



# A roadmap to better Social Media Governance

How Social Media can help the collaboration between  
Public Administration and Citizens



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## INDEX

[What's Interactive Cities about?](#)

[What comes out of the project?](#)

[So what? Policy Impact](#)

[Digital Agenda](#)

[Open Data](#)

[Urban Agenda](#)

[Cross-Programmes Synergy](#)

[Implementation Process](#)

[Transnational meetings](#)

[Audience: Who are we speaking to?](#)

[Governance: How to convey the messages within our organisation?](#)

[Process: How to engage the stakeholders in the communication process?](#)

[Evaluation: How to assess the effectiveness of the process developed?](#)

[Implementation strategy of the Social Media Governance Plan?](#)

[Field trips](#)

[Bilateral meetings](#)

[Webinars](#)

[Social media mini case studies](#)

[Thematic working Groups](#)

[Tourism](#)

[Business Promotion](#)

[Urban Development](#)

[Local Social Media Governance Plan](#)

[Building the ULG](#)

[Mapping the existing tools](#)

[Identifying needs](#)

[Prototyping and testing](#)

[Evaluating actions](#)

[Developing a Social Media Governance Plan](#)

[City Profiles](#)

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# What's Interactive Cities about?

Interactive Cities is a cutting-edge project aimed at exploring how digital, social media and user generated content can improve today's urban management in European cities, whatever size. This challenge will be tackled in two ways. Firstly, as an opportunity to redefine and deepen the concept of citizenship and civic engagement today, providing a path to spark cohesion, commonalities and shared value as well as increasing sense of place. In other words, making the most of the new channels to revisit the relationship between the individual and the local community in the digital era. Secondly, as a way to improve the quality of public services, in terms of efficiency and transparency, and even widen the current service chart provided by local authorities.

Interactive Cities will focus not only on the technological side but also on how this kind of innovation can be concretely useful for local authorities and urban residents, promoting better urban governance, citizen participation and economic growth.

The international cross-learning on this issue will be organised into three main sub-themes: i) Communicating the city as an attractive tourist destination strengthening its image both locally and internationally ii) communication of business promotion strengthening the city's conditions through the support of local companies, both existing potentially new ones iii) communicating urban development by making understandable to a wide audience often very complex technical matters, balancing the involvement of inhabitants in the decision making process and explaining why plans have been approved by the administration.

The URBACT Action Planning Network **Interactive Cities** builds on local needs and capacities to use social media and to develop new tools for better urban collaborations. The cities involved in the Network look into the opportunities of using social media to improve the governance of urban spaces, resources and services. By launching new platforms, applications or channels to enhance communication between administration and citizens or enabling a better use of technologies and solutions already existing on the market (such as social media platforms and apps with relevant urban functions), the project aims to help participating cities develop a local ecosystem of social media-based tools in order to better respond to challenges. Interactive Cities will compare strategies adopted by different European cities in the use of social media for institutional communication, as well as the use of open datasets for the creation of urban apps made by independent developers or by the public authorities themselves. Highlighting the city as a hub for creative exchange of contents and information among people is one of the main objectives of the project which will start from the strategies currently adopted by the Network's partners in order to make them more efficient.

Interactive Cities aims to underline that the role of social media and digital tools in municipal communication is by no means limited to the transmission of messages by administrations. On the contrary, they potentially serve as bi-directional exchange channels, restructuring not only public communication but also the municipal governance models. Many of the platforms or digital tools that transform the way we live, experience, use and create cities are not initiated by local administrations but civic organisations, research institutions or private enterprises: however, they create important links between public,

civic, academic and private stakeholders. The role of public administrations in this process is manifold: besides creating, commissioning or triggering, they also need to accommodate innovation and help all their partners in adapting to economic and social changes by redefining their digital strategies. This requires building eco-systems of digital communication and knowledge exchange: in order to improve public services and create an innovative milieu with the help of incubators, open data platforms, sharing and exchanging tools, hackathons or competitions, administrations need to help urban actors establish their networks.

## What comes out of the project?

**Know-How:** Practical knowledge developed by testing on the ground new communication strategies involving the use of social media to tackle the local challenge together with the involved stakeholders.

**Tools:** access to various social media and digital communication platforms, in order to assess the best instruments to achieve the desired communication and participation goal.

**Processes:** capacity to design processes over time that will affect stakeholders within the administration and outside, in order to create the expected incremental results.

**Policy requirements:** by testing and prototyping it will be possible to define the needed policy changes at local and international level, in order to optimise the impact.

## So what? Policy Impact

Even though there is a growing attention towards the potential benefits of Information and Communication Technologies (ICT) in our cities, many Public Administrations struggle in making the most of them. Often they collaborate with service providers that deliver very technologically sophisticated but hard to manage products. For this reason the project aims at exploring the benefits of digital communication in cities by using already widespread technology: social media. The project aims at offering insights that will be useful not only to the everyday practice within cities but also to the Policy level, both at local and European level.

## Digital Agenda

The European Commission has recognised the potential of such social media usage within its flagship initiatives for Europe 2020 and has elaborated the **Digital Agenda**. This is one of the seven pillars of the EU 2020 Strategy which sets objectives for the growth of the European Union in the coming years, it proposes to better exploit the potential of ICT in order to foster innovation, economic growth and progress. Social media are hereby seen as valuable tools available for citizens, businesses and administrations to support and reboot Europe's economy. In fact, Interactive Cities will particularly contribute to **enhance digital literacy, skills and inclusion of marginalised social groups**, like youngsters, lower income groups or elderly, that often struggle in joining the urban discourse. Interactive Cities will be able to plug into various ongoing European initiatives promoting the development of digital literacy and skills to promote (especially youth) employment, as those supported by the European Social Fund (ESF). At the same time the project will support the leveraging smart

use of technology for society, exploiting the potential offered by the use of ICT in a wide variety of sectors, therefore tapping into other thematic policies.

