



ACTIVE CITIZENS

INTEGRATED ACTION PLAN

by the City of Saint-Quentin
June 2022

*Giving voice (and power)
to citizens in local governance*



Summary

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Why do we work on participatory democracy?

01

The local democracy department of the city of Saint-Quentin was created in 2014. It was a wish from the Mayor and the city council. The city of Saint-Quentin is used to the concept of citizens' participation, thanks to the organization of neighbourhood councils, senior councils and young people council, community work council and shop owners council.

The city of Saint-Quentin aims to create a part of local democracy that is not developed yet, but the local polity wants to implement: the digital local democracy. Exchange with other cities from same size, small and medium-sized cities, will allow the city of Saint-Quentin to improve it in a good way, getting the best of the experiences of European partners. A dedicated website for local democracy will allow inhabitants to participate for their city.



The motivation of Saint-Quentin is to define an action plan that will help to make a digital transformation.

The different aims are the following:

- Implement a self-sustainable method for collaborative management of citizen-centric solutions during their life cycle.
- Integrate local digital communities (SMEs, universities) through a co-design model for the development of smart city services.

Saint-Quentin is willing to go further and it has all the assets to develop promising experiments within the Active Citizens network: rethinking the existing councils, developing co-design policy-making, participatory urban planning to cite only a few perspectives.

Where we were in 2019

02

MULTIPLYING THE COUNCILS TO MULTIPLY THE OPPORTUNITIES OF COLLABORATION WITH DIVERSE GROUPS OF CITIZENS

The city of Saint-Quentin has multiple bodies of citizens: Neighbourhood councils, a Youth Council, a Senior Council and Associations (NGOs) Council.

NEIGHBOURHOOD COUNCILS

The first one is Neighbourhood councils (created in 2014). The objective of the city, through these Neighbourhood councils is to encourage the expression and the participation of the inhabitants as well as to allow them to take part in the reflections on the local decisions and in the definition of the projects which concern the inhabitants on a daily basis'. The city territory was divided into 8 districts with one council per district. Each council is composed of 35 members (but in practice around 10-15 are really active members on the long run). To become a member of a neighbourhood council, citizens notify the city of their will to take part, then are added in a candidates' list, then the city organizes a random picking process. In the first year, for 280 seats, 600 citizens applied (with a clear majority of retired inhabitants...). Neighbourhood councils meet officially at least once per quarter with the city authority (meaning with the presence of one elected official and civil servants). During these official meetings, the topics that are discussed are brought in by the city authority (urban planning projects, construction works, cultural events, etc.). Each meeting agenda is set by the city administration and elected officials and all the subjects that the citizens want to

discuss are dealt with towards the end of the meeting. But neighbourhood council's members may also meet outside of the official meetings with the city whenever they wish to. Some of them only meet during the official quarterly sessions, some meet every month or even every two weeks when they organize some events or specific local activities. Each neighbourhood council organizes the participation as they wish, but like in many other cities, there is no formal process to extend the conversation to other inhabitants.

SOME DATA ABOUT SAINT-QUENTIN (data of 2019)

Country = France

Region = Hauts-de-France

Province = AISNE

Area= 22,56 km²

Population = 55 650 inhabitants

Population density = 2 503 / km²

Demographic profile (age, gender, ethnicity) :
38,5% is less than 30 years old, 19,7% is more than 65 years old. 2 300 Students, 12 500 pupils

Economy profile : 5 500 companies, 1 300 shop owners, National Program "Action Coeur de ville", Robonumerics development

Employment : 13,2% unemployment rate, 23 540 employed people between 15 and 64 years old

Functional Urban Area : Small Urban Area

Political situation : Mayor : Frédérique Macarez since 2016

No one has ever received particular training on how to conduct participatory processes so most of the complaints and ideas that inhabitants may have are given through informal processes (meeting people by chance in the street, during local events or through emails and/or phone).

