SYNTHESIS

Boosting Social Innovation on the pathway towards strengthening city social innovation eco-systems, by developing deeper relations and organising the results of the exchange of information and knowledge for the sustainable management and development of cities.

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1. From eco-systems to collective creativity

Social Innovation is a strong and potent force in the development of well-being in our cities. Many of the main actors of the Boosting Social Innovation network, as well as the members of the Urbact Local Groups, feel that positive changes can be worked through by profiting from the numerous methods and techniques, which are being produced at the moment in their cities, in Europe and elsewhere. Sustainable management, design and implementation of social innovation policies will be developed on this basis. The network feels sure, that after working on what is specific to cities, it will be able to contribute to the very rich on-going debate about how to best achieve success in this domain, by creating or improving integrated **city social innovation eco-systems**, which will contribute towards a Pan European Model of social innovation.
However the network, in terms of the time and means at its disposal, will have to reach out to existing networks, research centres and practical experiences, in order to look for short cuts, to benefit from what has already been thought through and experimented.
Being a network of cities implies that the methods and knowledge will have to be adapted to what cities are, to the way in which they function, to the particular partnerships that cities can and want to develop and to the most crucial question: how to involve, work with and **develop trust** with citizens, taking into account the political situation in most cities and their countries, where trust is not the standard description of relations between decision makers and the populations.
The main aim of the network will therefore be to reflect on, find and test new ways of deepening relations at city level between persons, as that is the level at which change takes place. Different stakeholders, from politicians to citizens, from NGO's to private companies, social economy structures or other hybrids will be learning how to work together collectively and in a sustainable way on creativity. They will use unconventional methods, reduce the security barriers that we all have and go towards methods of welcoming creativity and new ways of doing, which constitute the intrinsic part of the **disruptive nature of social innovation**. For cities one of the more difficult challenges will be to stop certain processes which social innovation may find can be done otherwise.
Collective creativity will be present in how the public, private and knowledge sectors work with citizens, who form the fourth helix of the Quadruple Helix model, developing ways to equally empower all these stakeholders. This implies working on spaces: not only the physical spaces/meetings points, which are necessary, but also the mental and emotional spaces in each person, which permit creativity, change and progress.
Creativity and implementation of co-construction methods to be sustainable have to be based on building trust in local and city communities. This comes about when there are numerous occasions to meet face to face and through social media, when brokers or pathfinders can stimulate social innovation and when invented initiatives are stocked and organised. This requires some consensus between locally built strategies and the work done on social innovation, which in turn must be communicated in an efficient manner. A **high level of exchange of knowledge and information** on social innovation can transform a given territory.

Success in social innovation depends on two other elements: **financial resources** and the **measurement of its impact**, and these questions are strongly related. New financial resources are appearing, such as different forms of crowdfunding or social impact bonds, but if city authorities will be able to see the results of the social innovation

processes, already existing funds will be able to be transferred 'sideways' to these activities. This requires efficient impact measurement, which is a domain which is progressing rapidly and which each city will have to take on board in an integrated cross cutting way in order to show the efficiency and sustainability of newly invented processes, services and products.

2. Co-construction processes in each city

The cities of the BoostINNO network are not new to social innovation, and have a very varied experience, in this area, which has attained different levels. They have joined the network in order to go further towards developing integrated strategies. They very much want to learn, from each other and from other experiences. It is clear that the well-being variable is central in all cities. This implies that **eco-systems** stimulating and inviting social innovation will have to be improved and made much stronger and more sustainable. This will be done through processes of mutual learning of the network members, added to which external expertise will be used to bring in fresh ideas and methods.

The building up of the potential of the sustainable eco-systems is dependant on a certain number of variables on which the network will concentrate:

- empowerment of citizens.

In all the cities lots of effort is being put into how to communicate with inhabitants and how to hear and to welcome their innovations. In nearly all the cities some suburbs are in difficulties and these questions become even more acute. Different approaches are used; installation of specific spaces, working on professions, which are close to the inhabitants, social animation, or culture. However the network members realise that it is necessary to go further and find ways to increase this potential of participation. One of them could be to foster the potential of local communities.

- opening up of public authorities.

Some city administrations already have the reputation of being 'user friendly' to citizens. Others realise that there is still progress to be made and need to implement such strategies and modes of action. Decision makers will have to realise, with the help of the work of the ULGs, that social innovation has a real development potential and that it requires the participation of many persons, groups and vested interests, who all have to look above their own interests in order to collectively 'improve the quality of life'.