## Open Data

An important role is also played by Open Data, seen as a valuable tool for fostering innovation and competitiveness. The ownership and capitalisation of available data are very sensitive issues, especially with Facebook or Google, as evident in the case of Vienna, which has not given full access to the mobility data to Google Maps. For the same reason many citizen-led initiatives have developed [OpenStreetMap](#), a platform for open source cartography where citizens can freely upload and edit data under the Creative Commons License. With a very active and diverse debate over Data, today the range of possibilities is extremely wide, and public administrations must be aware of the data management consequences of their communication strategies. Interactive Cities will test the potential of Open Data through social media by organising hackathons and other events with the local digital community.

## Urban Agenda

The goal of the **Urban Agenda**, approved in May 2016, is to develop a Europe-wide agenda for the sustainable development of cities. This will be done by:

- Improving regulation
- Improving financial instruments
- Improving knowledge

To do so, mixed partnerships of National States, some cities and some thematic stakeholders are working on different topics in order to deliver practical guidance to the Commission on how to improve our cities. The topics are Urban Poverty, Migrant and Refugee Inclusion, Affordable Housing, Air Quality, Circular Economy, Jobs and skills in the local economy, Climate adaptation (including green infrastructure solutions), Energy transition, Sustainable use of land and Nature-Based solutions, Urban mobility, Digital transition and Innovative and responsible Public Procurement.

The Interactive Cities will be able to contribute especially to the discussion related to the **Digital Transition**, given the specificity of the theme, but also to all the other ones because of the different content to which social media may be applied to. The Interactive Cities project was present and active during the Amsterdam Summit, where the urban agenda was launched.

## Cross-Programmes Synergy

Given the nature of the Interactive Cities network, it will be possible to plug into various policy initiatives related to different specific themes, dealt by the various cities, where social media communication may help. As in the case of the twelve Urban Agenda topics, Interactive Cities will be able to provide know-how on the communication, participation, promotion and dissemination of other thematic policies.

This will be especially done by taking advantage of the various dissemination activities of projects and initiatives that work in similar directions as Interactive Cities, such as projects from the Horizon 2020, Urban Innovative Actions and many other programmes.

# Implementation Process

Interactive Cities will develop a model potentially transferable to all the cities of the URBACT community aimed at fostering the creation of a local communication ecosystem as a basis for a true participation of citizens and stakeholders around the integrated urban development.

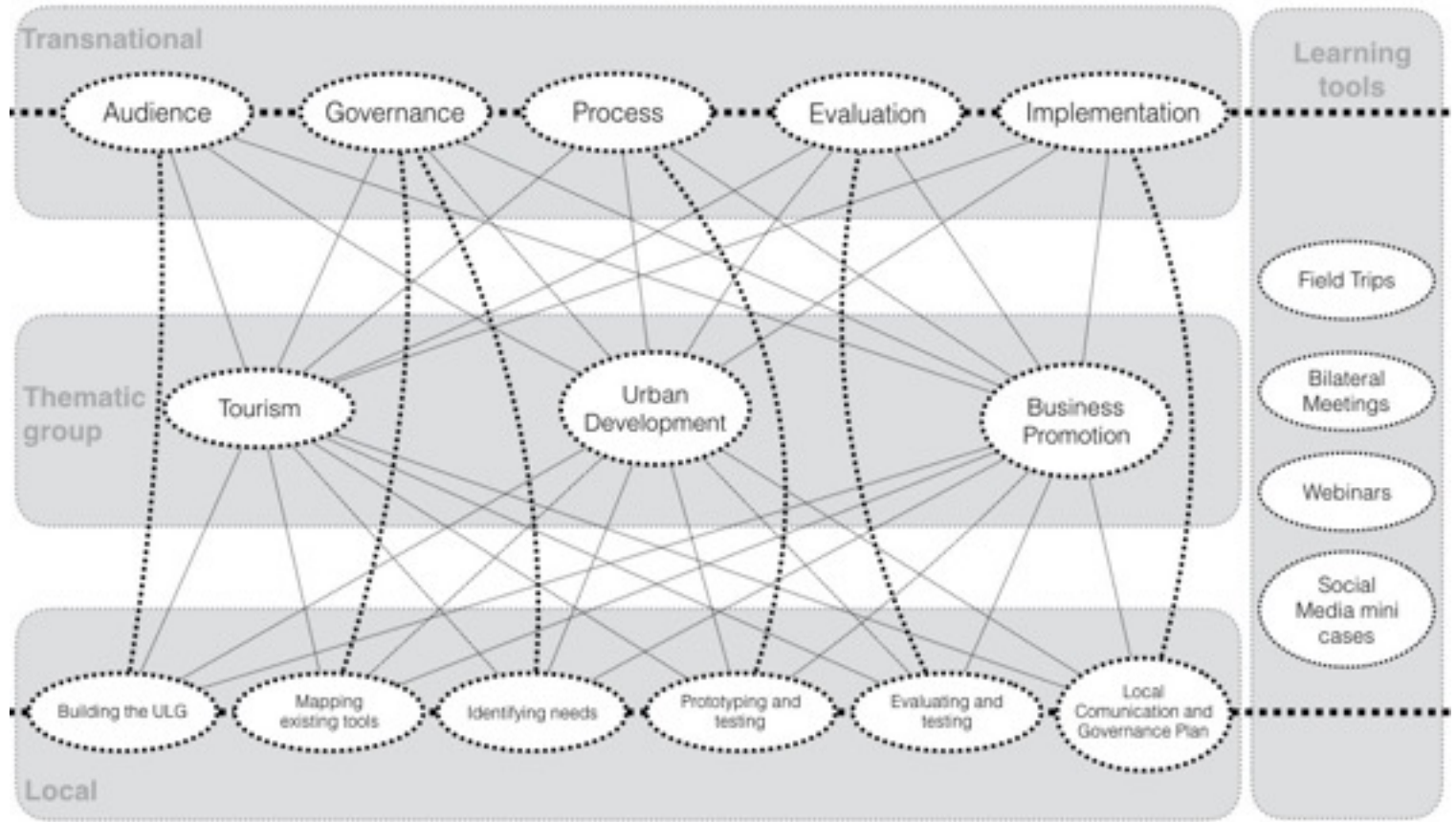
The realization of this model will involve different parts of the local authorities involved and will give them the opportunity to create, through their Local Social Media Governance Plan, networks and links among actors who would not normally interact among each other: developers, institutional stakeholders, different types of residents, influencers, stakeholder of the business and tourism sector, urban planners, social media users and so on. It will be promoted in a coherent way, fostering the creation of an integrated communication plan which will be based on the real communication and participation needs of an urban context, to be analyzed and faced through an interactive strategy and taking example from the most relevant experiences carried out in Europe and in the world. This participative effort, driven by the city partners in collaboration with the stakeholders involved at local, national and European level, will contribute to put in practice the principles of the Digital Agenda highlighting how new technologies, social media and apps can be useful for every need of an urban area. The strategies developed by Interactive Cities will contribute to URBACT general goals providing an original perspective on innovation in urban governance, considering new technologies such as social media and apps as complementary tools for every urban development strategy willing to really involve residents in its different phases. This new concept of using social media and apps can inspire cities facing a wide range of challenges, from the promotion of urban sustainability to integration of migrants and social inclusion. It will show how a mixed use of these tools can contribute to fostering the participation of residents and new relational forms with local authorities, enhancing local democracy and supporting better governance of urban processes.