The Youth Council

The second body of citizens that the city has set up is the Youth Council at city level. The Youth Council's objective is 'to allow the youth 'to participate in the realization of citizen projects; to make young people aware of social issues and how they materialize in the city. And finally to offer the possibility to young people to give an advisory opinion on the many areas that concern them'. Similarly to the Neighbourhood councils, the Youth are chosen through random picking in order to offer an equal chance of participation. 45 kids are picked from the youth candidates. The Youth Council is followed and managed by one dedicated elected official in order to ensure political presence and support. Youth members shall be between 11 and 20 years old and live in or study in the city. Officially, the Youth Council meets every month or two months but in practice more often. Again, the Youth Council face some problems' meaning that no one is really trained for participatory approaches and tools (in order to involve the other youth people) and tend to end up doing more social/cultural/sport/art projects and events than working on youth-related policies, services and infrastructures.

This confirms the idea that these bodies act as 'active citizens' training space' in which

citizens, youth or not, gain competencies and get a greater understanding of how a city authority functions as well as project management skills. Amongst the different aspects to be improved, one of them is questioning the good use of citizens' desire to be engaged in active citizenship. Indeed, 45 kids are members of the Youth Council but what about the 40 others who did not get picked. What happens to them? Isn't it a shame not to value their motivation and desire to be involved in their city just because they were not picked? This question also applies for the neighbourhood councils... and should be discussed within the Active Citizens network. The picking is a solution to give a fair and equal chance to everyone to take part but since we are looking for active citizens, why 'wasting' the ones who wish to take part? Can't we find ways to give them some space, to find some opportunities for them to be active?. And it's quite understandable. This is, for Active Citizens, an interesting challenge to tackle. How to develop solutions which enable a wide inclusiveness of all voluntary forces while still being able to manage this citizen participation?

The Senior Council

The third body is the Senior Council. The aim of that council is to consult and build together with some elder citizens services, infrastructures and policies which contribute to an elder-friendly city. Again, the members are randomly picked from a list of volunteers. Not to enter into too many details, what appears is that there has been a similarly shift from the

original intention (of doing a form of participatory democracy) towards co-creating elderly-focused social and cultural activities.

The origin of this shift will be interesting to analyze further within Active Citizens in order to understand what led to this shift from participatory democracy and to building projects that enable social connections between public. One risky hypothesis could be that since the participatory approaches are not so mastered in city authorities, they tend to easily shift towards what they know best when working with citizens, meaning doing social work. Of course, this risky hypothesis will require further investigation...

The « Elder –friendly city network »

It is also important to note that the city of Saint Quentin is part of a label called '*Ville Amie des Aînés*' (Elder-friendly city). For this label, the city has set up an impressive multistakeholder group composed of around 50 individual professionals of the elder sector who share experiences, carry on collective projects, build bridges in between professionals beyond personal sector-interests (private services, public ones, NGOs).

The network regularly organizes events in each neighborhood that take into account the WHO recommendations on aging well.

The Associations Council

The fourth and last body is the Associations Council (created also in 2014) which gathers 25 representatives of different associations. It is important to note that the city of Saint Quentin has a very impressive number of local associations with 563 associations/NGOs. Representatives are again randomly picked and become members with a 3 years term. The aim of the Associations Council is to create and develop links between the actors of the associative world. As well as playing a linking role between the associations and the municipality. This council is worth being mentioned here as it also reflects the important work that the city of Saint Quentin has done in building multistakeholder collaboration platforms. On top of this council which enables associations to exchange, meet and at the same time as coordinating with the city, Saint Quentin has developed a public service called the 'Guichet des Associations' (Associations Counter). The Associations Counter is a city service which enables any association to get in contact with the city for all association-related subjects. This was set up to facilitate administrative procedures for the associations only (giving dedicated information and advices, tailor-made solutions, easy procedures for event authorizations, etc.).

CREATING A DEDICATED CITY DEPARTMENT FOR PROXIMITY DEMOCRACY -THE CITIZEN SPACE

The city of Saint Quentin has created a specific city department in order to support what they call '**proximity democracy**'.

The service has 5 dedicated staff whose role is to accompany the different councils that were presented previously. In order to go even further, the city of Saint Quentin created, in 2017, a space within the administration's facilities called the 'Citizen Space'. This 'citizen space' is there to host citizens for various activities.