- brokers.

Different levels of institutionalisation provoke the need for intermediary bodies and persons, to bring the messages closer to other groups. This form of coordination, or rather brokerage is close to the idea of pathfinders, and can be taken on board by individuals, NGO's, social enterprises and public authorities. However the competences required to do this type of work need improving and have to be understood by all the stakeholders, in order to reduce risk, to make them as efficient as possible and to stimulate the production of concrete sustainable results.

- impact measurement.

Social innovation is developing and has to consolidate its results with the help of research. In most cities the knowledge sector is present in the ULG's and will have to acquire the knowledge already existing in this domain and adapt it to the local situation. However the network feels that these elements should also be common, so that common systems at transnational level that can communicate with each other, could be worked out.

3. Conditions for success on which to work

The mass of existing materials and knowledge has led the network to try and synthesise the variables, which will permit progress in the approach of cities (and of course their populations) to social innovation. This initial schema shows certain interrelationships and conditions for success, and will certainly evolve during the life of the network.
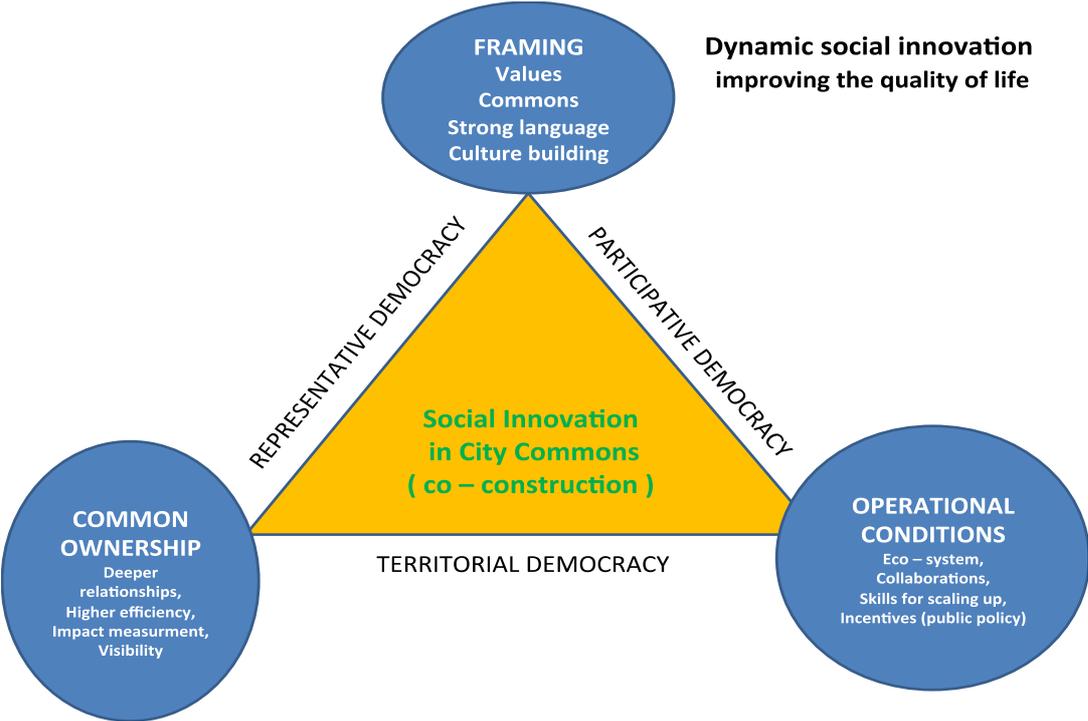
Social Innovation in City Commons (co-construction) gives us the heart of the process, as we are really dealing with the question of what can be done together in the space[1] between the representative democracy (policy level), the participative democracy (social groups and citizens) and the territorial democracy (where everything happens in a given territory). The Dynamic social innovation triangle tries to show the process side of social innovation, addressing three main groups of questions around the central themes of co-construction of social innovation for the common good: framing, common ownership and operational conditions.

This dynamic triangle will become one of the ways in which to guarantee good communication between the URBACT Local Groups and the transnational meetings. At each transnational meeting, comments, questions and inputs from the ULGs will be treated at the beginning and at the end of each meeting. The elements of the triangle will help to maintain alive all the most important subjects identified by the network and to make sure that they are appropriately deepened and discussed. It will be the challenge for the city representatives present at the transnational meetings to disseminate the information to the ULGs.