The scheme below explains the connections between the different parts of the project:

- Transnational meetings are the meetings where all partners of the network will take place
- Thematic Groups are the working groups where some partners will work more closely with other cities sharing the same thematic local challenges.
- Local work is the process carried out at local level to develop the Local Social Media Governance Plan.

All parts of the project are interrelated and to be seen as a **circular process** in which each city will have the possibility of accessing and learning from all the learning processes available.

The various phases of the learning process will be also shared with all the Urbact Local Group (ULG) thanks to their direct involvement in each phase (Transnational meetings, Thematic Groups and Local dimension) but also indirectly thanks to the tools that will allow the cities and their wider ULG groups to share the information (also provided in local languages at least as synopsis).



## Transnational meetings

Transnational meetings are at the core of the Interactive Cities network's learning process: besides helping cities exchange their experiences, know-how and share their challenges and difficulties, these events also help partners refine their Local Social Media Governance Plan. In order to create opportunities for horizontal exchange, these meetings welcome all project partners, including communication responsible for the thematic challenges chosen by the city, and by representatives of the ULG, with representation of NGOs as well as innovative Start-Ups and other relevant actors in the local communication eco-system. To enable various modalities in the exchange, partners will have the occasion to meet each other both in plenary gatherings and in smaller thematic groups. Besides the regular transnational meetings and bilateral exchange, two field trips to explore good practices will be organised to Amsterdam and Helsinki.

The organisation of the transnational meetings is based on discussions with the project partners, and builds on their experiences, challenges and expectations. They all correspond to the two main currents within the needs identified by the partners: one foreseeing outward communication, such as marketing and promotion; the other seeking to provide better inward communication, improving participation and inclusion. By addressing both currents, the plenary sessions bring together partners to develop a common communication and governance methodology through seminars, exercises, visits and discussions. This methodology helps each partner in developing a local communication and governance strategy through a learning process in five steps, reflected in the thematic organisation of transnational meetings. In each meeting – dedicated to the specific themes of audience, governance, engagement process, evaluation and implementation – more experienced cities will share their insights with partner cities and help them find answers to their challenges in elaborating Local Social Media Governance Plans. During each transnational meeting, partners will present case studies of good practices, and will be given peer reviews, tips and tasks to improve their Local Action Plan development according to the topics addressed by the network in relation to the specific challenges identified at local level. Transnational meetings will also be occasions to "synchronize" the social media practices of partner cities, share content, start following and create social-media based activities during the meetings, as well as providing updates on the most recent approaches and on the new technologies adopted by cities for urban communication

The structure of our transnational meetings will be as follows:

### 1. Audience: Who are we speaking to?

The identification of the audience is an essential step in the development of an effective communication strategy, from here comes the choice of tools, partners and timing of actions.

The first transnational meeting, held in **Alba Iulia in September 2016**, will focus on the question of audience. How to identify the target audience when addressing an urban challenge? What are the right communication tools, channels, strategies to reach this audience? Who are the key partners in addressing the target audience? How to frame the



key messages towards the chosen audience? How to design a communication campaign addressing a specific audience and how to keep them in the loop?

Within this workshop a **keynote speech** by an invited lecturer will be held, in order to identify the tools and methods for addressing the targeted audience. Additionally, **project partners will share their knowledge** and expertise:

- Alba Iulia: addressing local and international audience
- Genova: the Social Media Team

## 2. Governance: How to convey the messages within our organisation?

A great challenge within organisations is to manage the communication flow within the organisation itself, effectively managing to retrieve the necessary information in due time.