However, in the line of the previously made comments, it appears that the Citizen Space has moved from its first ambition of hosting democracy-related processes to offering community-center type of activities. In the perspective of Active Citizens, however, this Citizen Space offers a unique and promising infrastructure to host more participatory democracy experiments.

Last but not least, the city dedicated one Deputy Mayor in charge of Proximity democracy, and 13 elected officials have delegation for it.

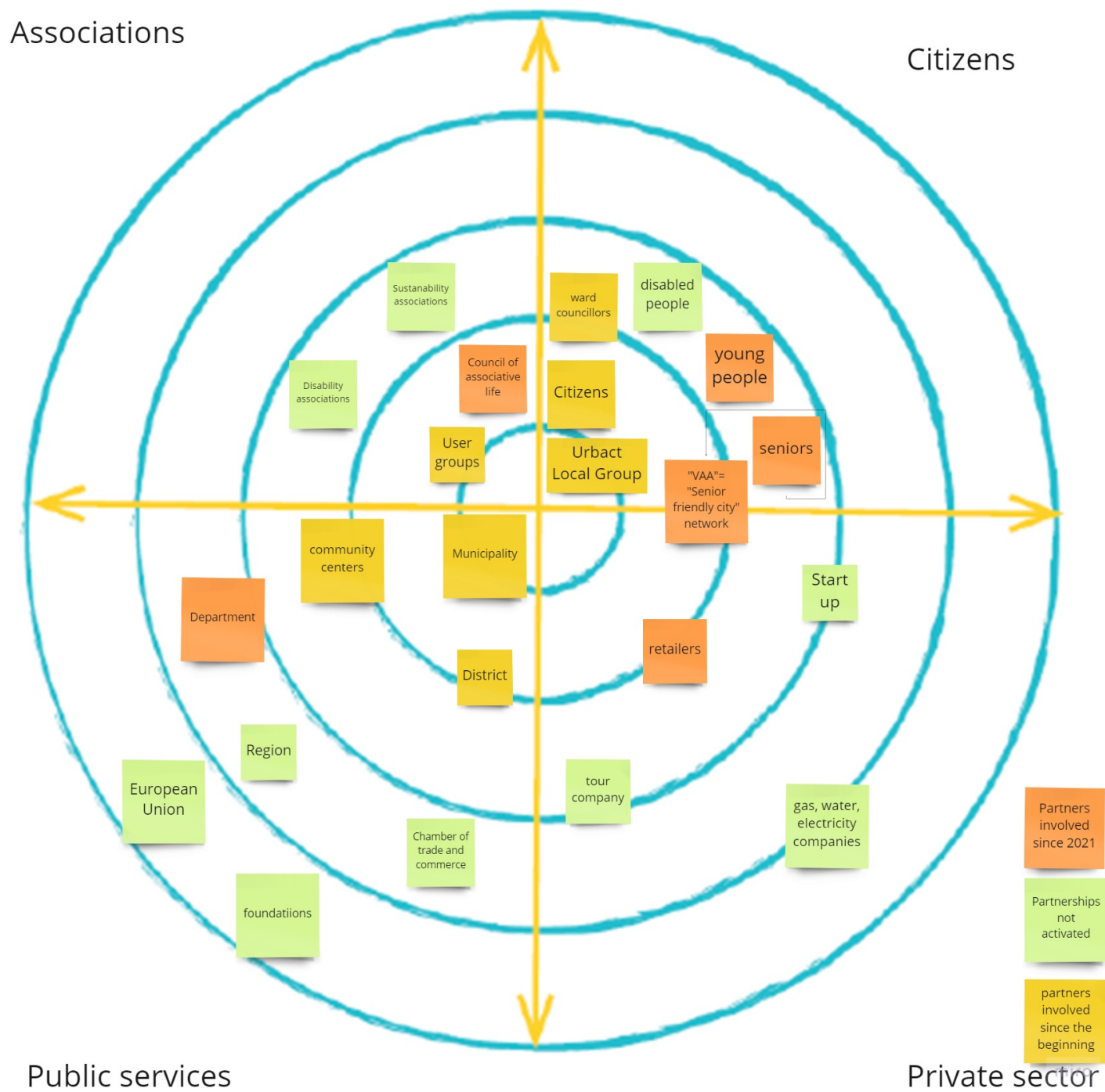
SAINT-QUENTIN 2050

A consultation process with the entire population took place in 2020 within the framework of the city center program. "*A commitment is a willingness to involve the inhabitants in their city and to share their vision of the future of Saint Quentin in 2050 in order to build a sustainable and ambitious city project together.*" Frédérique MACAREZ Mayor of Saint Quentin,

