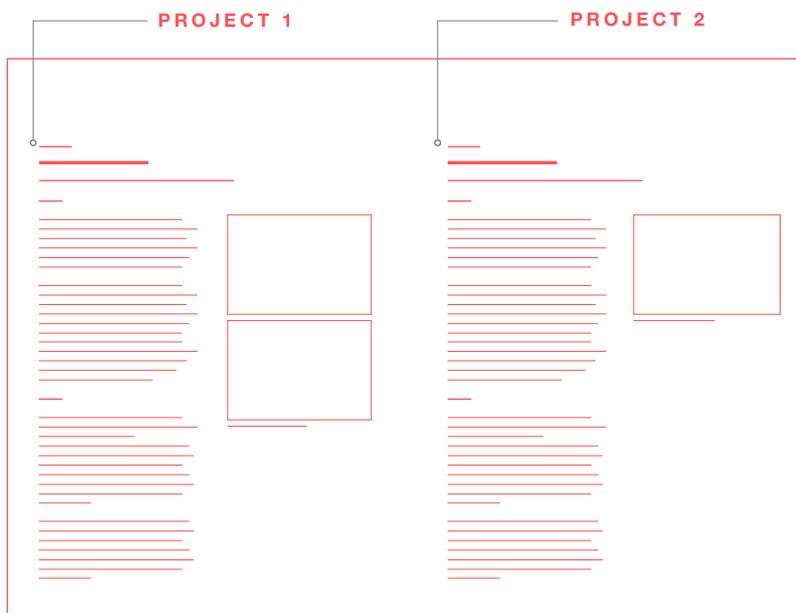
03. SELECTED INITIATIVES (X3)

Three initiatives were selected from each city to examine in closer detail as case studies. For each, one GESI enabler and two social participation methods were selected.

PROJECT 3
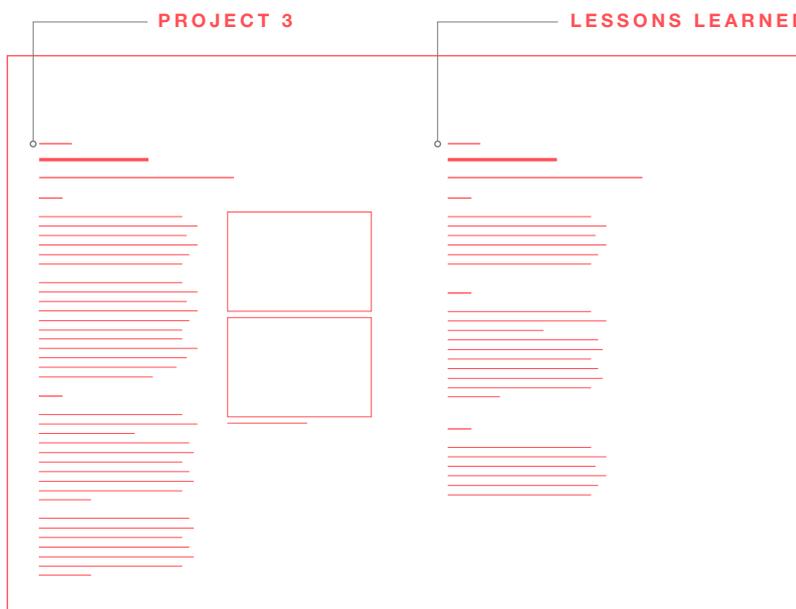
LESSONS LEARNED

04. LESSONS LEARNED

The final section aims to summarise key elements of the city which may help in developing to Istanbul's existing participatory experiences and resolving challenges. These aspects relate to:

- **Governance**: How municipalities systems processes and structures are organised;
- **Capacity**: The experience, skills and expertise that exist or were developed to realise the participatory experiences.
- **Resources**: Financial, infrastructure and people that were necessary to deliver the approach, and strategies as to how these were acquired or developed.

Istanbul
Chapter two

Istanbul
Participation as the vision of IMM for the city
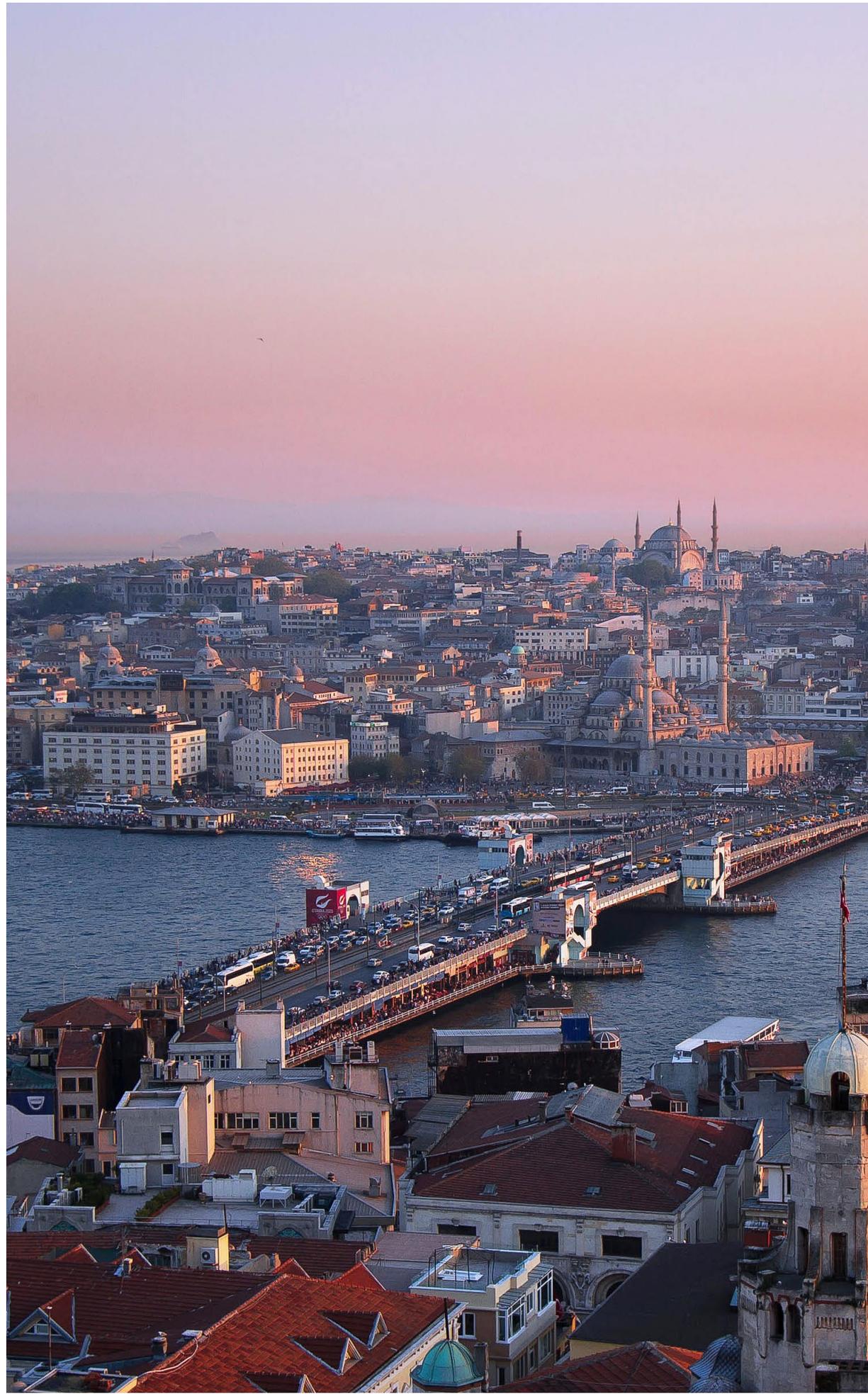
- **Lack of coordination and interoperation:** There are crosscutting issues between the areas of responsibility and authority of the IMM departments.
- **Lack of attention to all disadvantaged groups in public policies:** Disadvantaged groups are often defined as including those of low socio economic status. Ethnic groups, minorities or children are not included despite there being an increasing number of refugees and immigrants in Istanbul.

- **Cultural barriers:** IMM officers and politicians may find it challenging to develop constructive ways to collaborate with inhabitants. Resident responses may be unpredictable and difficult to manage due to the resources available.
- **Authority of the central government over local government's responsibility area:** The Turkish planning system adopts a top-down approach. The central government has the power to shape local government's duties through amendments of laws.

Istanbul is one of the largest agglomerations in Europe and the fifth largest city in the world in terms of population within city limits. The Greater Metropolitan Area of Istanbul is administered by both central and local governmental bodies.

Today, Istanbul has a very mixed demographic structure, including poor communities, immigrants mainly from eastern and south eastern regions, the creative-professional middle classes, Gypsies, Kurds, and foreign immigrants such as: Syrian, Afghan, African, Iranian, Romanians, Bulgarians and Russians. More than 800.000 foreign population with permits (including refugees and migrants) live in the city (Ozbakir and Kurtarir, 2019). About 500.000 out of 3.5 million registered Syrian refugees live in Istanbul as reported officially (multeciler.org). This diversified city profile is key when considering the participation processes in city related decisions.

Participation, particularly focusing on the engagement of disadvantaged groups, is primarily done through Universities and other similar institutions. There is no obligation of participation defined by law in Istanbul and NGOs representing disadvantaged groups and visitors constitute a very small number of all NGO's.

As a result, the lack of a participation culture existed until recently when the new mayor declared participation with an open government perspective as one of the most important strategies in the new administration term. The trigger of this vision might be making planning processes smoother by providing community-led decision making. However, this vision needs to also be adopted by the people and institutions of Istanbul.

IMM has begun to take actions in this regard, using digital platforms to share knowledge and data with public and get their feedbacks. Alongside this the city has also recruited "participation" teams doing desk and field works under related departments.

5460.85 sq km
Land Area

15 million inhab.
City Area Population

2,767 people/sq km
Density

24,867 USD
GDP per Capita

12.69 million
Tourists in 2019

500.000 people
Syrian refugees in the city

24,867 million €
GDP per Capita

25.1
Voice and Accountability
Percentile Rank (Country level)

Earthquakes & Flooding
Key Hazards

Urban Planning and Participation

URBAN PLANNING

STAKEHOLDERS

PUBLIC INSTITUTIONS

PUBLIC

CITY & REGIONAL

Regional Plan

Environmental Order Plan
Unitary Plan, Place Based Plans, Core Strategies, Long Term Plan

Implementation
Projects, Activities, Procedures, Plans, Frameworks, Policies

DISTRICTS

Master Development Plan & Implementation Plan

Conservation Plan

Implementation
Local input, Projects, Urban Transformations, Urban Design

Public Institutions

Central Governmental

Istanbul Metropolitan Municipality (IMM)
Istanbul-wide responsibilities & decision making

Istanbul Mayor

City Council

District Municipalities 39
Local responsibilities & decision making

Elected Local Members

Public

Istanbul Provincial Directorate of Migration Management

Istanbul Provincial Directorate of Family and Social Policies

Istanbul City Council

IMM Departmental of Social Services and Fight Against Abduction

District Council Commissions

GESI ENABLERS

PRIVATE

- Istanbul Bilgi University - 'Social Incubation Centre'
- (YTU) - 'Sosyopark' Research and Implementation Centre
- Zemin Istanbul
- Inogar
- Imece
- Impact Hub Istanbul
- Mikado Sustainable Development Consulting (support program)
- Koç University Social Impact Forum (KUSIF)
- TAK Kadıköy

CIVIL SOCIETY

- Environmental Organisations
- Community Based Solidarity Groups
- Professional Chambers
- Minority Groups Organisations
- Neighbourhoods Unions
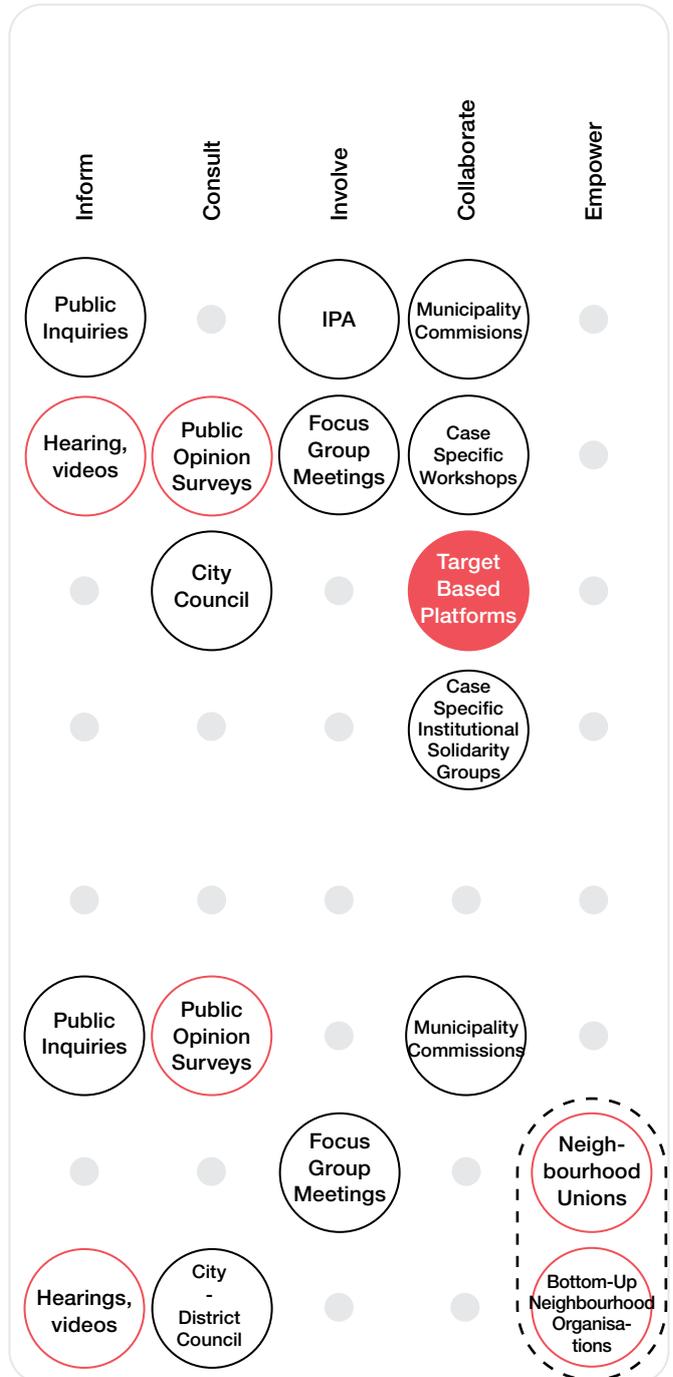
Type of element

- ■ Project / initiative / program
- ⬤ Stakeholder / organization / company
- ⬤ Selected project

SOCIAL PARTICIPATION MECHANISMS

LEVELS OF ENGAGEMENT

Columns: Inform | Consult | Involve | Collaborate | Empower

- Inform: Public Inquiries
- Involve: IPA
- Collaborate: Municipality Commisions
- Hearing, videos (Inform) | Public Opinion Surveys (Consult) | Focus Group Meetings (Involve) | Case Specific Workshops (Collaborate)
- Consult: City Council
- Collaborate: Target Based Platforms
- Collaborate: Case Specific Institutional Solidarity Groups
- Inform: Public Inquiries | Consult: Public Opinion Surveys | Collaborate: Municipality Commissions
- Involve: Focus Group Meetings | Empower: Neighbourhood Unions
- Inform: Hearings, videos | Consult: City - District Council | Empower: Bottom-Up Neighbourhood Organisations

Type of mechanism

- Digital SP mechanisms
- In-personSP mechanisms
- Selected project

Istanbul Metropolitan Municipality is reflective of the continuously changing planning system in Turkey. It is a very dynamic city with an increasing population, complex demographic structure and large economy. In 2004 by the law of 5216, central government declared the provincial boundaries of Istanbul as the metropolitan municipal boundaries. This resulted in expanding the municipal authority to the whole of city. With this, the metropolitan municipalities were entitled to plan the entire city, bringing several changes in the spatial planning system. Upper level plans such as environmental master plans (1/100.000 and 1/50.000 scale) have been included Greater Municipality's duties, however, the central government kept its authority on such plans.

Turkish planning systems have a top down approach and a strict hierarchy of plans. These plans vary from national level strategic plans to project level. Greater municipalities prepare upper level spatial plans (1/5000 master development plans) and district municipalities prepare lower level (1/1000 scale implementation plans) plans.

The urban planning system is typically run in a desktop manner, without engaging local people about what their needs and demands are. Only final versions of the plans are taken to public, and often end up being subject to court decisions. Here, complications often result in partially developed and unimplemented plans (Dede, 2016).

The Turkish planning system comprises different spatial plan types. The Strategic Spatial Plan is a high level plan, connecting national development policies and regional development strategies at spatial level. It is the duty of the Ministry of Environment and Urbanisation to prepare these plans. The Environmental Development Plan is a large scale plan that shows basic geographic areas and determines land-use decisions in accordance with strategic spatial plans. It is the duty of the Ministry of Environment and Urbanisation to prepare these plans. The Urban Development Plan is of a lower scale and shows urban land-uses, population densities, building densities, development directions and principles, urban social and technical infrastructures, and transportation decisions. It guides the preparation of implementation plans. These plans are prepared by Greater Municipalities or Metropolitan Municipalities. Implementation Plans operate on an even lower scale and show detailed coding for land-uses. They are prepared or get prepared by district level municipalities. (Mekansal Planlar Yapım Yönetmeliği, 2014; Gedikli, 2018).

Public institutions

Participation is a term highly related with the governance and empowerment of local governments. Local governments in Turket gained more powers when the Law of Development was put in force in early 1980s. The are responsible for local administrative and financial duties such as such as water and sewage, transportation, housing, social services and licensing. However they are now also responsible for translating central government plans to the local level. According to Ersoy (2001) these municipalities have a role to plat in representing both the local society central government.

The departments within Istanbul's municipality can fall under central or local mandates. For instance while the Istanbul Directorate of Immigration Administration sits within IMM, it operates under the central government. Alongside this national level policies can also act to address local issues. For instance the central government's Istanbul Development Agency prepared Regional Plans for Istanbul.

Public GESI enablers

Turkey hosts the most significant number of refugees worldwide. The integration of refugees is a pressing issue for Turkey, meaning most of the policies and practices connected to GESI have focused on refugees and other underrepresented groups.

After the presidential elections in June 2018, the Government administration underwent significant restructuring. Some existing ministries were abolished, while others were merged into newly-formed ministries. This resulted in many ministries refocusing attention on providing social support and training programs for underrepresented groups, including unemployed people, children, women, disabled, and young people. There are projects that promote the well-being and empowerment of these groups, and overcoming discrimination. For instance, The Ministry of Family and Social Policies aims to enable the participation of physically challenged people in society by increasing their access to health and education services, along with employment.

The Istanbul Development Agency also seek to collaborate with the relevant ministries and provide support to both private firms and non-governmental organizations to enable the promotion og GESI in Istanbul. To achieve this, the Agency introduced a frameworks to assist with understanding GESI (including cultural and ethnic

differences of immigrants, etc.) and defining inclusive measures for disadvantaged groups and their social integration.

However, IMM holds the most critical role when it comes to advancing GESI in the urban policies of Istanbul. To achieve this, IMM has several departments and directorates who are in charge of social and cultural issues: mainly the Social Services and Fight Against Addiction Department, the Health Department, and the Support Services Departments. They are responsible for improving the well-being of different underrepresented groups and facilitating their access to the resources and urban services of IMM.

Private GESI enablers

The key GESI enablers in the private sector of Istanbul are social enterprises. These groups have typically foucsed on addressing the needs of immigrants and refugees. Sociial enterprise is a comparatively new phenomenon in Turkey as in Istanbul with growing interest from academics, civil society actors, policy makers, and practitioners. Social impact and sustainability are gaining attention and is enabling people to come together about pressing social and environmental issues, such as immigration.

Alongside social enterprises are intermediary organizations such as incubators, accelerators, co-working spaces, and award programs, universities, and research institutes. Istanbul Bilgi Universities have a 'Social Incubation Centre' and 'Young Social Entrepreneur Awards,' which involve mentorship, training, workshops, office space for rights-based non-profits, grassroots civic initiatives, and civil society organizations. Some universities experiment with 'sociopark' models, based on the technopark model, but with a focus on social impact. Yıldız Technical University (YTU) and 'Sosyopark Research and Implementation Centre.' are two institutions experimenting with this.

Incubators and accelerator programs are predominantly targeting start-ups and technology entrepreneurs which serve the needs of social enterprises, some of these include:

- İmece (Accelerator): A social innovation platform that brings together individuals and programs, institutions dealing with social issues. The Accelerator program provides co-working spaces, training, mentorship, network opportunities, and a grant for participants.

- Impact Hub İstanbul (Workspace): Part of the global Impact Hub Network, a member-based co-working accelerator space and an event venue that brings together impact-driven individuals. The hub carries out various award and accelerator programs targeting impact entrepreneurs.
- Inogar (Workspace): Incubation centre and workspace combining innovation and incubator enterprise culture with civil society, private sector, sustainable development, culture, arts, and technology.
- Mikado Sustainable Development Consulting (Support program): A capacity building programme for social enterprises that is run in collaboration with Koç University Social Impact Forum (KUSIF) and Ashoka Turkey and funded by the Employment and Social Innovation Program (EaSI).
- TAK Kadıköy (Tasarım- Araştırma-Katılım) (Workspace): A creative working and event space open to citizens, designers, volunteers, students, and supporters with ideas/products for the public good.

The listed private sector GESI enablers contribute to the development of the social innovation ecosystem through their activities and content. They mainly support social entrepreneurs who would like to find solutions to social issues and GESI based on the 17 Global Goals of the UN for sustainable development. Different private sector stakeholders are rallying around diverse, but related agendas, from the Sustainable Development Goals (SDGs) to circular economy, to find solutions for social and GESI issues.

Civil Society GESI enablers

An empowered civil society is crucial for the development of social inclusion and innovation in a city. There are more than 5,000 active civil society organizations in Turkey dedicated to addressing political and social challenges. Civil society organizations in Istanbul focus on challenges such as education, environment, gender equality, social inclusion, and support. They are complementary in their approaches to bring about participation.

SOCIAL PARTICIPATION MECHANISMS

Participatory planning processes are not compulsory in the existing urban planning legislation, however, it is recommended that participation is embedded in ongoing institutional activities. For instance, once plans are ratified by the city councils, they are displayed publicly for a month and objections can be forwarded to IMM.

Participation is legislated however for transformation, conservation and renewal plans, which are considered as having special purpose. Participation of the residents are asked during the plan preparation process and they are informed.

This is reflective of the way the current spatial planning system operates participation activities at the 'inform' and 'consult' levels. Here, public hearings, online videos and meetings are the most widely used as informing methods. While, in consultation, the representatives of the people living in the planning area are invited to give their opinion, however the final decision ultimately sits with the institution running the participation, leading to public mistrust in the process. Alongside this, often inadequate distribution of information and the use of only a few dialogue and negotiation channels prevents the effectiveness of even these methods. Overall, there is insufficient emphasis on 'collaboration' and 'empowerment.

There is a growing awareness of the need to improve participation mechanisms. This is due to IMM's recent emphasis on improving participation and the increasing number of plans which have been implemented without giving attention to the results of participation. As a result, IMM is developing new participation tools by using technology. GIS based mobile apps (e.g.Walk and Explore, GIS app of IMM for parcels and related plan designations queries), online platforms (e.g. Open Data System) and phone lines are forthcoming examples of such methods. Currently there are complexities, however with ensuring this data is shared between planning departments to make it most valuable and effective.

There is also an underlying culture of solid thinking and working within IMM departments, rather than collaborating to tackle challenges and share capabilities. As an example of this situation, the Directorate of Urban Planning, IPA and BIMTAS have all established a participation teams under their authorities, rather than an overarching team for the municipality being established.

İBB
AÇIK VERİ PORTALI

İBB Açık Veri'ye Hoş Geldiniz

İBB Açık Veri, İBB ve çevre kuruluşlarından yayımlanan verileri sizin kullanımınıza sunuyor.

İBB
AÇIK VERİ PORTALI

VERİ SETLERİ · HABERLER · DUYURULAR · ORGANİZASYONLAR · VERİ İSTEKLERİ · İLETİŞİM · TR / EN

Kategoriler

Veri setleri yayınlanırken kategorilerine göre etiketlenir. Veri seti kategorilerini aşağıda inceleyebilirsiniz.

MOBİLİTE · ÇEVRE · ENERJİ · YAŞAM

EKONOMİ

Sosyal & Şeffaf Belediyecilik

DOSTLARIMIZLA İLGİLİ

Tedavi Edilen	795
Sahiplendirilen	77
Rehabilite Edilip Alındığı Ortama Bırakılan Hayv...	1,565
Muayene Edilen Hatvan Sayısı	1,875
Mikroçiple Kayıt Altına Alınan	2,060
Aşılanan	602

SOSYAL ALANLARIMIZ

- Çocuk oyun grubu sayısı
- Fitness Alanı (Adet)
- Park
- Basketbol Sahası (Adet)
- Futbol Sahası (Adet)
- Koru
- Tenis Kortu (Adet)
- Mesire Alanı
- Kent Ormanı

ENERJİ TÜRETİMİMİZ

Yıllık Su Tüketimi (m3)	15,673,799.39
Yıllık Elektrik Tüketimi (kWh)	148,337,204.06
Yıllık Doğal Gaz Tüketimi (m3)	12,644,518.5

ÇALIŞAN SAYIMIZ

- İSKİ
- İGDAŞ
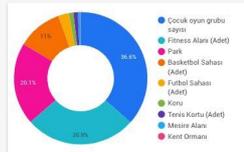
TEMİZ SU VE BARAJ İSTATİSTİKLERİ

Baraj Doluluk Oranı · Temiz Su (m3)

GÜNLÜK TAŞINAN YOLCU

Kişi/Gün

Minibüs	2,911,163
Servis	2,867,502
Metro İstanbul	2,822,929
İETT Otobüs	2,201,213
Özel Halk Otobüsü	1,950,845
Taksi/Taksi Dolmuş	1,403,949
Otobüs A.Ş.	1,066,448
TCDD	550,871
Özel Tekne / Motor	-376,401
Şehir Hatları A.Ş.	-268,443
İDO	-163,434
İETT Tünel	-28,193
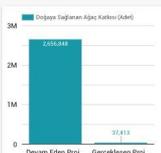
İLÇE ÖZELİNDE KİŞİ BAŞINA DÜŞENE HİZMETLER

İlçe	Nüfus	Kişi Başına Atık Miktarı	Kişi Başına Doğalgaz Tüketimi	Kişi Başına Mekanik Süpürüm
Esenyurt	891,120	0.29	303.4	61.3
Küçükçekme...	770,317	0.31	333.1	85.7
Bahçelievler	734,369	0.21	265.5	29.4
Pendik	693,599	0.25	375.5	151.2
Ümraniye	690,193	0.28	343.7	88.8
Bağcılar	594,053	0.34	337.7	31.4
Üsküdar	529,145	0.31	397.2	122.8
Şişli	523,765	0.22	268.8	165.3
Maltepe	497,034	0.26	346	187.2
Gaziosmanp...	487,046	0.23	296	39.4
Kartal	461,155	0.26	328.3	154.7
Kadıköy	458,638	0.33	834.3	121.3
Esenler	444,561	0.23	301.9	111.2
Kağıthane	437,026	0.26	339.8	103.5
Fatih	436,539	0.4	364.3	349.2
Avcılar	435,625	0.27	339.8	92.2
Başakşehir	427,835	0.35	320.1	119.3
Ataşehir	416,318	0.31	367.8	85.7
Sancaktepe	414,143	0.26	251.6	61.9
Eyüp	383,909	0.28	391.5	391.5
Sarıyer	342,503	0.36	542.8	146
Beylikdüzü	331,525	0.25	432.1	131.9
Şile	327,798	0.07	255.8	33
Güngören	289,331	0.28	335.4	38.4
Zeytinburnu	284,935	0.37	350.5	271.4
Sultangazi	274,289	0.48	580.8	242.5
Bayrampaşa	271,073	0.34	339.3	68.4
Arnavutköy	270,549	0.16	293.9	251.3
Tuzla	255,468	0.35	564.7	254.3
Çekmeköy	251,937	0.26	363.9	80.9
Büyükçekme...	247,736	0.33	419.8	99.1
Beykoz	246,700	0.37	543.6	174.2
Beyoğlu	230,526	0.43	445.1	468.6
Bakırköy	222,668	0.41	810.9	347.7
Sultanbeyli	187,621	0.48	475.1	110.1
Beşiktaş	181,074	0.5	858	338.9
Çatalca	72,966	0.31	80.1	193.3
Silivri	36,516	1.83	751.3	138.1
Adalar	16,119	0.81	1.1K	273.6

ATIK GERİ KAZANIMLARIMIZ

Üretilen Kompost Miktarı [ton]	14,673
Çıkartılan Tortu Miktarı [m3]	89,737
Çöp Gazından Üretilen Elektrik Enerjisi Miktarları [MWh]	376,765
Kışı ve Plajlardan Toplanan Katı Atık [m3]	32,400
Geri Dönüşebilir Malzeme Miktarı [ton]	9,163
Gemi Kaynaklı Petrol Türevli Atıkların Susuzlaştırılmasıyla Geri Kazanılan Miktar [ton]	21,466
Deniz Yüzünden Toplanan Katı Atık [m3]	3,728
Atıktan Türetilmiş Yakıt Miktarı [ton]	21,757
Atık Alınan Gemi Sayısı [adet]	5,928

GÜNEŞ ENERJİSİ PROJELERİ

Doğaya Sağlanan Ağaç Katkısı (Adet)

Devam Eden Proj...	2,656,048
Gerçekleşen Proj...	37,413

Data Last Updated: 1/19/2020 2:35:39 PM | Privacy Policy

Involve: *IMM Open Data*

VISION

IMM has launched the Open Data Portal, which can be accessed via data.ibb.gov.tr. Istanbul Open Data Portal aims to increase public transparency and citizen participation. In the portal, data sets are collected during the works carried out by IMM and its affiliates and are available to the public. The website responds to IMM's transparent management policy which prioritises the transfer of accurate and reliable information to the public, researchers, and entrepreneurs.

STAGES

The open data platform enables inhabitants and visitors to access information and provide feedback on urban services across Istanbul.

Currently, 88 data sets are available on the platform of the IMM, all of which have been collected by IMM and its affiliates, however some data sets are still missing from the platform. For instance, IMM aims to obtain data sets and knowledge from visitors and inhabitants for inclusion on the platform. As an essential development in Smart City Planning, data sets for urban matters such as mobility, environment, energy, life, and economy. Data can be viewed as tables, graphical and map formats and can be viewed on the platform and is also downloadable.

Information on the institution which recorded the data and the date it was last edited enables the information to be audited for its currentness. IMM and the Directorate of Smart Cities aims to try to respond to data set requests from citizens.

The platform seeks to enable stakeholders and inhabitants can analyse the same data and initiate new projects, ideas, and knowledge using this data. The platform is also expected to contribute to the innovative services development and the new business model creations.

OUTCOMES

The Istanbul Open Data platform was only recently meaning it may be too early to assess outcomes. However, it is recognised that the platform goes beyond requirements under the law on 'Right to Information (Law 4982)' which recognises that any one should be able to obtain data within a couple of weeks if deemed appropriate. For this reason the platform uses technological solutions to increase accessibility.

Currently, the most popular data sets of the portal are IETT Line-Stop-Route information, gas unit prices, and the number of passengers per day in rail transportation systems. Since the portal came into service, some researchers have started to analyse and use the data they have obtained through the website. It is expected that having access to this data will help residents to feel more engaged with IMM.

Meydanlar **senin**, İstanbul **senin**...

Yeşil, adil ve yaratıcı bir dünya şehri olması hedefiyle İstanbul'un meydanları İstanbulluların katılımıyla yeniden tasarlanacak ve İstanbul meydanlarına kavuşacaktır.

Bu süreçte sen de **fikrini söyle**, kentin **parçası ol**, meydanların tasarımına **yön ver.**

İSTANBUL
SENİN
GELECEĞİNE BİRLİKTE
KARAR VERELİM
istanbulsenin.org

İSTANBUL
BÜYÜKŞEHİR
BELEDİYESİ
Bilgi İşlem Daire Başkanlığı

Proje İlanı

İstanbul'un çehresini değiştirecek tüm projeler artık İstanbul Katılımcı Proje Platformu'nda ilan ediliyor, şehrin geleceğine hep birlikte karar veriyoruz.

→

Röportajlar

Şehrin kalbinin attığı meydanları tüm kullanıcılarıyla beraber yeniden canlandırıyoruz

Taksim Meydanı

Çocuk **Etkinlikleri**

İstanbul'un meydanlarını hep birlikte tasarlıyoruz, çocuklar da bu süreçte fikirlerini aldığımız en önemli aktörler

İstanbul Meydanlarına Kavuşuyor
Projesi için 40 çocuk bir araya geldi.

Çocuklara hayallerindeki Taksim'i sorduk

Involve: *Istanbul Senin (Istanbul Yours)*

VISION

'İstanbul Senin' is a website developed by IMM. The website is expected to play an essential and supportive role in learning the ideas and suggestions of city residents and visitors. The purpose of the site is to allow residents to participate in the drafting and modification of regulations affecting Istanbul. Thus, the online survey site developed to get ideas for a single project evolved into a more complex tool for social participation and became IMM's first online citizen engagement platform.

STAGES

The platform was first used in 2019 as part of the update to the Strategic Plan. The website hosted an online survey which was used to get the opinion from residents of Istanbul on the Strategic Plan. To complement the online survey, face to face interviews were conducted by a team of 300 people in public squares throughout the cities. This ensured the process was engaging and inclusive.

Overtime the site evolved to also be used to inform the public about what happens to their input, increasing overall transparency and public trust and becoming a online engagement platform. Alongside this, the platform began to be used for a range of projects. 'Projem IBB,' for instance, is part of the 'Istanbul Senin' where the public can share their ideas on wider themes and projects. Other can then comment and vote on these ideas. This provides a clear channel for the public to communicate with IMM.

OUTCOMES

As a new e-participation and e-governance tool, the opinions of the commentaries and citizens which is defined on 'Istanbul Senin' are continuously considered by the IMM. The comments and survey outcomes for preparing the 2020-2024 IMM Strategic Plan were utilised by a wide range of IMM's departments for the final drafting of the report.

'Istanbul Senin' has had its desired effect because it has allowed citizens to give their input at the drafting stage, meaning their input has resulted in meaningful modifications to the document.

Many different residents participated in the survey, however there is no evidence on how this process has impacted attitudes about public issues, trust in the government, or sense of community identity.

The platform continues to be used for an urban design competition of Istanbul's squares. An outline of engagement opportunities and a survey has been published.

Political Organization and Challenges

ORGANISATIONAL CHALLENGES

1. **Cultural Barriers**
   a. Lack of culture of participation
   b. Lack of experience and confidence
   c. Managing expectation of citizens
      i. Participation projects requires open and transparent communication and the establishment of a bond of trust between citizens and local administration.
   d. Privacy: Citizen data and data ownership

2. **Lack of solid vision and strategy in citizen engagement**

3. **Limited data management capacity**
   a. The lack of interoperability standards to access existing data resources in departments
   b. Data is often difficult to use across applications and disciplines.
   c. Inconsistent methods, difficult for broad dissemination of data and knowledge

POLITICAL & SOCIAL CHALLENGES

Political challenges
1. **Several departments and directorates are in charge of social and cultural issues**
2. **Depressed macroeconomic conditions** (Weak economic reform)
3. **There is no explicit policy for social 'diversity'**
   a. Concept/approach used in policy document mainly refer to 'socio-economic' and 'socio-demographic' differences, but less about cultural and ethnic diversity.
   b. "Disadvantaged groups" are defined in socio-economic and demographic differences in public policies while ethnical groups, minorities or children are not highlighted.