The second transnational meeting, held in **Lisbon in January 2017**, will be focusing on the relationship between communication and governance. How to organise communication flows within an organisation and its partners? How to create a communication system (platform, channel, interface) that enables horizontal exchange among different stakeholders? How to set up rules of governance when it comes to operating a city-wide communication platform? How to involve all the different parts of a local authority in an integrated Social Media Governance Plan, in order to make it an useful tool for every purpose?

Within this workshop a **keynote speech** by an invited lecturer will be held, in order to identify the tools and methods for organising the internal governance process. Additionally, **project partners will share their knowledge** and expertise:

- CLLD Lisbon: communicating from Bip-Zip program to CLLD
- Varna: interdepartmental collaboration in communicating from seasonal destination to all year round

## 3. Process: How to engage the stakeholders in the communication process?

When wanting to deliver messages about new activities in order to reach new stakeholders it is necessary to think of innovative processes that enable such goals.

The third transnational meeting, held in **Tartu in June 2017**, will focus on the challenges of engaging stakeholders in the communication process. How to stimulate stakeholders to actively participate in the discourse generated by the public administration? How to encourage constructive behaviour in communication platforms? How to identify discourses in the city that can be linked to the municipality's goals? How to receive feedback from citizens and how to encourage them to generate content? How to combine information with playfulness and education?

How to involve innovators and developers in fostering a better use of social media and apps for urban development? How to include local stakeholders in the design of innovative technological solutions, creating added value for the urban context through the establishment of new types of relation among local authorities, innovators and thematic stakeholders? How to include specific targets, such as young people or visitors, in the design of innovative solutions related to social media and apps in urban areas?

Within this workshop a **keynote speech** by an invited lecturer will be held, in order to identify the tools and methods for developing an inclusive process. Additionally, **project partners will share their knowledge** and expertise:

- Tartu eGovernance and participatory budget
- Debrecen meet-ups with stakeholders

After the meeting in Tartu the partnership will go on the field trip to Helsinki.

#### 4. Evaluation: How to assess the effectiveness of the process developed?

When testing and piloting new strategies, it is important to have the means and the methodology to verify whether the process is effective and whether some adjustments are necessary.

The fourth transnational meeting, held in **Ghent in October 2017**, will be focusing on evaluating communication processes. How to identify the periods of evaluating a communication process? What are the criteria of success? How to get citizens involved in improving the process by providing feedback and suggestions? How to integrate suggestions from various stakeholders in the communication process?

How to monitor the evolution of a social media strategy through systems of analysis of the sentiment at local level?

Within this workshop a **keynote speech** by an invited lecturer will be held, in order to identify the tools and methods for evaluating the results of the ongoing tests and prototypes. Additionally, **project partners will share their knowledge** and expertise:

- Ghent: evaluating the different communication tools in use internally and externally
- Palermo: evaluating the social media performance within the new Mobility Plan

#### 5. Implementation strategy of the Social Media Governance Plan?

At this point each city will have carried out some testing and developed a draft local Social Media Governance Plan, the focus will therefore be on how to ensure a durable development of the plan.

The fifth transnational meeting, held in **Murcia in January 2018**, will focus on implementing the communication strategy. What are the practical challenges of implementing the strategy? How to channel political and citizen support into the implementation process? What are the necessary decisions and steps to launch the strategy? How to maximise the impact and the durability of the communication strategy? How to collect feedbacks during the implementation process? How to adapt the communication strategy to urban changes or changes in the local government organization?

Within this workshop a **keynote speech** by an invited lecturer will be held, in order to identify the tools and methods for implementing on the long term the Local Action Plan after the end of the project. Additionally, **project partners will share their knowledge** and expertise:

- Murcia: implementation of communication for participation of the URBAN project
- Semaest: the implementation of digital media in the Costo project

## Final Conference

As a conclusion of the international meetings there will be the **Final Conference of the network in April 2018 in Genova**, where there will be a public presentation and an exhibition of the Communication Strategies of the 10 cities of the Interactive Cities network. This event is expected to be organised in collaboration with other international projects working on similar topics.

## Learning Tools

To support the transnational learning during the project there will be a series of additional activities and tools. These tools want to support the sharing of knowledge primarily between the ULG groups, as not all members will have the opportunity of joining the meetings, as with the broader audience, as work-in progress dissemination material.

## Field trips

Great importance is given within the project to Field Trips as these allow a better understanding of the real challenges of a city, who are the stakeholders, how do they interact and which is their common goal. For this reason all **transnational meetings** will include site visits and meetings with key stakeholders in the City hosting the event.

Helsinki has been chosen as a case study for the field trip because of the great work carried out in the last years around the collaboration with the start-up eco-system, as in the Forum Virium.

Amsterdam has been chosen as a case study for the field trip because of the great work done on Open Data in the city.

Additionally there will be two field trips to visit Helsinki and Amsterdam as these were identified within the Baseline Study as cities with very good practices. Lastly, all partners will have the possibility of attending **bilateral meetings** in cities not hosting the transnational meetings (Palermo, Paris, Varna and Debrecen) in order to better understand their practice.

Additionally, within the network's activities two study visits will be organised, connected to some of the project meetings. After the meeting in Tartu partners will have the possibility of visiting the City of **Helsinki** and meeting the city officials responsible for the innovation strategy within the Finnish capital. Particular attention will be provided to the outstanding initiatives also outlined in the State of the Art, like the Forum Virium. Also, partners will have the possibility of going to **Amsterdam** after the meeting in Ghent, in order to meet the representatives of the city innovation and Open Data programs of the city. The value of these study visits consists in being able to visit some of the most valuable processes identified also the State of the Art.