All of the community's services, economic actors, associations, children and the population have contributed to this vision of their city in 2050. This work has made it possible to identify the orientations on which the city of tomorrow will be based: a city that breathes, a city of solidarity and citizenship, an attractive and innovative city, a harmonious city.



Who are the stakeholders?



The city of Saint-Quentin has involved all departments that can be concerned by participatory democracy in their projects : technical team, project managers, social center manager...

Different public services are interested in the project, it can be financial involvement, team involvement, partnership...

Local NGOs are part of the local group as well.

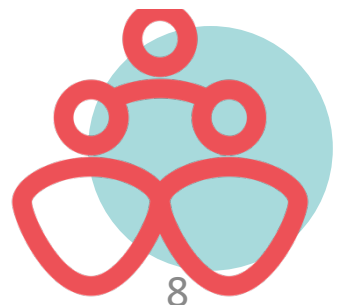
Children's care association were integrated in the project during 2021.

Setting up an Urbact Local Group

Each partner city involved in an URBACT network needs to set up what is called an URBACT Local Group (ULG). Basically, it's **a group of local stakeholders who co-produce the city strategy and action plan together with the city administration**. Its composition is heterogeneous and usually included : civil servants, elected officials, NGOs & associations, private sector (entrepreneurs, shop owners, etc.), academia (researchers, professors, etc.) and of course, citizens. Each ULG is composed in a unique way. **It's up to each city to define who should be part of it based on the challenge they're trying to tackle**. In Active Citizens, our city has gathered the following people:

ACTIVE CITIZENS' Saint-Quentin ULG

- BAYARD Nicolas – Directeur Transdev Mobilités du Saint Quentinnois
- BERENT Caroline – Active citizen
- CARPENTIER Margaux - Active citizen
- DEBOUDT Fanny – Civil servant
- DEPAEPE Léa – young councillor
- DUVENT Gautier – Director of the community center
- GAUTIER Viviane - neighbourhood councillor
- GRIMBERT Elisabeth - neighbourhood councillor
- JANKOWIAK Cindy – city councillor
- MAGNIER Michel – city councillor
- MASSET Jean Claude – neighbourhood councillor
- MATTEI René - neighbourhood councillor
- MOREAU Julie – association member
- OUFALLA Kamel – Director of the community center
- POLETTI Ketty – neighbourhood councillor
- PONTHEIU Ludovic – Sport training Director
- SINCHENKO Audrey – personal assistance service
- THEILLAUMAS Lauranne – social landlord
- WATTELLIER Michel – senior councillor