Social challenges
1. **Inequity**
   a. Lack of comprehensiveness of disadvantaged group definition in public policies
2. **Low income groups** (Access to the services and tolls, etc.)
3. **Urban diversity**
4. **Social exclusion**
5. **Arrival of refugees and migrant's population**
6. **A lack of culture of participation**

DIGITAL CHALLENGES

1. Digital literacy
   a. The problem of scale
      i. How to listen to and respond to every individual?

2. Ensuring coherence in IMM

3. Building capacity & active citizenship

PHYSICAL CHALLENGES

1. Earthquakes
   a. Demand for urban transformation projects

2. Implementation of 'mega-projects' and violation of the master plan

3. Natural Hazards

4. Istanbul's population growth
   The pace and nature of Istanbul's population growth pose critical threads to the city's sustainability.
   a. Transport congestion
   b. Social cohesion
   c. Uncontrolled land use development
   d. Environmental risk

IMM
Istanbul Metropolitan Municipality

IMM Department Structure

AUTHORITIES, DUTIES & RESPONSABILITIES

The vision published by IMM in 2020 sets out the desire to create a fair, green and creative city. Under this vision, IMM seeks to provide accessible services so people can engage in cultural and social life. Ten core values that have been defined by the new IMM governance to guide this response. The values of transparency and accountability, inclusion, innovation, participation, human-centred approach, and flexibility have been identified as the ones most compatible with the purpose of this project.

ORGANIZATIONAL STRUCTURE

According to the metropolitan municipal law, IMM consists of the general secretariat, departments, and directorates. Throughout Turkey the organisational structure of metropolitan municipalities and municipalities differ. In the metropolitan municipalities such as IMM, the organisational structure consists of the metropolitan mayor, Secretary General, Deputy Secretary General, Heads of Department, Managers, chiefs, and staff (Figure 01).

Currently, the municipal administration consists of the city council, the municipal committee, and the Mayor. The mayor, general secretary, the deputy general secretaries, the city council and the municipal committee constitute the

upper level administration where decisions are taken, and instructions of implementations are given at the strategic level. The departments of IMM are responsible for strategy while the directorates are responsible for execution at the operational level.

The Metropolitan mayor is responsible for:

- Managing the municipality by the strategic plan.
- Dispatching and manage municipal resources and organization.
- Implementing the decisions taken by the City Council and the Municipal Committee.

City council is the decision-making body of the IMM. The Municipal Council consists of one-fifth of the members of the district councils. The mayors of the district municipalities within the boundaries of the metropolitan area are the natural members of the IMM Council. The number of council members is 310 and the metropolitan mayor is the president of the city council (Figure 02)

The city council makes decisions relating to internal organization and determine general service policies and strategies, such as: approving strategic plans and activity reports, determining budget and performance criteria, approving environmental order plans and master development plans. City councils establish specialized commissions that work on different city related issues.

It is compulsory to establish a zoning and public works commission, environmental and health commission, planning and budget commission, education, culture, youth and sports commission and transportation commission.


IMM ORGANISATIONAL STRUCTURE

- IMM Mayor
- Secretary General
- 7 Deputy Secretary General
- 26 Departments
- 100 Directorates
- Chiefs and Staffs

Figure 1

CITY COUNCIL ORGANISATION CHART

- President of the Council (IMM Mayor)
- 1. Vice-President of the Council — 2. Vice-President of the Council
- Court Clerks
- Council Members
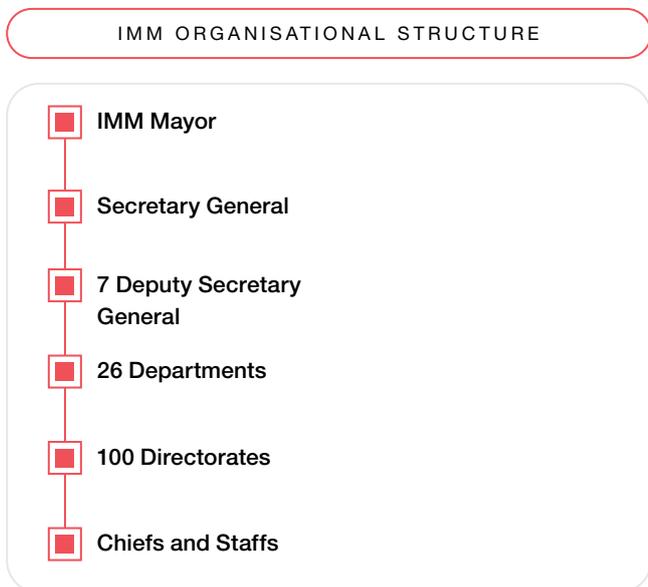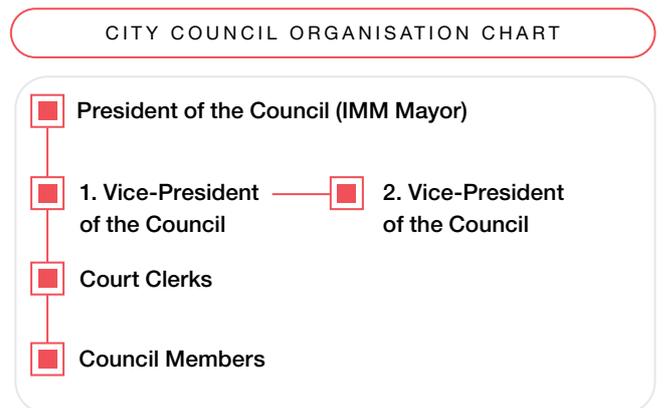
Figure 2

Specialists can be used in commission works. Representatives of institutions, professional organizations, the relevant departments of universities, trade unions and experts are invited to attend specialized commission meetings without the right to vote and participate in opinion meetings. Commission reports are made public, and shared in a variety of ways and given to those who want them at a cost to be determined by the metropolitan city council.

Within IMM there is a high male employment rate at 83% while only 17% is women. If gender ratios are analysed according to working status, it is seen that in all status number of male employees is way higher, 77% in government officers, 83% of contracted employees and 92 % of staff are men.

Gender Ratio

⬤ Male Employment Rate

🔴 Female Employment Rate

17%

83%
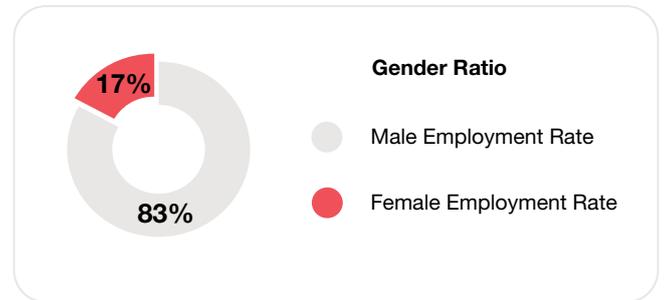
IMM DEPARTMENT STRUCTURE

| IMM MAYOR | CITY COUNCIL | MUNICIPAL COMMITTEE |

TACTICAL APPROACHES

- Secretary General

- Presidency of Supervisory Board
- Department of Internal Auditing Unit
- Office of the Private Secretary

- Consultants
- Infrastructure Coordination Center (AYKOME)
- Transportation Coordination Center (UKOME)

● 7 Deputy Secretary Generals

OPERATIONAL LEVEL

- Department of Social Services and Fight Against Addiction
- Department of Health
- Department of Culture

- Department of Environmental Protection & Development
- Department of Transportation
- Department of Rail Systems

- Department of Infrastructure & Construction
- Department of Road Maintenance and Infrastructure Coordination
- Department of Parks, Gardens and Green Areas

- Department of Real Estate & Expropiation
- Department of Financial Services
- Directorate of Affiliates Coordination

- Department of Institutional Development and Management Systems
- Department of Human Resources and Education
- Department of Editorial Affairs and Resolutions
- Department of Procurement
- Department of Information Technologies
- Department of Foreign Relations

- Directorate of Bosphorus Reconstruction
- Department of Cultural Assets Conservation
- Department of Survey and Projects
- Department of Housing and Urban Development
- Department of Earthquake Risk Management and Urban Improvement

- Department of Municipal Police
- Department of Support Services
- Department of Fire Brigade
- Department of Headmenship and Food
- Department of Cemeteries

IMM Communications Strategy

INTERNAL COMMUNICATIONS

The flow of communication at IMM follows established procedures. Departments (*Müdürlük*) carry out their duties and functions with specifically designated Branches (*Şeflik*) all of which are conducted by Principals (*Şef*). Principals closely work with Reporters who are responsible for the official correspondences of their Branch. Deputy Chairs (*Müdür Yardımcısı*) of the Departments oversee these formal correspondences in daily base and pass to the approval of the Chair of Department (*Müdür*).

Inter-departmental communications and that with external stakeholders follow the same hierarchy, however, they are organised by the Department's Clerk (*Kalem*). This unit is in charge of compiling and archiving all official correspondence done.

Departments of IMM, which are 100 in number, are functionally and bureaucratically attached to 25 Directorates (*Daire Başkanlığı*) and their communication are conducted by their Chairs. Deputy Chairs occasionally participate in the coordination meetings with the Head of Directorate (*Daire Başkanı*) as well.

In brief, flow of communication at IMM is reflective of the hieracherical structure, which is shaped from Head of Directorate to Chair of Department and then to Deputy Chairs, Principles and Reporters.

Chairs are at the centre of communication flow at IMM. They run the channels of digital web communication between the departments. However, Heads of the Directorates produce the usual agenda of IMM with the Deputy Secretary-Generals. Transferring and delegation of this working agenda to the Departments by the Heads of Directorates then carves out the agenda of IMM Council which meets on monthly basis.

Correspondences with the Commissions of IMM Council constitute a significant part of the communication at IMM. Such correspondences produced by the Departments operating under the Directorate of Building Development and Urbanism get a large share of time under formal agendas. For example, the agenda of IMM's Council meeting on March has witnessed that 60 % of its items have been shaped by the official correspondences produced from the departments at the Directorate of Building Development and Urbanism.

In summary, the majority of communication within IMM needs to become more flexible and dynamic. Communication flow will need to be reorganised to achieve this as it is conducted by the bureaucratic hierarchy.

EXTERNAL COMMUNICATIONS

IBB's flow of communication with external stakeholders is performed mainly by the District Municipalities. Correspondence generally relates to the authorities services and legal implementation procedures. The number of legal objections and demands for revocation or withdrawing of the current urban development plans are steadily increasing. These may be construed as justification to develop new modes of community engagement and is clearly influencing the appeal for increased participation in urban planning. Departments have structural difficulties in changing the way communication occurs mainly due to lack of experience and organisational preparedness.

Necessary capacity building and training steps based on an effective communication system seem to play a key and foundational role ahead. This is supported by the new elected mayor who frequently puts out a call for developing peaceful, agreeable and collaborative communication processes.

THE ROLE OF THE DEPARTMENT OF PUBLIC RELATIONS

The Department of Public Relations is likely to be a key players during the remodelling of communication processes for IMM. They have a range of existing initiatives that play a key role in developing communication channels between the public and IMM:

Beyaz Masa (*White Desk*, literally) is a phone call centre (*Alo 153*) and the main medium bridging IMM with residents. It is set up to collect community opinions and suggestions and process complaints. It is looking to diversify into social media, citizen communication points, e-mail and a short message service.

In addition to Beyaz Masa, 19 numbers of **IMM Communication Points** have been mobilised and they gradually advance their visibility on the cityscape. IMM Communication Points aim to reinforce the direct dialogue with residents and to improve the level of engagement.

NGO and Institutes Visiting together with **Shopkeeper Meetings** are communication channels of IMM. They stimulate dialogue and community engagements through cooperation and collaboration platforms.

Public Surveys and Questionnaires have been used since 2013, to measure satisfaction, recognition and expectation levels of citizens about the services and duties of IMM. Their functioning may be instrumental to device monitoring and evaluation criteria of the model of participatory urban planning.

Solution at Spot and Observation Teams are examples of direct communication channels of IMM. They aim to identify situations which could bring damage to urban life and then come up with quick responses. There is potential for them to be transformed into Observation and City Volunteering Network which would accelerate the community participation stages ahead.

IMM IT/GIS Agenda

CURRENT STATE

Strategy documents and action plans prepared by IMM 2020-2024 assert a vision for the city to be managed according to the needs of modern life in particularly innovation and participation. IMM plans to provide services under its policies to respond to this.

The Department of IT and its three directorates (the Directorate of Smart City, Directorate of GIS and Directorate of IT) have been recognised as playing an important role in enhancing the ability of IMM to deliver innovative solutions to increase the participation of underrepresented groups. Key participation tools and methods prepared and used by the 'Department of IT' are listed and summarised in the table that follows. However, it has been identified that they can also play a role in providing:

- Support services for corporate information technologies
- Infrastructure studies for communication services
- Information technologies infrastructure studies
- Information security
- Broadband communication infrastructure works

IT/GIS TOOLS & METHODS FOR URBAN PLANNING

With huge amounts of data being collected from residents devices as well as traditional sources, urban areas have the opportunity to monitor and manage their urban system in real-time . IMM has launched the Open Data Portal (see case study above) to help share this data with the public.

Data management capability relates to IMM's ability to harness data management technologies to promote department efficiency, develop evidence-based policies and to improve service delivery. The IT department also have a critical role to play in improving overall capabilities of IMM in this area so public servants as well as the public can collect, analyse, and use qualitative and quantitative data and information to initiate and plan projects. Capability training should also consider the social and ethical considerations associated with data management.

	GESI PERSPECTIVE	TIME-SCALE/DURATION	CHARACTERISTICS
Open Data Platforms	All departments are providing relating data	Up to date	Developed by three directorates of departments of IT.IMM makes its data available.
Participatory Project Platform (https://projem. ibb.istanbul/)	--	--	--
Vatandas 360 (Web Based Open Data Platform)	Since the project is new and has not been utilized yet, there is not enough information regarding with GESI.	Real time	All types of urban data (citizens', sensors, inquiries etc.) collection
Kurumbal CBS (Mobile GIS app for institutional information share)	Not relevant	Real time	Queries for urban layers can be performed
IBB IMAR Sor (Mobile GIS app of IMM for parcels and related plandesignations queries)	This method usually does not pay enough attention to GESI. Available only in Turkish language.	Any time query is available	Queries for parcels and related plan designations. However, inhabitants cannot comment or provide any suggestions on the plans. It has a one-way directional relation.
YÜRÜ ve KESFET (Walk and Explore mobile GIS app) queries)	This method usually does not pay enough attention to GESI. Available only in Turkish language.	Real time	Famous routes and information are provided to the citizens. However, inhabitants cannot comment or provide any suggestions on the routes.

IMM GESI Approach

Generally, the public institutions defining GESI related policies aim to increase the access of disadvantaged groups (disabled, elderly, poor etc) to public services, whereas local institutions take action against unequal public service distribution. They mainly address material inequalities.

When the responsibilities defined in public institutions laws and their roles are reviewed, it is seen that the concept of diversity refers to socioeconomic and socio-demographic differences rather than cultural and ethnic diversities (Eraydın, Demirdağ vd,2017). This uncomprehensive approach results in exclusion of some groups from public engagement process.

Institutions responsible for GESI vary from central to local levels;

- **Istanbul Ministry of Labour, Social Services and Family.** In order to increase the welfare of the family, society and the individual, the Ministry aims to provide fair, supply-oriented, social services, with a holistic and participatory approach, for mainly the disadvantaged groups.
- **Istanbul Directorate of Immigration Administration:** This directorate operates under central government. It deals with permanent and temporary residence conditions of immigrants and does researches.
- **IMM Department of Social Services and Fight against Addiction:** There are four directorates under the department: Directorate of Disabled, Directorate of Public Relations, Directorate of Women and Family Services, Directorate of Social Services. This department has the key role to engage with people and disadvantaged people and provide them equal and affective services.
- **Local Government Specialized Commissions** See Organisational Structure.

There are also NGOs representing disadvantaged groups in Istanbul, though these are unevenly distributed. As seen in the table on the right, the number of NGOs working on children issues is only 2 while this number of elderly people issues is 41 and of disabled is 138. These groups are barely engaged with authorities as local and central government show weak demand for recognition of multiple voices and policies that are expressed by NGOs.

Participation is a common issue in many departments and each is managing participation process itself. The participation process is operated by individual Departments of IMM . This means different departments use different methods, and do not share resources or capabilities

Disadvantaged groups are defined by socio economic differences. Ethnic groups, minorities or children are not highlighted in policies and planning processes despite their being an increasing number of refugees and immigrants in Istanbul.

The Turkish planning system has a top-down rationality. Although local governments are entitled to function in their responsibility areas, central government has the power to shape local government's duties through amendments of laws.

Working Area	Number of NGOs	%
Profession and solidarity associations	13106	54
Sport	3583	15
Religion services	2231	9
Humane aid	1034	4
Culture, Art and Tourism	899	4
Education Research	665	3
Health	636	3
Individual Doctrine and Social Development	468	2
Creating Social Values	326	1
Environment,Nawtural Life and Animal Protection	320	1
Rights and Advocacy	235	1
International Organizations and Cooperation	181	1
Thought Associations	147	1
Disabled	**138**	**1**
Solidarity with Turks living abroad	120	0
Supporting Public Institutions and Staff	80	0
Urban planning and development	60	0
Elderly and children	**41**	**0**
Food, Agriculture and Husbandry	39	0
Martyr Relatives and Veterans	2	0
Children	**2**	**0**
TOTAL	**24313**	**100**

Selected cities

Chapter three

London

Empowering communities through knowledge and awareness of planning processes

- Certain members of the population are often excluded from participation due to being minority groups or not having the same time and resources to participate.
- Consultation is mandated level of participation, but there is a need and desire to shift to empowering the community to deliver their own initiatives. Training initiatives and high transparency mean that planning processes are becoming better understood by community

- Large urban footprint and high population numbers make it difficult to ensure the voice of the community is heard within city level government. Delegating some powers to boroughs aims to help overcome this.
- Large municipality makes effective coordination and cross-collaboration across city stakeholders essential

London is the capital of England. The city is one of the most diverse in the world, people of all backgrounds, whatever their age, social class, ethnicity, faith, ability, gender or sexuality can find their place. When it comes to decision making in London, historically some voices have been heard less than others. A continual challenge for participation is engaging those who may not have the time or capacity to participate due to these other pressures they may face. As a result, the Mayor is committed to tackling inequalities in voice and power and has set up a wide range of grants, programs, schemes and working groups to help ensure all voices have an opportunity to contribute to decision making and their community.

Many groups are led by the council, but partner and engage with civil society to realised citizen led initiatives and solutions.

As a large city, London has prioritised ensuring effective coordination and collaboration between city stakeholders and departments. High levels of transparency and investment in communication, public relations and digital infrastructure equips the public with high levels of awareness of participation activities and tools so they can meaningfully bring about change in their city.

London key features of relevance to Istanbul:

- Delegation of some powers to boroughs (districts)
- Planning processes are well understood by community
- Effective coordination and cross-collaboration across city stakeholders (including city departments)
- Public awareness of available participation tools
- Wider reach to underrepresented groups
- Data management capability
- Institutionalization of planning legislations, policies and standards

1,595 sq km
Land Area

3,23 million inhab.
Inner London Area Population

9,30 million inhab.
Urban Area Population - GLA

5,666 people/sq km
Urban Area Population

57,157 USD
GDP per Capita

19 M
Tourists per year

93.6
Voice and Accountability
Percentile Rank (Country level)

20 th
IMD Smart City Index 2019

Flooding
Major Hazard from 1991
to 2010

Urban Planning and Participation

URBAN PLANNING

STAKEHOLDERS

PUBLIC INSTITUTIONS

PUBLIC

NATIONAL

National Planning Policy Framework
Sets out Government Planning Policies for England

UK Government

GREATER LONDON AREA

The London Plan
Strategic framework for planning across the capital

Topic Based Strategies
Mayor consulted on planning proposals
of strategic importance to London
e.g. Social Integration Strategy

Greater London Authority (GLA)
Sets the overall vision
for London

London Mayor

London Councillors

Expert Panels

Lync Up Crew

Peer Outreach Workers

Community Engagement Team

Team London

BOROUGHS

Local Plans
Strategies, site allocation policies and area plans

Neighbourhood Plans
Community vision for neighbourhood
with statutory powers

London Boroughs [32]
Decision making and
responsibilities for local
services and development

Council Leader or Elected Mayor

Elected Councillors

London Councils

Parish + Town Council
Provides communities
with a democratic voice
and a structure for taking
community action.

SOCIAL PARTICIPATION MECHANISMS

GESI ENABLERS

LEVELS OF ENGAGEMENT

PRIVATE

CIVIL SOCIETY

- ■ Apolitical

- ■ Koreo
- ■ Catapult Digital
- ■ Space Hive

- ■ Superhighways

- ■ Inclusion London

- ■ National Lottery Community Fund

- ■ City Bridge Trust
- ■ Neighbourhood Planners London
- ■ Croydon Voluntary Action
- ■ Hackney Quest

Inform | Consult | Involve | Collaborate | Empower

- Talk London
- Civic Futures
- Community Grants
- Social Media Updates
- Online Submissions
- London Data Store
- London Curriculum Resource
- Public Meetings
- Workshops & Trainings
- Community Grants
- Community Meetings
- Social Media
- Social Integration Lab

Type of element
- ■ Project / initiative / program
- ⦿ Stakeholder / organization / company
- ▬ Selected project

Type of mechanism
- Digital SP mechanisms
- In-personSP mechanisms
- Selected project

At a National level, London is governed by *The National Planning Policy Frameworks* which sets out the United Kingdom Government's planning policies for England and how these are expected to be applied. All local plans must conform with the *National Planning Policy Framework.*

The Mayor of the Greater London Authority is responsible for producing a London Plan which sets the strategic framework for planning policy. He also has a duty to develop strategies on spatial development, along with air quality, biodiversity, culture & tourism, economic development, transport and waste.

London Boroughs are then responsible for preparing local plans, which must conform with the London Plan. A *Local Plan* usually consists of strategies, site allocation policies, and area action plans. Alongside this, community groups can set up neighbourhood planning forums to write their own policies for an area, which are used with the Local Plan to decide planning applications.

STAKEHOLDERS

Public Institutions

The Greater London Authority comprises of the elected Mayor of London and the Assembly. The Assembly is made up of 25 elected members who hold the Mayor to account and act as champions for Londoners by investigating and advocating for issues that are important to them.

Within the Greater London Authority are 32 borough councils and the City of London. They are usually responsible for services such as rubbish collection, recycling, Council Tax collections, housing and planning applications. The Borough Councils are made up of elected councillors who either elect a council leader, or have a mayor directly elected by the public.

Town and parish councils are the first level of local government. They're elected and help provide a voice to local communities. They also carry out activities such as providing allotments, public clocks, bus shelters, community centres, play areas and play equipment, grants to help local organisations, and facilitating neighbourhood planning.

Strategies

Public Participation and consultation is embedded throughout all stages of urban planning and is mandated under the **Greater London Authority Act 1999.** This act requires various groups to be consulted including Borough Councils, voluntary bodies, groups which represent the interests of different racial, ethnic, national and religious groups in Greater London; and groups which represent the interests of people carrying out business.

The **Social Integration Strategy** of GLA sets out how the Mayor and City Hall will work with others to help improve social participation in London. The strategy explicitly establishes a goal and set of actions to increase democracy and levels of participation among all Londoners.

A **Civil Society Strategy** is being developed to guide how GLA can work more closely with community and volunteer sector to ensure their voices are embedded in policies and programmes. The **Smarter London Together Strategy** includes actions to promote better data sharing and collaboration between local authorities, across public services and within private, public and third sectors.

Public GESI enablers

London Greater Authority have set up many groups who have the responsibility of promoting and ensuring engagement of underrepresented persons.

- **Expert Panels** provide direct advice to the mayor as representatives of demographic and industry groups.
- **Lync Up Crew** is a group of young advisors to the mayor who represent the often-unheard voices of young Londoners in the 7-15 year old age group.
- **Peer Outreach Networks** are commissioned by the Mayor to engage, inspire and gather opinions of 15-25 year old from diverse backgrounds.
- **Community Engagement Team** Connects City Hall to London's varied communities so they can be more actively engaged in the City's decision making
- **London Councils** Supports all 33 London boroughs in promoting equality and respecting diversity so that the needs of all communities in London are met.
- **Team London** offers a range of programmes to help build capacity within Civil Society, including volunteering, training and advice.

Private GESI enablers

Many private institutions work to enable public participation. GLA have partnered with many of these institutions to utilise their expertise, technologies and networks.

- **Catapult Digital** is the UK's leading advanced digital technology innovation centre. It drives the early adoption of digital technologies to make UK businesses more competitive and productive to grow the country's economy.
- **Apolitical** provides free access to courses, articles, events and connections for public servants.
- **Koreo** offer training, workshops, coaching graduate schemes, and run prizes and programmes to help connect and upskill individuals and promote careers in social change.

Civic Society GESI enablers

Many civil society groups have been initiated by the community but are often supported by the GLA through grants or entering into a partnership with them to improve their effectiveness and reach such as **National Lottery Community Fund London** fund community initiatives that bring people together and build strong relationships improve the places and spaces or help more people to reach their potential, by supporting them at the earliest possible stage.

Inclusion London is one such group, they support Deaf and Disabled people's organisations in London and campaign for equality for Deaf and Disabled people.

Londoners can engage in democracy in several ways, including through voting, seeking representation in elected office, and taking part in public debates. A range of formal participation channels have also been set up by Greater London Authority to help ensure the voices of all groups are heard equally.

Talk London is an online community that involves people in sustained and meaningful debates, it generates actions to improve the capital. It enables members to participate more fully in democracy, including in the design and delivery of public services.

A **London Curriculum Resource** has been developed to support secondary school children, 16 to 18-year-olds and school leavers to develop their political literacy and become active citizens.

A range of **grants a**re available to groups of the community to enable community-led decision making and design for placemaking projects such as the **Good Growth Fund** which supports citizen led innovative, best practice regeneration activities in local communities and the **Citizen- Led Engagement Programme** which aims to facilitate community led research projects with underrepresented voices to improve insights and influence on policy.

The **Social Integration Design Lab** was set up to provide a space to test and expand how local borough's existing regeneration projects can be effective in addressing dimensions important to social integration: relationships across difference, participation in civic life and tackling barriers to equality.

The **London Datastore** is a free and open data-sharing portal where anyone can access data relating to the capital. Whether you are a citizen, charity, business owner, researcher or developer, the site provides more than 700 datasets which can be downloaded and used by anyone.

Data Expeditions bring together members of civil society those that might hold data, along with policy makers and data scientists to gain insight and develop hypothesis on a chosen topic or theme and build partnerships.

GESI Approach: Neighbourhood Planners

VISION

Neighbourhood Planners.London is a voluntary initiative that exists to support and raise the profile of neighbourhood planning in the capital, and respond to the challenges communities face when undertaking neighbourhood planning.

PROCESS

Many of London's communities have seized the opportunity to begin developing neighbourhood plans for their local area. Led by dynamic and dedicated individuals, the process has often been part of, or led to, other grassroots projects and funding streams. The group recognises that all neighbourhoods should be able to have a voice in their local areas, but some may face greater barriers to doing so. In response to this, the group worked with Publica to undertake research into neighbourhood planning in areas with high levels of socio-economic deprivation. The study was funded by a grant from Trust for London.

The research included a literature review on the existing debates on neighbourhood planning in areas of London with high deprivation, which informed an examination of case studies, interviews with key members of steering committees of each of these neighbourhood planning groups and a workshop to share experiences and discuss recommendations for policymakers.

OUTCOMES

The study found that neighbourhood planning groups in areas of London with high levels of deprivation are expected to face a number of additional challenges in the development of their neighbourhood plans, including lack of funding and high

costs, lack of skills, and limited capacity of the community to engage in the process. However, it also recognised that neighbourhood planning can present a range of opportunities for areas with high levels of deprivation, such as: "Input into incoming development", "Social benefits and community leadership for the community", and "Improved relationship with the local authority".

The study used these findings to compile a range of recommendations for policy makers in including the Mayor, Councillors of London, and National Government. These included:

- **Improving the process of Neighbourhood Planning:** such as making the process for applying for funding simpler.
- **Mainstreaming Neighbourhood Planning:** Including working with local authorities to increase support for neighbourhood plans in streamlining it with other legislation.
- **Funding:** Providing supplementary grants to areas which score lower on deprivation indices, and providing ringfenced funding for these communities for administrative and technical support.
- **Capacity Building and Support:** Creating a role within GLA for deprived neighbourhoods who is a continual reference point who can provide advice, maintain momentum, and help them navigate the overall process.

Digital Innovation
The study also recognised that widening access for neighbourhood forums and their technical consultants to digital and mapping tools used by local authorities could help improve their neighbourhood plans. This could include software ie. Commonplace, or digitised data sets to inform evidence bases.

Empower: Crowd Fund London

VISION

Crowdfund London gives everyone the opportunity to contribute to making and remaking the place where they live in a way that goes beyond basic consultation. The programme aims to empower local communities to come up with creative, distinctive ideas that deliver sustainable solutions to local challenges or harness opportunities to build resilience People coming together to help to make something happen is often empowering and this sense of collective ownership can strengthen the impact of the end result. By getting involved, GLA believe they help make sure good things can happen in the public interest. Their pledges to campaigns catalyse success and focus attention on projects that have genuine public and community interests at heart; often the less glamorous campaigns which might not receive the most natural attention. Backed campaigns have been presented on an interactive map. A research report has also been produced to quantify the social impacts of the project.

PROCESS

The Greater London Authority pledges up to £50,000 and no more than 75% of the total project cost. Community members are expected to raise the remaining 25% from the 'crowd' – people, businesses, public funders. One of the successful projects for the programme was a proposal for a new public space in Hackney, to be designed and built by local young people received £30,00 from the GLA, and raised £49,512 through SpaceHive. The project aimed to reconnect young people with development happening in the area whilst learning key creative and construction skills.

Hackney Quest spoke to young people who said they don't have enough say over how their area is changing. The project

aimed to respond to this by putting local young people in control of a prominent public space at Flanders Way Working with architects, designers and construction specialists, young people decided what should happen in this unused piece of public land and then built it themselves.

- 475m^2 of public space improved
- 131 people involved in the project delivery
- 26 courses provided and 3 new part time jobs created

Digital Innovation

The GLA is working with Spacehive, a civic crowdfunding website that make it easy to share ideas online and begin a crowdfunding campaign to collect donations of cash, skills and resources. Alongside this Space Hive enables users to track milestones of their project, keeping pledgers informed of progress and facilitates developing a delivery report upon project completion. This is a user-friendly way for users to highlight their achievements and their projects' impact.

OUTCOMES

The Mayor has pledged over £1.8m to 101 successful crowdfunding campaigns across the capital, run by members of the public. More than 14,000 backers have come together to raise an extra £2.2m in pledges towards these projects. Together, a range of community projects have been realised including revived historic markets, increased local access to training and skill development, brought underused spaces back to life and supported local economies with new social businesses, civic spaces and community resources that promote resilience. 94% of campaigns succeed after Mayoral backing, compared to a 47% average without a Mayoral pledge on the platform used. 95% of successful campaigns backed by the Mayor go on to deliver successful projects.

Workshops & Training: Superhighways

VISION

Superhighways is a small company that helps local communities make best use of technology for social impact. They recognise that data literacy and digital skills go hand in hand, together enabling groups to better evidence need, measure impact and influence local policy.

STAGES

The City Bridge Trust funded Impact Aloud project focuses on supporting organisations across 10 south London boroughs to use digital tools to better capture and communicate their impact. One of their recent projects involved partnering with Croydon Voluntary Action to co-ordinate a data learning event for Croydon.

The event ran for one morning, mindful of the capacity of smaller organisations and community groups to step away from service delivery. The programme collaborated with Data Officers from the GLA and London Plus and long with local data scientists and organisations.

Representatives from 15 small charities and community organisations attended the event. The morning involved:

- Local charities and community groups shared key tools they were using for local data collection, challenges they faced, and how data analysis had helped them improve their services and target certain populations and groups in the borough.
- Superhighways demonstrating free mapping tools that would be available to everyone, and reassure how easy they were to use. Tools included Batch Geo, Google My Maps, My Society's MapIt, London Data Store's Borough / Ward Mapping Template and Power BI.
- GLA and London Data Plus Officers then introducing the Data Store and showed useful example on how to use borough data, focussing on social isolation – a key issue that Croydon's voluntary and community sector address.

OUTCOMES

Croydon Voluntary Action's Head of Community Involvement said 'In today's digital world, data analysis has become more and more crucial in understanding/visualising communities strengths and needs and showcasing the profound impact of the works of our charities. The event offered to groups provided just that: knowledge, tips and inspirations for an easier and effective use of data through accessible inexpensive tools, opening up the doors to commissioning, attracting future funding, partnership and impact'.

Key learnings

- Small groups talking about their own experiences can inspire and encourage others to follow their lead.
- Partnering with local organisations and the GLA enabled them to leverage additional expertise and build relationships for future joint working or support.
- Utilising local assets and focussing on scenarios that are relevant to a particular borough will widen impact.
- Online interactive tools during the event were a great way to get input from attendees – in this instance benchmarking data maturity and flagging challenges faced to inform ongoing support that was required.

Lessons Learned

GOVERNANCE

London provides valuable insights into how having a range of policies, strategies and guidelines in place can ensure a common approach to participation is adopted across all departments, and on all projects. The Civil Society Strategy for instance aims to guide the GLA on how they can work more closely with volunteer and community groups to ensure the voice of all Londoners is embedded in participation. While these policies and strategies are open in a way that enables innovation, they ensure best practise is maintained and that new research, methods and tools are shared across the entire Council.

RESOURCES

Dedicated teams within GLA help mobilise participation across all departments through sharing their networks, training and time. For instance, the community engagement team have established a network of community groups and identified local contacts for different demographics and hard to reach community members. This is valuable as it ensures all departments have access to these populations when they are undertaking participation activities. Additionally, lessons can be taken from how many representatives of different demographics sit within these teams to ensure their voice is accurately represented and a direct communication channel between the GLA and these populations is maintained.

CAPACITY

Groups such as Neighbourhood Planners, London Councils and Locality all work to provide members of the public with information on participation, how they can get involved and the mechanisms for doing so. Lessons can be taken from how many of these groups either partner with GLA or receive funding from them to help carry out these services. This can ensure they receive accurate information and resources to have the greatest impact, while remaining independent in their advice to community members. This means planning processes are well understood by the public. Alongside this GLA run their own initiatives to increase the awareness and skills residents need to participate, such as running Digital Literacy Training to elderly residents. To ensure these are most effective the GLA may partner with local groups who already know these members of the population to ensure a friendly and welcoming space is created for new and sometimes intimidating learning to occur.