## Bilateral meetings

The Bilateral Meetings will be a very insightful occasion for partners to host some representatives of other cities in a site visit of a few days. This will allow partners to share with the others their initiatives in the city, even when transnational meetings are not organised there. As discussed between the partners, the Bilateral Meetings could be a very valuable occasion, especially for partners involved in the same Thematic Group but not exclusively, to better understand new practices to address communication strategies with social media. In preparation for such bilateral meetings the reports of the Lead Expert's visit will be a useful starting point.

## Webinars

Partners will have online plenary discussions every two months to debate the advancement and the challenges during the implementation at local level. The sessions will be moderated by the Lead Expert and Lead Partner with the support of the Ad Hoc Expert. In combination also with a chat room this will allow the partners to exchange and discuss.

## Social media mini case studies

Since the beginning of the project the Interactive Cities social media is regularly posting articles and insights on innovative good practices from other cities to inspire the partners and general public. This collection will also feed into articles published by the network in the URBACT mini website. The use of social media within the project therefore becomes a goal for each city and a learning tool on a daily basis, allowing cities beyond the project partners to constantly access information and insights. The value of the social media mini case studies is to promptly respond to the ongoing challenges identified by partners during the local work, this will allow a constant link between the transnational meetings and the Local Action Planning.

## Thematic working Groups outputs?

During the transnational meetings, as well as the in-between meetings, partners work in thematic subgroups focusing on tourism, business promotion and urban development, in order to collaboratively adapt the learning blocks to the specific needs of their thematic challenge. The aim of the Thematic Working Groups is to help partners discuss between themselves in smaller groups of people sharing similar challenges in their city. This will be an added value to the mutual discussion amongst partners as it will allow them to contextualise better the guidance coming from the Transnational Meetings to their specific issues. Each Transnational Meeting will be accompanied by Thematic Group work. For example: how to identify and address your Audience? The strategy you will use on social media to communicate with international investors will be very different from the one to involve a local community in a regeneration project. This is why it will be a beneficial additional exchange for partners to be able to discuss with peers about the social media strategy they would implement to address their specific challenges.

### Tourism

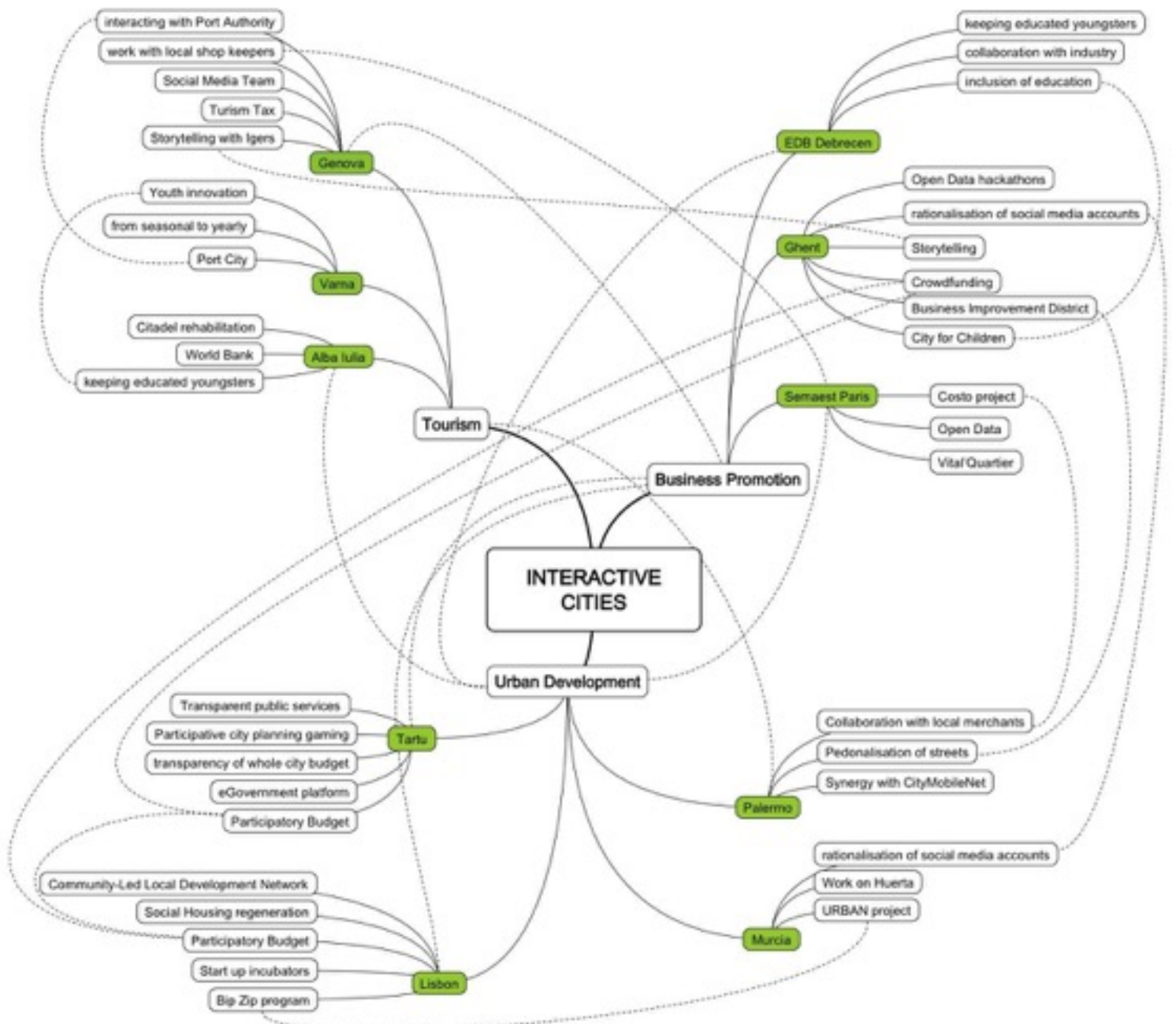
Communicating a city as an attractive **tourist destination** aims at strengthening its image both locally and internationally. Tourism involves a variety of stakeholders, such as hotels and restaurants, tourist operators, airports and ports authorities, culture institutions, sharing economy stakeholders and many others. How to ensure that territorial marketing is substantiated by real quality services in the city? How to make the different stakeholders understand that the improvement of the city has a direct effect on their business? How to coordinate the cooperation of stakeholders within the Administration when so many Departments are involved (Culture, Economic Development, Urbanism...)? How to involve locals and tourists in the promotion of the city through social media? How to design specific use of social media and apps to promote the city and help tourists and city users? All these challenges are shared by **Genova, Varna and Alba Iulia**.