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[1] a vision of space, as the inbetween space of co-construction, between the different forms of democracies.

4. The themes and products of BoostINNO

The ten cities of the network established an initial group of themes, which will be addressed throughout the project. New themes could appear as the social innovation knowledge is expanding very rapidly and one of the challenges of the network will be to keep up with what is new. The four main themes are: cities and citizens, governance and policymaking, spaces and financial and social impact.

City and citizens:

Cities are composed of people who have become their inhabitants. It is the local government's role (more and more) to be close to the citizens. Many cities are developing branches of the city hall in various suburbs and area elections are held to bring area elected persons into closer contact with citizens. The ambition of the network is to deepen this relationship in a sustainable way. Intensive exchange and constructive criticism will be organised so that the peer group learning between the 10 cities is at its maximum. In addition outside inputs will be organized: e.g. open social innovation based on the GEnius project's experiences, linked to design and culture as vehicles for social innovation (Wroclaw).

Planning and organising social innovation will be studied and adapted to local needs with the stimulation of the Tilburg model of the Open Source Knowledge Development Platform, addressing not only the creative aspect, but also the exchange procedures which are necessary to allow everyone to benefit from social innovation, as the experiences and stories are stocked and organised.

Governance and policy making:

As the network is composed of cities the question of city management is a priority. If some cities have completely reformed their governance, adapting themselves from a top down perspective to be more open, innovative and 'circular' (Paris), others have started the process (Milan and Gdansk), whilst most of the cities underline that this is one of the central questions for social innovation to be able to make a real impact on public policy making, through integrated strategies and organisation.

Within the network there are several fields of work in progress in such areas as Public Procurement for Innovation, collaborative ways of preparing public policy, privileged policies for social and solidarity economy enterprises, as they fulfil the double role of service and product provider, and employer of persons excluded from the job market or wide social innovation strategies. In all these areas one of the recurring themes is the need to work on horizontal level within city administrations, taking into account different departments, which have different approaches. A specific meeting, probably in Paris, of political decision makers from the 10 cities will allow the network to prepare, communicate and consolidate the strategic positioning of social innovation as a sustainable tool for urban policies and will increase the know-how of this group in URBACT methodologies.

Spaces:

In several cities specific spaces have already been created with social innovation in mind (Milan, Turin). In others the idea of creating such specific spaces is strongly advanced (Barcelona, Gdansk). However within the network the discussion is open as to whether specific spaces for social innovation should be opened, or whether they should be in

places where there are creative change makers. Another question is how to allow city administration workers to profit from creative spaces.

On the other hand the increasing importance of social innovation depends almost more on the eco-system (how different entities and persons work, collaborate and are in contact) than on a particular space. Inhabitants of several cities think, that these spaces should be close to them 'at the end of the street'. The challenge will be how to input social innovation into places and persons close to citizens, where the creative ideas and the support to develop them is at hand. This response appears, at this stage, to be one of the keys to working in regeneration areas.

The second question concerning space is more mental and emotional. Change takes place because someone is motivated to do so and wants to make it come about. Therefore the mental and emotional capacities that persons have to bring about social innovation are very important. Here the questions are about how to get people to meet, to trust, and to want to work in a collective way on the quality of life. When they manage to accomplish a first success, new ideas flow and are put into practice, therefore the methods to be worked out must contain small steps, and find themselves in a welcoming and supportive eco-system.

Financial and social impact:

If social innovation is about improving the quality of life, for cities and their partners it is also about hard results and budgetary possibilities. The network wants to increase the visibility of social innovation in many of the cities and this will be done by addressing the most challenging of areas: how to measure the results of social innovation? When such systems will be well accepted by all stakeholders, they will have a real added value, as activities which are difficult to evaluate will become more accessible to outside opinions, through stages of storytelling, capturing data, showing causality leading to replication and transfer indications. This will also enable decision makers to justify financial support for social innovation, or to stimulate new ways of obtaining funds, sometimes in more empowering and participative ways.

Pan European Model for social innovation:

The idea of a Pan European Model was created by the initial partners of the network, who had worked together in the My Generation at Work network. It was ambitious and during the first stages of the reflexions was a super booster and direction giver. In developing the Pan European Model for social innovation, the network partners will consider all relevant challenges and go into unknown areas in order to add the network's experiences to the global knowledge and experiences about social innovation.