Barcelona
Participation as city branding
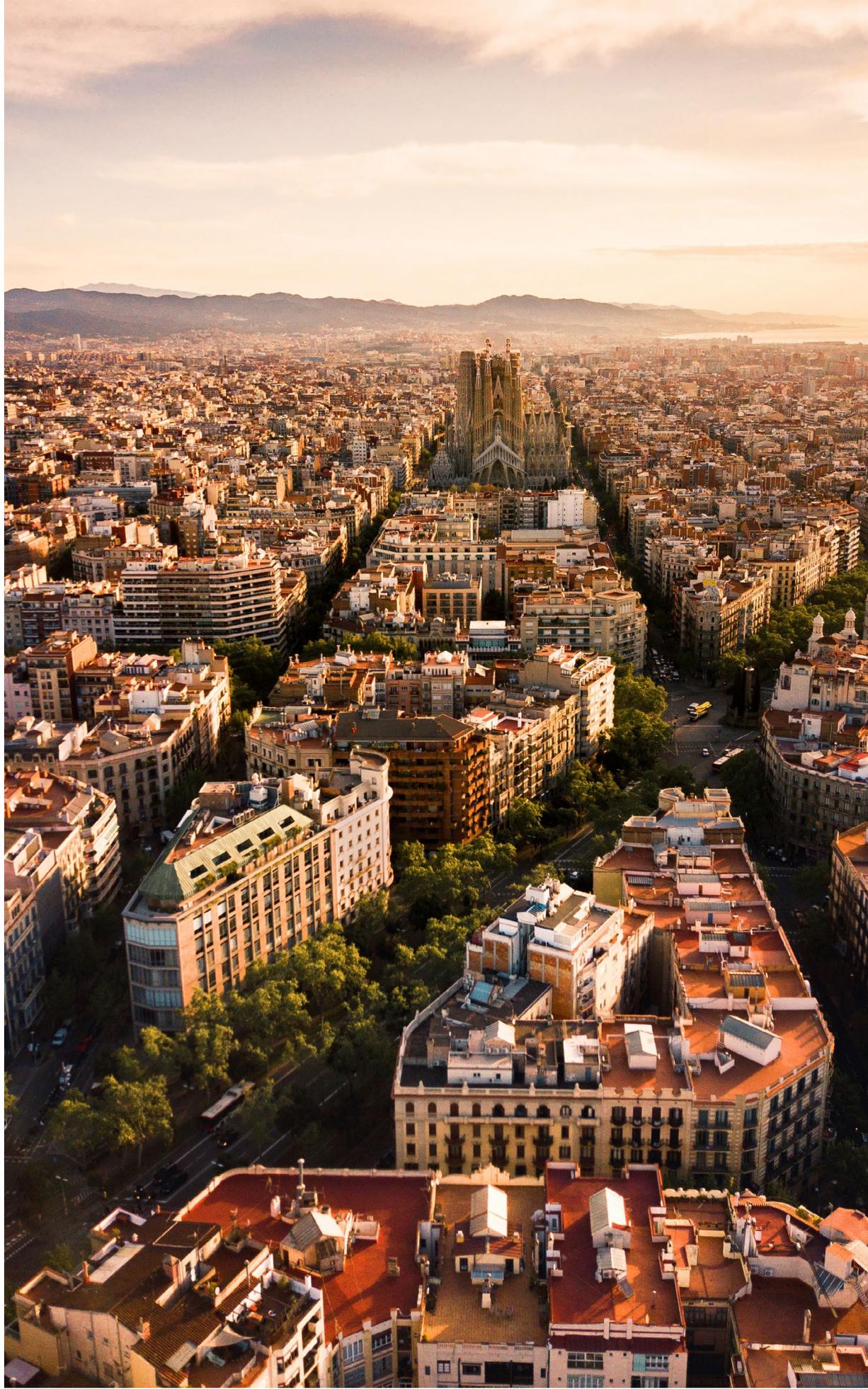
- As many cities in Mediterranean Europe, Barcelona suffers from social inequalities worsened during the last financial crisis, which led to vulnerability and exclusion.

- Factors such as recognising foreign residents' rights, unawareness of the civic and association network, or lack of time must be solved to enhance public participation.

- High pressure demand for tourist accommodation, impacts on the real estate market and leads to gentrification processes affecting neighbourhood social relationships.

- Poorest neighbourhoods tend to lack social capital which affects the capacity for a resilient response.

Barcelona´s trajectory in terms of public participation dates back to 1986, when the first regulations for organising districts and public participation were approved. This implied that citizen participation had a legal recognition for the first time. From that step onwards, the city has fostered an increasing participatory architecture to respond to the communities' requests and the evolving social and political context.

In October 2017 The Regulatory Norms of Citizen Participation were introduced. These norms set out a legal framework for the promotion and development of participatory democracy in the city of Barcelona. They emerged from engaging a wide audience in a participatory process, including various municipal groups, associations and organisations, along with participatory bodies and the public. The result ensured that the necessary resources for carrying out participation was secured, and clear participation channels were defined.

Barcelona is a pioneering municipality in the constitution of participatory governance structures. Therefore, Istanbul can learn best practices from the different mechanisms in place. Furthermore, the City Council recognises that there are several issues to solve which are aligned to Istanbul´s objectives:

- Improvement of participation channels, to make them more accessible, open and transparent.
- Fostering the use of face-to-face and digital formats that help to increase participation and facilitate the maximum diversity of participants, adapting participation channels to the plurality and complexity of the people who share a city like Barcelona.

101 sq km
Land Area

1.62 million inhab.
City Area Population

5.57 million inhab.
Urban Area Population

16,000 people/sq km
Urban Area Population

36,157 USD
GDP per Capita

8.2 million
Tourists

82.8
Voice and Accountability
Percentile Rank (Country level)

48 th
IMD Smart City Index 2019

Flood & Droughts
Major Hazard from 1991 to 2010

Urban Planning and Participation

URBAN PLANNING

STAKEHOLDERS

PUBLIC INSTITUTIONS

PUBLIC

REGIONAL

Regional Plan
Territorial Guidelines

Subregional Plan
Territorial master plan and territorial general land use

Regional Government
Generalitat de Catalunya

Urban Assembly of Catalonia

Barcelona City Council and World Bank MOU

LOCAL

Municipal Urban Plan
Master Plan

Development Plan

Superblocks

Barcelona Council
The City Council is obliged to consult citizens on certain municipal actions during their definition and before their final approval

Mayor

Councillors

Municipal Government

Municipal Groups

Diversity Measure

City sectoral councils
Subject-specific participatory bodies that debate: International Cooperation, Bcn Women, LGTBI, Social Housing Council, Bcn Security Council, Municipal Social Welfare, Municipal Schools' Council, Senior Citizens' Advisory, Municipal Immigration, Roma people, City and Tourism Council, Bcn Economic and Social Council

Safeguards Committee
Consultative body in the Municipal Citizen Council, with experts outside it. Aims to ensure citizens' rights to participation

DISTRICTS

District Plan

Implementation
Local input, projects, activities

Municipal District Councils [10]
Local responsibilities and decision making

Elected Local Members

Neighbourhoods Councils [73]

Monitoring Committee
Created specifically for each participatory process. Made up of citizens and municipal technical staff

Advisory Committee
Improves all participatory processes and achieves diversity and opinions plurality

Pacts and agreements
Frameworks between institutions and social players on a specific common aim

Districts sectoral councils

GESI ENABLERS

PRIVATE

- ■ International Observatory on Participatory Democracy (IOPD)
- ■ Cities for Digital Rights
- ■ Laboratori d'Innovació Democràtica
- ■ Straddle 3

CIVIL SOCIETY

- ■ Council of Associations of Barcelona (CAB)
- ■ Col·lectiu Punt 6 Women Association
- ■ Free Software Association Decidim
- ■ Metadecidim Community
- ■ Lafede.cat - Organizations for Global Justice
- ■ Federation of Neighbourhood Associations of Barcelona

SOCIAL PARTICIPATION MECHANISMS
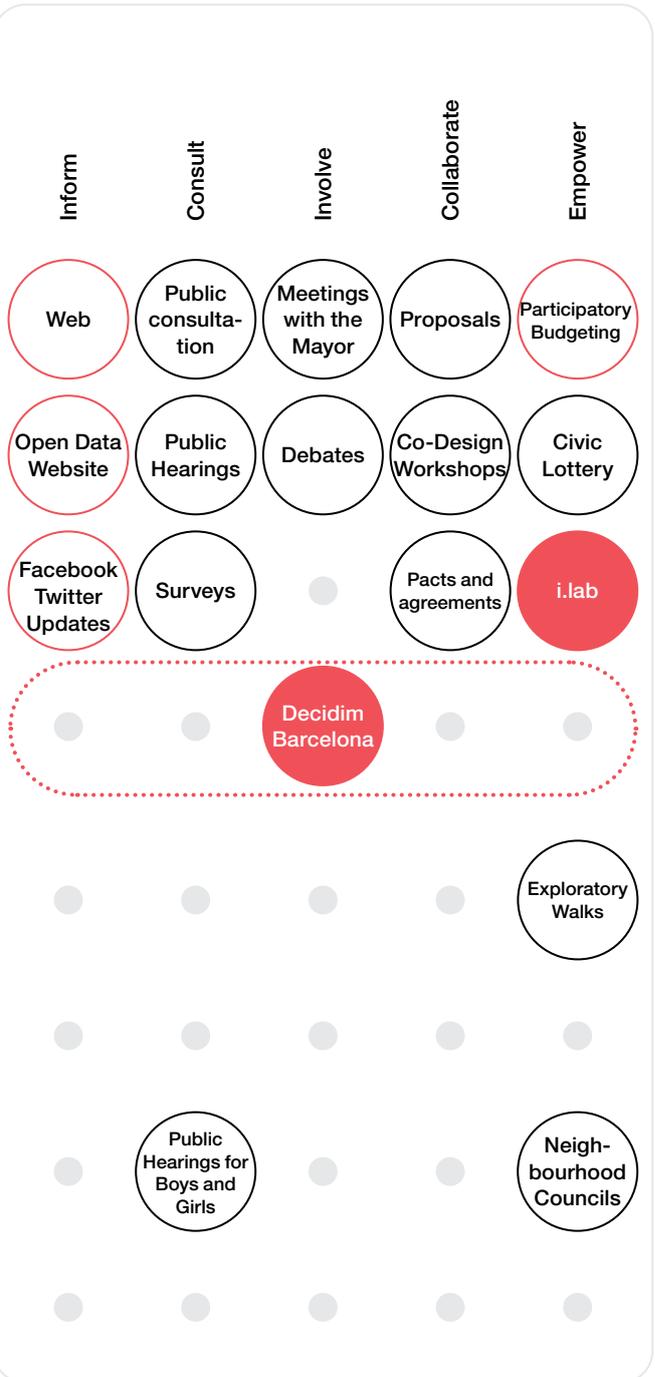
LEVELS OF ENGAGEMENT

Inform	Consult	Involve	Collaborate	Empower
Web	Public consultation	Meetings with the Mayor	Proposals	Participatory Budgeting
Open Data Website	Public Hearings	Debates	Co-Design Workshops	Civic Lottery
Facebook Twitter Updates	Surveys		Pacts and agreements	i.lab
		Decidim Barcelona		
				Exploratory Walks
	Public Hearings for Boys and Girls			Neighbourhood Councils

Type of element

- ■ Project / initiative / programme
- ⬤ Stakeholder / organization / company
- ⬤ Selected project

Type of mechanism

- Digital SP mechanisms
- In-person SP mechanisms
- Selected project

According to legislation, the government is not allowed to prepare national-level spatial plans for Spain. A Regional Plan exists for autonomous communities such as Catalonia to guide and co-ordinate planning at the local level. Sub-regional Territorial Plans are prepared by intermediate levels of government.

Land-use plans are developed at the local level by the City Council, named Municipal Urban Master Plans. These are comprehensive master plans for municipalities. In all autonomous communities, these plans may contain legally binding regulations for land owners. Further conditions for development are elaborated through the Development Plan. This detailed plan that shows permitted land use and regulates building conditions for each individual plot included in the sector.

This hierarchical planning system guarantees that lower level plans are in accordance with higher level plans. However, higher level plans may also intentionally include ambiguous elements to ensure sufficient flexibility at the local level.

STAKEHOLDERS

Public institutions

The hierarchical model of planning applies to all 17 Spanish regions including Catalonia. This includes requirements all levels of governments to coordinate consultation activities. This requires different levels of government to coordinate with one another. To assist this with multi-level governance and inter-departmental coordination the Urban Assembly of Catalonia was set up in 2018 by the Generalitat of Catalonia and the City Council of Barcelona. This Assembly is an advisory body whose main mission is to promote the Urban Agenda of Catalonia. It is constituted by 15 representatives of the Government of Catalonia, 20 representatives of the citizen and economic associative sector, 25 representatives of local governments and 30 representatives of entities, the latter as observers.

Strategies

The public participation framework is anchored in the Regulatory Norms of Citizen Participation (2017). This regulation boosts community-led initiatives, fosters direct democracy channels, and promotes face-to-face and digital formats of participation. It favours transparency and traceability, and places special emphasis on guaranteeing inclusive participation. This is because it requires the council to adopt a proactive attitude so that all the participation channels acknowledge Barcelona's current diversity, ensuring they are as diverse, inclusive and accessible as possible to everyone.

Public GESI enablers

Barcelona relies on several institutions to ensure diverse and inclusive participation occurs on a citywide scale:

- **City sectoral councils:** Participatory bodies that undertake debates on subject specific matters: International Cooperation, Barcelona Women, Municipal LGTBI, Social Housing Council, Barcelona Security Council, Municipal Social Welfare, Municipal Schools' Council, Senior Citizens' Advisory, Municipal Immigration, Roma people, City and Tourism Council, Barcelona Economic and Social Council.
- **Safeguards Committee:** Consultative body in the Municipal Citizen Council, made up of experts outside the City Council. Aims to ensure citizens' rights to participation.
- **Monitoring Committee:** Created specifically for each participatory process. Made up of citizens and municipal technical staff.
- **Advisory Committee:** Consultative body to improve all participatory processes and achieve diversity and plurality of opinion.
- **Pacts and agreements:** Frameworks between institutions and social players on a specific common aim: i.e. Citizen Agreement for an Inclusive Barcelona.

At a district level:

- **District sectoral councils:** Deal with specific issues within that area. Wide range of councils, including senior citizens, women, people with disabilities, schools, etc.

Private sector

The Citizen Agreement for an Inclusive Barcelona
is a space for participation, based on public-private cooperation and it is a joint action between institutions and organizations. It focuses on building a more inclusive Barcelona with a higher quality of life for all people.

Civil society
Barcelona has a strong association movement. Community-led initiatives can be promoted by any group of more than three people over the age of 18 registered in the city, as well as any citizen entity, non-profit associations, business and union organizations or professional associations, provided that their sphere of action is in Barcelona.

SOCIAL PARTICIPATION MECHANISM

The participation approach in Barcelona is structured following these paths:

- **Promotion**, through citizen initiatives, participatory processes, bodies and consultations.
- **Debate**, question time and discussion forums between public and city council.
- **Intervention** in municipal actions to collaborate in their development and implementation.
- **Co-production** of the city's public policies and the actions arising from them. Defining the analysis and participating in its execution, evaluation and monitoring.
- **Decision** on important city matters through public consultations.

Barcelona City Council has created a series of guides on these topics to familiarise people with the Regulation for Citizen Participation

DIGITAL SOCIAL PARTICIPATION CHANNELS

Barcelona City Council and the World Bank have signed a collaboration agreement to share knowledge and good emerging practices on urban innovation, smart cities and the use of technology to deal with the challenges of the city and increase public participation. Decidim. Barcelona digital platform is considered as a "practice that helps increase participation and an experiment with new methods to achieve a true participatory democracy".

GESI Approach: Diversity Measure
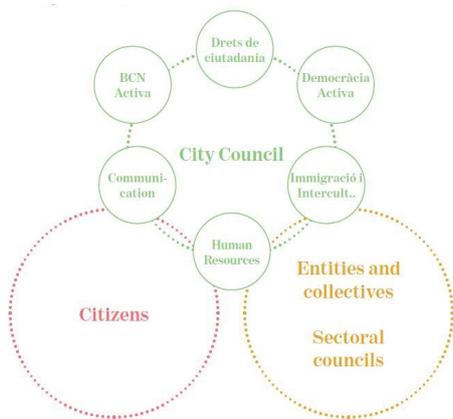
VISION

Barcelona´s history of migrations dates back many years and continues to increase as the city attracts many people. Barcelona is made up of 73 different neighbourhoods with over 100 nationalities living alongside one another. Barcelona is committed to ensuring diversity and inclusion with the participatory processes and has developed a Government measure to foster the engagement of people from diverse cultural origins and backgrounds in participation channels. The aim is to recognise the importance of the city's diversity and give all residents access to participation. Furthermore, a "Barcelona, Refuge City" plan was launched in September 2015.

STAGES

The new Regulation for Citizen Participation, approved in 2017, recognises diversity and urges the City Council to allocate the resources needed for residents to participate in public life. The diversity measure refers to the following collectives or groups of people:

- Immigrant foreigners, whether legal or illegal
- People of Spanish nationality with a diverse cultural background, especially younger generations
- People of the Roma community
- People of diverse religious or non-religious beliefs
- People of other cultural identities or context

It is co-directed by the Councillor's Office for Participation and Districts and the Commissioner for Immigration, Interculturality and Diversity, and various other agents and departments are also expected to participate.

The five objectives are:

- To recognise cultural diversity and increase its visibility, strengthening the engagement of people of diverse cultural origins and backgrounds and their associations with the participation channels made available by the City Council.
- To deepen the understanding of the sociocultural needs and realities around participation; and contribute to promoting autonomous and self-organised forums for these collectives by working with actors of diverse cultural origins and backgrounds.
- To strengthen the ability of municipal staff and other council agents to actively incorporate interculturality into the actions aimed at promoting public participation and intercultural mediation.
- To incorporate cultural diversity criteria in the municipal communication channels and media.
- To enable residents of Barcelona to exercise their political rights.

The plan also identifies public participation as a fundamental strategy so that inclusion policies can be implemented across all the actions taken in the city. This encourages departments within the municipality as well as other external stakeholders to undertake joint actions and define shared goals.

OUTCOMES

The Citizens' Agreement for an Inclusive Barcelona is an important tool for establishing a shared and common basis for inclusive participation between civil society actors and institutions against social exclusion. More than 700 signatory organisations supporting the Citizen Agreement for an Inclusive Barcelona, launched the Strategy for Inclusion and Reducing Inequalities for 2017-2027.

Consult: Decidim Platform

VISION

Decidim was born in Barcelona in 2016 promoted by Barcelona City Council. As a software project it is deeply inspired by the 15M citizen movement who reclaimed democracy for the people. Decidim is run by an association who manages the code, its extension and governance. This online platform for supporting participatory processes was implemented for the development of Barcelona's strategic city plan. The goal of this process was to enrol members of the public in a two-month process of co-production. Participants could discuss and support the proposals made by the government and initiate, discuss and support their own proposals. In total, more than 40,000 people participated.

STAGES

In order to set up Decidim, different pre-existing participatory tools were assessed: e-Petitions Gov UK (United Kingdom), Your Priorities (Iceland), Cónsul (Madrid) and Open Irekia (Basque Country). This analysis influenced the design specification process of Decidim. The platform is built with open-source and open-development software. It provides the digital space for diverse democratic processes by using a flexible modular design that can be easily adapted incorporating several spaces for participation:

- participatory processes to discuss issues, step by step
- assemblies to power collective self-organization
- consultations to decide with democratic guarantees
- initiatives to enable people to set up proposals

Decidim includes different features such as:
- proposals to submit ideas
- voting components

- results to show acceptance or rejection of proposals
- accountability to filter projects and progress statuses
- meetings
- participatory texts to analyse, synthesise, and co-create

It also incorporates elements such as:

- conference
- surveys
- sortition
- comments
- pages and blogs
- notifications
- newsletter

This platform goes beyond just "listening" to the public and "giving them a voice". Instead, people are:

- Invited to design and improve the participatory process.
- Invited to contribute with proposals that will be debated and could translate into binding legislation (provided some technical and social thresholds are reached).
- Invited to monitor and assess both the process in its procedures as in its outcomes (in what has been called the Metadecidim initiative).

This has complemented the traditional participation activities (face-to-face, channelled through civil society organizations or other institutions) by supporting them with ICT.

OUTCOMES

Decidim Barcelona has over 31,000 registered users and has collected over 9,000 citizen proposals. Decidim platform is being used in over 100 cities in 20 countries worldwide.

Empower: Superblocks

VISION

The Superblocks project, designed by the Municipality of Barcelona in collaboration with the Urban Ecology Agency, represents an innovative planning approach for addressing urban challenges such as mobility, public space, biodiversity and social cohesion. Superblocks are new urban organisational units, with a size of around 400 x 400 m, comprised of several smaller blocks. The duration of the pilot programme was four years, starting in 2014. The vision of the city council in implementing the pilot programme, as stated in the Public Commitment for Sustainability 2012-2022, is to promote a city that works in a more mixed, compact, efficient and diverse way through creating five superblocks.

STAGES

The Superblocks involve a radical, holistic modification of built-up areas. The project does not imply major physical changes, but rather tactical urbanism. This promotes soft measures that are often low-cost and easy to adapt. It represents a new way of understanding and providing benefits to the city by allowing experimentation. Public participation is present throughout the whole programme, from the initial diagnosis, participatory action plan and prioritisation. In each district a promoter group acts as a link between the technical group and residents, monitoring the programme and validating its various stages. It defines the participatory spaces as well as the results of the series of participatory and technical workshops held.

Preliminary stage: presentation of the model. Meetings and working sessions are organised with city bodies, experts and district entities to present, enrich and approve the model's

goals and criteria. This stage took place at the Municipal Action Plan (PAM) sessions in the districts.

Stage 1: Diagnosis and Draft Plan. The aim here is to gather all the proposals, actions and interventions that are to define the superblock, based on the knowledge and diagnosis of the local community and groups. The stage is divided into two parts, one for collecting information and analysing the situation, and the other for making specific proposals (an action plan).

Stage 2: Plans and Implementation. This stage comprises the roll-out of the final proposal, defining the priority actions in detail, so they can be carried out. Specific participatory processes are organised, depending on the type of intervention. Apart from the onsite open workshops the process can be followed via the City Council website and the decidim. barcelona platform. This ensures the traceability and transparency of the whole project.

OUTCOMES

Social participation is considered both at a city scale and a district scale to connect the needs, aspirations and demands of the territory and its community. Barcelona City Council offers the maximum level of public dialogue and consensus building on diagnosis and proposals, as well as on the implementation of the programme. The Superblocks are open projects, so that any proposed action undergoes a participatory process involving the community and its organisations.

Metrics

Initial investment: The programme has a budget of US$12.4M for the period 2014-19. This project is expected to extend citizen spaces/car-free spaces by over 23 hectares.

Lessons Learned

GOVERNANCE

In a context of transforming urban policies, Barcelona aims to be a benchmark for other cities. The 2017- 2027 Strategy for Inclusion and Reducing Social Inequalities is the road map that has been devised to align with the SDGs (Sustainable Development Goals). The focus is on people and reducing inequalities, by implementing inclusive policies aimed at all city residents instead of just the most vulnerable groups. Reaching this consensus involved work between all the city's municipal areas and districts, the Citizen Agreement networks and the city's associations, organisations and social movements. It was the fruitful result of a whole year´s work which was finally supported by more than 700 signatory organisations.

CAPACITY

Barcelona has a great capacity for joint organisation and action, and this is what sets it apart from other cities. The 2017-2027 Strategy for Inclusion and Reducing Social Inequalities will coordinate 892 projects and services driven by 167 social entities, networks and municipal departments or bodies around common goals and promote the roll-out of new action networks and projects to drive the co-production of social inclusion projects.

Furthermore, there is a special emphasis on empowering the communities. This occurs through promoting the coordination of networks and relational spaces at a local level. Special attention is given to increasing the participation of people who traditionally suffer from severe social exclusion through supporting them to design their own projects and providing social inclusion services.

RESOURCES

The city relies on three committees formed by members who are not linked to the municipal government. Their mission is to ensure that the general public's rights are respected and that participation channels work properly. There are multiple social organisations which have increased their services through social volunteering. New social movements have emerged to fulfil the right to the city and people´s inclusion. The combined use of digital and analogue tools is one of the key aspects while developing effective participation processes.

Athens
Citizens tenacity and agility to overcome a crisis

© Athens Partnership

- **Shifting challenges to opportunities:** The potential success of the city relies on turning its challenges such as newly refugees and migrants, vacant buildings, touristic assets, energy and diverse bottom-up initiatives, into opportunities
- **Permanent depressed macroeconomic conditions and the social welfare gap:** The EU and private investors have funded initiatives for city improvement, but many of the projects have only ben a temporary solution.

- **Strengthening the social fabric:** To ensure the resilience of the city overcomes financial, political, economical, cultural, humanitarian challenges arising from the crisis. Social solidarity and active participation ensures a more creative and collaborative city.
- **Enhancing planning and communication for a more efficient governance:** Streamlining and up-scaling strategies, empowering representatives, and engaging with communities who face serious challenges.

Athens is located in the centre of the country and has historic roots in controlling decision making for the entire county.

After the global financial crisis of 2008, the austerity imposed by international lending institutions led to a severe recession and the acute increase of employment rates. General strikes and violent confrontations arose (2010-2015) as a citizen rejection of the proposed austerity measures. The construction sector collapsed, leaving thousands of empty dwelling whilst the number of homeless increased.

Many of these empty dwellings have their origins in the waves of immigration throughout the 20th century (from the Balkans, Middle East, Asian and African countries). Many of them were established as illegal constructions and in the absence of a strong urban planning policy. The combination of economic growth and joining the EU in 1981 prompted the arrival of new investment and credit that improved standards of living. The rise in housing construction led to a growth in multi-story residential buildings that promoted ownership and the mixing of social classes, that avoided 'urban ghettos'. However, this also created a lack of collective spaces that led to an urban ethos of individualism. The proliferation of this type of housing was supported by the State in the form of building regulation and a property law, made possible by the *antiparochi* system - a private contract between land owners and constructors.

This resulted in the city shifting from a top-down master planning process to a semi-informal process and abstract legislative frameworks. As such many bottom up projects materialised throughout the city. Many of these uncontrolled growth challenges remain today.

2,929 sq km
Land Area

664,046 inhab.
City Area Area Population

3.15 million inhab.
Urban Area Population

32,484 USD
GDP per Capita

5,13 million
Number of tourists

22,2 %
Population living in extreme poverty in Greece (2015)

16,870
Refugees living in Athens

75.4
Voice and Accountability Percentile Rank (Country level)

95 th
IMD Smart City Index 2019

Earthquakes & Heat Waves
Major Hazards

Urban Planning and Participation

URBAN PLANNING

STAKEHOLDERS

PUBLIC INSTITUTIONS

PUBLIC

FEDERAL

Regional Spatial Frameworks
Framework Planning

Athens Metropolitan Area

LOCAL

Regulatory Plan of Athens (RPA)
Strategic Planning

General Urban Plan (GUP)
Normative Planning

Athens Municipality

Mayor of Athens

Vice-Mayors

General Secretary

Varvakeios Square

Synathina

Athens Coordination Centre for Migrant and Refugee issues (ACCMR)

DISTRICTS

Integrated Urban Intervention Plan (SOAP)

Support of the economy base, recovery of social and cultural cohesion and re-habitation of the area, public space improvement, governance arrangements and public participation during the formation procedure.

City District Councils [7]

Each City District is responsible for the management of all local matters and citizens may seek assistance from their City District

Disability Support Office
Provision of services, programmes implementation and initiatives supporting

Dependent Substance Use Prevention Centres

City of Athens Hospitality and Solidarity Center (KYADA)

Provision of meals and shelter, programmes implementation, mobile teams operations and awareness

GESI ENABLERS

SOCIAL PARTICIPATION MECHANISMS

PRIVATE

CIVIL SOCIETY

LEVELS OF ENGAGEMENT

PRIVATE

■ **Urbact.eu**

■ **Actors of Urban Change**

■ **Stavros Niarchos Foundation**
It supports educational and social welfare projects that facilitate PPPs as effective means for serving public welfare.

■ **Athens Partnership**
Leverages government resources and secures cross-sector support for public priorities in Athens.

■ **Onassis Foundation**
Culture, education and social achievement

■ **Wind of Renewal - Anemos Ananeosis**
- Cooperative, green and circular economy
- Participatory Planning
- Energy transition

■ **Bodossaki Foundation**
Education and civil society empowerment

■ **Social Dynamo**
Learning, Networking and Collaborative Spaces

■ **INNOVATHENS**
Hub of Innovation & Entrepreneurship

■ **TECHNOPOLIS**
City of Athens

CIVIL SOCIETY

■ **Place Identity**
Urban development through participatory processes

■ **P2P Labs**
Information Technology

■ **Melissa Network**
Migrant & refugee women network

■ **Save Greek Water**
Nature & Ecology

■ **Urban Dig Project**
Artistic performances through community engagement

■ **Open Lab Athens**
Computing, Social Movements, Design and Digital Civics research

■ **Synpraxis.tech**
Open technologies, peer production, collaboration and solidarity

■ **REFILL**
Temporary Use of abandoned and derelict spaces

■ **CoHab Athens**
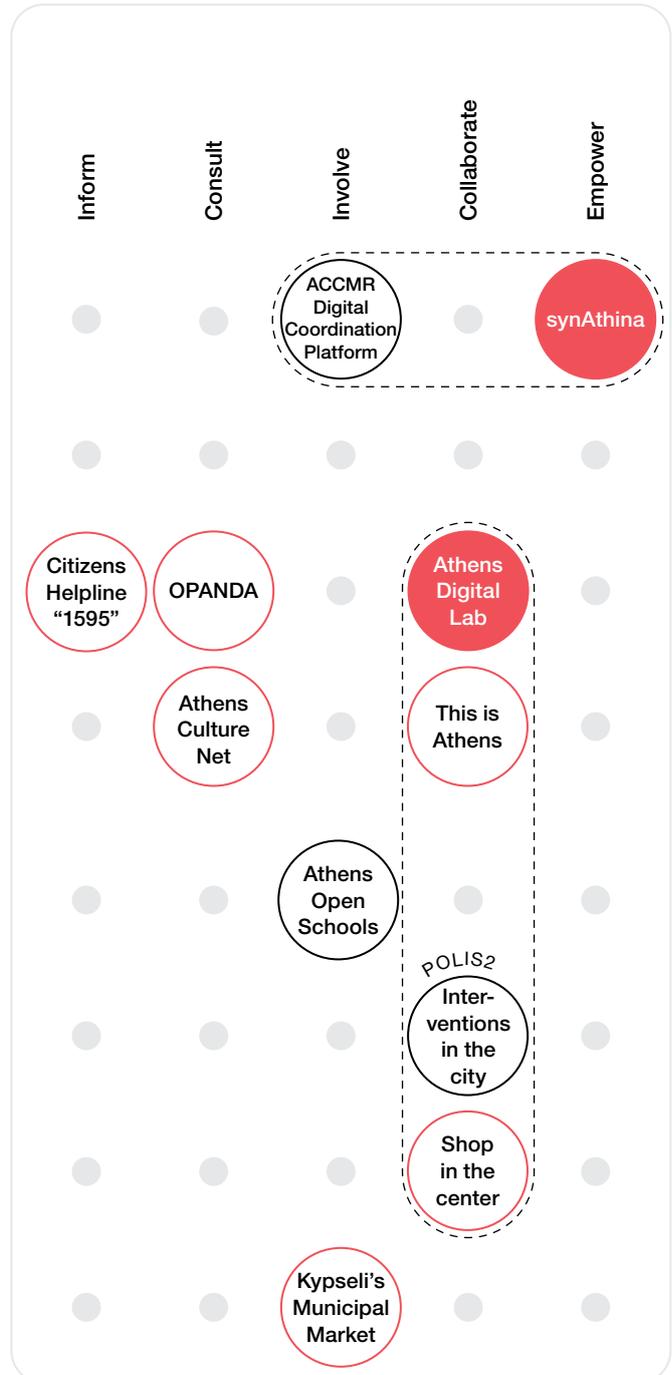
LEVELS OF ENGAGEMENT

Inform | Consult | Involve | Collaborate | Empower

ACCMR Digital Coordination Platform

synAthina

Citizens Helpline "1595"

OPANDA

Athens Digital Lab

Athens Culture Net

This is Athens

Athens Open Schools

POLIS2
Inter-ventions in the city

Shop in the center

Kypseli's Municipal Market

Type of element

■ Project / initiative / program

● Stakeholder / organization / company

▬ Selected project

Type of mechanism

Digital SP mechanisms

In-personSP mechanisms

Selected project

Some of the key features of the Greek planning system relate to traditional components of planning: regulation is based on rigid codes and zoning, inefficient control mechanisms, slow response to dynamic circumstances and several laws that occasionally overlap. However, many administrative procedures that examine if a new construction is in accordance with existing land-use plan lack. This hinders the question of enforcement for demolishing illegal constructed buildings.

Urban and regional planning laws have been recently revised (L.4269/14) in order to promote more innovative and efficient land uses, and reduce constraints and increase confidence for private investors. However large parts of the reform have not yet been implemented. These revisions include:

(1) Policy and strategic guidelines, based on anticipation of future developments and includes medium and long-term objectives,
(2) regulatory spatial planning, that establish land uses, building ratios, etc.

Public institutions
Greece is divided into seven administrative districts (*Apokendromeni Diikisi*), which are decentralized parts of the national government, as well as 13 regions (*Periferia*) and 325 municipalities (*Dimos*).

The national government holds the most important responsibilities in spatial planning and its executive power is carried out by the Ministry of the Environment and Energy. It is responsible for laws on urban and regional planning and environmental protection. The role of municipalities predominantly relates to the approval of land-use plans, and regions. However, they also play an advisory role in the creation of some spatial plans. The decentralized administrative units are in charge of approving a detailed land-use plan and other four plans in agreement with the national government.

Strategies
The City Council of Athens has invested in innovation and supported local communities to implement projects. Some of these projects include: POLIS2 (aims to revitalise abandoned buildings by providing small grants to civil society groups), Kypseli Public Market renovation, Serafeio Sport, Culture and Innovation creation as a host of digital initiatives, "This is Athens" initiative, among others. The "Athens Digital Roadmap" (2018) focuses on providing internet access for all, improving e-government services, digital skills training and strengthening the innovation culture. The city is also part of the 100 Resilient Cities program and has started experimenting with public consultation.

Public GESI enablers
The Athens Municipality works and provides support to external initiatives led by civil society and enabled by foundations and EU funds. These are managed through the successful platform - Synathina. One example is the "Athens Coordination Centre for Migrants and Refugees Issues" (ACCMR), which was jointly developed to bring together institutions, grassroots organizations and municipal agencies to strategically address refugees needs and inform policy and spending. However, the Athens Municipality has shortcomings in terms of internal social

participation and inclusion projects. This is most likely due to budgetary constraints. However, the city offers social support to socially disadvantaged groups such as individuals with disabilities, homeless persons and substance users. The city also operates an emergency service for homeless people. One of the examples is the Centre for Reception and Solidarity of the Municipality of Athens (KYADA), whose purpose is to address the problems of vulnerable populations affected by poverty, exclusion and social isolation. Through its structures, it supports approximately 26,000 citizens each month.

Civil Society & Private Sector GESI enablers

The breakdown of the state social welfare system, associated with the Global Financial Crisis of 2008 fostered the emergence of civil society networks and the growth of the nonprofit sector. Grassroots organizations and informal movements such as the so-called 'social solidarity structures' arose as a societal response to the humanitarian impacts and as an attempt to fill the meagre Greek welfare state gaps. Initiatives included alternative food networks that allowed local farmers to sell their products directly to residents, social pharmacies, time banks, urban gardens, collective kitchens, and other forms of local collaboration.

The sustainability of this bottom-up approach faces some challenges. Many projects heavily rely on the dedication of a few key individuals and many lack a viable business model. Government support to sustain these initiatives is hard to achieve due to limited institutional resources. As such, most projects rely on funding from European or private cultural foundations (Stavros Niarchos Foundation, Onassis Foundation, Bodossaki Foundation). Unfortunately, when the money runs out, the project ceases.

Most of the initiatives previously mentioned were spontaneous and invisible to the municipality. Many of these community groups were disconnected from each other and from potential supporters. There was no clear way for city government to engage with the activities despite them existing alongside its own social services. More recently, the city has recognized that many of these activities were often restricted by outdated regulations and a lack of infrastructure and support. And despite limited resources, they have expressed interest in supporting the potential of this newly active civil society and capitalizing on the ideas and energy to drive change in city hall. This lead to the creation of SynAthina and the desire to make planning processes more fluid.