### Business Promotion

The communication of **business promotion** aims at strengthening the city's conditions through the support of local companies, both the existing ones and the potentially new ones. Local businesses have the possibility of animating the local urban tissue and making the city attractive to new-comers and with a variety of instruments already existing, such as Business Improvement Districts or the Vital'Quartier program, the real challenge is how to communicate it to the retailers and the wide audience? How to include local business owners in the design of innovative services started by an original use of social media and apps? How to make business, especially small ones, understand the value of teaming up to develop a communication and a cooperation even with their competitors? How to make them understand that the improvement of the city is a direct benefit for them? How to connect universities and other educational actors with future employers? These are the challenges that will be dealt by **Semaest in Paris, EDB in Debrecen and Ghent**.

# Urban Development

**Urban development** aims at making understandable to a wide audience often very complex technical matters, balancing the involvement of inhabitants in the decision making process and explaining why plans have been approved by the administration. How to communicate complex processes without flattening the content? How to create two-way communication channels related to urban development projects? How to ensure that all people are involved in the decision making process? How to communicate updated information on urban transformation process through social media? As urban planning is a lengthy process, how to pursue the involvement on the long term? As citizens often have many valuable suggestions, how to ensure that input is addressed within the Administration in an effective manner? How to manage a flow of comments/reactions by the users on technical matters? Such challenges will be dealt by **Lisbon, Murcia, Palermo and Tartu**.



The diagram shows, some of the synergies within and across the thematic groups that were already identified by the partners during the second meeting of the First Phase of the Interactive Cities network. As the diagram shows thematic groups are not isolated from one another, they support content clustering between cities but do not exclude bilateral cooperation and inter-group work.

## Local Social Media Governance Plan

The Local Communication and Governance Plan will be the result within each city of the input coming from the Transnational Meetings, the Thematic Groups and the Local Prototyping with the Urbact Local Group (ULG).

It is not only the final result of transnational and local exchanges along the project but it is also a concrete occasion to put in practice a coherent, integrated communication strategy taking into account all the elements emerged during the activities of Interactive Cities. It will be mainly focused on a digital/social media strategy to be adapted to the thematic priorities identified by each city. Every city should clearly focus on the tools to be used to promote specific aspects related the promotion of local growth and business/tourism sector, to improve the participation of residents and enhance the governance efficiency at local level. In the medium and long term, what comes out from the Local Action Plan will contribute in a decisive way to make the social media ecosystem an effective part of the local debate, to be meant as a permanent, innovative dialogue platform among different types of users who contribute to share ideas, visions, practices for the realization a more democratic and sustainable urban environment.

## Building the ULG

The ULG should be composed by institutional and non-institutional actors, with a particular focus on who is already contributing to make the city more innovative and interactive. Developers, university students, thematic organizations, influencers, innovators should be part of ULG together with representatives of business and tourism sector, urban planners, institutional representatives. A **scouting of the local social media landscape** can be useful to include actors who are really influential on this thematic debate and who can directly contribute with their personal and organization social media account to give a wider echo to the project at local and national level. The ULG is not to be seen as a fixed entity but rather an expanding and flexible group that will include as many relevant actors needed in the co-creation process.

## Mapping the existing tools

At local level, Interactive Cities will contribute to systematize tools and technologies already used by every city giving them the opportunity to make use of social media and apps more coherent and reliable for their specific needs. The aim is to **integrate and harmonise** existing tools, only adding what might be really necessary. The cities involved in Interactive Cities should start from an analysis of how social media tools are used within and outside their local organization, in order to understand local and national trends and try to link the work done with Interactive Cities to it. Then, every city need to identify its own communication objective and explore with the help of the project experts how social media

tools can help to address this specific challenge, ensuring an effective level of participation of residents around it.

## Identifying local needs

Each partner will identify the needs to be addressed within the target community through a series of different tools, that will help gather more information and a broader variety of inputs. Partners will develop for the first meeting in Alba Iulia a **user story**, a short snapshot of how they will use participation in the project to achieve some of their policy-related goals. Some of these stories will then be made into a short video that will serve as a dissemination tool of the project. Partners will also have the possibility of making a short video out of their story in their local language and use it as a way to gather concrete feedback from a broader stakeholder group.