5. The city projects and main identified urban development challenges

The summaries listed below concentrate mainly on the capacities that the cities need to possess, in a sustainable way, to guarantee the improvement of the quality of life with the city communities. The relationship linking citizens and public authorities is very high on the agenda and the network will improve the design and implementation of sustainable strategies, especially in the areas of social policy, fighting poverty and combining these elements with economic development policies in new ways. The participation of the citizens is a central question as is how to change the perception and management techniques of decision makers. The Parisian example of the circular economy mind set was very much appreciated by the whole network and all the network's cities will improve their capacities in designing integrated sustainable action plans and the production of high quality ten local actions plans will be a clear result of this attempt

City of Gdansk
Many initiatives exist in Gdansk, but it is the eco-system, which needs to be strengthened in order to foster systemic social innovation capacity and propulse it to become a major policy of the city. The city is already in the process of creative mapping of resources and challenges. Gdansk wants to learn how to launch and scale non-market social innovations and how to spread social innovation into the suburbs. It is planning to put into place a social innovation space and must discover how to lift barriers relating to social innovation and change in the city.

City of Turin
Turin has devised and experimented methods to stimulate and develop social innovation. Yet the innovators in the city still have to combat resistance to change in the public authority, which is a major strategic question and requires improved horizontal city management techniques. The city is also very concerned about the quality of dialogue with citizens. In order to strengthen social innovations in the city, it believes that social enterprises have to learn to internationalise their activities; so they must develop abroad and have the capacity to trade in other countries. Thus Turin has the ambition to become a "city living lab".

City of Milan
One of the most advanced cities in social innovation, with lots of experiences already done, Milan hopes to import and export new ideas, methods and systems. Even though the public authority is very open to social innovation, it appears necessary to unlock the participation of citizens in this domain in order to enlarge the community of persons and structures involved in social innovation. Milan wants to develop new financial resources (i.e. civic crowdfunding) and to work on impact measurement. Milan is taking on the new role of an ITI, which means it becomes one of the Intermediary Bodies for EU funding, but wants to strongly develop the an "inhabitant friendly role" based on sharing.

City of Braga
The city is poised between two realities – a very strong voluntary sector and a will to develop social entrepreneurship and a more socially innovative eco-system. More brokerage capacity is needed as well as a strong political engagement on the question. A

Social Innovation Hub would create an evolving space for social innovation. Developing and raising new financial instruments could give sustainability to the implementation of a social innovation strategy in the city. Social innovation development would also mean fighting exclusion through better collaboration with incubation and acceleration tools. Braga sees its role as that of empowering citizens, organisations and the public authority in the area of social innovation.

City of Paris
The very high priority that social innovation has in the Paris political agenda puts the ULG in the original position of having to work on how to duplicate and spread innovations across the city without loosing their authenticity. The systematic implementation of appropriate public procurement rules gives great possibilities to social entrepreneurs and other structures, who would have to develop strongly to be able to propose appropriate products and services. The local partnership will also have to work on new financial resources. Paris is already well known for its initiatives in the circular economy and will certainly be developing social innovation within that "mind set" and wants to continue to innovate and to develop its relationships with the citizens to be truly "inclusive".

Strasbourg Eurometropole
Both the Eurometropole and the city want to develop a genuinely effective social innovation eco-system. Many policies are already being developed in a participative co-construction fashion. A social innovation evaluation matrix has been developed by a commission of the Social end Solidarity Economy plenary, which has been functioning for several years. The initial stages of mapping and research for the funding are under way. Strasbourg wants to continue with its Quadruple Helix methods to position social innovation and the results it can give in the best possible way and guarantee appropriate up-scaling methods in order to achieve sustainability.

City of Baia Mare
Even though having many priorities to develop, Baia Mare wants to create an active partnership at local and metropolitan level on social innovation. In becoming a promoter of social innovation the city hopes to develop entrepreneurship and also education of a better quality. The city also has to invent new methods to collaborate with the Roma communities and to build relations between generations. The exodus of young persons is still a permanent feature of the life of the city, however through the active participation of stakeholders the city should be able to stimulate an open innovation "model" based on building communities in the suburbs, becoming a city-community in the end.