Empower: synAthina

VISION

Synathina is an online platform which allows members of the community to engage in problem-solving and reform. It was founded in 2013 by Amalia Zepou, the current Vice Mayor for Civil Society, before taking office. It was planned as a platform to facilitate the exchange of ideas and resources among volunteers, civil society and local authorities. Against the backdrop of Greece's economic collapse and the resulting austerity measures, SynAthina works to build trust between the local government and society to revitalize the city. In 2014, SynAthina won the Bloomberg Mayors Challenge.

STAGES

Individual citizens and groups submit volunteer activities to the platform, as well as ideas on how to improve their city. Citizens who submit ideas are connected to the relevant government representatives, NGOs, and private businesses that can support their efforts. If traditional processes are needlessly prohibiting the advancement of good ideas, the synAthina project team works with partners in city hall to update those regulations, policies, or procedures.

Open Mondays & Open Calls
In order to facilitate connections and partnerships, synAthina hosts Open Monday sessions. These take place every Monday afternoon, at the synAthina offices. They are often focused on themes around a specific priority for the city.

An open call is a process that any organization can use to invite proposals from citizens or other organizations to respond to a particular need or challenge. Until recently, the authors of open calls were mainly groups of citizens

seeking allies for the implementation of activities in the city. Municipal services and departments have started to use open calls to ask the city's creative forces to submit ideas and solutions for the city's problems.

Case study: Curing the limbo
Athens' "Curing the Limbo" plan was one of 15 proposals selected from the 206 submitted by 21 EU states. Curing the Limbo aims to use synAthina to empower refugees and migrants as they build their new lives in the country. The city will provide refugees accommodation in formerly abandoned public and privately owned properties, In return, refugees undertake community service and participate in a program of skills development. In addition, the University of Athens helps to deliver workshops to provide language and skills training.

OUTCOMES

Over 3,000 community activities have been posted on synAthina. Building on the issues that citizens care about most, synAthina has brought community groups together to help deliver on several of the Mayors' top priorities including transforming previously derelict buildings into new public spaces and cleaning streets of graffiti with a campaign backed by banks, businesses and civic groups.

SynAthina's work led to the creation of a new Municipal department, the Innovation Office. This office supports innovative projects in the city, building on practices developed and inspired by synAthina. Athens won a €5 million EU grant to further develop their community engagement work with a focus on the refugee crisis, and was named European Capital of Innovation in 2018.

Collaborate: Athens Digital Lab

VISION

Athens Digital Lab is part of the implementation of the City of Athens' Digital Roadmap. It has been granted by the Stavros Niarchos Foundation (SNF), Athens Partnership with the cooperation of COSMOTE and Nokia. It is the 1st municipal early-stage tech incubator, a research and development lab for "smart cities" digital solutions, that supports the development and maturation of applications addressing the real needs of the city, upgrade the quality of life of Athenians and visitors, as well as enhance the digital transformation of the city.

Athens Digital Lab is a pioneering venture, which aims to introduce innovation into the municipality of Athens and support youth entrepreneurship. It runs open competitions, where innovated solutions are selected and supported. Selection criteria focuses on projects responding to the real needs of the capital and delivering on a smart cities agenda. It is housed in the 3rd floor of Serafio, City of Athens.

STAGES

The project aims to target students, researchers, young scientists, young entrepreneurs and young startups, keen on technology`. Executives of the municipality of Athens, NOKIA and Cosmote, act as mentors in the teams selected to join Athens Digital Lab.

OUTCOMES

The first cohort of four ADL teams, selected from 110 applications, developed four prototype apps in 2018, which are being piloted across the City of Athens. Projects include a smart waste management system with a pilot application at 20 central locations throughout the city, a data marketplace for tech organizations and institutions, a smart public spaces management system, and a green management system that uses sensor nodes and a web platform installed in the National Garden of Athens.

The second round of Athens Digital Lab will welcome eight new groups to present innovative proposals with the aim of confronting everyday urban challenges.

Following an open call for applications, ADL's evaluation committee selected eight teams to join the program and present inventive proposals in six thematic pillars: Cleaning Services, Mobility Data, Education Infrastructure, Crisis Management, Tourism, and an open category.

GESI Approach: Varvakeios Square

VISION

The PEDIO_AGORA project aimed to review existing urban regeneration processes used by local authorities and improve opportunities for members of the community with diverse backgrounds to participate and be heard.

The project developed a step-by-step manual on how participation can be prioritising in urban regeneration projects and trialled findings through the redevelopment of Varvakeios Square. - an abandoned public space at the heart of the Athens. The space suffers from many of the urban challenges Athens faces, such as social exclusion, drug use and degradation of urban environment.

STAGES

The manual was designed for those who are involved or interested in urban design issues. It focuses on five principles: citizen participation, cross-sector collaboration, openness, peer-to-peer relationships and mutual learning.

The development of the manual involved four phases: Mapping the current situation and local dynamics, a SWOT analysis (strengths, weaknesses, opportunities and threats), collective envisioning, and proposal design.

It involved 20 practitioners from the public, private and non-profit sectors who produced a collective mind map about the challenges and opportunities for participatory urban design in Greece. Working groups and surveys with the public were then used to confirm findings. For the final phase, the results and canvases were presented to the public in an open event, where local key stakeholders, including planners, activists and city officials were invited to offer feedback.

The manual was then trialled with residents surrounding Varvakeios Square. Focus was placed on innovative and simple participation and collaboration methods, such as World Café, Open Space Technology and Collective Mind Map.

OUTCOMES

Applying the new manual Varvakeios Square yielded an unprecedented level of community building. People gathered around a concrete cause and diverse stakeholders were engaged.

Trialling the manual with this community also revealed information about local needs and practical issues around existing participatory method. These were communicated to the municipality, and addressed in amendments to decision making procedures and through future regeneration projects. The material produced from the project has been inspiring other teams and individuals who have expressed interest to apply the process in similar projects.

Lessons Learned

GOVERNANCE

Athens has become one the most innovative cities of Europe and a laboratory for collaborative urbanism. The financial crisis, austerity measures and the consequent breakdown of the state social welfare system fostered the emergence of civil society networks that took over some functions of the government. This led to the flourishing of many bottom-up initiatives that proposed alternative ways of organizing social, economic and cultural activities.

These networks of solidarity and bottom-up approaches tried to resolve city challenges and fostered immense social cohesion. Initiatives as 'Curing the Limbo'3 are remarkable examples of how connecting the refugee population with members of the public by capitalising on the vibrant civil society and the permanent vacant buildings of the city.

CAPACITY

The 'polylatoikia' architectural model helped to increase the interest of architects and urban designers in creating collaborative city making initiatives.

Athens shows us how efforts to improve public spaces' can play a significant role in community building. These initiatives constitute an experimental arena for civic participation, stakeholder engagement and cross- sector partnership. By means of collaborative methods such as World Café, Open Space Technology and Collective Mind Map, citizens participate to upgrade the urban regeneration proposals of the city council.

RESOURCES

The digital platform SynAthina has allowed the city government to engage with and build on community-led initiatives, rather than operating independent of the community. This platform has played a significant role in building community trust in public institutions and private founders in order to gather and develop ideas about the city improvement. This digital keen concern has been summarized in the "Athens Digital Roadmap".

Due to the scarce resources of the Greek public institutions, Athens shows us how initiatives like "incubators" (such as the Athens Digital Lab) can help create a viable business model for projects. This helps overcome excessive dependance on EU funds and private foundations, which offer a limited budget.

Toronto
Participation as a city goal

- Wide cultural and language diversity among its population means inclusive participation is essential.

- Lack of community awareness of how the planning system works limits the ability for the public to participate.

- Limited autonomy of local government.

- Low levels of engagement from youth, low income groups and homeless populations.

- Urban marginalisation and social exclusion means ensuring equitable approaches to participation is a priority.

Toronto is Canada's most populated city and the fourth largest in North America. The City currently engages people in various ways to build relationships that make government more accountable, support service delivery, build equity and invite participation in decision-making. The cities motto 'Diversity Our Strength' recognises the value all residents bring to the city and helps build a culture where people respect and actively respond to diversity of society.

Engagement methods can be formal or informal and are generally selected to meet specific program's objectives. Often, they include time-limited consultation meetings, online surveys and focus groups, as well as longer-term interactions through advisory groups, mentorship programs and public appointments.

The City's commitment to civic engagement is reflected in its Civic Engagement Strategy, adopted by Council in 2011, and in city-wide plans such as the City's TOcore, TransformTO, Long-Term Financial Plan and Public Benefits Framework. To ensure that the public and stakeholders are involved and understand the details of the planning process, the Planning Act provides for certain regulations to be made.

630.2 sq km
Land Area

2.6 million inhab.
City Area Population

4,195 people/sq km
Density

45,771 USD
GDP per Capita

4.51 million
Tourists

96.1
Voice and Accountability
Percentile Rank (Country level)

15th
IMD Smart City Index 2019

Flooding & Extreme cold
Major Hazards

Urban Planning and Participation

FEDERAL

Planning Act

Regional Plan
High-level objectives and policies for regional scale land use, growth management, environmental protection, regional-scale infrastructure and economic development

LOCAL

Official Plan
Land-use plan, it provides a vision for the future development of a community and lays out strategies and tools to realise this vision.

Secondary / District Plan
Guide for new developments or redevelopment of existing neighbourhoods.

TOCore Planning

Subdivision Plan
They are used to determine the impact of developments on infrastructure, services and the environment.

Site Plan

Implementation
Projects, Activities

Regional Government

Toronto City Council

Mayor

Councillors

City Planning Division

Design Review Panel

Community Councils [4]

Wards [25]

Neighbourhoods [140]

Toronto Planning Review Panel (TPRP)

Chief Planner Roundtable

Toronto Youth Cabinet

Stakeholder Advisory Committee
-Toronto Youth Cabinet
-City Youth Council of Toronto
-For Youth Initiative
-Centre for City Ecology
-Social Development Finance & Admin (City of Toronto)
-United Way of Toronto
-Social Planning Toronto
-Civic Action
-Centre for Addiction & Mental Health (CAMH)
-Toronto Public Library
-Ontario Council of Agencies Serving Immigrants (OCASI)
-RANACA (Resident Association Neighbourhood Association Community Association)
-Toronto Local Immigration Partnerships

Committees
-Aboriginal Affairs Advisory
-LGBTQ2S+ Council Advisory
-Lived Experience Advisory
-Senior Tenants Advisory
-Toronto Accessibility Advisory
-Toronto Seniors' Forum

Toronto Newcomer Strategy Secretariat

Community Crisis Response Programme

Community Development Officers

GESI ENABLERS

PRIVATE

CIVIL SOCIETY

Inform · Consult · Involve · Collaborate · Empower

PRIVATE

- Green Belt Foundation
- Active Neighbourhoods Canada
- Toronto Centre for Active Transportation
- Maximum City Incorporated Social Enterprise
- Toronto Community Housing
- Evergreen launched Future Cities Canada

CIVIL SOCIETY

- Social Planning Toronto Non-profit organization
- Walk Toronto
- Jane's Walks Non-profit organization
- The Planning Clinic (TPC) Non-profit organization
- Municipal Literacy Toolkit by the Toronto Women's City Alliance (TWCA) Non-profit organization
- People Plan Toronto (PPT) Non-profit organization
- Toronto ACORN (Association of Community Organizations for Reform Now)
- People Plan Toronto (PPT) Non-profit organization

Levels of Engagement mechanisms:

Inform	Consult	Involve	Collaborate	Empower
Planners in Public Spaces	Public Consultation	Focus Group	Proposals	Collab
Open Data website	Public Meetings	Growing Conversations	Public Workshops	Participatory Budget
Facebook, Twitter, Updates	Surveys			
Local Media Outlets	Open Houses			Newcomer & Refugee Arts Engagement
				Youth Engagement Strategy

Improving Planning Literacy

Inform	Consult	Involve	Collaborate	Empower
Street Level films	World Town Planning Day	TOCore Avatars		Planning 101 Presentations
				Toronto Strong Neighbourhoods Strategy
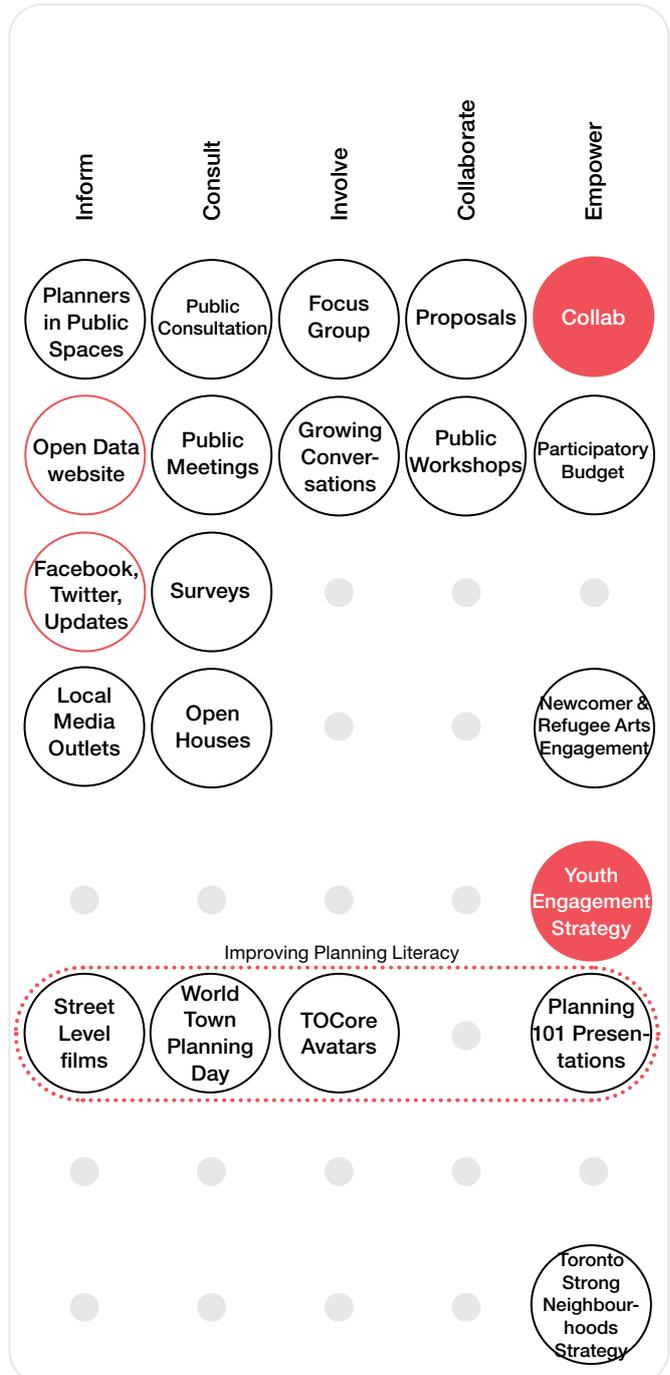
Type of element
- ■ Project / initiative / programme
- ◉ Stakeholder / organization / company
- ⬤ Selected project

Type of mechanism
- Digital SP mechanisms
- In-personSP mechanisms
- Selected project

No national level framework for planning exists in Canada, but all provinces and territories have one or more Regional Plans. In Ontario, for example, a Regional Plan has been prepared for the Greater Toronto and Hamilton Area (GTAH) by the Province of Ontario.

Community Plans are the highest-level of local plans. They are designed to provide an over-arching vision and policy-framework for finer-detailed plans to give effect to. Community Plans provide a vision for the future development of a community and lay out strategies and tools to realise this vision such as land-use plans. They are prepared with extensive public consultation and are the main instruments for stakeholder engagement in land-use planning.

District Plans specify certain parts of the city. They provide more detail than Community Plans and are used to guide new developments or the redevelopment of existing neighbourhoods. However, they generally do not provide details at the plot level.

Subdivision Plans are detailed plans that contain property boundaries, street locations and dimensions, topography, environmental constraints and considerations of urban design and aesthetics. They are typically drawn at scales of 1: 500- 1: 200.

STAKEHOLDERS

Public institutions

Co-ordination of policies occurs primarily through legislative frameworks that assign each level of government a clearly defined task. Co-ordination between policy fields at the local level is assured through Community Plans, which cover a wide range of sectoral policies. At the provincial level, mechanisms vary. While responsibilities for various aspects of land-use planning are generally fragmented among different provincial ministries, some provinces have initiated policies that require ministries to co-ordinate planning policies and programmes.

Strategies

The participation process in Toronto follows three main objectives:

- To build capacity and inform participation.
- To inform planning processes.
- To facilitate city building.

The public engagement process takes place in four general contexts: when it receives a development application; when a neighbourhood-based planning process is initiated; when a broader city-wide planning process or special study is initiated; and when it wants to talk about city building.

Public GESI enablers

Toronto Planning Review Panel (TPRP): is a 32- member advisory body consisting of residents selected through a randomised process called Civic Lottery. This process helps ensure that the members of the Toronto Planning Review Panel represent the diversity of Toronto's population, and broadens engagement by bringing new voices into the planning process.

Chief Planner Roundtable: is a public forum for Torontonians to discuss key city-building challenges, and to identify innovative "drivers for change." The Roundtables are founded on a platform of collaborative engagement, where industry professionals, community leaders, and City staff discuss ideas about pressing issues in an open creative environment. A variety of options for roundtable participation are available including in person attendance, watching the live-stream, and contributing to the conversation via Twitter, comment cards, or email. The flexible and informal forum enables the City Planning Division to form new partnerships with community and city-building advocates, other city divisions, the private sector, and academics.

Toronto Youth Cabinet: is the official youth advisory body to the City of Toronto which aims to promote youth participation in civic affairs and policy development. TYC membership is open to youth between the ages of 13 and 24 who live, work, or learn in the city.

Stakeholder Advisory Committee: includes representatives from a diverse range of organizations and other City Divisions. This group was extremely influential in the development of the Council's document Opportunities for Change and the Principles for Effective Engagement.

Committees: The City of Toronto delivers some of its key services through boards, committees and tribunals. The Board of Directors for these agencies includes members of the public who apply and are appointed by City Council.

Toronto Newcomer Strategy Secretariat: (TNS Secretariat), is funded by Citizenship and Immigration Canada and works with both city and external partners to:

- support greater newcomer participation in city processes
- build the capacity of community-based organizations by providing information, research and training.

Community Crisis Response Programme: works across the city of Toronto in partnership with community members, agencies, and internal City divisions to enhance community safety and wellbeing. The CCRP team supports communities with the development of safety networks that create neighbourhood strategies which focus on Crisis Intervention, Crisis Prevention, and Crisis Preparation.

Community Development Officers: work with neighbourhoods or organizations on community planning and community safety.

Civil Society & Private Sector GESI enablers
Private foundations and think tanks are actively participating to encourage an inclusive approach in the planning process.

There are several NGOs promoting inclusive participation in the city of Toronto.

The City of Toronto developed a series of tools and mechanisms to increase Planning Literacy which is a way to strengthen public participation such as dedicated project webpages, toolkits, PowerPoint presentations, videos, and discussion panels featuring experts and community members and Pop-up consultations.

Planners in Public Spaces (PiPs) initiative: Aims to bring planners to the people and provides opportunities for the public to engage with City Planners, one-on-one, on issues that affect the City and specific concerns they may have about development and urban policy. A tent, a table, some planning material and a group of planners are set up in parks, recreation centres and some special events like farmers' markets or festivals.

The City of Toronto also uses a range of tools to inform planning processes such as community meetings, open houses, focus groups, specialized online surveys and tools.

Neighbourhood Planning Tables: is a place-based planning approach that involves residents, community agencies, local businesses, City Councillors and City staff. They meet regularly to identify local priorities, plan solutions, and create partnerships for a strong neighbourhood. It is open to anyone in the neighbourhood who wishes to participate in priority setting, planning and taking local action for community change. Each table is supported by a Community Development Officer from the City who assists the implementation of Neighbourhood Action Plans that reflect priority issues identified by residents and other stakeholders.

Toronto Council uses a range of digital tools to enable and promote effective participation. However, it still needs to adopt its own digital infrastructure, data and Smart Cities policy framework and governance plan to ensure that the digital rights of its citizens are met.

GESI Approach: Youth Engagement Strategy
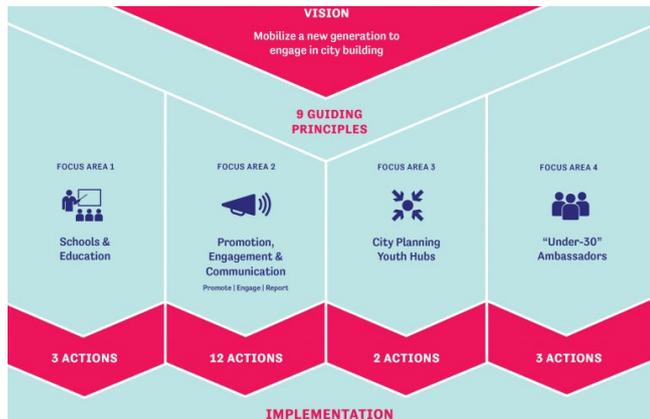
VISION

Toronto City Council set up in 1998 the Toronto Youth Cabinet as its the official youth advisory body. This youth-led organization promotes participation in civic affairs and policy development among those aged between 13 and 24 who live, work, or learn in Toronto. Aligned to this approach, The Youth Engagement Strategy is central to the City Planning's goal of making Toronto the most engaged city in North America on planning issues. It is "a plan made for youth by youth", which envisions a future Toronto where a whole new generation of youth is mobilised to engage in city building.

STAGES

The Strategy includes nine guiding principles, four focus areas and 20 actions. The process involved over a five-week research period and engagement activities with more than 400 peers from more than 15 Toronto neighbourhoods. The consultations combined multiple methods, such as surveys, pop-up city halls and workshops. All of this research then consolidated the foundations of the Strategy, which was drafted by a Youth Research Team and city staff in a collaborative process.

The engagement strategy aims to focus on high school students, young adult, and young professionals. Each age group warrants a different engagement approach. Therefore, a special effort is made through schools and education.

It prioritises engaging youth early to spark their interest in planning at this point in their life makes it much likelier they will actively participate in the planning process. It also aims to help them feel confident about participation and creating a safe environment for them to engage.

Effort is placed on making it a fun, creative or social process, meeting youth in the physical and virtual spaces they inhabit. Therefore, city planning conversations are conceived in convenient places for them, such as Youth Hubs. The strategy also aspires to help place youth in positions of influence to increase wider youth engagement with initiatives like "Under-30" Ambassadors. Training and workshops are provided to help build youth capacity.

There are already many youth-focused organizations doing good work with and for youth in Toronto. The strategy emphasises that leveraging these organisations' networks is essential with promotion and communication. As an example, Urban Minds is a non-profit organization focusing on youth-led city building which works with governments, schools and community organizations and develops a high school programme called 1UP Youth City Builders.

OUTCOMES

The City Planning Division aims to implement these priorities through adding new requirements to City Planning 'Request for Proposals' or City Planning-led studies. For instance, they can require consultant teams to implement one or some of the Actions in the Youth Engagement Strategy.

On projects where City Planning leads the engagement process (i.e. projects that do not involve consultants), one or some actions could be required to be addressed through internal work programmes. This can help create an institutional shift in how city planning approaches engagement, becoming common practice.

Inclusive planning: TOCore

VISION

The City of Toronto set out to develop a series of policy frameworks through a city planning study called TOcore. This aimed to make Toronto's downtown an inclusive place where everyone can thrive. In doing so it establishes the direction for the city centre as the cultural, civic, retail and economic heart of Toronto and as a great place to live. The Downtown Plan provides a blueprint to manage growth, sustain livability, achieve complete communities and ensure there is space for the economy to grow.

In addition, a series of five infrastructure-related strategies have been developed to implement the plan. These strategies cover community facilities, parks and public realm, mobility, energy and water.

STAGES

In developing the Plan, strategically timed communications which provided opportunities for public participation were organised over a year. Several branded touchpoints, print and digital media, including an accessible discussion guide, illustrations, infographics, transit ads, a website, online surveys, social media, videos were used, and reports were published to summarise public feedback.

A key goal of the consultation was to use accessible messaging to ensure thousands of Torontonians who don't typically participate in consultation could be included.

A set of 16 culturally sensitive "avatars" were created to represent lived experiences within the multicultural city and stimulate dialogue. The avatars helped residents reflect on their own relationship to Downtown and share their feedback with the City. This feedback was then used to ensure the City's vision and strategies responded to.

OUTCOMES

The efforts led to active participation from tens of thousands of Toronto residents. All the public's input – from concerns about housing unaffordability to new ideas for public spaces – informed a new Downtown Plan, a set of policies and strategies that reflects the diverse needs of the city.

The project won the Canadian Institute of Planners Award for Planning Excellence 2017. The jury "awarded TOcore Avatars an Award of Excellence for its fresh, creative and innovative approach to planning and in particular for its focus on equity, diversity and human rights which are absolutely central and fundamental goals for city planning in 2017 and beyond".

Empower: Collab

VISION

Collab is a digital initiative between Sidewalk Labs, a sister company of Google, and Toronto's non-profit Digital Public Square to learn how to support communities in their effort to encourage more frequent and inclusive participation. This emerged as part of the Sidewalk´s Toronto development project, Quayside, which aims to create a great smart neighbourhood on Toronto's eastern waterfront.

Collab is a prototype built to enable people´s contributions. It invites the public to choose and propose events for public spaces, review trade-offs based on their choices, and then compare them to others. Based on these interactions, it has the ambition to grow into an open-source tool available to make the decision-making framework of public programming, with community inputs in a transparent way.

STAGES

The preliminary Collab prototypes were tested with Toronto neighbourhood associations, experts, and non-experts. There was also a close link to Code for Canada's GRIT Toronto (Gathering Residents to Improve Technology), which is a Sidewalk-funded programme aimed at developing user experience testing among people of all digital skill levels, cultures, ages, and backgrounds to introduce their input for improving new digital services and products.

Privacy is the default in Collab. It can be used without submitting any personal information. All data collected through the prototype is securely stored through encryption and only accessible by key personnel from Sidewalk Labs and Digital Public Square. Data collected will not be sold nor be used for advertising.

The Internet Protocol (IP) addresses anonymization on the servers, and with Google Analytics, avoids storing information which could identify people. Collab is hosted on the Google Cloud Platform in Canada.

While developing Quayside´s public engagement strategy, one key barrier to civic and social engagement was the access to digital services. "If 98 percent of Ontario households are in areas served by at least basic broadband, only 62 percent of low-income households have a connection at home. In this context, community spaces, like libraries, are critical for digital literacy and inclusion". Therefore, Sidewalk Labs admitted the importance of physical hubs, supported by accessible software and other tools, to bridge the digital divide and provide equitable opportunity for people to participate. This explains how the Quayside apart from Collab also included a space, the Civic Assembly, which would be the heart of civic life by promoting community participation, digital skillbuilding, and creation.

OUTCOMES

Despite the efforts on data management and digital rights, Sidewalk Labs did not manage to provide the necessary public support for the master plan. The company´s focus on implementing a smart city driven approach raised concerns and due to Covid-19, the company has closed shut down this project. Collab´s potential has not been sufficiently proven either.

Lessons Learned

GOVERNANCE

Toronto has the ambition of fostering more public participation and it builds it upon several frameworks which structure the approach and mechanisms such as Toronto Planning Review Panel or the Stakeholder Advisory Committee. It specially targets the inclusion of newcomers and youth. The reason behind this logic is to support the diversity of the city as one of its main assets and to drive participation by mobilising youth to engage in city building. The city's motto 'Diversity Our Strength' is part of its city branding linked to its multicultural wealth. The key to ensuring the success of a multiculturally diverse society relies on treating immigrants, refugees, racialised and marginalised members fairly. A successful welcoming community ensures all members have equal access to municipal resources, infrastructure, facilities, and services, equal rights to use of public spaces, and public participation.

CAPACITY

The City of Toronto developed a series of tools and mechanisms to increase Planning Literacy which is a fundamental way to strengthen public participation. This was done using digital and analog means. One of the most successful mechanisms was to engage with groups of volunteer city planners in the public spaces through pop-up events where they could meet with the community in informal conversations. In order to become a more inclusive city, it is also crucial to implement programmes and professional training which address equity and inclusion in the urban planning process, and ensure planners have the knowledge and skills to implement these policies and deliver programmes in the communities.

RESOURCES

The city fosters creating a wide variety of methods to promote effective participation with a combination of traditional and digital tools. Toronto Council still is working on its digital infrastructure to ensure digital rights are met. The City of Toronto's Open Data Portal is an open source tool aimed at facilitating data sets for people with different objectives: app developers, engaged citizens, students wanting to learn how the city works.

Participatory Budgeting is also an engagement process where city residents propose and vote on community investment projects, funded with an allocated portion of the municipal budget. The latest findings on this method recommend posting an online toolkit of participatory budgeting resources and information to support City divisions and Members of Council in decision making. City Council request the City Manager to include participatory budgeting information in the City's civic engagement training courses to enhance public participation in municipal decision-making, including input on capital infrastructure investments.

Los Angeles

Increasing the capacity of communities to influence decision making processes

- Limited public awareness and of how the city council works, its responsibilities, and activities.

- Significant inequality and disparities between ethnic groups means many are excluded by default.

- Illegal status of many residents' results in systematic exclusion from participation.

- Historic lack of digital infrastructure and culture of 'open books' and transparency in decision making.

Los Angeles is the most populous city in California; and the second most populous city in the United States. Institutional barriers, racism, mistrust and its share size has meant the city has long struggled with ensuring the public voice is heard and taken into account. Generally, white people are overrepresented and participate at higher rates than people of colour. Additionally, individuals with higher levels of income and education participate at higher rates than their lower-income and less educated counterparts. Ensuring equitable access to engagement across income levels, ages, races and genders is a challenge for Los Angeles.

Over the past 25 years the city has worked to minimise inequalities and social divisions in society, strengthening and expanding cultural institutions, schools and parks, and the transport networks, while also building more affordable housing, increasing minimum wage and revitalising the natural environment.

Los Angeles has historically been criticised for lacking public participation infrastructure and transparency in planning policy and urban projects. The city has established a dedicated department to focus on improving civic engagement. The Department of Neighbourhood Empowerment, and Neighbourhood Council System has helped increase communication channels between city council and communities. While the Neighbourhood Planning Councils play some role in ameliorating this, civil society still plays a considerable role in ensuring the voices of disadvantaged groups are heard and influential to public decisions and projects.

1,215 sq km
Land Area

3.9 million inhab.
City Area Area Population

13.3 million inhab.
Urban Area Population

3,209 people/sq km
Density

65,082 USD
GDP per Capita

59.2%
of Angelenos speak a language other than English at home

81.2
Voice and Accountabilty Percentile Rank (Country level)

35
IMD Smart City Index 2019

Earthquakes & Fires
Key Hazards

Urban Planning and Participation

URBAN PLANNING

STAKEHOLDERS

### PUBLIC INSTITUTIONS

PUBLIC

FEDERAL-NATIONAL

US Constitution

California Constitution

Strategic Plan

U.S. Federal Government

State of California

CITY

City Charter
Identifies roles and duties of governing bodies

General Plan
Zoning Ordinances and other strategic planning purposes

Neighbourhood Council Plan
Outlines goals, policies and objectives of the Neighbourhood Council system

City of Los Angeles
Responsible for the conduct of city affairs

Elected Mayor

City Councelors

Mayor's Youth Council

Citizen Board and Commissions

Empower LA

City level

Neighbourhood level

NEIGHBOURHOODS

Neighbourhood Councils
No formal decision making powers for land use, but given formal

Neoghbourhood Councils
Represent and advocate for the voice of the community

GESI ENABLERS

LEVELS OF ENGAGEMENT

PRIVATE

CIVIL SOCIETY

- LA County Bicycle Coalition
- The Advancement Project California
- Healthy Active Streets
- LA Can
- Asian Pacific Islander Forward Movement
- People for Mobility Justice
- Coalition LA
- T.R.U.S.T South LA
- East Side Riders Bike Club
- Ride On! Bike Co-op

- Socrates
- GISt Community
- Google
- ESRI

Inform · **Consult** · **Involve** · **Collaborate** · **Empower**

- Open Budget
- Social Media
- Mayor's Dashboard
- Step Forward L.A.
- Voting Campaigns
- Volunteer L.A.
- Increasing access to voting
- Financing
- Early Warning System
- Community Led Approach
- Leadership Academy
- Workshops
- Open Data & Geohub

Type of element
- ■ Project / initiative / program
- ⦿ Stakeholder / organization / company
- ● Selected project

Type of mechanism
- Digital SP mechanisms
- In-personSP mechanisms
- Selected project

The United States Federal Government have the greatest power in terms of urban planning, but the least influence at the neighbourhood scale. They enact environmental legislation that influences land use decision making and influence planning as they own large amounts of land, construct and fund major roads, and provide fiscal incentives to state and local authorities for specific projects.

States of California sit under the Federal Government and have the authority to regulate land use, but usually delegate this authority to local governments. This delegation is outlines in a Strategic Plan which sets out statutory requirements for local authorities when undertaking land use planning and defines the tools and financing mechanisms they can use.

The Local Government of Los Angeles' use their city charter to specify that the Department of Planning must develop a general plan to outline strategic planning purposes and zoning ordinances which control development and other strategic planning purposes.

The charter also specifies that the Department of Neighbourhood Empowerment must develop a plan relating to neighbourhood councils Neighbourhood Councils run events and programmes or advocate for issues the neighbourhood board cares about such as crime prevention, better roads and streets, safe spaces for children, help for the homeless or economic development.

STAKEHOLDERS

Public institutions

The United States is a federal government with 4 levels of government – national, state, county and local authority. The city of Los Angeles is a charter city. While it must still comply with the California Constitution, its status as a charter city allows it to design its own form of government and can develop some political and governmental autonomy.

It is governed by an elected mayor who is the head of the City government and ultimately held responsible for the conduct of city affairs. Fifteen City Council members each representing a city district are also elected and make up the governing body of the city.

The Neighbourhood Councils are independent from the Government, however through the Los Angeles Department of Neighbourhood Empowerment they are provided resources, training and access to elected officials to ensure they can effectively operate, and priorities are given proper attention.

Strategies

While the current system works for some, significant racial and socioeconomic disparities exist in voting and other forms of public participation in Los Angeles. In response to this, EmpowerLA are establishing an Office of Civic Engagement to strengthen its participation infrastructure and ensure a broader range of residents are included in the process of developing policy solutions to Los Angeles' most pressing problems. Research commissioned by EmpowerLA recommended that this office should:

- Be a **physical hub** in neighbourhoods for participation, which hires staff that reflect the demographics of neighbourhoods and whose primary function is to work directly with populations and communities that participate at a relatively low rate.
- Collaborate with neighbourhoods to produce **clear guidance and standards** to city officials to make participation opportunities more accessible, particularly for residents who face socioeconomic and linguistic barriers.
- Aim to achieve **collective participation at or above 80% for the 'eight diversity factors'**: age, gender, disability, sexual orientation, renter/owner, race/ethnicity, income and education.

Public GESI enablers

The high number of immigrants in Los Angeles means a key component of public participation is gaining citizenship and legal status. **Step Forward L.A** is an online platform hosted by the City of Los Angeles which is aimed at connecting Angelenos with the tools to check their citizenship eligibility, locate classes, workshops and explore an interactive map showing services available to them.