## Prototyping and testing

By exploring the use of Open Data, the relation with innovators and developers based at local and national level will be increased, improving the use of datasets with new applications and technologies to be developed according to the needs emerged along the project activities and more specifically through the dialogue with the residents and by the other side with other European cities and innovators. Prototyping will be carried out through the methodology of **Open Innovation Circles**. Each partner at local level will have the possibility of developing a prototype action with the ULG to test the effectiveness of the Communication Strategy. The Open Innovation Circles is a process that will comprise actions such as Hackathons with Open Data, idea competitions for public mobile apps, crowdsourcing user generated data campaigns, innovative actions connected to the production of social media high quality contents and many others that will be developed throughout the project, also thanks to the Process Seminars at transnational level. Each partner will be supported by guidelines on Open Innovation Circles strategies elaborated specifically for each of the 10 cities.

## Evaluating actions

The innovation produced by the project will be cross-cutting to different areas or sectors of action of a city, contributing better procurement strategies for innovative strategies, enhanced forms of collaboration with innovators and relevant local and national stakeholders. After having prototyped and tested communication strategies, each city will have the possibility of evaluating and assessing the work that was carried out, its effect on the given topic, the stakeholder involvement and the overall impact. This will be done by a **peer2peer evaluation process** from other City Partners and from the involved Experts. All considerations will feed into the Local Action Plan. Peer2peer evaluation processes will be developed starting from the situation described in the Baseline Study and the detailed reports of the Lead Expert visits in Phase 1. Each draft plan will be reviewed by 2 partners: one that is part of the same Thematic Group, that therefore shares similar local challenges, and one that comes from a different Thematic Group, who therefore is more detached from the specific challenges.



## Developing a Social Media Governance Plan

The adoption of an Integrated Social Media Governance Plan will contribute to make urban communication driven by local authorities more efficient in terms of use of **internal and external resources** and able to catch the real interaction needs emerged with a bottom-up approach. In the medium term, the aim is to see concrete changes in the way local authorities communicate to citizens and interact with them, providing schemes which make them able to adopt innovative technologies and approaches in a fast and efficient way, rapidly adapting their communication style to the development and growth needs of an urban area (promotion of tourism/business sector, participation of residents around urban regeneration process, etc).

# City Profiles

City Context	Local Stakeholder Commitment	Expectations within the project
<p><b>Genova</b></p> <p>The city has over the last years moved from industrial production and heavy port activity to an increasing tourism, even though not all inhabitants seem to have realised. The main economic drivers in the City are the industrial and port activities, which are often isolated from the rest of city life. An additional difficulty faced by the city is the ageing population, especially the settled Genovese community, whilst the younger migrant background often don't engage with the city narrative.</p>	<p>The Stakeholders involved from the beginning of the project were the ones that were part of the ULG of the <a href="#">City Logo project</a>, the Social Media Team, therefore there is a clear continuity with the previous experiences as well as an initial familiarity between the people and the project methodology. The communication strategy of the city has over the recent years developed from being a communication of the City Administration to being a communication for the citizens.</p>	<p>The City of Genova is interested in developing a city narrative of a competitive and attractive city to live and work in, by strengthening the Social Media Team and developing a governance structure that managed communication both within the administration as well as includes other stakeholders in the development of the strategy. The aim is also to work on involving younger and innovative initiatives within the city in building a city narrative attractive also for young people (students and young professionals).</p>
<p><b>Murcia</b></p> <p>The new City Council is very committed to developing a new communication strategy for the city. Even though the City has not had much experience previously in engaging with stakeholders at city-wide scale, they have run remarkable projects on urban regeneration of deprived neighbourhoods under the URBAN program.</p>	<p>The identified stakeholders foresee a large number of public or public affiliated departments dealing with public relations and services to the citizens as well as a large number of citizens associations.</p>	<p>The great extension of the City, about 880km<sup>2</sup>, even though many parts are hardly inhabited, makes the provision of services and involvement of citizens very demanding for the administration, which is fragmented in 60 districts with local mayors. The use of social media could be a useful way to reach people.</p>
<p><b>Alba Iulia</b></p> <p>The City of Alba Iulia is one of the best practices in Romania, if not even in Europe, on how a City can attract large sums of EU structural funding, with which they financed the rehabilitation of the ancient citadel. They are now addressing private investors to bring companies and functions within the citadel, activity which is supported by the collaboration with the World Bank in the realisation of an Urban Strategy. Even though the City Administration is not only working on the citadel, but also at rehabilitation projects of deprived neighbourhoods as well as river waterfront area, the citadel is a unique chance for the city to attract investments, qualified people and improve the economic situation of the city.</p>	<p>The stakeholder meeting was well attended and there were interesting representatives of public offices, like the citizens' information, private companies, like the software development company providing the city web infrastructure, media like the national newspaper, the local city promotion blog and the University. The common agreement was over the need for a stronger involvement of the private sector.</p>	<p>The City aims at developing tourism communication in order to also attract investment. The City want to therefore focus on the communication strategies necessary to address local stakeholders, strengthening the city brand, and the foreign attraction of tourists as well as investors for establishing functions within the citadel.</p>