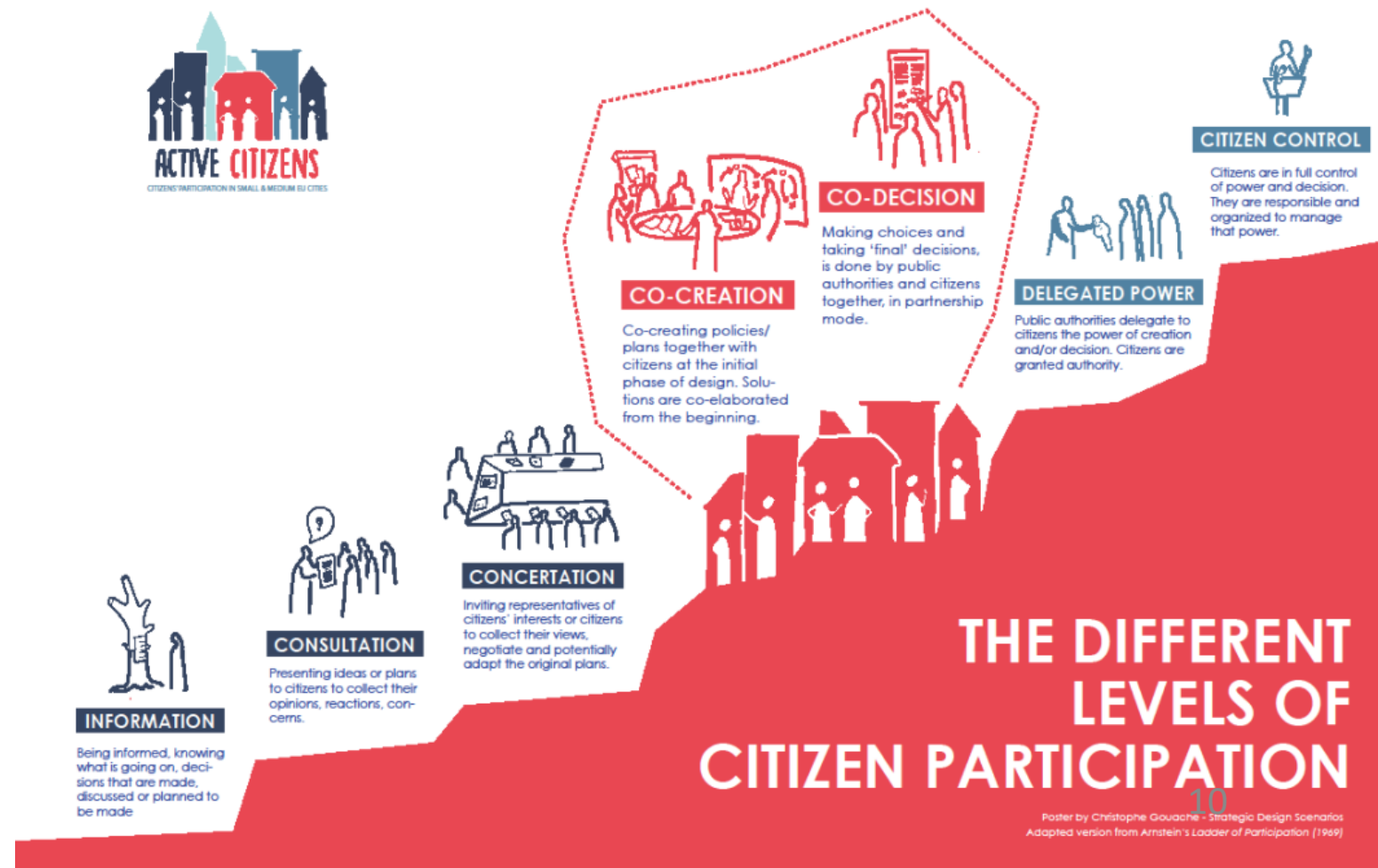


The 9 Active Citizens' challenges

During the first six months of the network, the lead expert of the project went on field visits in all partners' cities in order to build a state of the art as well as draw each city profile. The results were put together in a document called the Baseline study.

In Active Citizens, the baseline study identified **9 challenges** regarding participatory democracy:

1. Developing a culture of participation
2. Enlarging and diversifying active citizens
3. Co-creating solutions city & citizens together
4. Building trust
5. Developing participatory urban planning
6. Bridging the gap between elected representatives and citizens
7. Listening to citizens and asking their opinions
8. Supporting lively neighbourhood
9. Co-deciding upon public budget allocation



The challenges chosen by Saint-Quentin

01 Developing a culture of participation

The will to adapt its functioning to the principles of citizen participation, to let inhabitants and départements of the city have a better understanding of the role and the place of each other. The aim is to involve citizens at different level of participation : information, consultation, concertation, co creation.

03 Co-creating solutions city and citizens together

Co create as soon as it is possible, as early as possible. The idea could be to include participatory process when consulting firms at the beginning of a project.

07 Listening to citizens and asking their opinions

For Saint-Quentin, it means to develop a constant relationship between administration et citizens, thanks to different tools such as social networks, surveys, physical meetings in neighbourhoods, on the streets...
The aim is to go futher in citizen participation with tools so that more inhabitants from different social origins can be involved.