Private & Civil Society GESI enablers

A wide range of civil society groups exist to help ensure the voices of minority groups are heard. These groups play an active role in engaging directly with communities and advocating with them and on their behalf to neighbourhood councils, but also the Mayor and councillors. Many are working to partner with private institutions and public groups to co-deliver projects such as the Blue Line (See case study). Some of these groups include:

- **The Advancement Project California -** Political Voice branch works to make state and local governments more participatory and representative of the communities they serve. To do this they advocate for racially and economically just democracy reforms.
- **Community Coalition LA** works to help transform the social and economic conditions in South LA that foster addiction, crime, violence and poverty by building a community institution that involves thousands in creating, influencing and changing public policy.
- **LA Can** work to serve as serving as a vehicle to ensure people suffering from extreme poverty and homelessness have voice, power & opinion in the decisions that are directly affecting them.
- **LA County Bicycle Coalition** work to make L.A streets safe for the most vulnerable populations, including those with mobility needs and of low income.
- **T.R.US.T. South LA** work to ensure long-term residents don't get pushed out of their local area because of increases in property prices.
- **Asian Pacific Islander Forward Movement** aim to promote the creation of healthy environments to ensure the public health of Asian and Pacific Islander communities.
- **People for Mobility Justice** are a Black Indigenous People of Color (BIPOC) collective, which connect the community with urban planning and policy advocacy to promote mobility justice.
- **Ride On! Bike Co-op** is a full service bicycle shop, offering repairs, sales and rentals while also advocating for bicycle infrastructure equity in South-West Los Angeles.
- **East Side Riders Bike Club** aim to prevent youth from joining gangs and/or taking drugs, while also seeking to engage youth in bicycle riding to promote physical and mental health.
- **Healthy Active Streets** seeks to empower communities through participatory planning to create safe walking and bicycling routes to parks, schools, and local businesses along their neighbourhood streets.

SOCIAL PARTICIPATION MECHANISMS

Voting at the local, state and federal level is the primary mode of participation most Angelenos engage in. The Council has various programmes to help increase equity in **access to voting.** This includes promoting and making public transport, bike share schemes, parking near polling booths, and disabled taxi services being free on election day. Alongside this they run **enrolment campaigns** to

improve young adult turn out. Previously high schools who had registration booths went in the draw to win a performance by musician Billie Elish.

To enhance citizen participation neighbourhood councils have access to an **early warning system.** This system notifies neighbourhood councils of upcoming decisions being made by governmental bodies and gives them a formal opportunity to input before decisions are made. Residents can also place themselves on a list of email notification of agendas of various government bodies.

Citizens can also engage in public life and the running of cities services and projects through volunteer work. **Volunteer L.A** is Web Portal for residents to access and sign up for volunteer opportunities with City Departments.

Mayors Dashboard -Inform
Each of the City's Departments is required to develop key metrics for success and track progress towards achieving goals. This progress is published on the Mayors Dashboard, where residents can see how well the city is performing.

Open Data and GeoHub
These public data platforms enable anyone to explore, visualise and download city data at no cost. The platform includes hundreds of data sets from more than 20 city and county agencies and enables users to create interactive maps and charts,. The platform also links users with a range of apps and app builders to quickly develop projects related to the data without needing to write any code. The outputs of these services are also free and open for users to share and embed in their own websites. A range of workshops are also run through the EmpowerLA department on how to understand and use the data.

GESI Approach: Empower LA

VISION

The Department of Neighbourhood Empowerment (EmpowerLA) sits with the City Council and have the charter-mandated purpose is to increase public participation in government and make government more responsive to local needs.

STAGES

Empower LA's main method for achieving their aim is to equip Neighbourhood Councils with the resources, training and support they need to operate effectively. The department has full time members of staff to provide the overarching support needed and provide.

EmpowerLA run a range of workshops to improve neighbourhood councils and their residents ability to meaningfully participate in society. This includes:

- **Civic U:** Shares how Public Agencies throughout Los Angeles work with the aim that this knowledge will enable them to better influence the Agencies.
- **Outreach and Election Workshops:** Inform residents interested in running for an elected official position on best practices and tips for campaigning and planning policy.
- **Ignite L.A:** Specifically for young woman interested in the public service, this provides political and practical skills on how to be a successful civic leader.
- **Data Literacy:** Teaches the public how to access and use open datasets to identify community needs and justify community proposals.
- **Ethics Training:** Targeted at Neighbourhood Councillors who have received public financing funding.

- **Civic Youth:** A leadership training program to prepare youth to be effective leaders in their community.

Digital Innovation

EmpowerLA also host an online portal which includes an interactive city map so residents can identify their Neighbourhood Council and access their websites with information on upcoming events, and current projects and programs. The Empower LA portal is also used as a gallery to collate, share and celebrate successful projects and stories from the neighbourhood councils.

OUTCOMES

Empower LA help ensure local neighbourhood councils have the resources and tools they need to meaningfully participate and carryout their functions.

Collaborate: Blue Line

VISION

Many of the neighbourhoods served by Los Angeles Blue Light rail line have long experienced neglect and disinvestment from the public sector. The Los Angeles County Metropolitan Transportation Authority (Metro) wanted to ensure the planning and design of pedestrian and cycling improvements within walking distance of the stations responded directly to the needs of these community members

The project sought to promote mobility justice, calling attention to the way individuals face different challenges in transportation because discrimination changes how public spaces are designed and how people experience those spaces.

STAGES

Metro adopted a community-led approach, partnering with a range community-based organizations (CBO's) working with underrepresented groups. The CBO's led the engagement, representing the historic and present concerns of residents along the Blue Line, and undertaking outreach initiatives to directly engage these residents.

The coalition included LA County Bicycle Coalition, T.R.U.S.T L.A; Asian Pacific Island Forward Movement, People for Mobility Justice, Ride On! Bike Co-op; East Side Riders Bike Club, Healthy Active Streets. More information on these groups is provided in the Urban Planning and Participation Section.

The coalition reached out to their communities living along the Blue Line. They undertook walk audits for every station, and the surrounding areas. Anyone from the community could join in on these audits and provide input on the areas that needed addressing in terms of walking and cycling to the station. The findings from the walk audits along with other engagement events and recounting historical voices and events then enabled the CPO's to co-author the final plan with the Metro project team.

OUTCOMES

The plan represents a first-of-its-kind effort to plan comprehensive access improvements for an entire transit line. It prioritised inclusive, equity-focused improvements to the walking and cycling network.

Throughout the process of developing the Plan, the CBOs and other community members underscored the importance of addressing concerns that Metro did not traditionally considered but recognised they needed to acknowledge and address. For instance, cross walk safety, or the safety of bicycle facilities must respond to the unique concerns community members have about feeling safe and secure or the way improvements to the public realm can bring up fears about gentrification and displacement, which are summarized in the Plan.

Metro recognised that this experience helped them to see the importance of undertaking a community-led approach in the future and embedding into their policies and processes so it becomes standard practise.

Collaborate: Tackling Homelessness

VISION

Los Angeles suffers from increasing rates of homelessness. In 2017, more than 28,000 Angelenos were rough sleeping. To help overcome the crisis, the City of Los Angeles worked with homeowners to build additional housing units on their property, and rent them to Angelenos at risk of homelessness.

STAGES

To increase awareness and support for the idea Los Angeles the city decided to test ways to incentivise homeowners to open up their backyards. One approach involved building accessory dwelling units– low cost units that could help quickly expand the housing stock. The city ran an 'open home' session where the community could experience what an ADU would be like and provide feedback. Virtual reality was also used to help people imagine the experience of living in one.

Rules governing the construction of additional dwellings were streamlined to help speed up the process and digital tools were developed to provide technical support to homeowners. Alongside this, Participating homeowners would receive up to $30,000 worth of assistance constructing an ADU on their property. In return, owners must agree to rent the new structure to a homeless resident who will be supplied for two years with rental assistance and case management through the county's homeless services authority.
.

OUTCOMES

The team from the City of LA ran surveys to understand community appetite. This revealed that people had different expectations of the units, and what the relationships would be between tenants and homeowners. For instance, some desired ADU's to face the home to promote interactions, while others wanted it to face the backyard. This helped to inform the need for a matchmaking tool to be developed to ensure right homeowners were paired with the right tenants. The city won a $1 million grant through the Bloomberg Philanthropies Mayors Challenge to fund a pilot program.

Lessons Learned

GOVERNANCE

Los Angeles shows us how partnering with community groups can help access hard to reach populations and enhance the value of participation activities. This partnership can help improve access to hard to reach populations due to the community groups having strong relationships with members of the public who identify with these groups and frequent and established communication channels. The partnership approach teaches us how community groups can assist with designing and facilitating participation activities in a way that responds to the needs of the population in an engaging and meaningful way, providing a comfortable and safe space which helps to overcome the systematic and unconscious exclusion of certain groups.

RESOURCES

From Los Angeles we learn about the opportunity's technology provides to easily improve openness and transparency. We see how different social media channels and digital apps will reach and have an impact on different groups of society. Los Angeles shows us how having a broad range of methods and tools to digitally engage with citizens helps increase reach and engagement levels of the public. We see how simple tools such as sharing an updated dashboard of how the city is tracking against key indicators can have an effective impact, and these can overtime be scaled up to have more complex functionalities as internal and public capacity increases.

CAPACITY

Los Angeles teaches us the value of investing in training and capacity building activities with the general public. The work of Empower L.A responds to the lack of experience and awareness many Angelenos have of the planning and participation processes. There workshops which target underrepresented populations provide residents with a basic understanding of the ways they can access council, influence decision making and even run their own election campaign.

Paris
Co-creation of public policies with the civil society

- As many capital cities, Paris aims to reduce inequalities (social, economic, cultural, territorial) and enhance social cohesion to reinforce resilience.

- Displaced populations and migrants pose a serious challenge that the city strives to solve.

- Homelessness is a pressing issue along with the lack of affordable housing.

- Environmental degradation, pollution and climate resilience are priority topics in the agenda.

The importance of public participation in Paris dates back to 2001, when the City acknowledged the essential contribution of associations to the life of the City. In 2014, Mayor of Paris, Anne Hidalgo, conceived the Paris Participatory Budget as a means of responding to the crisis of confidence that arose between citizens and politicians. Since then, the Parisian local authority has set itself the goal of being fertile ground for all forms of engagement, supporting associations in their development by simplifying their procedures as much as possible, and co-build municipal policies with its residents.

The City of Paris observed in its action plan that public involvement in the democratic process remains relatively low, especially among underrepresented communities. This happens despite the existence of a regulatory framework for public participation - the 2009 Parisian Charter for Public Participation. Only a minority of active community members participate in public hearings – according to a digital consultation carried out by the City Paris, 66% of respondents said they do not engage in public affairs.

These are all issues that Istanbul is concerned about and it can benefit from analysing the steps Paris is developing to solve them:

- A need for public awareness of tools outside of the participatory budget and neighbourhood council
- Venues for citizens to meet and participate, trainings on participatory practices and answers to the demands of citizens to build trust.

These specific issues were addressed in the text of the new public participation charter.

105.4 sq km
Land Area

2.12 million inhab.
City Area Area Population

10.99 million inhab.
Urban Area Population

21,000 people/sq km
Density

57,241 USD
GDP per capita

18 million
Tourists

88.2
Voice and Accountability
Percentile Rank (Country level)

51st
IMD Smart City Index 2019

Flooding
Major Hazard

Urban Planning and Participation

URBAN PLANNING

STAKEHOLDERS

PUBLIC INSTITUTIONS

PUBLIC

FEDERAL

Regional Plan
Territorial Guidelines

Sustainable Development & Equality Schemes

LOCAL

Territorial Coherence Schemes
Master Plan

Local Urban Plan
Master Plan

DISTRCITS

District Plan
Implementation of projects with the support of grassroots

Reiventer Paris

Regional Government

Public Action Territorial Conferences

Paris City Council
Paris-wide responsibilities & decision making

Paris Mayor

Paris Councillors

Department for Users, Citizens and Territory

Department for Integration and Urban Policy

District Councils [20]
District councillors have a mainly consultative role

Mayor elected from City Council Members

DPVI Neighbourhood

Paris City Council and the World Bank MOU

APUR

Documents, analyses and develops forward looking strategies which address the urban and societal evolution of Paris and Greater Paris

City Contracts

Observatory for gender equality

Commission parisienne du débat public
(Public Committee for Public Debates)

Conséil des génération futures

Parisian Youth Council

Neighbourhood Councils (124)
Overseen by the City's Department for Users, Citizens and Territories

ACPE (Assembly of Third Country National Parisians)
Consultation body for third-country nationals who do not have the right to vote in French elections

Priority Neighbourhoods

Citizen Councils

SOCIAL PARTICIPATION MECHANISMS

GESI ENABLERS

LEVELS OF ENGAGEMENT

PRIVATE

CIVIL SOCIETY

Inform | Consult | Involve | Collaborate | Empower

PRIVATE
- International Observatory on Participatory Democracy (IOPD)
- 27e Région Policy Lab
- Metropolitan Forum of Greater Paris
- Decider Ensemble
- Urbanlab. parisandco
- The public participation practitioners French network
- Agency for Entrepreneurial Diversity ADIVE

CIVIL SOCIETY
- Démocratie Overte (Open Democracy)
- Innovons por la Citoyenneté sur Internet
- SINGA Opportunities for refugees
- Cap ou pas cap
- Collectif YA+K collaborative creation of urban transformations and production of public space
- Astérya
- Social Café: providing social assistance to retired workers and combating isolation
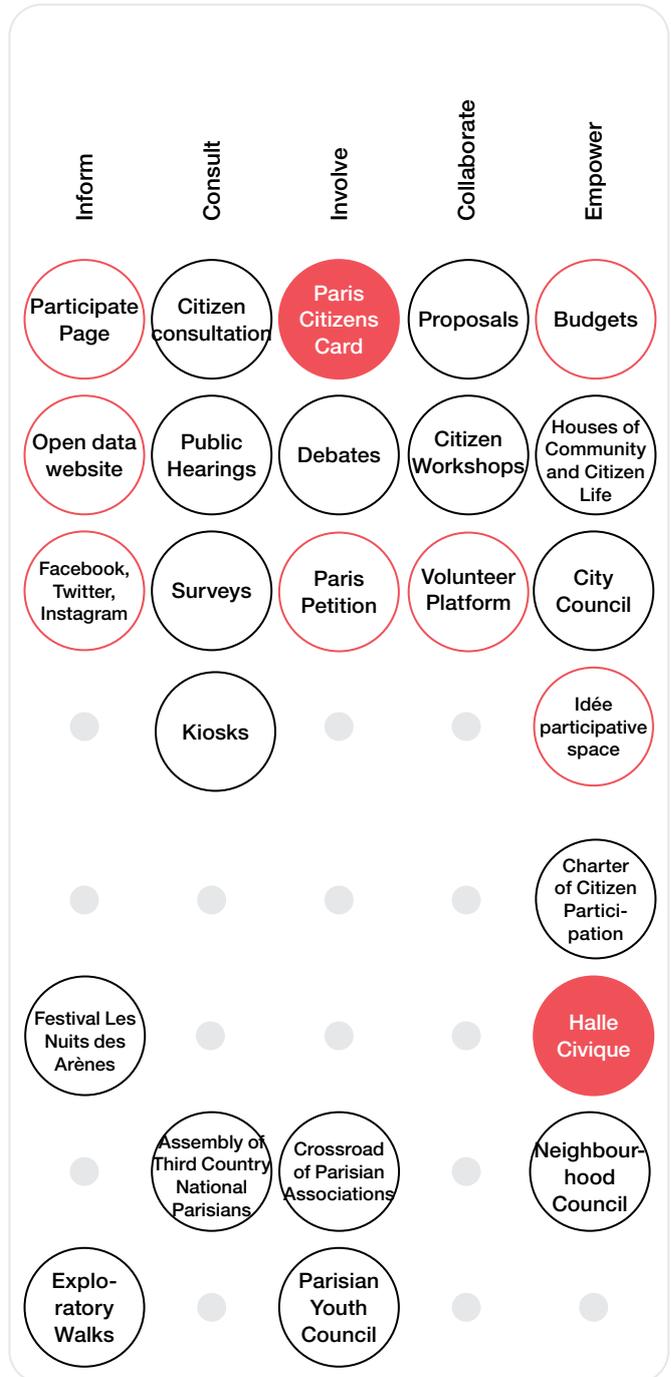
Mechanisms (circles): Participate Page, Citizen consultation, Paris Citizens Card, Proposals, Budgets; Open data website, Public Hearings, Debates, Citizen Workshops, Houses of Community and Citizen Life; Facebook, Twitter, Instagram, Surveys, Paris Petition, Volunteer Platform, City Council; Kiosks, Idée participative space; Charter of Citizen Participation; Festival Les Nuits des Arènes, Halle Civique; Assembly of Third Country National Parisians, Crossroad of Parisian Associations, Neighbourhood Council; Exploratory Walks, Parisian Youth Council.

Type of element
- ■ Project / initiative / programme
- ◉ Stakeholder / organization / company
- ⬤ Selected project

Type of mechanism
- Digital SP mechanisms
- In-personSP mechanisms
- Selected project

France has three levels of spatial plans. Regional plans (SRADDT) are guiding documents for regional spatial policies and show political investment priorities. Île-de-France (i.e. the greater Paris region), has slightly different regional plans. These plans are more detailed, contain limited zoning regulations and provide binding frameworks for lower level plans.

At an intermediate level, the SCoT is a type of plan located between regional plans and local land-use plans. They are prepared by inter-municipal associations and aim to guide local land-use plans. Furthermore, they contain small scale land-use plans (often at a scale of 1: 100 000) to steer local plans. SCoTs are legally binding for local plans.

At the local level, local land-use plans (PLU or PLUI) provide detailed zoning regulations at scales that typically range from 1:5000 to 1:2000.

STAKEHOLDERS

Public institutions

Co-ordination mechanisms between levels of government are limited and primarily relate to the hierarchical structure of the planning system. Typically, lower levels of government must align their plans to those of higher plans. Public Action Territorial Conferences assemble all regional and local authorities under the chairmanship of the regional council president. These facilitate an integrated and cross-disciplinary planning process.

Participatory processes tend to show that they are difficult to maintain in a committed way with private developers who consider them as a negative impact on their objectives. Only strong local leadership can foster the support for ambitious engagement and requires developing partnerships with developers and contractors. Examples such as the "Reinventing Paris" and "Reinventing Our Squares" prove that when local authorities are represented throughout all project phases by committed elected officials and ordinary citizens, they can better guarantee the 'common territorial good'.

Strategies

To address the issue of low participation and the underrepresented communities in general policy-making and government processes, a new commitment sought to build upon existing participatory initiatives, and to gather citizen input to develop a **new public consultation guide and charter.** The aim was "to reaffirm proximity

as the foundation of municipal action while allowing a deep re-examination of governance models with citizens". To do this, digital and face-to-face consultations were carried out to understand the wishes of the inhabitants, to co-construct together the tools of participation and place the citizen at the centre of the participatory system. All the stakeholders were involved including inhabitants, associations, civictech and consultative bodies of the City.

The whole process for implementation was structured in 4 steps along almost a year:

- Launch of the consultation with Parisians, edition of the guide and participation workshops.
- Restitution of the consultation.
- Writing of the participation charter.
- Adoption of the participation charter

The charter comprises of ten commitments to:

- Define what participation is, and the actors involved.
- Promote inclusive participatory approaches with specific regard to children, young adults, senior citizens, foreign residents and people in precarious situations.
- Use all possible means of information, through the updating of its digital portal for participation and effective capacity building tools.
- Give Parisians the keys to understanding participation tools.
- Publish any useful information to communicate on participatory approaches; specify the objectives, the schedule, the methods for taking into account the contributions for each consultation or co-creation; make the decisions public and inform contributors of the consequences of their input.
- Renew and link citizen bodies through promoting the advisory council and the neighbourhood council.
- Reinforce the role of Parisians in municipal policy: through mobilising a Participatory Budget and an e-petition platform.
- Use civic and democratic places such as community centres and Civic Hall for participation activities.
- Strengthen the training of agents of the City of Paris in participatory practices.
- Deploy the specific tools for applying the Charter and instruct the Paris Commission of the public debate to enrich it.

After building this charter, the international Open Government Partnership suggested that Paris could follow up by organising a Parisian observatory of participatory democracy. "This observatory could allow the city of Paris

to check if the charter principles are actually implemented and give recommendations to its services on effective and inclusive public participation. The observatory could be a multi-stakeholder entity involving contributors to the charter".

Public GESI enablers

The city of Paris has several mechanisms to promote inclusive participation:

Neighbourhood Council: There are 123 such councils. Their members are either appointed by local mayors or drawn from among volunteers. These councils discuss local housing, transport or planning issues, or any aspects of local policy. They formulate nonbinding ambitions for consideration at local government level. In Paris, the City Council sets the terms of reference for neighbourhood councils upon the recommendation of the district councils. The organisation of the neighbourhood councils is the responsibility of the Mayor.

Each council receives financial aid in the amount of 3,305 euros for operational expenses, and 8,264 euros for public investments. Unfortunately, the neighbourhood councils have had little impact on the wider political culture and few meet participatory democracy's standards of inclusion and empowerment.

Citizen Council: is a deliberative space for residents living in low-income neighbourhoods ("quartier populaires") designated by the city.

Conseil des générations futures: is a space for discussion and debate on economic, social and environmental issues where labour unions, public servants, associations and randomly selected residents can have their voices heard.

Parisian Youth Council: enables young people to get involved in city decisions that concern them. It is composed of 50 young women and 50 young men, with parts of the membership getting renewed annually.

SOCIAL PARTICIPATION MECHANISMS

The City of Paris commits to promoting inclusive participatory spaces, communicating the results of consultations, and publishing anonymised data on participation and source codes.

It also includes commitments to release the raw data of consultations and to publish the source code of algorithms used to sort public comments.

Among the different channels, these are the most relevant ones:

- **Idée participative space** is a website to submit ideas, answer questionnaires, comment on proposals.
- **Participate page** www.paris.fr/participez lists all the latest news on public participation in Paris.
- The **Paris Participatory Budget** is for everyone who lives in Paris, regardless of age or nationality. It was created in 2014, to allow Parisians to decide each year on the allocation of 5% of the City's investment budget. It allows the realization of projects directly imagined and voted by Parisians, in the fields of their choice and within the municipal competence. Efforts are focused on engaging marginalised groups, which tend to be remote from public institutions and traditional political mechanisms. To achieve this, there has been cooperation with not-for-profit organisations that work with these communities. There are both online and offline voting mechanisms to reach diverse populations and places.
- **Paris Petitions** can be included on the agenda of the Paris Council via the Parisian Commission for Public Debate.
- **Volunteer platform** 'jemengage.paris' puts volunteers in touch with missions, depending on the choice of district, areas of interest and availability.
- **Kiosks** aim to contribute to local democracy and support local citizen action by hosting information meetings on: major projects in the borough, road works, the local urban plan, the implementation of participatory budgets.

GESI Approach: APUR

VISION

The mission of Atelier Parisien d'Urbanisme (APUR) is to document, analyse and develop forward looking strategies which address the urban and societal evolution of Paris and Greater Paris (Métropole du Grand Paris). It is a platform for exchanging information, sharing and distributing ideas with all the key players in Paris and its metropolitan area, technical syndicates, public establishments, municipalities and citizens.

Among its tasks, it organises a more efficient sharing of knowledge on poverty and social exclusion and it establishes quantitative indicators for monitoring. It aims to give public authorities and developers the necessary evidence to make decisions on Parisian and metropolitan scales.

STAGES

Observatories run by APUR have the following common characteristics:

- A partnership is organised by the department of the City of Paris. Partners vary according to the different observatories, the Government is nearly always involved.
- A steering committee and a monitoring committee.
- A person of indisputable scientific expertise is chosen to follow the activities and the objectivity of the work.
- A database is built to capitalise and monitor all the information, which is classified by year, by district, by type of information.
- A filing system has been devised so that each indicator is precisely described in terms of its usefulness for the observatory, statistical limits, name of contributor, date of contribution.

The Paris Observatory for Social Inclusion and Fighting against Exclusion is one of the multiple observatories managed by APUR. Its activity focuses on producing thematic studies and analysis. The first works undertaken dealt with setting up a database, analysing the homeless population, making an inventory of emergency accommodation structures, analysing the fragile middle classes and reflecting on developing a synthesis indicator of the social situation of Paris as a whole. This work has contributed, for instance, to understand "social bias" in participatory budgeting efforts, which tend to neglect the needs of working-class neighbourhoods in Paris. To address this issue, the government aimed to mobilise associations and students to reach working-class neighbourhoods and better involve them.

On the other hand, APUR published in 2017 "Another kind of city - citizen initiatives, temporary urbanism, public innovations, digital platforms" which captures the current trends regarding participation such as:

- Expansion of both the digital revolution and citizen involvement leading to new modes of action in the city.
- Public authorities developing tools to regenerate citizen participation and the range of key players.
- Collectives taking over the organisation of brownfield sites reinventing them with new uses and functions.
- The rise of power among the civil society bringing specific responses to urban issues as much online as offline.

OUTCOMES

Each year, APUR hosts foreign delegations to share the methodologies, tools and urban development and management methods conceived in Paris and the Parisian metropolis.

Involve: Paris Citizens card

VISION

The city created a Paris Citizens Card. "This card is part of a logic of inclusion and citizenship." In connection with the identity of Paris, the Card is based on a civic, cultural and associative offer, providing free access to participatory training courses, opportunities to meet elected officials and tour public institutions.

STAGES

The Card was conceived as one of the concrete actions following the Paris terrorist attack in January 2015. It is managed by the Department of Citizen participation. It is open to anyone who lives, works or studies in Paris. Each Card is valid "for life" and automatically offered to all Parisian school children. This helps everyone feel like they belong from a very young age. It can be requested at any time through an online portal, or ordered from the town hall.

Access to public citizen workshops is one of the offerings the Card provides. This educational proposal launched by Paris City Council, is open to all those who hold the Card. The variety of programmes includes learning events, meetings and debates, and free training within the limit of available places. The activities are the result of a partnership between the Paris City Hall and associations such as Le Drench, Voxe and Kawaa. They offer a range of complementary and demanding workshops to address the challenges of citizenship in Paris in an inclusive, creative and participative manner. On the programme there are debathons, mystery meetings, discussions around non-violent communication and especially meetups to share convivial moments in a fun environment.

However, the way people use and perceive the Card remains unclear. This led to a piece of research on how it could be improved. As a result, the following recommendations were made:

- The card should be customizable
- The card should be developed into a community that promotes social cohesion;
- It could become a platform for citizen commitment;
- It could be developed into a local and non-monetary exchange system;
- An opportunity to experiment alternative modes of communication.

OUTCOMES

To date, the card is owned by 104,000 Parisians, among which 63,000 are schoolchildren.

Empower: Hall Civique

VISION

Hall Civique is located in the former Maison de l'Air, under the belvedere of Belleville. It acts as a discussion space, café, office, meeting room, and includes 45,000 sqm of green space. It has one of the most beautiful views of Paris.

STAGES

The Hall Civique is owned by the City of Paris and is dedicated to democratic innovation, debates and the co-construction of public policies. Its objective is to:

- Support the Parisian Civic Tech ecosystem.
- Co-build and test innovative democratic solutions and tools with Parisians.
- Spread a culture of citizen and public innovation among elected officials, agents and users in Paris.

The activities and programming are carried out by the association "Les Halles civiques" targeting the public, democratic and civic actors. These activities can take place during the day as well as in the evening and weekend. The space is always full of a diverse range of professionals and members of the public. The approach of the programme blends education, participatory democracy, public innovation, advocacy, design, urban planning, culture, artistic practice and democratic innovation.

An incubator specialised in supporting democratic innovations is also set up there. People come to experiment, learn, share practices around new forms of citizen mediation and expression, debate, and discover new ideas.

Sharing of good practices and collaboration between different organisations is another of its key pillars.

The City of Paris signed a three years contract to offer the building, with a subsidy of 50,000 euros for installation inside it. Residents have the mission to find funding for their development. Most French civic techs rely on crowdfunding, community contracts, and some partnerships with philanthropic foundations. The challenge of this model lies in the lack of foundations in France which invest in democratic innovation.

OUTCOMES

Hall Civique was inaugurated in 2018 and hosts around twenty associations and companies that focus on developing public participation and debates. In 2019, it hosted more than a hundred events to raise awareness and inform the general public via trainings, debates, conferences, citizen workshops and other participatory activities.

Lessons Learned

GOVERNANCE

Anne Hidalgo´s leadership as Mayor of Paris has been key to determine participation as a priority in the city´s agenda. Paris also reveals the importance of supporting associations by simplifying their procedures as much as possible, and co-building municipal policies with citizens. To address the issue of low participation and underrepresentation in general policy-making and government processes, a new commitment sought to build upon existing participatory initiatives, and to gather citizen input to develop a new public consultation guide and charter. APUR understands that three mutations are taking place: innovations in public policy approaches, change of temporality through temporary urbanism, emergence of citizen and non-institutional leaderships facilitated especially by the digital revolution.

CAPACITY

From Paris we can learn about the capacity building schemes based on involving associations, civictech and the community to enrich the representative democracy by building projects, understanding institutions and meeting elected officials. Some obstacles identified are: the lack of representativeness of the public (age, neighbourhood, etc.), taking into account the recommendations, information on the results, the cost of participation and the question of citizens' skills and their desire to participate. Mobilizing young people (16-25 years old) to involve them in public decisions is detected as a pending issue.

RESOURCES

APUR shows how a platform can be deployed for exchanging information, sharing and distribution with all the key players in Paris and the Métropole du Grand Paris, technical syndicates, public establishments, municipalities and its citizens. The city counts on several communication and participation tools, but the community perceives them as "too diffuse, almost too many, not efficient enough", and they should be better prioritised. The participative budget of Paris launched in 2014 has been successful. People suggest creating a network of mobile citizen "kiosks"to meet Parisians and raise awareness on citizen participation.

"Reinventing Paris" revolutionizes the methods by embodying a new way of thinking about building the city. It enables a partnership between the private and the public sector, where the latter remains the decision-maker without being a sponsor. "Reinventing Our Squares" involves the integration of new players and limited budgets. Multidisciplinary teams supervise on site co-design and the co-construction of the project with the city services, the residents and other stakeholders.

Medellín
Co-created visions to overcome a past of urban violence

- **Promote a peaceful society through crime prevention and enhancing a culture of of legality:** Effective social participation can only be achieved by ensuring respect for the human rights of all.
- **Educational inequality confrontation** by reducing differences between public and private education and promoting a culture of participation from an early age.

- **Meaningful Participation:** shifting from participating in the distribution of resources to participating in decisions about public policies management.
- **Vulnerable Populations:** Management of the land and natural resources that constitute threats to the most vulnerable population.

Medellín is located in the Aburrá Valley and is the second largest city in Colombia. Medellín is important to the region for its universities, academies, commerce, industry, science, health services, flower-growing, festivals and nightlife. The Urban Land Institute chose Medellín as the most innovative city in the world due to its recent advances in politics, education and social development.

Beginning in the 1990s, Colombia decentralised power from the national level and granted greater authority and autonomy to its cities. In Medellín, successive mayors implemented a series of measures to slash the crime rate, rehabilitate and integrate the city's widespread informal settlements, and improve its social equity, economic competitiveness and sustainability.

To tackle social inequality, violence and crime, Sergio Fajardo's administration (2004-2007) developed a series of multi-neighbourhood projects called Proyecto Urbano Integral (Integral Urban Projects or PUIs), which targeted the most affected slums. The PUIs encompassed local community leaders, the city's public and private sectors, grassroots civil society networks and academics. The policy they formulated became known as "urban acupuncture" – small-scale but high-impact projects designed to decrease illegal activities, strengthen government authority and rebuild social and economic institutions.

The government created the world's first cable car mass transport system and installed outdoor escalators that linked previously unconnected hillside communities to the city's main metro line and the rest of its neighbourhoods. Investments in social spaces such as playgrounds and sports facilities at the base of the cable car system's pylons, as well as in education through new schools, library parks and small libraries at metro stations, also encouraged residents to stay out of trouble and become productive citizens.

380.6 sq km
Land Area

2.5 million inhab.
City Area Population

3.92 million inhab.
Urban Area Population

11,466 USD
GDP per Capita

11 %
Colombia GDP

80 %
Homicide rate plunge from 1991 to 2010

52.7
Voice and Accountability Percentile Rank (Country level)

91th
IMD Smart City Index 2019

Landslides & Earthquakes
Major Hazards

Urban Planning and Participation

URBAN PLANNING

STAKEHOLDERS

PUBLIC INSTITUTIONS

PUBLIC

FEDERAL

Strategic Metropolitan Plan for Land Management (PEMOT)
Plan Estratégico Metropolitano de Ordenamiento Territorial

Metropolitan Area of the Aburrá Valley (AMVA)

LOCAL

Municipal Planning System (SMP)

Spatial Plan (POT)
Plan Orden. Territorial

Special plans

Integral Urban Project (PUI)
Northeastern PUI

Government Plan

Municipal Development Plan
Medellín "Cuenta Con Vós" Programme

Municipal Council
Concejo Municipal

Secretary of Citizen Participation (SPC)

Municipal Youth Council

Articulated Life Units

Bancuadra
Safe and affordable microlending program that includes training in financial literacy and money management

Semilleros infantiles

Youth Clubs
Initiatives for youth transformation through art, culture, sport, science, coexistence or sustainability

"COMUNAS" AND "CORREGIMIENTOS"

Local Planning and PB Program
"Programa de Planeación Local y Presupuesto Participativo" (Plypp)

Local Development Plans
Planes de Desarrollo Local

Participatory Budgeting

Juntas Administradoras Locales (JAL) 21
Key element for the municipal administration decentralization and for social participation in public issues
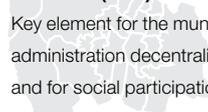
Communal and Corregimental Councils Consejos Comunales y Corregimentales

Juntas de Acción Comunal (JAC)

Youth Clubs

Social Development Centers
(Centros de Desarrollo Social) Places for participation, coexistence, self-management and community integration around the organizations

GESI ENABLERS

PRIVATE

Empresas Públicas de Medellín
Provides 30 % of its surplus to the municipality and can contribute more with Council approval

Ruta N Medellín
City economic evolution towards activities in science and innovative tech

Social Innovation Laboratory
Space for city quality research and solutions proposals

Corpovisionarios
Diagnosis of attitudes and behaviour in relation to coexistence, abuse or violence and treatment workshops implementation

Medellinnovation

CIVIL SOCIETY

Communal Organizations JAC, Community Housing Boards and the Federation of Community Organizations of Medellín - Fedemedellín)

City Monday
(Lunes de Ciudad) Initiative for facilitating citizens conversation on city-wide issues and promoting effective collaborative plans

The Right to Not Obey
(Derecho a No Obedecer) Platform for citizen's initiatives on processes of active democratic participation

No Matarás
Justice and collective and personal freedom

LEVELS OF ENGAGEMENT

Columns: Inform · Consult · Involve · Collaborate · Empower

- Medellín City Hall Website (Consult)
- Parque Explora (Involve)
- Walking Ears (Consult)
- Huecos Med (Involve)
- Medellín Cómo Vamos (Consult)
- My Medellín (Empower)
- Medellín Joven (Inform)
- Geoportal Medellín (Consult)
- Medellín Citizen Participation Index (Involve)
- Facebook, Twitter, Instagram (Consult)
- PRIMED (Involve)
- Participatory Budgeting (Empower)
- Compás Urbano (Consult)
- Ruta Medellín (Collaborate)

Type of element

- ■ Project / initiative / program
- ● Stakeholder / organization / company
- ● Selected project

Type of mechanism

- Digital SP mechanisms
- In-person SP mechanisms
- Selected project

One of its main instruments of the Municipal Planning System for Medellín is the Spatial Plan called "Plan de Ordenamiento Territorial" (POT). Under Law 388 of 1997, municipalities and districts of Colombia are required to plan their own territories. The POT contains a set of objectives, policies, strategies, goals, programs, actions and regulations that guide the physical development of the territory and the use of the land.

The POT is based on an analysis of the territories social and economic dynamics and a process of participation and agreement with key stakeholders. Stakeholders include public actors (mayor's office, government council, regional autonomous corporation or competent environmental authority, metropolitan board), private actors (economic unions, investors, promoters, owners) and community actors (civil population, indigenous communities, etc).