Barcelona Activa
The aim is to go from a vision that over-boosted the concept of technological development "per se" closely tied to the priority of the development of the concept of Smart City and to move towards a new objective, that is to improve the conditions of life of the citizens of Barcelona, and especially to achieve a socially fairer city, which eliminates poverty and its consequences and reduces inequalities. Being the operational wing of the city in all forms of development, Barcelona Activa is still looking how to create an efficient integrated eco-system between its tools and other initiatives in the city and is convinced that the common language of social innovation can be a milestone

in this direction. Fighting poverty in all its aspects and guaranteeing economic development are already enormous challenges but the city has to be able to invite more participation from its citizens, especially if progress is to be made in the more difficult areas. These aims will be worked on an in integrated way through culture, citizen participation, training, the activation of entrepreneurship, especially social and cooperative, which serve to reduce the existing levels of poverty and to increase social cohesion. This may produce a "socially fairer city".

City of Wroclaw
For Wroclaw social innovation is seen as relating primarily to strengthening cooperation and reinforcing partnerships, in order to integrate residents and entrepreneurs. The city is seeking methods to give the main street of the city "back to its inhabitants". In order to achieve this deeper relations have to be built in order to create associations of shopping streets and to raise the awareness of local entrepreneurs. Together, through social innovation and strong participation led policies the inhabitants should be able to strengthen their role in shaping the centres offer and take co-responsibility for the public space. In Wroclaw design is also used to stimulate participation and culture (Wroclaw is the European capital of culture for 2016) could play an important role in the development of social innovation.

The county of Skane
The ultimate goal would be to develop a cultural strategy in Skåne for the development of social innovation that effectively would describe the role of public and private actors as idea brokers when it comes to social innovation. It is therefore necessary to encourage the whole community to engage in the process through information, networking and cooperation and also broaden the number of actors involved in social innovation. The county benefits from well organised structures that work on social innovation but remains convinced that attracting more citizens to take part and understand could be the role of diverse cultural and artistic actors.

6. URBACT Local Groups and their coordinators:

The guiding principle of BoostINNO is to concentrate the transnational activities on the needs and challenges of the URBACT Local Groups, in order to assure a maximum efficiency in experimentations and progress. This strong link will inspire and support the elaboration of Integrated Action Plans. The ULGs will transmit their challenges to the transnational workshops, which will in turn communicate their findings and focal points to the ULGs in a constant process throughout the two years.

Gdansk	Work on how to build intensive relations and share experience. As a need for physical space has been identified, part of the work of the ULG can be used in the process of creating such a place, but is this the only direction for the development of social innovation in the city?
Turin	Apart from the area of city management the Turin ULG will concentrate on concrete questions such as territorial marketing, innovative PPP to support social innovation and other specific initiatives having a territorial impact. The export of social enterprises and their products is also high on the priority list.
Milan	Cross-fertilisation will be one of the mottos for Milan, whose ULG will work on what it can import and what it can export. The confidence of social enterprises will have to be raised. More work will be done on the level of collaboration between different stakeholders. The innovativeness of the ULG itself will be one of the stimuluses''.
Braga	The ULG will play the role of a skilled broker in order to bring social innovation in the right form to the political agenda. For the general empowerment of all the stakeholders it would be necessary for the ULG to communicate extremely well to larger circles of persons and institutions.
Paris	Increased participation and capacity to respond to the PA public procurement. The mind set of the circular economy which is dominating the city's policies will have to be taken on board in order to find the right ways for social innovation to be fostered. A highly responsible role for one of the leading cities in the network.
Strasbourg	A ULG as a continuation of existing collaborative bodies within the PA, with a clear command to develop social innovation, based on the local and transnational initiatives.
Baia Mare	Participation is at the heart of success for this city and the ULG will be able to collaborate with many partners. An internal group of more devoted members could permit to work on more specialised subjects, concentrating on the usefulness of social innovation in various domains.
Barcelona	The need to coordinate all the initiatives and to make them known, at the level of the neighbourhoods, so that they can be capitalised on locally. Therefore the choice of the participants for the ULG is of critical importance. Barcelona will narrow down the objectives to social innovation and the eco-system, which needs to be jointly created in a situation when many tools already exist: 1/3 municipal representatives, 1/3 representatives from social entities and 1/3 representatives from the innovative ecosystem.
Wroclaw	The participation of citizens, who need to re-appropriate the public spaces in the city is the main challenge for the ULG, especially as far as its composition is concerned. The ULG should also take stock of the competences which already exist in the city and could be used for wider aims.
Skane	Creating the right atmosphere for social innovation is the main aim of the Skane county relating to social innovation. This will mean working with stakeholders from different domains, and especially the cultural sector, who have had complicated relations in the past. Therefore achieving a high level of trust and willpower will constitute one of the keys to success.