<p><b>Ghent</b>  The city Administration of Ghent has had a stable political leadership for the last 20 years and interesting organisational features such as a strategic dept. overarching communication, international relations, city branding and participation  flexible time and space  internal communication platform (Yammer) and regular colleagues meetings.</p>	<p>The City is running many innovative projects which can feed into the Network, such as the crowd-funding platform, the city narrative or the temporary use actions, which appear to be the result of an ongoing dialogue and collaboration with civil society and private business representatives.</p>	<p>The City will focus on business promotion and investment attraction, for which it has already developed some initial experiments but a more structured communication strategy needs to be developed.</p>
<p><b>Varna</b>  The city of Varna is undergoing great investments in order to improve the city's infrastructure, which will be also strategic towards tourism, one of the economic pillars of the city together with maritime industry. Tourism is mainly active in the summer season and could be strengthened in order to further support the local economy, keeping the younger generations within the city and attracting new inhabitants.</p>	<p>Stakeholders from the Political level and city Departments, the tourism private sector and the University, would like to improve the communication around tourism and would like to use the project as an opportunity to experiment collaboration.</p>	<p>For tourism the main challenges to deal with are the prolonging of the season by promoting the spa and thermal water resorts available in the area, especially close to the sea. A valuable opportunity arising in the near future is the Youth Capital in 2017, which even though will not offer economic investments will provide additional visibility which could be beneficial to tourism.</p>
<p><b>Tartu</b>  Tartu has greatly invested on the digitalisation of administrative processes and governmental relations through an e-government platform and e-voting, e-participation and e-democracy. The City has not experienced great digital divide but there is a reduced involvement from youngsters both in the elections and the participatory budgeting. Also, many citizens are not fully aware of all the services available online, which could be dealt by the new website.</p>	<p>The City is collaborating with a range of stakeholders, some from the administration and some external, especially from NGOs and Companies. The cooperation between stakeholders is very solid, also thanks to the size of the city that helps for personal relationships to be developed.</p>	<p>All stakeholders, from politicians to civil servants, from companies to local NGOs, recognised that the project Interactive Cities could be useful to improve the communication to citizens of the e-services available and to gather feedback, as well as to improve the civil participation, especially of youth, of the ongoing city processes, from voting to participatory budgeting.</p>

<p><b>Palermo</b></p> <p>The City of Palermo was appointed as UNESCO World Heritage in 2015 and the centre was pedestrianised. Even though this process was already started many years ago in the rest of Italy, in Palermo it was very hard due to the opposition of the shopkeepers, who in fact demonstrated in the street against this new project, although today it has been seen that the effects have been positive for many of the shops, especially food and fashion related.</p>	<p>In the past years the City of Palermo has activated the first participatory processes around the pedestrianisation of the street, which as a first attempt was well attended and the City is willing to further develop this participatory culture. In particular there are very good relations with the University, who is also very involved in the other <u>CityMobilNet Urbact</u> project (which aims at developing a sustainable mobility plan) and the local start-ups, also related to participation in mobility and urban processes.</p>	<p>The City appears to be willing to develop a participatory process related to the involvement and information of people in the pedestrianisation of the city centre and the new mobility patterns forming. Additionally the project could serve also as the communication strategy for the development of the sustainable mobility plan tackled also within the <u>CityMobilNet</u>, as the Department involved in the Interactive Cities is responsible for Participation as well as Mobility.</p>
<p><b>Non City Partners</b></p>		
<p><b>EDC Debrecen</b></p> <p>The EDC is an in-house company of the City of Debrecen responsible for urban and economic development. Being the city the second largest in Hungary, it has a competitive advantage in the region thanks to the presence of various innovative start-up and technological companies. The City is in the unexpected situation of having more available jobs, especially for engineers, than are available in the city.</p>	<p>EDC is bringing together different stakeholders, from company clusters to the Technical University and local NGOs, to work on creating a friendlier eco-system towards innovation, including formal education of the University as well as cultural education of the Agora.</p>	<p>Debrecen is promoting collaboration between companies, research and administration to accommodate and attract new talents. There is a need to communicate better the work possibilities within the city as well as the quality of life.</p>
<p><b>SemaEst Paris</b></p> <p>The Semaest is a company with Mixed Economy, pursuing public missions with a private economic basis. It is responsible for the economic regeneration for neighbourhoods in the east of Paris, working on purchasing shops, rehabilitating them and renting them with the lowest market price possible to innovative new commercial activities, that may reactivate the commercial tissue of the neighbourhood.</p>	<p>The political level as well as the representatives of the local start-up community involved in the CoSto project (a pilot project inviting technology start-ups to develop services for local shops) are very keen on further developing their program within the context of the Interactive Cities project. In further steps of the project, a stronger involvement of shop keepers will be essential and for this an improved communication strategy could be very useful.</p>	<p>The SemaEst, in accordance with the City Council, will be focusing on developing the communication for a participatory process within the CoSto project, focusing on shop keepers as well as local inhabitants to identify needs and potentials.</p>

**CLLD Network - Lisbon**

The CLLD Network was promoted since 2015 by the City of Lisbon and counts currently more than 150 associations throughout the city collaborating with the goal of combating poverty in the city. Over the past years the City has been experimenting with a series of programmes to promote civic engagement especially in socio-economically challenged neighbourhoods. The programme started in 2011 with the BipZip program and has developed today into a Community Led Local Development network that requires appropriate communication strategies both internally and externally, to involve new stakeholders.

The CLLD Network is composed by a series of stakeholders within the administration, civic organisations, research institutions and start-up companies. As the city is committed since years in strengthening civil society and has launched a series of experimental projects such as the H2020 Smart City Lighthouse project, the potential of improving the communication strategies is clearly recognised by all stakeholders.

The CLLD Network will focus on the development of communication platforms that can better explain, involve and improve thanks to citizens' feedback. This will become the main platform for internal communication, participation and inclusion of new stakeholders. Additionally it will accompany the BIP/ZIP program, as this will now make an evaluation of the neighbourhood status after 5 years of running.