The other main territorial management tool is the "Municipal Development Plan". This is the strategic plan developed by the government for the duration of their term. Through electing the leader, social and community groups endorse the creation of this plan.

The process of developing a "Participatory Budget and Local Planning Program" ensures the priorities of communities are reflected in the was resources are used and investment made. This is because the public identifies their problems and have autonomy in investment decisions. One of the city hall's purposes is to strengthen and consolidate participatory processes to generate political dialogue, deliberation, community consensus and negotiation.

Public institutions

Medellín urban area is divided into 6 zones, which are also split into 16 areas called "*comunas*" and 5 "*corregimientos*" They are divided into 275 barrios (neighbourhoods) and 20 institutional areas.

Medellín administrative system is responsible for managing ecological matters, land use and threat and risk areas. The territorial development plan ensures the municipal area is compact and dense, as well as protects the ecosystem values of rural areas.

Among the planning authorities defined in the Municipal Planning System, the main ones are: the Mayor, the Governing Council, the Administrative Planning Department, the Sectorial Secretariats and specialized offices, and the Secretary of Finance.

The most relevant departments related to planning are the City Council, the Territorial Council of Municipal Planning and Local Administrative Boards (Juntas Administradoras Locales, JAL). The JAL are the first representatives of the *comunas* and *corregimientos*. They act as a link between the municipality and the citizens and they are the first promoters of social participation. They are composed of between 5 and 9 members.

Strategies

Medellín has multiple local action plans designed to prevent violence, promote peace-building agendas and develop approaches to integration, cohesion, rehabilitation and public safety. Most of them belong to the 2016-2019 Development Plan, 'Medellín cuenta con vos'. The plan builds on previous iterations, including 'A more humane Medellín' (1998-2000), 'Competitive Medellín' (2001-2003), 'Medellín, a Commitment for the Entire Citizenry' (2004-2007), 'Medellín is Solidary and Competitive' (2008-2011), and 'Everybody for Life' (2012-2015).

These programs aim to build the capacity of citizens and institutions to govern and to foster engagement such as with the action of presenting the draft of the proposed Development Plan to the representatives of the Territorial Planning Council (TPC). The Mayor decided to go directly to the communities represented in the TPC to "co-create" the plan with them. This exercise was called "La Ruta Medellín" and went through the 16 *comunas* and five *corregimientos* of the city collecting the needs of the inhabitants.

Public GESI enablers

Medellín holds some of the most interesting and innovative initiatives towards a more inclusive city:

Bancuadra provides a safe and affordable microlending system to low-income citizens. It is innovative because the money is given to a group of 5-10 people, in order to create a "trust network". Each member receives a initial sum of 200,000 Colombian pesos (about €45) and would not receive another loan until all member have settled their individual debt. Another key point of the program is that before receiving the loan, all members from the network must attend classes on the basics of loans, conflict resolution and accounting. For many people, the project has given them a reliable alternative to the illegal loans (*"pagadarios"*) which demanded an interest of 700%. It has reduced violence and disbursed over 12,000 loans.

Youth Clubs is a program created in 1996 that is focused on strengthening youth groups (14-28 years) through on-site accompaniment, training and support for their work. The project foster the creation of networks of co-responsibility, community action, as well as collaboration in political and social issues within the "*comunas*". The programme gives them a space to participate directly and actively to have a say in the construction of the city.

Private GESI enablers

To ensure Medellín's long-term economical and sustainable growth, the city has focused on building up the self-supporting public sector and securing private sector financing. Much of Medellín's urban development is funded by profits from the city's public companies, while its transport networks are usually funded by public-private partnerships. Each year, local public utilities company Empresas Públicas de Medellín (EPM) donates 30% of its annual profits towards social development in the city. It also works with urban planners to build infrastructure for Medellín's most marginalised communities, such as in the "Articulated Life Units" project.

Public and private sector partnerships play a critical role in fostering innovation. They were involved in the city's new Medellínovation district – a technological hub developed by the city of Medellín and RutaN. This experiment is a sandbox innovation in South America and has attracted interest from multinationals willing to establish regional bases. Besides, it has also attracted talent, created job opportunities and fostered Medellín's reputation as an innovation-leading city.

Civil Society GESI enablers

Community organizations are recognized as essential actors for community development, where planning, organization, direction, evaluation and control actions are promoted. Civil society organizations and the diverse social networks existing in Medellín have historically been a fundamental bastion for the social and political management of the city, and this administration will follow being. Apart from the communal organizations, some of initiatives have brought valuable contributions to the collective city-making such as City Monday or the Right to Not Obey.

SOCIAL PARTICIPATION MECHANISMS

MiMedellin is a co-creation platform where people are invited to formulate new ideas, that can be later voted, commented and share. The finalist ideas will be taken into consideration by the city government.

Medellin City Hall Website: aims to be the single mechanism of communication and disclosure of public policies between the government and the community. People has the possibility of accessing transactions, programs and projects through it.

La Ruta Medellín: strategy to co-create the next Municipal Development Plan of the city through ideas exchanging among civil servants and the communities during the visits to the "*comunas*" and "*corregimientos*" of Medellín.

Walking ears: A strategy to bring digital tools to communities, to assist with increasing opportunity for them to provide feedback.

GESI Approach: Semilleros Infantiles

VISION

The Secretariat of Citizen Participation (SPC) implements educational programs to train people so they can become co-responsible for the development of their territories.

These annual training processes are aimed at boys and girls (from 7 to 13 years old), young people (from 14 to 18 years old) and their families. They are run in all of the city's communes and townships. They aim to strengthen the capacities of these members of society to engage in social dialogue, interact with the Administration, and take part in the development of the territories they live in. The program seeks to empower citizens and establish the training model developed as a permanent asset in the communities.

STAGES

To ensure the knowledge developed will remain in the community after the project is completed, grassroots organizations that already carry out interventions with children and young people to engage them. In addition to facilitating access and carrying out the training sessions, these "trustee organisations" play a key role in accompanying participants, motivating attendance and ensuring the link with the community to achieve the transforming impact of the intervention.

These organizations are also trained in conceptual, pedagogical, methodological, and didactic aspects. Once the previous training has been carried out, they support the training activities with children and young people. The activities take place on average once a week, during non-school hours, in groups of 25 participants.

OUTCOMES

Throughout the process, activities are carried out to monitor the scope of achievements. The program aims to promote a generation of children and young people that become leaders in the territory who are involved in institutional exercises, such as the Local Planning and Participatory Budget initiative, city democracy roundtables and non-formal participation spaces such as collectives.

This innovative methodology, implemented with a territorial approach, has generated various processes of organizational strengthening (especially of the trustee organizations), a dimension that also guarantees the sustainability of the intervention in the territory beyond the project by giving continuity to the training processes developed. With a view to the future, work is being done to link the child participation initiatives developed in the seedbeds with participation and leadership processes for adults.

Empower: Participatory Budgeting

VISION

The Participatory Budget of Medellín emerged in 2004. It aimed to resolve the publics lack of trust in its institutions. The process enables 5% of the whole annual municipal budget to be decided by the general public. The Administrative Department on Municipal Planning will distribute the Participatory Budgeting for communes and jurisdiction according to population criteria, human development index, quality of life index to guarantee principles of social equity and territorial solidarity.

STAGES

The budget was made official with an Agreement of the Municipal Council meaning it was formally incorporated in the Municipal System of Planning along with other bodies and local planning and participation tools.

The Participatory budget of Medellín has the following cycle: communities first meet in neighbourhood assemblies and neighbourhoods to identify problems, generate a diagnosis of Local Development Plans and select delegates. Delegated are then trained and accredited so they can prioritise options and allocate resources. In the next phase, the decisions taken by the delegates are endorsed by the Local Action Board of each *comuna* and village for the Municipal Administration to include in the Annual Plan, that is finally approved by the City Council to be executed the following year. Finally, the process is evaluated, and the communities are accountable for the execution of the prioritised resources.

Each year's participatory budget's implementation matrix is published.

OUTCOMES

This process allows everyone who lives in the city to have an influence in the allocation of municipal resources. It also improves the transparency of the management of municipal resource demanding co-responsibility among all citizens.

The Participatory Budget of Medellín has achieved wide participation from the members of its neighbourhoods and communes. It has increased feelings of civic responsibility in the definition and implementation of solutions to the problems that affect them.

Collaboration: Articulated Life Units (UVA)

VISION

The UVA project - Articulated Life Units - involves transforming areas where Medellín's water reservoirs are located into cultural, sports, and recreational centres. This process sees the Municipality collaborating with EPM, the regional Public Service Company.

The projects seeks to transform derelict areas into high quality spaces, increase public awareness of the infrastructure services and foster a community sense of belonging.

STAGES

All these initiatives have community participation at their core. The UVAs are built hand in hand with the people of the community, who propose the name of the new area, build agreements relating to its use, and help shape the design. A participation committee made up of local community members is formed to help facilitate this process, disseminate information about the project, and channel the concerns of the community to the Municipality and EPM.

The Imaginaries Workshops are participatory and consultative sessions where technical officials meet with the residents of the area. Here, people share and make proposals so that the work can reflect the needs of the community and their conception of their neighbourhood environment. This is the initial step in developing the UVA. Later, when they receive

the designs, each community will accompany the project, while EPM and the Mayor's Office will inform them about the progress. These workshops help foster ownership and co-creation.

OUTCOMES

In total 20 UVA will be built in 11 of the 16 communes and 2 of the townships, with a total investment of more than 250,000 million pesos. The green areas around the tanks are beginning to form a network that is revitalizing the neighbourhoods. The spaces have provided new places for meetings, shows, parties, concerts.

They have united neighbourhoods and communities, and are positioning themselves as reference points for the promotion of education, culture and technology in Medellín. The UVA project won one of the special awards at the International Architecture Exhibition of the Venice Biennale in 2016 and the UVA "The Imagination" has recently won the international Holcim for its sustainable design.

Lesson Learned

GOVERNANCE

Medellín is a good example about how it engaged citizens in its transformation. It shares a successful story of how top-down initiatives can be combined with bottom-up proposals and how a robust framework helps with this process.

In terms of public governance, the former mayor of Medellín, Aníbal Gavíria[2] restructured reporting lines from 50 direct groups into 6 groups to help lead a more efficient decision-making process.

When it comes to long-term strategic projects, such as urban regeneration or setting a common and committed vision, it is essential to overcome particular political interests that mayors may have. This is achieved through open discussion, relying on the support of citizens and on the public servants' dedication, who follow the whole process.

CAPACITY

The program "Semilleros Infantiles" has successfully aimed to strengthen a "culture of participation" through empowering children and young people with training sessions in ethical practice, creativity and critical judgement. Work is being done to link the child initiatives developed in the seedbeds with participation and leadership processes for adults. Lessons learned from this program are valuable for other cities as Istanbul.

RESOURCES

Medellín public sector has undergone processes that are quite similar to the agile methodologies followed by startups and other ventures. Plan, design, develop, test, deploy, review, launch and constantly iterate to improve a project are the processes followed by the Medellín successful initiatives.

Innovation is the result of different factors: an existing culture of innovation (Medellín inhabitants, known as *paisas*, are well-known for their entrepreneurial spirit and discipline), the development of social and urban innovation processes (metro cable system as a mass transportation solution, improvements in housing conditions and in education) and bringing different stakeholders on board.

Medellín has been successful in partnering with private institutions by increasing the perception of security, improving human capital and encouraging the creation of clusters in the areas of energy, health, construction, tourism, or IT. The key factor is based on fostering constant dialogue among stakeholders among regional and local authorities, universities, the public and the private sector in order to tackle key issues such as employment generation.

Inspiration in how to reach citizens and gather their ideas and initiatives to answer urban social challenges can be taken from MiMedellín platform. This tool helps prioritising ideas that can be later co-designed and implemented.

Auckland

An institutionalised response to empowering communities to ensure culturally responsive outcomes

- Historical colonisation has meant the **indigenous population (Maori) mistrust the extent to which their feedback will be valued** and respected, council is working hard to build this trust through co-design initiatives.
- **Inequality** impacts on the resources and capacity certain groups have to participate, extra resources and training are being provided to certain groups.

- Maintaining a **'whole of council' approach** to prioritising ethnic minorities remains essential – establishing overarching department to take on this responsibility helps achieve this.
- Some communities struggle to know who in council to speak to.
- The volume and pace of consultations can lead to **consultation fatigue.**

Auckland is the largest city in New Zealand. Tāmaki Makaurau, the Māori name for Auckland means desired by many and refers to the abundance of natural resources, strategic vantage points, portage routes and mahinga kai (seafood) which first attracted Māori, and then other settlers to the city. However, historical colonisation has led to systematic exclusion of the indigenous peoples of New Zealand in decision making process.

In an effort to address this, participation frameworks have been written into legislation, formal guidelines developed and dedicated departments have been set up. Today the council also has various obligations to work with Maori, the indigenous people of New Zealand and promote a co-partnership approach to decision making - particularly in relation to natural resources.

Auckland Council seeks to go beyond traditional consultation methods, embracing an empowered community approach. This means providing opportunities, resources and training to help individuals, whānau (families) and communities have the power and ability to influence decisions, take action and make change happen.

4,893 sq km
Urban Area

1.6 million inhab.
City Area Area Population

326 people/sq km.
Density

31,766 USD
GDP per Capita

120
Ethnicities call Auckland home

10 million
Tourists

99.4
Voice and Accountability
Percentile Rank (Country level)

6 th
IMD Smart City Index 2019

Floodings & Tsunamis
Key hazards

Urban Planning and Participation

URBAN PLANNING

STAKEHOLDERS

PUBLIC INSTITUTIONS

PUBLIC

NATIONAL

- ◉ Local Government Act

- ■ Central Government

- ◉ Local Government Commission

MUNICIPALITY

- ◉ Auckland Plan
  Sets overall strategic direction for the region, supported by topic based plans and plans outlining development rules

- ■ Auckland Council Governing Body
  Auckland-wide responsibilities & decision making

  - ■ Auckland Mayor

  - ■ Auckland Counselors

- ◉ Advisory Panels

- ◉ Auckland Council Departments

- ◉ Formal Relationship Agreements with Iwi

- ◉ Co-Governance Entities

LOCAL

- ◉ Local Board Plan
  Sets out thevision, strategic priorities and outcomes, key projects and initiatives for the local area

- ■ Local Boards [21]
  Local responsabilities & decision making

  - ■ Elected Local Members

GESI ENABLERS

LEVELS OF ENGAGEMENT

PRIVATE

CIVIL SOCIETY

Inform

Consult

Involve

Collaborate

Empower

The University of Auckand

Women in Urbanism

Generation Zero

Splice

Tamaki Regeneration Company

Marae and Iwi Groups

Local community groups & schools

Auckland Conver-sations

Parque Explora

Hui (Maori Assembly)

Videos

Oral Hearings

Co-Design Workshops

People's Panel

Facebook, Twitter, Updates

Our Auckland Newsletter

Co-design workshop

Community Grants

Public Local Board Meetings

Community-led Events & Projects

Online Submi-ssions

Facebook, Twitter, Updates

The Southern Initiative

Type of element

Project / initiative / program

Stakeholder / organization / company

Selected project

Type of mechanism

Digital SP mechanisms

In-personSP mechanisms

Selected project

In New Zealand the national government oversees local authorities, however there is no overarching national planning framework or policy. However, the national government's Local Government Act sets out the principles guiding local authorities' responsibilities, roles and powers including urban planning.

The Mayor of Auckland is responsible for developing The Auckland Plan which sets the overall strategic direction for the region. This Plan is supported by the Unitary Plan which is the rule book for what and how Auckland can be developed, local area plans which provide more localised development plans, and core strategies which formalise the council's response to certain topics and issues such as environment, youth, or sport. These are underpinned by the Long-Term Plan which sets out the overall budget for the Auckland Council to deliver on its strategies and plans.

Each local board is also required to develop and adopt a local board plan which set out their vision, strategic priorities and outcomes, as well as key projects and initiatives for the local area. They also signal local funding requirements to the Governing Body and communicate local issues to inform the development of wider council plans.

Public institutions

New Zealand's local government system comprises two complementary sets of local authorities – regional councils and territorial authorities (city and district councils). In some cases, such as Auckland, a Unitary Council is formed which has both the responsibilities of a regional and territorial council.

The Auckland Council's governing body consists of one mayor and twenty councillors who are elected every three years. Broadly speaking, the governing body focuses on the big picture and on region-wide strategic decisions.

The city also has local boards to ensure effective and appropriate balance is reached between regional and local interests. Local boards make decisions on local matters, provide local leadership and enable democratic decision making on behalf of their local communities

The role of local authorities is to lead and represent their communities. They must engage with their communities and encourage community participation in decision-making and respond to the needs of their existing and future communities.

Strategies

The Local Authority Act, established by the national government, sets out consultation processes which local authorities must follow. Under this Act, Auckland Council must engage with all of the community, at all stages of the planning and implementation process. They are required to ensure the way they communicate and engage with Aucklanders reflects the different needs and roles of different groups. The council also has specific obligations to Māori (indigenous peoples) under the nation's founding document, te Tiriti o Waitangi/the Treaty of Waitangi, to partner, engage and respond to Māori during decision making and planning.

Auckland Council does not have one plan or framework that guides participation. Instead, it is seen as a legislative requirement. This means that an approach to engagement is embedded into every workplan when developing plans, policies and projects. Because participation is the responsibility of the entire staff, the Council has a range of dedicated departments who offer support. This ranges from updating staff on the latest research, delivering election enrolment campaigns and even coordinating catering. They also offer training for the wider staff and

host an awards evening to showcase examples of best practise in participation.

Public GESI enablers

Auckland Council has a number of different ways that it listens, engages and supports its diverse communities.

Auckland Council has **6 advisory panels** who provide direct advice to the mayor on the diverse interests and issues experienced by the groups they represent. The panels include: disability, ethnic peoples, Pacific peoples, rainbow, seniors and youth communities.

Specific departments within Auckland Council, such as **Democracy Services, the Elections Team and the Engagement Department** provide advice, best practise resources and run programmes to promote GESI Participation.

The Council has various groups to ensure they meet their obligations to work with Māori. **The Independent Māori Statutory Board** supports and holds Auckland Council to account in this area. Alongside this, co-governance entities have been established to provide a framework for working with mana whenua (people with traditional ancestral ties to the land) to co-govern natural resources and land. Alongside this formal agreements with different iwi (tribal groups) across the city affirm a long standing relationship between the iwi and council and their commitment to work together. make decisions, perform functions and exercise powers by:

Formal Agreements also exist between the Council and iwi (indigenous tribal) groups which affirms a long-standing relationship and commitment to work together.

Co-governance frameworks have been established between council and indigenous peoples. These frameworks establish the processes in place to ensure co-governance between the two parties of natural resource.

Private and Civil Society GESI enablers

Many private a civil society groups work together to promote participation and ensure it is embedded in projects. Local Maraes, schools, community centres and faith based institutions are focal points for meeting and engaging with members of the community. The marae is an institution from classical Māori society, but still act as meeting places for the local community. Maori see maraes as socially integrative and bring in that it as place where

significant events are held such as funerals, celebrations and formal meetings. It is also integrative in that all people are welcome as guests. In terms of participation it is one institution where the *Pakeha* (non Maori) can meet the Māori and come to a better understanding of what it means to have a bicultural society.

Auckland Council use various mechanisms to promote public participation. These include, but also go beyond, traditional engagement channels such as written submissions, oral hearings and presenting at councillors' meetings. The council offers community grants for local projects and intiatives, and supports and trains Aucklanders to take on leadership roles such as voting in and standing for local or central government, school boards, or being a representative for community, cultural or sporting groups.

The council also uses a **People's Panel,** where each month Aucklanders are invited to take part in a survey where they can share their thoughts and opinion on topical issues. The council then communicates these results and how they have influenced decision making back to the public. **Co-design workshops and drop in sessions** are frequently run by the council and used during the development of new plans and projects. These aim to ensure local communities have the opportunity to not just voice their opinion, but translate it into action.

The city has an **Open Data Platform** where the council shares data about the city. The aim is that doing so will promote citizens to take action to improve society, and unlock innovation opportunities.

Our Auckland is a web platform that is owned and operated by Auckland Council. It publishes information on the latest council news such as projects, initiatives and events; opportunities for the public to have their say on upcoming decisions, and details on community events. A large-print version is also available at Auckland Libraries for people with sight impairments or those who prefer the larger format. Alongside this, members of the Royal New Zealand Foundation of the Blind can listen to OurAuckland news and events via the Auckland office's telephone information service.

GESI Approach: Independent Māori Statutory Boards

VISION

The Independent Māori Statutory Board is an independent body corporate of nine members based in Auckland. The purpose of this board is to help Auckland Council make decisions, preform functions and exercise powers by promoting issues of significance for Tāmaki Makaurau (Auckland's) mana whenua (Māori with ancestral relationships in certain areas in Tāmaki Makaurau where they exercise customary authority) and mataawaka (Māori who live in Auckland and who are not in a Mana Whenua group) and ensuring council compliance with statutory provisions referring to Te Tiriti o Waitangi Treaty of Waitangi.

STAGES

The main work programme of the board includes:

- **Directly influencing council decisions:** Two Board members sit, with voting rights, on each of the council's committees that deal with the management and stewardship of natural and physical resources.
- **The Māori Plan for Tamaki Mākaurau:** Is a record of what Māori in the region said was important to them. The Māori Plan provides a framework for understanding Māori development aspirations and sets measures for monitoring progress towards desired cultural, economic, environmental and social outcomes for Māori. It directly inputs into the Schedule of Issues of Significance.
- **Developing a Schedule of Issues of Significance:** Defining key issues and opportunities to Māori which should be considered in Auckland's planning and resourcing. It defines areas where Auckland Council has a major responsibility for action such as focusing on better

policy, improved processes and specific projects that will have a transformational and enduring impact on Māori outcomes.
- **Te Tiririt o Waitangi Audit:** Assesses the Auckland Council group's performance in acting in accordance with statutory references to Te Tiriti o Waitangi and statutory responsibilities to Māori in Tāmaki Makaurau. The audit process enables the Board to provide guidance on what is required of council and council organisations and how to achieve those requirement.

Digital Innovation

Tino is the online communication and educational platform of the IMSB. It was designed to help guide Māori and non-Māori public, elected officials, council staff and community groups when they are engaging with Māori. The Kete Paraha (toolbox) section contains resources such as an Interactive map that displays significant sites to mana whenua, an image gallery as well as guidelines for the appropriate use of photography in a Māori context and guidance for correct Māori word definitions and pronunciation.

OUTCOMES

The Board has specific responsibilities and powers under the Local Government (Auckland Council) Amendment Act 2010. This ensures they have legislative backing behind their activities to enable the Board to carry out its purpose, Auckland Council must meet the reasonable costs of the Board's operations. The funding and resourcing of the Board is established through an annual negotiated funding agreement that includes the Board's work plan and the remuneration of Board members.

Empower: Al-Madinah School Community Garden, The Southern Initative

VISION

The Southern Initiative is a branch of Auckland Council that uses place-based solutions to work with South Auckland communities to address pressing social and economic challenges through place based so. The initiative grew out of a recognition that business as usual practices were not bringing about the changes needed at the pace required for vulnerable community groups.

STAGES

The Southern Initiative works with families, local changemakers, grassroots entrepreneurs, businesses, agencies and other organisations to explore, develop, model and test solutions to enhance South Auckland.

Central to the programme is reconnecting with and utilising mātauranga (Māori knowledge) and indigenous knowledge systems. This includes building capacity and room for more whānau-centric approaches. Families and community co-design and lead local initiatives that align to the aspirations and outcomes sought by South Aucklanders.

One project within the program involved TSI brokered a partnership with Al-Madinah School in Māngere to convert 4,500m² of the school land into a community garden. The garden could be used by the wider community, but would also aim to complement new initiatives being undertaken by the school.

TSI worked with the school teachers and pupils to learn about their new policies and initiatives. This included aims to support traditional food knowledge, local food production,

health promoting best practice, rethinking of food waste, and sustainable community-led food enterprise.

While the land was being prepared, Auckland Teaching Gardens (ATG), another key partner, was bought in to run experiential education classes to teach pupils and staff about raising a vegetable garden. These lessons focused on supporting traditional food knowledge.

The aim of this was to ensure the long-term sustainability of the project, and for students to have the skills to engage their parents and wider communities in the project too. When the land was ready for the first planting students planted 15 beds of their favourite vegetables. TSI are continuing to work with the school to increase participation and engage the community and staff to champion the initiative.

OUTCOMES

The project aimed to promote collaboration between the school and the wider community through opening up a space for healthy food production. Working with the school to understand how their priorities of traditional food knowledge could be incorporated into the design and operation of the garden showcased genuine partnership.

The fact that the garden reflects local values and that students were involved in its creation, has helped to ensure the long term success of the project as they feel ownership and belonging Alongside this, new skills have been developed which will be spread around the wider networks who engage with the school.

Collaborate: Te Ora

VISION

The new music and arts centre 'Te Ora' in Glen Innes, Auckland, has affirmed local culture and identity in a community that is being disrupted by gentrification. Today the centre provides a hub for local youth to explore and develop their skills in the creative industries. Music, dance and performing arts classes are offered at affordable rates to the low-income community, while the space is used for performances and events that celebrate the culture of the area.

STAGES

The success of Te Ora is drawn from a expansive process of engagement involving community, mana whenua, local government, artists, designers and staff. This ensured the project was a genuine celebration and reflection of the local community's culture and values, specifically that of mana whenua. Mana Whenua refers to the iwi or tribes of peoples who have strong ancestral ties to the land for many generations.

19 Mana Whenua groups across Auckland were formally invited to be involved in the project and representatives were then included in workshops, discussions and meetings to plan and design the facility. Open days, presentations to local schools and organisations enabled the architects to involve an extended team of local artists, cultural advisors, mana whenua, environmental specialists and residents. This engagement was maintained through the community being invited into the design studio weekly to participate in the design process, and weekly workshops were held in the adjoining library.

Tikanga (Maori cultural practises) and Kawa (Maori cultural protocols) were followed during the construction, opening and ongoing operation of the building. For instance when the buildings foundations were laid a stone was gifted by local iwi and an appropriate ritual was held, while today a sign asks tutors in the studios to pull down blinds if there is a tangi (funeral) on at the adjacent Marae (meeting house), as kawa demands.

Te Ora continues to be managed by a six person board, three of which are elected officials if the Local Board, the other three are community representatives, one of whom must be Mana Whenua. This ensures that Mana Whenua presence and involvement is maintained in the operation of the community centre.

OUTCOMES

Supported and funded by Auckland Council, imagined and championed by the local community, the project is an exemplar of a collaborative design process.

Lessons Learned

GOVERNANCE

Auckland shows us how participation can be institutionalised through legal frameworks but also through formalising the role of community advisory panels and independent boards. Through giving the input of these groups a legal weighting, their voice must be heard and reflected in the final decision. However, in an effort to promote higher levels of engagement, Auckland shows us how partnering with leaders of key community groups to develop shared visions and co-design solutions ensures genuine and meaningful co-design outcomes are realised.

RESOURCES

The institutionalisation of participation within Auckland Council ensure sufficient resources are dedicated to the process. Auckland's dedicated public engagement department includes staff for all aspects of participation from implementing new methods across council, to ensuring catering is ordered for a public workshop. Having a team who services the entirety of council ensures that dedicating resources to participation are never constrained for a particular project, or that one department has more funding than another. This ensures the sustainability of implementing sustainability.

CAPACITY

Historical mistrust has meant that Auckland Council has had to work hard to ensure the indigenous population trust the public institutions enough to make it worthwhile investing their time and resources in participation. From Auckland we learn how engaging with communities throughout the entire life of a project in a dedicated community space can increase public awareness of participation activities occurring, thus increasing engagement and building trust as communities can monitor how their feedback is being taken into account. Auckland shows us the importance of ensuring this space is located in a local area and staffed by local residents.

São Paulo

Political challenges to consolidate a participatory framework

- Some elected officials are **reluctant to offer participation opportunities.**
- **Ineffective legislation** and difficulties with enforcement means that even when specific guidelines for participatory democracy exist they are not necessarily implemented.
- **Scarce resources** in civil society organisations limits their time and willingness to engage in participation.
- **Changes in leadership** means new initiatives and tools are often abandoned.

Many analysts and experts consider Brazil to be a hub of democratic innovations. São Paulo, the country's largest metropolis, has been a driving force behind these.

A laissez-faire approach to urbanism has left the city of São Paulo with neglected public spaces, segregated and gated communities, and disconnected spatial networks.

More recently, São Paulo has been experimenting with revitalising its public spaces. A myriad of initiatives set up by residents and professionals have begun to see this progress. Design professionals have shown a renewed interest in incorporating the communities voice into the design process while many community led campaigns to close-off main boulevards to motorized traffic (Minhocão) have been successful.

The council has also played a role in promoting an increase in participatory processes, with initiatives as the participatory design of the Strategic Master Plan. The election of a new mayor in 2013 saw the revitalization of low-income housing and derelict infrastructure through a participatory process.

630.2 sq km
Land Area

10.02 million inhab.
City Area Area Population

21.97 million inhab.
Urban Area Population

20,650 USD
GDP per Capita

12 %
Sao Paulo part of Brazil's GDP

8.7 % inhab.
People living in favelas

2.3 million
Tourists

60.6
Voice and Accountability
Percentile Rank (Country level)

90 th
IMD Smart City Index 2019

Floodings & Landslides
Key hazards

Urban Planning and Participation

URBAN PLANNING

STAKEHOLDERS

PUBLIC INSTITUTIONS

PUBLIC

FEDERAL

City Statute

São Paulo State

International organizations
Open Government Participators

LOCAL

Strategic Master Plan
Plano Diretor Estratégico (PDE)

São Paulo City Council (Prefeitura)
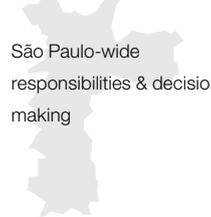
São Paulo-wide responsibilities & decision making

São Paulo Aberta

Agents of Open Govern.

PPA
Multiannual Plan Law

LDO
Budget Guidelines

LOA
Annual Budget Law

Programa de Metas
Every new action from the City Hall must set the priority goals it will meet

Conferência Municipal da Cidade de SP
(SP Municipal Conference)

Municipal Secretariats

City Council on Urban Policy
Conselho Municipal de Política Urbana

LPOUS
Zoning Law

Sectoral Plans for Urban Administrative Policies

Planos de Bairro (Wards Plans)
Urban Planning and Projects, may be an initiative of civil society

Participative Councils
(Concelhos Participativos)

Urban Landscape Protection Commission
(Comissão de Proteção à Paisagem Urbana)

Cities Without Hunger

SMDU-Urban Development Municipal Secret.

Technical Chamber of Urban Planning
(Câmara Técnica de Legislação Urbanística)

District Plans
Proposed from the regional specifies, they guide the elaboration of the action plans of the regional councils and are updated every 4 years

Regional Councils [32]
Local responsibilities and decision making

REGIONS (DISTRICTS)

Conselhos Gestores
Promotion of the participation of residents in deliberations on urbanism, housing and infrastructure of various regions of the Capital

Wards [96]

FUNDURB
Resources allocated to the Urban Development Fund (FUNDURB) are reverted into urban improvements for the entire city

GESI ENABLERS

PRIVATE

CIVIL SOCIETY

Nossas Cidades

■ Avina Foundation

◉ I vote - euvoto.org

■ Open Knowledge Brasil

■ praças.co
Startup that offers a platform and tools to redesign community squares

■ Instituto Seva - Cidade Democrática

■ Confederação das Mulheres do Brasil

■ **Minha Sampa**
Citizens mobilization around political issues and tools design

■ **Aliança pela Água**
Network of 60 civic and consumer organizations aiming to address the issue of water

■ **Cities Without Hunger**

■ **MST - Movimento Sem Terra**

■ **Rede Nossa São Paulo**
Promote actions for a more sustainable and democratic city

■ **Programa Cidades Sustentáveis**
Promote an urban sustainability agenda aligned with ODS

■ **Acupuntura Urbana**
Public spaces transformation through participatory processes

■ **Largo da Batata**
Urban laboratory in a former derelict square
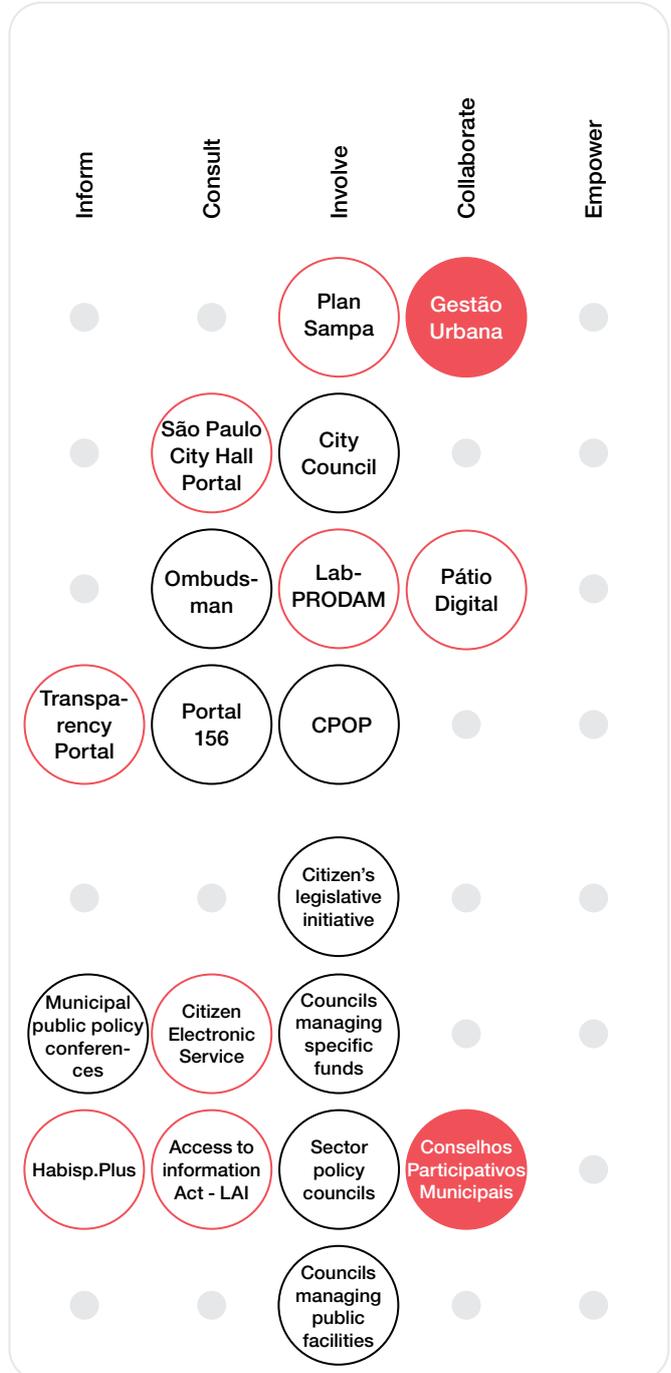
Inform · Consult · Involve · Collaborate · Empower

Inform	Consult	Involve	Collaborate	Empower
●	●	Plan Sampa	Gestão Urbana	●
●	São Paulo City Hall Portal	City Council	●	●
●	Ombuds-man	Lab-PRODAM	Pátio Digital	●
Transpa-rency Portal	Portal 156	CPOP		
●	●	Citizen's legislative initiative	●	●
Municipal public policy conferen-ces	Citizen Electronic Service	Councils managing specific funds	●	●
Habisp.Plus	Access to information Act - LAI	Sector policy councils	Conselhos Participativos Municipais	●
●	●	Councils managing public facilities	●	●

Type of element

■ Project / initiative / program

◉ Stakeholder / organization / company

▬ Selected project

Type of mechanism

Digital SP mechanisms

In-personSP mechanisms

Selected project

The Statute of the City (Public Law 10257/2001) was created to deal with urban development policy and the social function of property. The law covers urban planning guidelines, fiscal and legal regulations, tenure regularisation of informal properties. It also establishes how residents are to be involved in plan making, setting budgets and urban management processes.