Appendix 1 Synthesis of the exchange and learning processes

All the partners of the BoostINNO network have already worked together for five days; they shared the information on their experiences, on best practices, learning and building capacity needs. It became clear that the overriding needs and challenges among the cities are very overlapping and the work done in the network will be complementary to each cities reality. This implies that the ten Integrated Work Plans will give an added value to the work done in the cities.

Partner city	Potential contribution in terms of experience	Potential contribution in terms of "good practice"	Learning needs	Needs in terms of capacity building
Gdansk	Producing change in city management – conditions for social innovation Close collaboration with NGO's	Horizontal management techniques, based on creative mapping of challenges and resources, Innovation among civil servants to make the PA more efficient.	Creation of an accelerator space, Bringing SI into the suburbs Sustainable institutionalisation of scaled up SI. 1. How to **scale** and/or institutionalize processes like the Creative Pedagogy? How are similar things done elsewhere? 2. How to **incubate** innovations in the institutional sense. A toolbox, with the right frame to advice, to give a good direction, to orientate different persons in the right direction? 3. The **mapping process**- the practicality of such a tool, how do other cities do this, how to they support self-organisation, how do they omit doubling up on procedures and results, how is the action level linked to the management level.	What competences and situations are necessary to achieve the political priority for social innovation in the city? What capacities are needed to launch social innovations, even when we know what we want? The question is how to get it? Brokerage capacity. How to lift internal barriers to assure more innovative activities in the Municipality.

Turin	Bringing together stakeholders on an exchange basis, giving added value to partnerships in the city. Open Incet – a new social innovation centre	Torino Social Innovation as a multi-stakeholder ongoing process of SI stimulation and development of social entrepreneurship. Inova To – competition between civil servants to make the functioning of the PA more efficient. Smart Procurement Initiative – how to approach public procurement in new ways, linked to the PPI initiatives.	How to manage strong resistance to SI inside the PA? How to develop a more open social innovation approach? How to develop public/private brokerage? How to develop new impact funds? Development of new management techniques. Support the scaling up of social enterprises, leading to export and transnational activities. How to boost social innovation? How to increase the dialogue with potential idea givers? How to strengthen social enterprises? How to develop systematic strategies, to replace more erratic help.	Communication strategies inside the PA in order to produce change. New management techniques. How to induce the scaling up and internationalisation of social enterprises? Capacity to build a creative way of converging in the storyline of Turin as a socially innovative city.
Milan	Mapping the most relevant experiences, provoking public debate, analysis and monitoring and searching for new ways of developing SI.	Achieving a high political priority for social innovation by inducing change in the city management and putting into practice new ideas at the present time. Innovative public policies ie civic crowdfunding and other public calls for seed funding, change makers etc. Networking experiences at the top European level.	How to unlock the potential of social innovation in order to answer the social challenges of the city? How to keep up the innovative side if the process of institutionalisation progresses? Developing the "inhabitant friendly role" in order to have a truly "sharing" community.	Creation of policies to tap into unused sources of finance, human resources etc. Further work on how to mobilise citizens in participation processes, especially those who live in difficult areas.

		Use of tools proposed by European networks eg. social impact investing.		
Braga	Awakening a city centre for young persons and different forms of leisure time activities.	A social enterprise, which contributes some of its profits to local NGO's as a standard policy.	How to innovate in Braga on the mind-set's of the decision makers, the creative community and the young? What methods can decrease the emigration of young persons from the city? How to better link incubation and acceleration tools to social development and the fight for social inclusion?	How to introduce social innovation as a political priority developing concrete policies for the city? Transforming voluntary work into social entrepreneurship with a clear intent to improve the social situation in the city. Stronger communication capacities on SI, sharing economy, participative budgets etc.
Paris	Creating spaces for social innovation. Leading a movement in the creation and promotion of the circular economy with a Manifest o 65 ideas. Increasing demand in the market by grouping buying between cities.	A pro-social innovation policy at the highest level in the city, inducing new forms of management and decision taking. Public procurement laws and regulations stimulating social entrepreneurship, citizens' creativity and social innovation and a stimulation to the economy through the buying power of the PA.	- How to increase or duplicate local experiences without breaking their authenticity? - How to find financial levers (seeing the price of land & buildings in Paris)? - How to lift barriers to new actions? - How to increase stakeholders and citizens participation in designing public policies and lift barriers to new actions?	Methods on how to increase innovation on its territory. How to increase collaboration with other cities e.g. for social entrepreneurs or social innovation exchanges. How to achieve the culture shift in the administration and in private stakeholders minds, in