The Strategic Master Plan of the Municipality of São Paulo is a municipal law that guides the city's development and growth until 2030. The fact that this is prepared with society, ensures the planned development of the city meets the collective needs of the entire population.

STAKEHOLDERS

Public institutions and Strategies
Brazil is a federative state with three levels of government: the Union, the Federal States and the municipalities. All three have federal autonomy, representatives with legislative and executive powers and develop public policy (housing provision, for instance).

The city of Sao Paulo is divided into in to 32 boroughs, which are then divided into 96 wards (*distritos*). Wards may contain one or more neighbourhoods (*bairros*).

After the election of Mayor Fernando Haddad in 2013, the city council started to involve the public in the governance of the city. Social participation flagship projects were created such as the online platform *Gestão Urbana, Programa de Metas - "Planeja Sampa"* and *"São Paulo Aberta"*. This saw the introduction of online chats with the mayor, live streaming of debates and the program "Agents for Open Government". Another innovative program was the LabPRODAM – an experiment with the support of PRODAM (São Paulo Public Technology Company), which aimed to share city data with the public and explore ways digital tools could be used to engage communities and add value to the data. They have implemented projects such as the Bike Counter and the LadProdam Issue Mapping.

One of the main challenges in Sao Paulo is political instability. Recently the central government tried to eliminate more than 50 Participatory Councils (see public GESI enablers). This was overuled by the Supreme Court. However, this attempt to dismantle this democratic tool was unpopular as they are understood to be a *"standard component of clean democratic governance"*.

Public GESI enablers
The main stakeholders within the public government structure are:

- **Participatory Councils** (*Conselhos Participativos*) Created in 2013, the CPMs are an autonomous body of civil society. Each of the 32 sub-prefectures of the city has a representative how is responsible for holding the municipality to account, proposing new actions and public policies needed to meet the needs of their areas. Citizens elect their representatives from the civil society. Currently immigrants are not well represented in these councils.
- **CPMU:** The City Council on Urban Policy (Conselho Municipal de Política Urbana) is responsible for following up, discussing and improving proposals for urban measures that align with the city's Urban Development Policy.
- **FUNDURB** is a municipal fund under the Onerous Grant (*Outorga Onerosa*). It is reserved for urban improvements needed to realise the Master Plan. At least 30% is allocated to improving the mobility system and another 30% for the acquisition of well-located land for popular housing.

Civil Society GESI enablers
Grassroots social movements first emerged during military rule. They did so in the context of a strong dichotomy between a modern industrialized economy and the vast informal peripheries of the city. The process of urbanization in São Paulo is intimately connected to the emergence of democratic social movements that helped shape institutions immediately after re-democratization in 1985. The 1988 constitution emerged out of a 'right to the city' movement. This entered the international stage when protests emerged around due to excessive spending on new stadiums for the upcoming World Cup in 2014.

Among the remarkable institutions, we can find "Minha Sampa", a non-profit organization that aims to mobilise citizens around political issues, mostly through its online platform. It belongs to a wider network of cities called "Nossas cidades". They have promoted initiatives such as *De Guarda*, where citizens are virtual guardians of a group initiatives. Through the platform people can verify whether an initiative has already been done or not, and what public appetite for the concept it. Through P*ressure Cooker Platform,* individuals can set up a campaign to send out emails to city officials to lobby for, or against, a particular policy measure, and *Legislando*, a wikistyle tool that enables citizens to draft their own bills.

Apart from the Participatory Councils, other channels for participation are:

- **Public or sector policy councils:** there are more than 30 councils in the municipality, including health, education, transport, housing, culture, urban development.

- **Councils managing specific funds:** education fund, children and adolescent fund, urban development fund, social assistance fund, housing fund, among others.

- **City Council:** body that advises the Mayor in the debate of decisions involving the course of public policies.

- **Participatory Planning and Budgeting Council (CPOP):** proposes guidelines for drawing up the municipal budget; indicate methodologies for civil society participation in this area; promotes and encourages participation in defining and allocating municipal resources; and monitors and supervises the City Hall's spending. In 2017 this system was discontinued.

- **"Pátio Digital"** is is a participatory space created with the aim of drafting, implementing and evaluating public education policies with the community. It has created networks of actors involved in public education to discuss the problems faced by the city's educational system through the Open Innovation Cycles methodology.

- **São Paulo City Hall Portal:** Contains information on actions, projects and programs underway in each Secretariat.

- **Plan Sampa** - Aims to monitor the Participatory Planning and Budgeting Cycle against the Goals Program in each region.

- **Habisp.Plus** - Provides housing updates.

- **Social Participation Section of the Municipal Human Rights Secretariat** - Provides minutes, deliberations and dates of meetings of its various collegiate bodies, in addition to other information on the social participation processes of the Secretariat.

- **Transparency Portal:** Provides a range of information on Municipal Public Administration: such as municipal accounts (revenues and expenses), purchases and bids. ontracts and agreements in full, compensation of employees, data on municipalities, companies and foundations and on subprefectures.

- **Electronic Citizen Information System (e-SIC):** If a person searches for any information that does not appear in the transparency channels, he can make use of the Citizen Information Service. This offers an electronic channel for the registration of requests.

- **Ombudsman:** The municipality may resort to the Ombudsman when it does not obtain a satisfactory response or solution with other municipal bodies, feels unwelcome or no longer has its rights guaranteed.

GESI approach: Agents of Open Government

VISION

The Agents of Open Government programme was developed by the city of São Paulo. The programme brings courses on Open Government to communities at no cost.

Public employees could also participate in the course as students. This helps place members of the public with expertise in an advisory position to the government, giving them an opportunity to design courses that can bring new skills and understanding to public employees. This has increased the capacity and skills of employees to offer better services to the city.

PROCESS

The programme started with an open call for applications, which was promoted through civil society networks, social media and presentations at local community events. Any willing member of the public with relevant skills could apply. In exchange, they would receive a monthly stipend of BRL 1,000 (approximately EUR 270).

The courses ran for ten hours a month over six months, with 40 participants in each class. The first open call received 200 applications. During two cycles, forty-eight teachers were chosen.

Subject areas included: open and collaborative technology, transparency and open data, networked communication, and mapping and collaborative management. During 2016, 1,200 different workshops were held.

The Municipal School of Public Administration, the main provider and coordinator of training for public employees at the local level, agreed to provide credits (for eventual promotions and pay raises) to municipal employees who took courses. Alongside this, the Municipal Department of Social Assistance and Development provided a range of services to ensure São Paulo's most disadvantaged citizens could get involved.

The largest challenge was coordination, as there were a wide range of different departments involved in 64 locations. The program aims to reach 25,000 people in a year through in person workshops and classes, that is a logistical challenge and an unprecedented effort in open government training.

OUTCOMES

After three months of the program, 97 activities were carried out with 2,767 participants. The audience for the courses has mostly been elected community representatives, civil servants and beneficiaries of social programs.

São Paulo is one of the cities to be active in the Open Government Partnership (OGP). Instead of the traditional approaches to learning, that would not meet the goals of the programme, they conceived a common platform that brought citizens and public employees together to build and define a new relationship.

Collaborate: Gestão Urbana
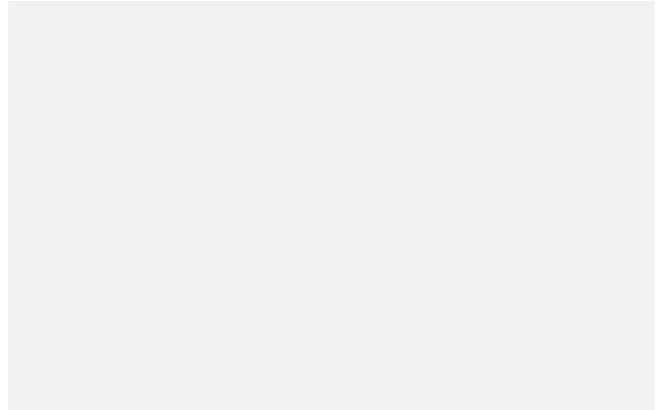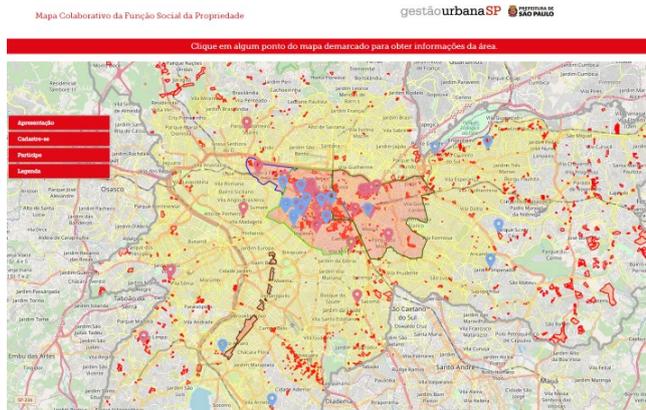
VISION

Gestão Urbana is an online forum and crowdsource mapping tool that was designed to support the refresh of the cities Master Plan. The platform was an example of transparency and accountability that was so successful it was then used for the revision of other plans in the city.

STAGES

Gestão Urbana SP was created to engage and optimise social participation as part of the cities Open Government Partnership commitments to increase transparency and accountability in decision making.

The tool is used to gather propositions and contributions from the public on a live map of the city. Citizens plotted their ideas, concerns, thoughts and general suggestions relating to the masterplan on the map of the city. The tool was available for anyone to use for free, but support was provided through face to face workshops and online live streaming sessions. Feedback was used to develop and refine the masterplan. The success of the tool has meant it is now being used for updating other municipal plans.

The exercise was shared through a Facebook page and email and once established, the platform started to act as a digital headquarters of the Strategic Master Plan.

The digital platform was created as free software, that was open, free of charge and unrestricted so that it could be used for other projects. It was created in partnership with a private technology company.
.

OUTCOMES

Results of the project are shared through the cities Programa de Metas website.

Based on the success of the platform the central government decided to expand the experience to other levels of the municipal administration. In order to better develop other projects, it seems to be essential for public administrations to support these digital projects, as well as to keeping on investing in traditional communication such as radio, television, and newspapers.

Public administrations are encouraged to continually interview city residents to understand how digital platforms could be improved to become more effective.

The Gestão Urbana SP philosophy is encouraging other cities to go through similar digitalisation processes.

Empower: Cities Without Hunger

VISION

Cities Without Hunger aims to transform derelict public and private plots of land into useful community gardens. This responded to the recognition that the livelihoods of people living in the favelas (slums) could be greatly improved through empowering them to participate in sustainable agriculture projects.

STAGES

There are about 12,000 homeless people in São Paulo, many of whom are migrants from Brazil's poorer north-eastern states. Cities Without Hunger is a Non-Governmental Organization that has introduced an alternative to social security food baskets by mobilising the community to participate in the production of food. The programme targets disadvantaged communities with high population density.

The objective of Cities Without Hunger was to make use of vacant public and private land for the development of vegetable gardens. The programme set up income-generating community gardens, fostered nutrition education to tackle malnutrition, introduced environmental and sanitary education within the local context and set up small processing units for harvested produce.

Cidades Sem Fome uses a participatory community education method which has trained community members in technical as well as leadership skills. Through the programmes, needy communities are provided resources for professional training and income generation through the marketing of products obtained from participants' farming projects. The Cities Without Hunger-Community Garden project formed

a committee to select families who would participate in agricultural activities and also coordinate the implementation of work plans by urban farmers. The beneficiaries learned to recognise themselves as active players in urban governance and the quest to improve the quality of their lives. This programme has managed to provide poor communities with work opportunities, professional capacity building and improved incomes.

OUTCOMES

- 21 community gardens and 17 gardens in public schools
- 48 professional qualification courses: around 1,000 people qualified in agriculture or commerce
- Generation of work and income for 150 families, benefiting 900 people indirectly
- 115 people have become community gardeners. This means that along with their families some 650 people benefit from the project by having their livelihood guaranteed
- 7 greenhouses

Lessons Learned

GOVERNANCE

São Paulo has shown how new and alternative participatory processes can be adopted by government institutions. However, despite the fact that social participation is embedded in the Brazilian urban planning legislation (Statute of the City), political instability continues to challenge the sustainability of some initiatives.

São Paulo shows us how the community and the government can work together to improve accountability and transparency Conselhos Participativos provide a seat at the table for citizens to decide on policy issues, set budgets, and oversee the implementation of policies. Additionally, they explicitly include low-income groups, who generally have less influence in lobbying and elections.

CAPACITY

Capacity building in the public sector is a widespread challenge in several cities: innovative and open initiatives require new skills and strong determination. São Paulo shows us how a peer-to-peer open-government training initiative, Agents of Open Government, saw 150,000 civil servants being trained by the public. This not only helped them to govern more effectively, but also helped residents feel empowered and involved in the city. The programme can be easily scalable and transferable, so that it could be implemented in a tailored format to Istanbul.

RESOURCES

With the revision of the Strategic Master Plan, the government trialled new social participation mechanisms. This saw the introduction of new digital and innovative ones, such as Gestão Urbana. This has improved the transparency and accountability of the design of the masterplan, encouraged new people to participate in the process and been key to establishing this as a common process across the council.

Seoul
Participation: The Soul of Seoul
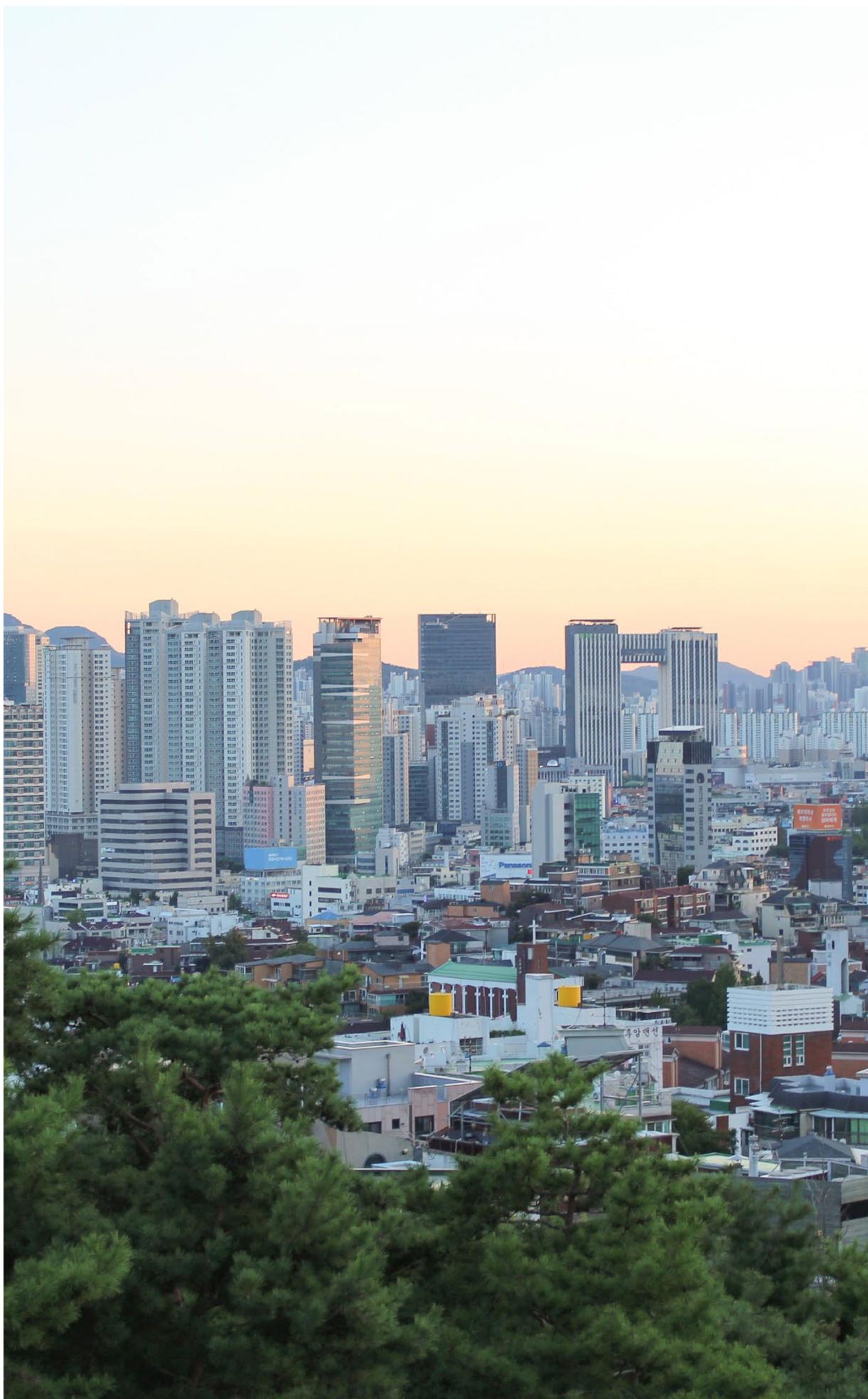
- Seoul faces an ageing population who may be reluctant to engage in digital methods of participation.

- Urban planners have historically had too high a stake in the development of plans and policies.

- The municipality often struggles to reach and engage with everyone due to the city having such a high population.

- Modern technologies sometimes detract from ensuring meaningful community engagement occurs.

After South Korea formally became a democracy in 1987, community-led initiatives began to emerge to address shortfalls in social infrastructure and wellbeing. Since the 1990s, grassroots community activities in Seoul have offered important lessons in the potentials of place-based collective action and problem solving.

Many Seoul districts adopted the notion of 'village making', and a first practice guide for establishing 'ecological villages' was set in 1998. From 2007 policy started to embrace the concept of urban 'villages'. The approach supports the public in forming village communities that address self-defined needs in a sustainable local development and as a model for common services for the neighbourhood.

The Seoul Metropolitan Government conceived the "urban community village", as a community-driven form of development, and created the Village Community Movement (VCM) and the Seoul Community Support Centre (SCSC) to provide alternative ways to promote sustainable development, in economic, environmental terms and social terms. The village is the new framework for rebuilding the entire country and the VCM and the SCSC are the tools to develop local capacity through public participation. Autonomous decision making and the strength of local networks are enhanced. As a result, villages can be understood as form of community building based on participatory, bottom-up and multi-sector approaches which involve local people to solve common problems using a system of interaction and interrelation that fuels the social life.

Seoul has been selected because it represents an outstanding example of a major 'global' city's attempt to enable and foster urban grassroots innovations. This approach might be an option to address inclusive development in Istanbul

605.2 sq km
Urban Area

9.96 million inhab.
City Area Population

26.6 million inhab.
Urban Area Population

17,000 people/sq km
Density

34,355 USD
GDP per Capita

8.4 million
Tourists

0.36%
Volunteer Rate Participation

73.9
Voice and Accountability
Percentile Rank (Country level)

47th
IMD Smart City Index 2019

Floodings & Typhoons
Key hazards

Urban Planning and Participation

URBAN PLANNING

STAKEHOLDERS

PUBLIC INSTITUTIONS

PUBLIC

NATIONAL

LOCAL

DISTRICTS

National Comprehensive Plan

Metropolitan City-Region Plan

Urban Master Plan

Seoul Plan 2020

Urban Management Plan

Sectoral Plan

District Unit Plan
Local input, projects and activities implementation

Changsin-Soongin Plan

Ministry of Land, Infrastructure and Transport
Central Urban Planning Committee

Seoul Metropolitan Government
Seoul-wide responsibilities & decision making

Mayor

Councillors

Gu District Office [25]

Gu Sub-district Offices

Community Centres [467]

International Open Government Partnership

Community Officers

Resident Councils

Seoul Community Support Centre

Seoul Youth Hub

GESI ENABLERS

SOCIAL PARTICIPATION MECHANISMS

PRIVATE

CIVIL SOCIETY

LEVELS OF ENGAGEMENT

Inform

Consult

Involve

Collaborate

Empower

■ Seoul Digital Foundation

Public information portal

M-Voting smartphone app

Seoul Open Data Plaza

Seoul & You Network Creators

Partnership Governance School

■ Seoul Foundation of Women and Family

Facebook, Twitter, Updates

Mobile Mayoral Office

Policy Hearing Debate Forum

Seoul Innovation Bureau

Participatory budget

Live Seoul, Live Mayor

One day Honorary Mayor

Honorary Deputy Mayor

Suk-Ui deliberation)

Temporary town councils

Citizen Speakers´ Corner

Cheong Chek Forum

■ Village community district network, Seodaemun-gu

Petitions & suggestions

Seoul Citizen Hall

Open workshops

■ Sungmisan village community, Mapo-gu

Policy Expo

■ Consumer and housing cooperative, Yeongdeungpo-gu

■ Energy self-reliant village community, Dongjak-gu

Type of element

■ Project / initiative / programme

⦿ Stakeholder / organization / company

▬ Selected project

Type of mechanism

Digital SP mechanisms

In-personSP mechanisms

Selected project

Korea uses a hierarchical land-use planning system involving four plans in most of the country. At the national level, the National Comprehensive Plan provides a general framework that focuses on socio-economic development, environmental protection and well-being and contains spatial and non-spatial elements. It has a 10-year time horizon, with the current plan covering the 2011-20 period. Although it is legally binding for lower level plans, in practice it is mostly not restrictive on lower level plans.

At the regional level, Metropolitan Area Plans and Provincial Comprehensive Plans provide regional frameworks and focus on similar topics to the National Comprehensive Plan. They are legally binding for subordinate plans and, in contrast to the National Comprehensive Plan, may also include small scale land-use plans.

At the local level, City Master Plans are comprehensive plans that contain strategic elements and detailed land-use plans. They are prepared in consultation with citizens and independent experts.

The Urban Management Plan is the main zoning plan in Korea with scales of 1: 1 500 to 1: 500 and imposes legally binding restrictions on land-use for landowners. It is drawn-up by local governments and approved by regional governments.

District Unit Plans exist as the lowest level of land- use plans to steer the development of small neighbourhoods and individual blocks in densely populated areas. Zoning plans in District Unit Plans have a very large scale of typically 1:500.

In the early 2010s the Seoul Metropolitan Government (SMG) tried to solve the negative effects of the previous approach of demolishing older buildings to make way for new apartment complexes. It established an Urban Regeneration Headquarters, which has since been working hard on devising systematic measures for transforming Seoul into a people-centered city.

Seoul prepared from 2012-2015 its Urban Planning Charter for the next 100 years as a foundation for its urban planning administration, providing long-term and consistent direction. It engaged 170 representative citizens of Seoul and the result was a Charter of 10 articles to provide consistent and timeless principles.

Public institutions
Vertical co-ordination of land-use policies is primarily ensured by the hierarchical character of the spatial planning system; lower level plans are generally required to correspond to higher level plans. Horizontal co-ordination at the national level takes place through the Central Urban Planning Committee within the Ministry of Land, Infrastructure and Transport. At the regional level, metropolitan and provincial governments have similar committees to co-ordinate policies. The administrative organization of the City of Seoul is divided into the Seoul Metropolitan Government, which acts as the executive branch, and the Seoul Metropolitan Council is the legislative body.

Strategies
Seoul has recruited groups of citizens to work within various levels of the city's administration, and separate groups have been invited to participate in the city's monitoring and auditing systems. This cooperation creates trust between the city government and the people.

Public GESI enablers
International Open Government Partnership: Seoul is currently implementing 3 commitments from the 2018-2020 action plan. This action plan features commitments related to public participation and open data. The External Relations Officer in the Smart City Division from Seoul Metropolitan Government is the key contact.

Community Officers: Public servants help organise community activities and set up the engagement processes.

Resident councils: Most of the key roles in community planning committees in Seoul are led by residents.

Seoul Community Support Centre: Created by the Mayor in 2012, it encourages grassroots participation in neighbourhood initiatives and fosters a sense of local identity and belonging in urban communities.

Seoul Youth Hub: represents young generations in a 16-member group. This Seoul Metropolitan Governmen initiative aims to help young people "design a future society" by providing a place where they can share and solve their problems, experiment with a sharing economy, and "discuss specific policies regarding work, housing, business creation and politics". The Hub also promoted networking with projects throughout Asia.

Advisory group: sets the direction that a master plan should take and determines the make-up and operation of participants for the planning process. For the Seoul Plan 2030 it was comprised of 33 experts from academia as well as civic groups.

100-member Seoul Plan Citizen Group: members were randomly selected by a professional research consulting firm. This was to ensure that participants had no attachment to specific interests. Membership was intentionally balanced across gender, age, region of residence and occupation, and included minorities, persons with disabilities and foreign nationals.

Residents interested in Partnership Governance, can attend a school dedicated to instructing people in how the system works. Set up by the City in 2016, it has been organised on discussion-based education programmes and training sessions for participants from the public and private sectors. Classes focus on the citizen-oriented future of Seoul, communication skills, and how to design goals for desired smart city project outcomes. It is estimated that one in every hundred people has engaged and participated in local community affairs.

Private sector

In Seoul, local community organisations are closely related to local governance structures. Provision of physical community spaces and amenities, however, consists of a combination of publicly-owned spaces and public support for privately- owned and run community establishments.

Seoul Digital Foundation: In 2016, the Seoul Metropolitan Government created a new digital infrastructure for Seoul where safety, transportation, environmental, and other urban issues could be immediately addressed with state-of-the-art digital technologies. This foundation manages digital education programmes to improve the digital literacy of Seoul's residents, including a Digital Innovation School.

Seoul Foundation of women and Family: strives to transform Seoul into a city where all women and families can enjoy greater happiness. The foundation prioritises communication with all community members and creating a Seoul of mutual care irrespective of sex, age, and nationality.

Seoul adopts a range of analog participation programmes including:

- **One day Honorary Mayor:** Programme for a variety of citizens to become honorary Mayor for a day. Participants are chosen among those who have previously participated and shown interest in civic affairs.
- **Honorary Deputy Mayor:** A group of citizens is appointed as deputy honorary mayors for a year to attend monthy meetings with the Mayor, policy initiative meetings and other events.
- **Suk-Ui (Deliberation):** Meeting with experts and civil society leaders to transform ideas into policies and programmes that can be implemented.
- **Policy Expo:** Annual exhibition promoting public participation in policy making with conferences, meetings and events in several formats such as: workshops, seminars, markets, concerts, etc.
- **Citizen Speakers´ Corner:** A Speech podium placed at the basement of the Seoul Citizen Hall for the public to speak about their experiences on living in Seoul. Speeches are recorded and departments of SMG provide feedback.
- **Cheong Chek (Policy by listening) Forum:** A city council meeting to develop new policies and programmes based on citizens´ suggestions. The forum brings together civic groups, professionals, citizens and public officials.
- **Mobile Mayoral Office:** Mayor, SMG directors and managers visit places with pending issues to listen directly to the community.
- **Seoul Citizen Hall:** A courtyard where creative public participation is encouraged by SMG between NGOs and community groups.

Seoul also deploys online participatory tools such as:

- **Online suggestions and petitions:** Ten million imaginations oasis, Online Call centre.
- **Mobile Apps:** Seoul Smart Complaint app, Seoul safety keeper.
- **Social Media Centre:** provides a centralised one-stop message collection point from 44 social networks, which distributes messages from citizens to the relevant departments in SMG, collects their feedback and sends replies to citizens.
- **Online broadcasting:** Live Seoul, Live Mayor.
- **User created content:** Seoul Talk Talk, WOW Seoul.
- **SMG Official Website**

GESI approach: Seoul Plan 2030
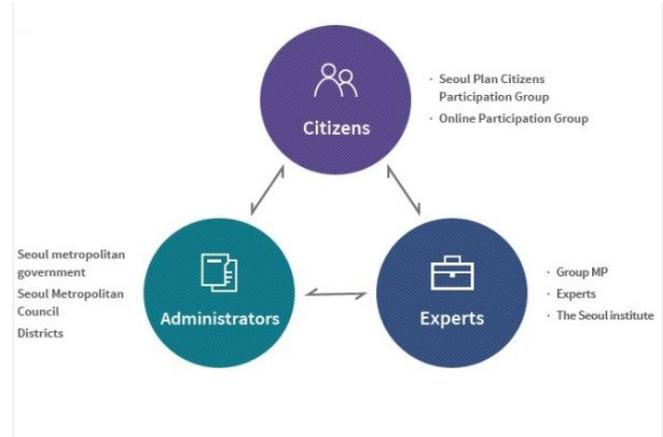
VISION

Seoul´s 2020 plan was considered as having been created by planners, for planners. Only urban planners, academics and city officials were involved in its development, with little scope to include citizens' views. As such, the 2020 plan was generally regarded as ineffective.

In November 2011, Mayor Park Won Soon was elected Tasked with completing the next master plan for Seoul, he asked city officials to focus on three areas in drafting the Seoul Plan 2030: public engagement; values for the future, such as sharing, innovation, peaceful co- existence and consensus; and local features and communities.

STAGES

Prior to the Seoul Plan 2030 urban Master Plans had been established with the help of various technologies such as surveys, statistical data analysis and predictive modelling techniques. However, they failed to be implemented or did not gain social consensus. Based on the Urban Planning Charter's core principles, the Seoul Plan 2030 provides direction for the whole City for the next 20 years.

In the Seoul Plan 2030, the focus was on public consensus and to ensure its feasibility. To achieve this, the preparation committee organised a series of public outreach programmes, encouraging citizens to express their opinions through the Seoul Plan website, public surveys, and a public debate. The SMG organised various roundtable discussions involving the Citizen Group and Youth Group, facilitated by experts appointed by the SMG. Through discussions, the Citizen Group identified 11 challenges and shaped the vision.

A citizen group of 100 individuals was consulted to help develop the plan. However, concerns remain as to if this group can truly represent the 10 million residents of Seoul. The SMG needs to continually garner opinions through various channels and build consensus.

The Seoul Plan 2030 will be revised by utilising big data and innovative technology to improve its data analysis processes and enhance direct community participation. This will involve engaging:

- Chief Master Planner and Subcommittee Master Planners to supervise the overall planning process.
- SMG Officials to review mid and long-term plans under their jurisdiction in association with the Seoul Plan 2030.
- Experts from Academia, Civic Organisations and the Seoul Institute who will provide directions for planning, preparation of draft plans.
- City Councillors to express community's opinions on planning matters.
- Public Participants to present insights of key groups of the population, specifically: senior citizens, persons with disabilities, women, workers, entrepreneurs and youth.

OUTCOMES

Seoul is known for its sophisticated use of data analytics in urban management. While the government encourages direct citizen participation and the use of advanced ICT, promoting direct citizen participation was prioritised over the use of technology in the Seoul Plan 2030.

GESI approach: Changshin-Soongin Regeneration

VISION

The urban regeneration of the Changshin and Soongin area comprises 25-unit projects, including several in collaboration with local government, central government agencies and the private sector. The regeneration strategy for the area aims to improve the residential environment, revitalise the local economy, and make the most of historical and cultural resources to promote regeneration and enhance resident capabilities.

In contrast to the standardised top-down policy that ignored local differences, the programme promoted the "cultural identities and memories" and the needs of residents.

STAGES

Resident councils were actively involved in the regeneration project. Their main role is to collect residents' views and discuss them with the SMG and its experts to help shape the regeneration plan. Following the completion of the regeneration project, these resident organisations would be responsible for local maintenance and management.

Another significant stakeholder was the Changshin/ Soongin Urban Regeneration Support Centre, which oversees several tasks: conducting local surveys, collecting opinions from residents, supporting urban regeneration projects, implementing resident education projects, building and supporting governance, running promotional activities, while keeping relevant records and documents.

The programme also collaborated with individual groups that could undertake place-based activism and encourage social enterprise activities. A research and business unit connected urban-planning researchers with garment factories, fashion designers and public artists who had a historical connection with the area. These groups worked together to help embed their stories in the design of the redevelopment.

The groups and organizations drew on diverse funding sources, which included large-scale corporate entities such as Hyundai Motor Company and the Korean Mecenat Association (a corporate-funded non-profit organization that channels corporate enterprises´ contributions to art and cultural activities), public funds, micro-finance entities, state sponsored grants from district and central governments such as the Changsin-Soongin Urban Regeneration.

OUTCOMES

In March 2017, the Nam June Paik Memorial opened in a hanok in Changshin, where the visionary video artist was born. Around the area, youth facilities were set up to take advantage of this and other cultural resources. To improve resident capabilities, KRW 5 million was set aside to fund projects based on ideas from residents, and KRW 250 million has been allocated to build a community learning space.

Empower: Social Innovation Bureau

VISION

In 2013, Seoul's Mayor made his intention of transforming Seoul into a city of innovation by setting up the Seoul Innovation Bureau. This multi-departmental innovation unit's purpose is to seek insight and ideas from the public, many of which are translated into policy. The aims of the Bureau are to "revolutionise the policymaking process the city government is embarking on extensive civic engagement to help identify and solve challenges" and use social innovation to improve people's lives.

STAGES

The Bureau looks to make impact in two main ways: encouraging public participation and changing government culture. The Bureau involves residents in many aspects of decision-making. It has developed an online portal to encourage citizens to contribute ideas, knowledge and insight.

The Bureau involves the private sector in developing the many ideas it receives. The constant rush of ideas creates more work for civil servants and they are turning to businesses for help. Some projects are being run by the private sector rather than by departments. When a project is beyond what a department can handle, a variety of alternatives emerge and cooperation with the private sector, in particular, creates synergies.

Citizen consultation is conducted both online via their platform as well as offline. Some of the inspiring initiatives launched by the Seoul Innovation Bureau include:

Speaker's Corner: a place reserved within the city council for citizens to share their concerns sond proposals. The videos are then published on the Seoul City Council website.

Temporary town councils: civil servants go on site visits in various communities to talk to people, understand issues first-hand and bring public administration closer to the community

Open workshops: open meetups in which politicians, civil servants and citizens participate on public debate for policies.

Expo Ideas: an annual event involving more than 30,000 people with the goal of capturing ideas and proposals from citizens over a few days. In the last edition, more than 1,000 proposals were recorded.

Participatory Budget: Citizens participate in decision making on budgetary spending. By 2016, 250 randomly selected residents participated in debating and deciding how to spend 19.4 million euros, 2% of the city's budget.

OUTCOMES

The advances in e-government technology in South Korea enable the online interaction with a high number of residents to take place. In human resources terms, initiatives like the Sharing City and the workshops depend on a participative mindset and digital literacy of the community themselves. The Bureau is also well-funded and has significant human resources: "it is a cross-departmental innovation unit with 58 staff members and an annual budget of £5 million".

Lessons Learned

GOVERNANCE

Seoul's top-down urban planning has evolved to open up for its people. It has consolidated and not only is it difficult to get things done without public participation, but planners consider it is truly valuable to count on this input. Community driven initiatives emerging in different districts are adopting the notion of 'village making' are a viable way of empowerment. The Seoul Plan 2030 was created with active citizen involvement in mind, because there was high social demand and the mayor's commitment was strong. The process, which took more than two years, was not simple. It required efforts of more than 400 participants, citizens, experts, and SMG officials—the plan came to fruition.

CAPACITY

From Seoul we can learn that in order to create change in participation, impact must be made in two main ways: encouraging citizen participation and changing government culture. This city shows that not all topics at the local level actually require government or expert intervention. Given the right skills and social connections, there is often scope for communities to develop their own solutions to a certain extent. This explains how Seoul incorporated detailed local plans into wider-context masterplans to encourage participation. Communities possess the local knowledge, but they often lack the technical skills to create feasible solutions. This is where experts can bridge the gap between local needs and broader planning considerations, as well as provide more objective and professional perspectives that balance the diverse voices within the community.