				favour of social and ecological useful impact of economic growth. One part of this success could come from a European model of raising the power of social innovation.
Strasbourg	Working on a multi institutional basis: city and metropolitan area, with very close links to the department and the region. Public support to a local currency: the Stück .	Institutionalized process of co-constructing policies for the social economy with a high level political leadership. Use of the services of public interest clause. Medical prescriptions of sport for health reasons. Grid for assessing social innovation projects.	How to implement cross-functional working practices and introduce new working methods, including collaborative work by introducing a transition process between all sectors, which are not used to working in a collaborative territory environment? How to remove restraints on change might well be one of the obstacles here that need to be removed. Revisiting the Quadruple Helix method to verify the implication of all the stakeholders	Improving capacity to include social innovation in public policies. Dissemination of collaborative working processes inside the PA.
Baia Mare	Municipality neighbourhood multifunctional social centers for elderly, disabled and Roma persons NGOs multifunctional social centers for youth, homeless and disabled persons Social enterprises: social canteen on wheels,	Examples of democratic citizenship and democratic debate Virtual platform to work with disabled people and promoting social economy www.diz-abilitate	How to reduce the exodus of young persons from the city? How to promote exchanges between social enterprises, creating a transnational marketplace? Methods which would permit the reform of the educational system, based on social innovation. Intergenerational activities as a basis for the strengthening of the	Increase the capacity of horizontal and collaborative management in the city and with its partners. Creation of smart neighbourhoods which will lead to Baia Mare being a smart city in the sense of creating a city

	dedicated employers of disabled persons, "social restaurant & catering" & Packing Company		local communities. Ways of working with the Roma communities using social innovation.	community. New ways of functioning of the PA.
Barcelo na	Specific experience in: School of entrepreneurship for women; Social entrepreneurship program; Innovative public procurement;. development of policies based on the "rights" of citizens and what this entails	International collaborations dealing with vulnerable citizens in several cities. City administration opening up to world SME's to resolve challenges and innovate in public procurement. Temporary exploitation of empty spaces by NGO's	Learning from partners in the network and developing new ideas.	How to align all the tools in an efficient eco system?
Wroclaw	Experience in previous URBACT projects Using culture as an asset in city development.	Development of handicraft professions, culture, art and business in difficult area of the city. Using design as a socially innovative method to stimulate the positive development of a difficult area	Alternative methods of communication to mobilise stakeholders. How to address the desertification of a city centre through social innovation?	To develop the capacity to mobilise citizens and institutions around the centre of the city.
Skane	A wide partner network, on the level of the county Collaboration between cities and rural areas	Development and participation of institutionalised social innovation strategies and policies.	How to use culture to promote and foster social innovation as a way of developing communities and cities? How to adapt the common thinking to the need of improving the quality of life in cites, as well as in small towns and villages.	Capacities to develop social innovation through culture and artistic expression.

Appendix 2 Towards Integrated Action Plans

The ten cities are investing a lot of their time and effort to build an integrated action plan, which will serve as a lever to develop city sustainable and implemented strategies in social innovation. This implies basing the future on a long term relationship with citizens. The cities will thus progress, in smart ways towards sustainable policies of development.

City	Integrated urban strategy/ action plan dedicated to the policy challenge addressed already exists	Focus of the integrated action plan to be produced	Some institutional structures on whom to build on further the ULGs already exists / The ULG will be fully established and run from scratch	Envisaged number and type of ULG members/ stakeholders to be involved
City of Gdansk	No	To identify boosters for SI, test the Pan-European model as an inspiring space/set of values or tools for social innovation stimulation.	New group. No existing groups have been identified. Project will be used for building up SI ecosystem.	Different city Departments (Social Development Department, City Development Department, Economic Development Department), Labour office, Science and Technology Park, representatives of different Start-up incubators and accelerators, social enterprises and Centre of Support for social economy, NGO's, representatives of universities and research institutions.
City of Turin	YES (Torino Social Innovation)	New models to boost social innovation in terms of support of social enterprises, dialogue with bringers of	The ULG will be the composed of the actors that have joined Torino Social Innovation	Incubators, Third Sector business angel companies, banks, co-working spaces, private and public training innovative centers, open innovation center, social

		ideas and solution, innovative financial instruments/ Reinforcement of local ecosystem through new forms of collaboration	platform	innovation enterprises, chamber of commerce universities, poles of innovations, social accelerators.
City of Milan	No	Import and export successful experiences and models in of social innovation, identify tools, policies and methods to accelerate and grow the social innovation ecosystem. in an integrated manner.	Initial group (informal) was composed after conference "Opening to Social Innovation: ideas and strategies for Milan Smart City"	Research institutions and experts, centers for culture and creativity, social innovation centres, NGO's, fab labs.
Municipality of Braga	No	Foster acceleration and incubation programmes of social innovation. Methodologies, how to facilitate scaling, identify and introduce new financial instruments.	New group, potential stakeholders are being identified.	The profiled organizations (working with SI), chambers of commerce, universities, NGO's, incubators, Business Angels, banks, Co-working spaces , private and public training innovative centres, open innovation centre and social organizations.
Paris	No	Improving the processes of implementation of a more inclusive and circular city, facilitate designing of public policies In more a participatory manner, lift barriers to new actions and identify new means to increase and scale innovation on the territory.	All stakeholders are supported by Paris City Council. URBACT will give the opportunity to formalize group and strengthen position of the city as a broker	- regional and local public agency for social economy, platforms representing social entrepreneurs, social startups incubators, - NGOs acting for the Reuse-Circular Economy) -NGOs providing funding to entrepreneurs, including socially innovating entrepreneurs, - knowledge institutions.
Baia Mare	YES	Assure the creation of "smart neighborhoods" with active	ULG is building on existing groups	Municipality (Social Department, Strategy and Projects department and Urban Dep.),

		participation and co-creation of the city also by citizens. Identify and develop social innovations which will support continuous long-term improvement of quality of life	(Neighborhood Civic Councils), but it is also planned to expand the group with new actors important for SI.	Universities, Representatives from Baia Mare Metropolitan Area, Center for Development of Small and Medium Enterprises and various companies) NGOs and associations, Neighborhood Civic Councils.
Barcelona Activa SA SPM	No	To include priorities of the concept of Smart City to improve the conditions of life of the citizens of Barcelona, especially to achieve a socially fairer city (decrease of poverty and its consequences and reduction of inequalities)	New group will be formed but it will base on existing ecosystem for SI with optimal proportion: 1/3 municipal representatives, 1/3 representatives from social entities and 1/3 representatives from the innovative ecosystem	Third social sector representatives, The Innovation Working Group- the city council internal innovation group.
Strasbourg Eurometropole	No	Inclusion of innovation in public policies, to introduce co-construction of public polices as a new working method	This group has been established on the basis of the previously dormant Social and Social Economy Council group and on partners who are interested in SI. The group will expand to businesses, the University and individual citizens.	Charities, associations, businesses, networks and Structural organisations, metropolitan institutions, partners of the city council in two projects to be funded by the European Commission for urban regeneration.

Wroclaw	No	Dialogue, changing social attitudes and raise socially responsible awareness of residents and their expectations towards the city. How to use social innovations to strengthen cooperation and increase partnerships as well as co-responsibility for the public space.	ULG is going to be based on existing city units, as well as public and economic groups operating in the city. It is planned to include housing associations and entities of the social economy in the support group and to increase social participation of the residents.	Non-governmental organisations, district councils, - residents, entrepreneurs, artists and socio-educational institutions, city departments (The Office for Social Participation, the start-ups coordinator, Economic Development departments).
Skåne County	No	To create a platform and analysis of how the cultural sector can be an active part in the development of social innovation in the Skåne area.	The group does not exist at this stage.	Representatives from the cultural sector, representatives from the public sector County Administrative Board of Skåne, Department of Community Affairs, Cultural department of Region Skåne (regional self governing body), Forum for Social Innovation (national organisation), academia, Skåne association of local authorities