RESOURCES

Seoul shows that the combination of publicly-owned spaces and public support for privately-owned and run community establishments is a possible way of enhancing participation mechanisms. Multiple offline and online channels are available. Intermediary support centres in Seoul, address local community needs in an integrated manner, contribute to facilitate and support community participation processes.

Bristol
Coordinating a whole of city approach
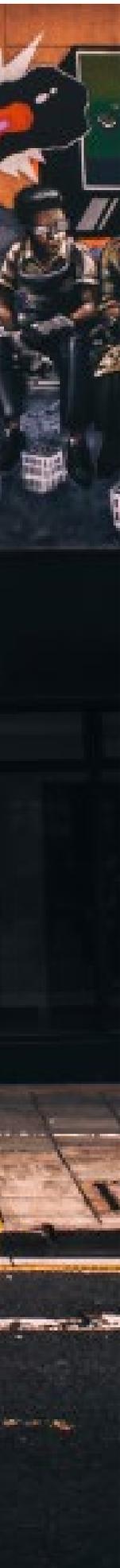
- Some areas of Bristol are the most deprived nationally for education, skills and training – mobilising participation among these groups is difficult
- Local areas struggle to have enough resource to meaningfully foster participation and deliver activities, working with external partners to build ownership throughout the community is essential

- Historically lower levels of digital capacity and infrastructure mean incrementally introducing these methods of participation is essential.
- Lack of respect and trust for government agencies means significant resources need to poured into building positive relationships and a willingness to participate between the public and municipality

Bristol is one of the eight core cities in England, and the largest in the South West Region. The city is full of green spaces, has a vibrant culture and has been voted one of the best places to live. However, the city grapples with poverty and inequality. Achieving greater equality and social cohesion are crucial to increasing Bristol's level of participation.

The city has a strong network of community groups and organisations that work hard to promote trust, cooperation and shared action across the city. These organisations have played a critical role in the cities One City Plan and approach. The plan which sets out a vision and action plan for the future of Bristol, has received international attraction for the was it was developed and is owned by over 100 private, public and civil society partners. This genuine approach to public participation resulted in them being shortlisted for the title of European City of Innovation 2019.

110 sq km
Urban Area

463,000 million inhab.
City Area Population

4,200 people/sq km
Density

42,326 USD
GDP per Capita

598,000
Tourists per year

35 %
of working age people in Bristol are educated to degree level

93.6
Voice and Accountability Percentile Rank (Country level)

Flooding
Key Hazards

Urban Planning and Participation

URBAN PLANNING

STAKEHOLDERS

PUBLIC INSTITUTIONS

PUBLIC

NATIONAL

National Planning Policy Framework
Sets out Governments Planning Policies for England

UK Government

MUNICIPALITY

Local Plan
Strategies, site allocation policies and area plans

Consulltation Code of Conduct

One City Plan
Shared Vision and action plan for Bristol

Bristol City Council
Set the budget, policy and programs for the city

Bristol Youth Council

Elected Mayor

Bristol Community Development Team

70 Councillors elected from wards

One City Partners •••••• Bristol City Office

BOROUGHS

Neighbourhood Development Plan
Community vision for neighbourhood with statutory powers

Neighbourhood Planning Forums
Provides communities with a democratic voice and a structure for taking community action.

GESI ENABLERS

LEVELS OF ENGAGEMENT

PRIVATE

CIVIL SOCIETY

Inform

Consult

Involve

Collaborate

Empower

Bristol Multi-Faith Forum

One City Dashboard

Citizens Panel

One City Approach

University of Bristol

Social Media Updates

Consultation & Engagement Hub

Petition Portal

Bristol Older People's Forum

Ujima Radio

City Fellow Programme

Big Youth Vote

Centre for Deaf and Hard of Hearing

Public Meetings

Equality Impact Assessment

Online Surveys

Bristol Neighbourhood Planning Network

Videos

The Wish Cart

The Wish Cart
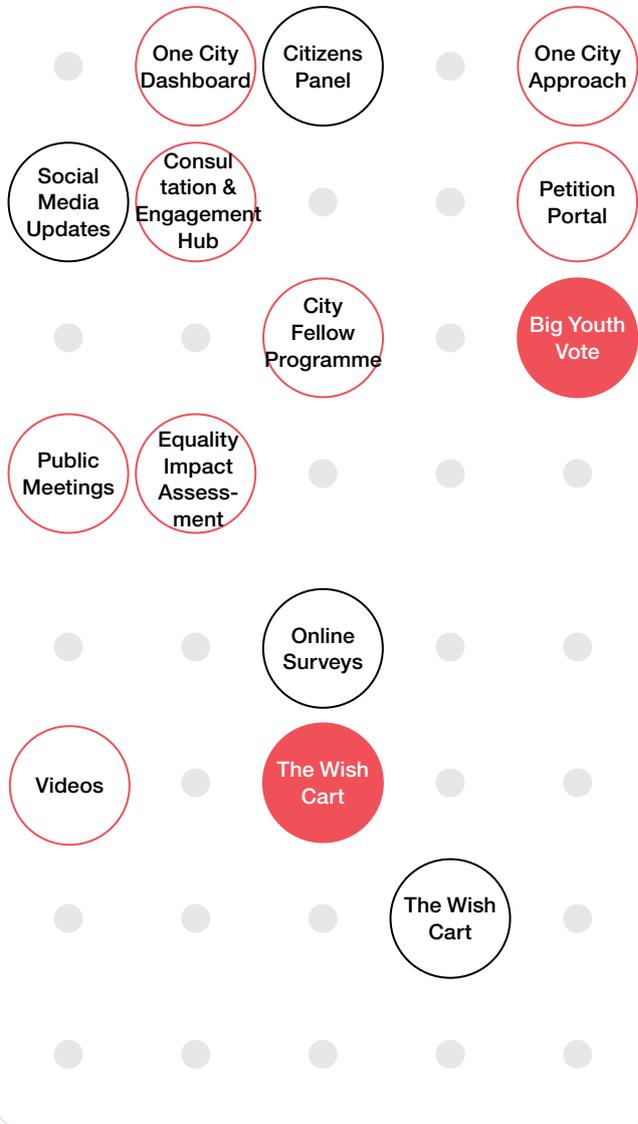
Type of element

■ Project / initiative / program

◉ Stakeholder / organization / company

⬤ Selected project

Type of mechanism

Digital SP mechanisms

In-personSP mechanisms

Selected project

At a National level Bristol is governed by The National Planning Policy Frameworks which sets out the United Kingdom Government's planning policies for England and how these are expected to be applied. All local plans must conform with the National Planning Policy Framework.

Within Bristol, the One City Plan establishes a collective vision for where Bristol wants to be by 2050, and how city partners will work together to create a fair, healthy, and sustainable city. The plan influences a range of cross sectoral and multi stakeholder plans, policies, projects, and funding streams.

In direct regards to Urban Planning, the Mayor of Bristol is responsible for producing a Local Plan which includes policies for deciding planning applications in Bristol. Alongside this, community groups can set up neighbourhood planning forums to write their own policies for an area, which are used with the Local Plan to decide planning applications.

STAKEHOLDERS

Public institutions
Bristol City Council is the local authority of Bristol, England. The council is a unitary authority, and is controlled by a directly elected mayor and 70 elected councillors.

Initiated by the Mayor, The One City Approach brings together over 100 public, private, voluntary and third sector partners within Bristol. This innovative approach to governance sees a range of city stakeholders have a direct role in shaping the city, and defining their own responsibilities in terms of taking action to achieve goals.

Neighbourhood Planning areas are the first level of local government. They are elected and help provide a voice to local communities. They also carry out activities such as providing allotments, public clocks, bus shelters, community centres, play areas and play equipment, grants to help local organisations, and facilitating neighbourhood planning.

Strategies
The development of the **One City Plan** initiated a fundamental shift in Bristol City Council's approach to consultation It sought to facilitate participation and collective leadership between many different sectors and organisations in the development of the plan.

In doing so over 100 city partners were a part of the One City Leadership structure. These were organised into:

- **City Leaders Group:** a group of leaders from key public private and third sector institutions in the city hold regular informal meetings to discuss how they can jointly address city priorities
- **Multi Board:** The chairs of the six One City Thematic Boards meet to update on work underway in their respective areas, the interdependencies between the boards and the potential for collaboration on shared goals
- **Thematic Board:** Six boards lead on the development of the six themes of the One City Plan and the delivery of the goals it contains

More generally, Bristol's **Consultation Code of Conduct**, sets out the principles that should underpin the Council's consultation and engagement with the people of Bristol which include:

- Time consultations well & allow sufficient time to respond
- Clearly present relevant information and encourage informed opinion
- Be well targeted and reach out to hard-to-reach groups
- Offer genuine options and ask objective questions
- Be well planned, managed & coordinated
- Be listed on consultation finder and be well communicated
- Provide fair, accessible feedback

Public GESI enablers
See Bristol Youth Council Case Study

Private GESI enablers
An accompanying project of the One City Plan is the City Fellow Programme. This programme includes a series of projects that help to ensure communities at the margins are considered to be critical knowledge producers in decision making around the cities future. It is a joint programme between the **University of Bristol, Bristol City Office and the Social Justice Project.** The programme aims to develop a new, inclusive approach to city governance and policy making, a 'Bristol City Approach to collaboration' that other cities could learn from.

Civil Society GESI enablers
The **Voice and Influence Partnership** is made up of a range of leading equalities organisations and community champions from across Bristol and is funded by the Bristol Council. Membership is open to anyone who is either over

55, a member of a faith group, identifies as disabled, from a black, Asian or minority ethnic group or as LGBTQ+. Members then receive updates on key consultations and issues relevant to them. The partnership then facilitates free events to assist with combining and voicing the interests of the groups in a way that can influence Bristol City Council and other public bodies.

The partnership is made up of a range of delivery partners who represent the different demographics. All the delivery partners have a goal to enable people to engage together in the direction and development of the city.

The public is primarily **represented** through the elected mayor, and local councillors. Everyone who is over 18, lives in Bristol and is a EU citizen can vote. Bristol is also currently considering lowering the voting age to 16.

The **Citizens Panel** is an online group of over 1300 people from across Bristol who regularly share their views on a wider range of issues The Panel is an alternative way for the Council to engage with the public outside of formal consultations and to gather opinions that try to reflect the views of different communities.

The Council has a formal process to encourage **public petitions**, and ensure responsive action is taken. The council provides an online platform for the public to help facilitate the creation, signing and submission of online petitions. Within this portal, guidance is provided on the actions people can take if they feel their petition has not been dealt with properly. The **Petitions Scheme** establishes the actions Council will take when they are sent or presented with a petition. This includes stating that all petitions which receive 3,500 signatories from people who live, work or study in Bristol will immediately trigger a Full Council debate.

Equality Impact Assessments are used to check the possible impact of policies and procedures on equality groups. These assessments have to be based on good evidence which includes listening to the views of people likely to be affected.

The **Consultation and Engagement Hub** is an online portal which enables the public to find information on live consultations and submit feedback. It also summarises the outcomes of historic consultations through using a 'we asked' 'you said' 'we did' format. This promotes transparency, accountability and is easy to understand. The hub is also has a mailing list which provides residents with information on the most important consultations and ways they can have their say. This is accompanied by the 'AskBristol' Twitter page which 'tweets' new opportunities for people to have their say.

The **One City Dashboard** is an online platform that helps inform the public of the One City Plan and intends to be developed into a performance framework to measure and report on the goals and vision set out in the plan. The dashboard helps to demonstrate the interconnections between the different themes and sub themes of the plan, providing the public with information to help hold the partners to account. Alongside this, the platform provides a space for anyone to provide feedback on each goal within the plan, as well as the dashboard itself.

GESI approach: Bristol Youth Council

VISION

The Bristol City Youth Council aims to ensure children and young people can express their views on the decisions that are important to them and that their opinions are voiced and heard.

STAGES

The Council consists of 32 elected representatives and 5 co-optees from equalities groups and forums who work together over a 2 year term to promote and campaign for the issues facing young people in Bristol. The group is led by two Youth Mayors.

The Big Youth Vote enables young people aged 11 to 18 to elect representatives to the Bristol Youth Select Committee.

The Bristol City Youth Council are given sufficient access and influence to decision making within the council to ensure they can make positive changes in their communities. The Youth Mayors in particular, act as advisors to the mayor, attending meetings and accompanying him to events.

The Bristol City Youth Council manifesto is the key tool available to the council. It outlines the priorities of the youth council over their term, establishes their key campaigns, the actions they will take, and how they will measure their success. Alongside this The Youth Council are heavily involved in the creation and continual refreshment of the One City Plan.

OUTCOMES

In 2019, the elected Bristol City Youth Mayors wrote their manifesto and came up with the following campaigns to work on over the next term.

- **Youth Voice:** Ensure all young people in Bristol are able to have a say in what matters to them and what affects them, with a focus on political education, registering to vote and collecting the voices of young people.
- **Equal Bristol:** Make all young people in Bristol feel accepted and valued, with a focus on LGBTQ+, BAME, Period Poverty, and Special Educational Needs and Disability.
- **Environment and Transport:** This campaign focuses on our future and the steps we feel need to be taken to make the future of our planet sustainable.
- **Supported Mental Wellbeing:** This campaign promotes education and awareness around mental health. The four main areas which this campaign looks at are mental health services, wider and more improved training, stigmas and stereotypes, and funding. BCYC will also respond to emerging issues over their term in office as they occur.

Involve: I Wish Cart

VISION

Neighbourhood Planning Forums use Neighbourhood Development Plans to write their own policies and initiate small projects in a very localised area. Under Neighbourhood Planning Regulations, Neighbourhood Forums must undertake consultation and publish a statement detailing who they have consulted, and how their concerns were reflected in the plan.

As part of developing their Neighbourhood Development Plan (NDP), Old Market Quarter Neighbourhood Forum undertook public consultation. One of the early initiatives included creating an 'I Wish Cart'. The Purpose of the cart was to provide a place for people to write their wishes for the regeneration of a small local area, and increase awareness about the upcoming NDP and future opportunities for community members to participate in its creation.

STAGES

The Cart was designed to attract attention and be a novel focal point in the street or at a venue. An initial A6 flyer was distributed to 600 households to publicise the fact that things were happening and introduce the website. Flyers were also left in shops.

To reach as many people as possible in a diverse community, a variety of locations and local events were carefully selected for longer consultation events. This targeted schools, and community centres of a range of demographic groups and longer sessions enabled greater information to be provided, and volunteers were able to provide direct support to help people communicate their ideas.

OUTCOMES

At the end of the consultation the wish cards were grouped in similar comments and listed in order of the most frequent wishes. The comments on the wish cards gave an impression of the spread of local opinion, identifying the community's concerns and hopes for the future. The issues were then used for the content of the questionnaire at the next consultation stage.

The wish cards and wish cart succeeded in raising awareness locally about the NDP at a very early stage. This meant the public could be truly involved in the plan, rather than commenting on and end product. Alongside this is promoted thee ongoing involvement of the public as they knew how they could get involved in future steps going forwards.

Empower: The Babber's Show

VISION

Ujima Radio is a Bristol station which is committed to celebrating African and Caribbean cultures through music and discussion. They aim to promote diversity and offer a platform for under-represented groups in the media. The station recognised that older people are one such group.

The Babbers Show is a weekly radio show broadcasted on Ujima Radio for and by local older people who want to their voices heard.

STAGES

The Babbers are a group of volunteers who plan, produce and present their own show. They explore issues and expose inequalities that affect older people. To do so, they feature different experiences and opinions of older people in the community. Additionally, the show informs older people of relevant current information about services, events and activities.

The volunteers are all over fifty but come from different backgrounds and have different level of experience when it comes to hosting a radio show.

Recently, Ujima Radio applied to Bristol Ageing Better's 'Age-friendly Challenge Fund'. This Fund is managed by BristolAging Better (a partnership of individuals and organisations working together to reduce isolation and loneliness among older people in Bristol.) . Ujima Radio aim to use this money specifically to help increase the engagement of older people within the Black Asian and Minority Ethinic (BAME) communities in Bristol and provide them with

further training and skills so more people can record and share their own stories and opniions.

A part of the funding will be dedicated to encouraging more older, BAME people to volunteer as a Babbers Host. The Babbers Show, with the support of Ujima, will be visiting a variety of older BAME groups across Bristol in the coming months to gather stories and experiences of people willing to share their life with listeners

OUTCOMES

The radio station empowers older people in the community as it ensures their voices and perspectives are present in the media, which acts as an outreach platform. It also helps to connect older people to support oneanother in making their voices louder and stronger.

Lessons Learned

GOVERNANCE

Bristol demonstrates how through relinquishing overarching control, a city government can empower businesses, community groups and the community to take action. The One City Approach offers an alternative solution where various stakeholders are bought together to contribute to a vision they will take responsibility to deliver on.

CAPACITY

Bristol offers insights into how education, training and empowering young people can foster a long-term culture of participation. The cities Big Youth Vote and Youth Council help capacity building among young people while also providing a direct channel for young people to influence council decision making processes. The city also demonstrates how funding community groups to help develop communication channels such as Ujima Radio, can further strengthen voices.

RESOURCES

The city has shown how an urban observatory can evolve over time as purposes, activities, roles and capabilities are developed. The One City Approach offers insights into how physical offices and digital platforms can be complementary mechanisms for bringing together a wide range of stakeholders and then disseminating information and receiving wider feedback. The iterative approach to developing the approach offers insights into how to set up a new initiative.

Amman

From a humanitarian crisis response towards a participatory framework

© UNICEF Jordan

- **Acute demographic and economic challenges:** rapid population growth, inequality, weak economic reform, high unemployment, crumbling infrastructure and increasing budget deficit and debt.
- **Political parties' system** is weak and dimmed by the traditional tribal system.
- Freedom of speech is recognised, but public debate is low due to the **self-censorship** that media and citizens practice.
- The country faces **friction points within Jordanian society:** tribal and non-tribal populations, Jordanian of East Bank and Palestinian origins, access to wealth, and citizen to non-citizen relations, especially with the Syrian refugee population. Instances of tribal violence have increased in recent years.
- **Regional turmoil:** the advance of extremist groups has hindered Jordan open and accountable processes.
- **Influx of refugees:** the 650,000 Syrian refugees in Jordan, 10 % of Jordan population, places great pressure on the country's over-stretched resources.

Since early 2011, Jordanian citizen activists, political parties and opposition movements have called for an end to corruption, opening up political space, empowering elected officials, and encouraging greater political competition. In response, King Abdullah II has replaced appointed members in parliament, revised laws governing public organization and political activity, amended the constitution, and ordered for the formation of the National Dialogue Committee.

However, these changes have been considered unsatisfactory as the economy weakens, public debate is low and youth unemployment is at an all-time high. Furthermore, the effect of the Syrian crisis and the increased influx of refugees adds additional challenges to Jordan's fragile political infrastructure. Although Jordan recently passed a new elections law, it did not include recommendations supported by civil society.

Despite youth represents the 70% of the under 30 population in Amman, the city faces serious challenges in engaging with them. Issues such as marginalisation, corruption, nepotism, poor education, and unemployment are important factors in youth participatory apathy and even in radicalisation. The scarce employment opportunities in the private sector for millennials is leading to a brain-drain: young Jordanians seek employment in the Gulf and in other foreign countries. It is estimated that 31% of Jordanian youth between 15-30 years old are unemployed, going up to 84% in the case of Syrian refugees' youth.

Moreover, a double burden is borne by young women. Institutionalized patriarchy along with the resilience and reification of tribal networks further excludes young women and reinforces social attitudes that tend to either inhibit or banish them from the public space.

1,662 sq km
Metropolitan Land Area

1,28 million inhab.
City Area Area Population

4,01 million inhab.
Urban Area Population

3,209 people/sq km
Density

9,431 USD
GDP per Capita

930,000
Tourists per year

70 %
Amman population is under the age of 30

178.000
Syrian refugees in Amman

28.1
Voice and Accountability Percentile Rank

Drought & Heat waves
Key Hazards

# Urban Planning and Participation

URBAN PLANNING

STAKEHOLDERS

PUBLIC INSTITUTIONS

PUBLIC

FEDERAL

METROPOLITAN

DISTRICTS

Amman Plan (2008)

Metropolitan Growth Plan (MGP)

Planning Areas
They are based on the MGP and elaborate on land uses and transport planning.

Community Plans
They include detailed zoning and transport networks.

Amman Governorate

City Council - Greater Amman Municipality (GAM)

Social Programmes Department

Amman Planning Board
They advise City Council on all metropolitan planning matters

Planning Area Committees

Special Purpose Planning Committees

Districts [22]

District Committees
They will be responsible for variances from the zoning regulations

Social Programmes Department

UN-Habitat

Mediterranean City-to-City Migration (MC2CM)

Ana Usharek

Child Friendly Cities

In Jordan we Grow Camp

Badr Nazzal

GIZ Green Infrastructure Projects

GESI ENABLERS

PRIVATE

CIVIL SOCIETY

■ International Rescue Committee (IRC)

■ Jordanian Red Crescent (IFRC)

■ International Centre for Migration Policy Development (ICMPD)

■ National Democratic Institute (NDI)

■ Partners Jordan

■ Amman Institute

■ UNICEF Jordan

■ Youth4Peace
Prevention of Violent Extremism

■ I Dare for Sustainable Development

■ USAID

○ 7 hills Skatepark

■ Al Hayat Centre for Civil Society Development

■ French Agency for Development (AFD)

■ Leaders of Tomorrow (LoT)
Social innovation and human rights promotion

■ Blue Umbrella

■ All Jordan Youth Commission (AJYC)

■ Ma'an Nasel
Sustainable public transport

■ Incitement Jordan

	Inform	Consult	Involve	Collaborate	Empower
	●	GAM website	●	●	●
	●	●	Jeel962.org	●	●
	●	Amman City GIS	Amman 2025 - interviews & focus groups	●	●
	●	Amman Urban Observatory	●	●	●
	●	●	●	●	●
	●	●	●	●	●
	●	●	●	●	●
	●	●	●	●	●

Type of element

■ Project / initiative / program

○ Stakeholder / organization / company

▬ Selected project

Type of mechanism

Digital SP mechanisms

In-personSP mechanisms

Selected project

One of the main features of Jordan's administration is its high degree of centralisation. Since the approval of the 2015 Decentralisation Law and Municipality Law, the government has undertaken a first important step towards promoting a more bottom-up approach to the identification of service needs and policy priorities, based on the role of the new elected councils in the municipalities and governorates. Jordan has been the first Arab country to pass an Access to Information Law in 2007 and to join the Open Government Partnership in 2011. The strategy of Jordan Vision 2025 advocates for the implementation of key open government principles including participation, transparency and accountability.

The Amman Plan 2025 is the city's masterplan and was released in 2008 aiming to be an ever-evolving document. The Greater Amman Municipal Boundary represents the Metropolitan Planning Area in the **Amman Plan 2025**: it includes the recent amalgamations from 2007 and consists of 1,662 sq km. It is divided into 8 Planning Areas that include further detail on land use and transport infrastructure and into 228 existing neighbourhoods to which Community Scale Plans apply. These Community Scale Plans provide greater detail on zoning and local transport networks.

Community groups put pressure on the local government to address their concerns about the increasing number of tall buildings, the development of urban corridors, industrial and residential areas and the airport. For that purpose, the Amman Plan firstly undertook a bottom-up approach to elaborate the 7 planning phases which apply to each Planning Area.

One of these planning phases or components is the **Metropolitan Growth Plan**. It guides and prioritises the growth of the city: how it should be structured, financed and organized. Its principles encourage compact urban growth, direct growth to existing built-up areas, promote mixed land use, public transportation, pedestrian accessibility and heritage preservation. These principles assessed the different scenarios projected for 2025 to design a sustainable policy framework, as a combination of intensification, densification and expansion strategies.

Public institutions

Jordan is a highly centralised state with a two-tier system of sub-national government: governorates and municipalities. Governorates are administrative units directly attached to the Ministry of Interior (MoI). The 100 municipalities are supervised by the Ministry of Municipality Affairs (MoMA) except for GAM and Aqaba Special Economic Zone.

Greater Amman Municipality (GAM) consists of 22 districts. It is a financially independent and is managed by a Municipal Board of 42 members, including the Mayor (Board Chairman), who represent the highest authority in the local government. The exceptionality of this administration is that while all the municipalities in Jordan fall under the jurisdiction of the Ministry of Municipal Affairs, GAM falls under the direct responsibility of the Prime Ministry.

GAM oversees activities related to the local administrative issues: providing services, regulatory duties, implementation of local development projects and the coordination of the activities and plans, aligned with the entire Kingdom. GAM provision of services complements line ministries' services.

Strategies

Since 2013, Amman's population has sharply grown due to the mass arrival of Syrian refugees. Despite the city has struggled with relative success to provide all the basic services to the whole community irrespective of their origin, some districts bear excessive pressure on their infrastructure.

Some authors highlight the existence of the "Two Ammans": Eastern Amman (including Downtown) hosts the urbanised poor and is surrounded by a large number of Palestinian refugee camps on its fringe; and Western Amman which concentrates the wealthiest socio-economic sector. This originates strong imbalances within the city: the downtown (Eastern part) has remained the reception place for the arrival of migrants and refugees.

The Greater Amman Municipality has developed a project to provide new social and economic opportunities to refugees. It aimed to build capacity, foster networks between the local and refugee communities and establish community-based activities. The project consists of micro-initiatives, such as the collective rehabilitation of parks and public spaces to meet evolving social needs, as

well as football training courses which helped cross social divides. These initiatives were developed in Badr Nazzal, an Eastern district of Amman.

These kind of social innovation initiatives are key to overcome social inequalities. However, gender equality still has a long journey ahead. Women are underrepresented in leading political parties, professional bodies and government positions. Only 15.6% of women are part of the workforce in relation to 69% of men.

Moreover, innovation indicators are unfulfilling: Jordan just spends a 0.34% GDP in R&D, despite the Government of Jordan continuously emphasises their "knowledge-based" economy shifting commitment. Also, university research is quite basic, professors do not received payment for R&D work and partnerships with private sector are rare.

Private GESI enablers

Several international aid organizations provide funds, expertise and training to improve governance and participation in Amman. Examples are the USAID or the French Agency for Development, who usually partner with other international organizations as UNICEF or the Jordanian Red Crescent to foster social programs.

Relevant national examples include **All Jordan Youth Commission (AJYC).** It was established in 2006 and aims to foster youth as active stakeholders in public life. Key objectives are promoting a culture of initiative, volunteer work and networking among institutions focused on the youth challenges.

Civil Society GESI enablers

The tradition of independent civil society activism is weak in Jordan despite the ever-increasing number of NGOs (non-government organizations), both local and international operating across the Kingdom. They usually focus on outcome specific goals instead of tackling broader goals.

Some political parties and civil society organizations seek special benefit accessing state and international resources. This leads to a misconception of civic virtue and common interest. However, youth aims to change this through organizations such as I-Dare for Sustainable Development, Leaders of Tomorrow, Incitement Jordan and Blue Umbrella.

The National Democratic Institute (NDI) has developed a program for youth engagement, *Ana Usharek* , also known as "I Participate," which consists of discussion groups on

basic principles of human rights and democracy. They have reached 8 universities and more than 1,500 students.

SOCIAL PARTICIPATION MECHANISMS

As seen from the diagram, currently, there are scarce mechanisms for participation in Amman. This lack can become an opportunity to create inclusive and effective digital mechanisms: the "Digital Jordan 2020" has proposed an initial roadmap on e-government. Digital research from DataReportal in Jordan shows that 81% of the population has mobile access and 67% of the population are internet users. Average speed in mobile connections steadily increases each year.

These widespread skills on digital technologies, especially among youth, has fostered some online participation channels. However, efforts to strengthen an online youth community in MENA Region have still not been successful: youth still do not feel active players in shaping policies, rather passive recipients of government services.

One of the most successful programs is **Jeel 962.org Youth Network.** It is an online platform with an inclusive approach to youth participation where young people can connect, build capacity of their peers on active citizenship and become agents of change in their communities. It targets youth aged 13-24 throughout Jordan's 12 governorates. It was developed as a website and as an Android app and consist of an online community, an interactive map as a tool for crowdsourcing and a platform that gathers initiatives and potential partnerships.

Currently, capacity building is led by TechTribes, who have developed their own materials for a formal training program with an inclusive approach and as a result of online surveys and focus groups to identify training priorities. The existing training material on youth engagement was not responding to the skills needed for training active youth.

Amman Urban Observatory is a department at the Greater Amman Municipality that is focused on the definition and collection of urban indicators as a tool for data management, analysis and decision making. It aims to coordinate and integrate data from different departments to empower cross-department delivery. The GIS department gathered data from statistics, electricity and water departments and matched information to spatially target challenging areas of the city. It has also fed the Metropolitan Growth Plan (MGP) design.

GESI approach: Child Friendly Cities

VISION

The Child Friendly Cities project aims to give the children the opportunity to express their opinions and to engage them in the decision making process of the municipality. They can experience good local governance from an early age and translate it into actions in their local municipalities.

The initiative promotes several projects and activities related to children's participation, gender and disabilities informal schooling and nutritional programmes. They are grouped under five main themes: health, informal education, reduction of school drop-outs, child safety and protection.

The programme targets adolescents aged 11-15 years, with special outreach to include young people with disabilities, refugees and those from socioeconomic disadvantaged backgrounds.

STAGES

The main elements of the initiative are the Child Municipal Councils (CMCs). They provide adolescents with the opportunity to engage with municipal policy makers and take an active role in policy planning and decision-making on issues of their concern.

Elected members of the CMC's link children from their cities with adults from the municipal councils in order to have influence on decision making, participate in extracurricular activities from their schools and build capacity on democratic practices. These CMC elected members are trained on advocacy, communication and planning skills.

OUTCOMES

More than 30,000 children have participated in the Child Municipal Council election in Amman. Since 2016, the program has been extended to other governorates in Jordan. This included capacity building on municipal staff to become trainers and child rights advocates.

In recent years, UNICEF has aimed to develop an interactive Online Portal that serves as a platform to engage with a wide range of youth (Jordanian, Syrian and Palestinian), partners, and decision makers. An interactive Mobile Application was designed with the UCAN Interactive Online Portal (currently, Jeel962.org). This application helps engage young smartphone users to a wider network of youth, and feeds an Interactive Digital Map for data analysis.

Collaborate: Badr Nazzal

VISION

Badr Nazzal district is a "good practice" project of social cohesion and migrant inclusion in urban areas in order to strengthen resilience of vulnerable populations, through various micro-initiatives.

It is also a successful example of multi-stakeholder engagement: it is the result of the partnership among the French Agency for Development (AFD), Greater Amman Municipality (GAM), the French Red Cross (French IFRC) and the Jordanian Red Crescent (Jordanian IFRC).

STAGES

The overall Badr Nazzal project consists of different short-term initiatives with modest budgets. These short-term impacts encourage active engagement.

The first initiative is the rehabilitation of GAM parks. It aimed to improve two local parks facilities: Shura park and Jordan Park, unable to meet needs of the neighbours. The implementation phase started in 2016 with a six months period extension. It has enhanced active participation and improve local cohesion between the Jordanian and Syrian communities.

15 Syrian refugees were included as labourers, provided access to capacity building and employment opportunities.

The second initiative is the football training programme for local children aged 8-12 years. Its objective was to strengthen communication between Jordanian and Syrian to overcome social and cultural divides: it has had a huge impact on social cohesion. It was implemented in the Badr Nazzal district and run for seven weeks, contributing to enhance a sense of belonging and security among the 50 children that took part in the football training course (25 Jordanian and 25 Syrian children).

OUTCOMES

In general lines, both initiatives showed the opportunities that engaging with neighbourhood in urban rehabilitation projects and recreational activities offers. Parks were rehabilitated to fulfil evolving needs and have shown and evident increase of park visitors and interaction among them. The visible involvement of Syrian refugees in the project activities was positive for social inclusion and to reduce social segregation.

The football programme shows how effective recreational activities are for bringing together children from different backgrounds and diminish potential cultural tensions. It can also allow parental interaction.

These initiatives can be potentially scaled-up to implement pilot inclusive projects in various district levels. If the communities' ownership of the project is leveraged, it can ensure a long-term programme. A long-term strategy would gather various micro-initiatives and frame actions to be supported by adequate resources and protected by local government policy.

Involve: 7hills Skatepark

VISION

7 hills Skatepark is the result of the collaboration between Make Life Skate Life, Philadelphia Skateboards, and the Greater Amman Municipality to build a community building project and tackle the lack of public spaces in downtown Amman.

After they raised over $20,000 in an online crowd funding campaign, they converted an abandoned area filled with garbage into a 650 m² concrete skatepark for 18 days. During that period, volunteers were taught about the craftsmanship of building a concrete skatepark.

STAGES

Between 2014 - 2016, the skatepark did not attract many visitors due to lack of funding and community outreach. The country is characterized by many socioeconomic classes both within the Jordanian population and the growing refugee community.

Due to the low initial success, 7Hills launched a skate program for local and refugee youth. It included weekly skateboard classes, a loaner system, a leadership program and an outreach platform, that provides a secure space from diverse backgrounds. It aims to reduce gender, racial, religious or cultural inequalities by providing vulnerable communities opportunities for personal development, empowerment and social interaction.

They fund transportation services from refugee camps and underserved areas of Amman to the skatepark.

They also provide a Leadership Program, where they train local and refugee youth to work as skateboarding teachers. Capacity building includes develop leadership skills and gain a sense of ownership.

There is also an outreach platform to visit refugee camps, host communities or underserved areas around Amman to organize skateboard workshops and participatory building projects.

OUTCOMES

The 7Hills initiative has reached over 150 youth and 70% corresponds to refugee participation. They have reach families from Jordan, Syria, Sudan, Somalia, Palestines, Iraq and Yemen.

Lessons Learned

GOVERNANCE

From Amman and Jordan, we learn the challenges, successes and failures of a city and a country that belong to the MENA Region on their path towards a more inclusive, participatory and open system.

Amman and Istanbul share many similar challenges. Despite, they are not mature examples of social participation and both still miss key social, political and economic pieces to involve citizens through inclusive mechanisms, both have acknowledge the importance of strengthening social participation and civic engagement to foster open and accountable governance. International networks for peer cities learning can be very beneficial for both cities.

Amman shows us how national law for decentralization has promoted a more bottom-up approach to the identification of service needs and policy priorities for the municipalities. However, these steps have not promoted community participation in the design of policies and legislation. Enhancing government accountability, strengthening the rule of law and recognising marginal position of women and youth in the political system are key effective engagement.

CAPACITY

Amman shows us how resilient a city with scarce natural resources, but great human capital can become, leveraging one of the highest rates of literacy in the Arab world.

Many Jordanians are highly educated but their great potential is diminished due to the economic and political realities odds. Providing meaningful opportunities for engagement with youth is essential and urgent at the risk of losing a generation that is responsible for the future development of the country. Projects like Child Friendly Cities and Jeel 962.org seek to address this challenge: they engage youth in decision-making and promote they take an active role in policy making.

Jordanian government has ensured refugees and migrants access to the public education and health system. Schools have to manage and leverage that diversity. Strategies as promoting social cohesion and diversity in curricula, as well as bringing locals and newcomers parents together through buddy systems can promote spaces for exchange. This can foster the shift from "integration" to "inclusion" from early age, the feeling of belonging and settle the foundations to enable participation and civic engagement when they grow up.

RESOURCES

Public Private Partnerships emerge as effective manners to transform the business environment, foster a culture of constant innovation, provide work opportunities for youth, and increase overall levels of productivity. Successful examples of multi-stakeholders can be found in the Badr Nazzal district project. It was launched as a joint strategy to foster resilience of vulnerable communities, bridge local and refugees groups and establish capacity building through settling community-based activities in the district.

From this project we learn sports as an effective manner to engage with youth: the football initiative in Badr Nazzal has provided a healthier lifestyle and reduced potential inter-cultural tensions. 7hills Skatepark has also help youth to develop leadership skills and gain a sense of ownership.

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