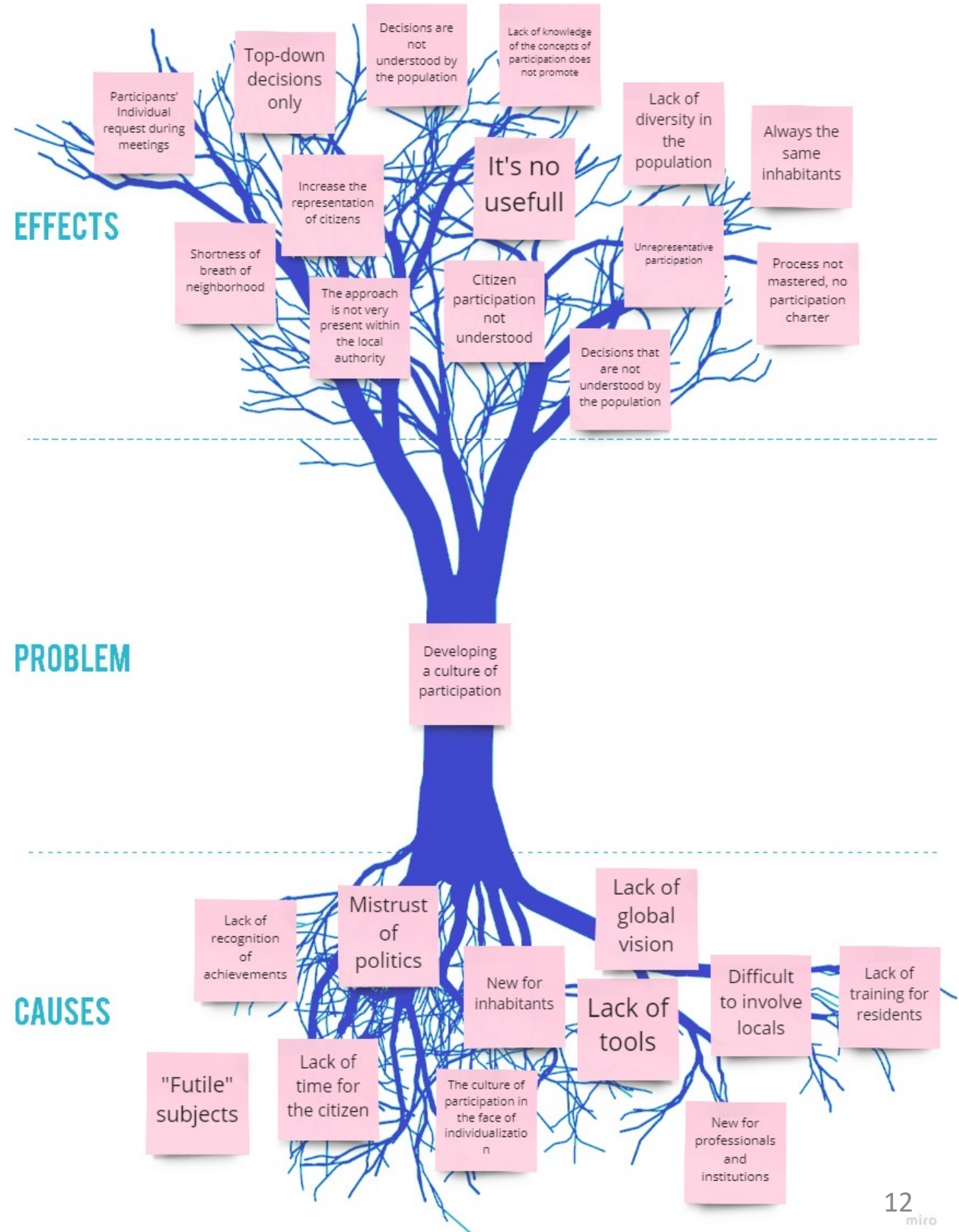
09 Co-deciding upon public budget allocation

Another way to involve citizens is to work on public budget allocation, to empower citizens in the decision.

Analyzing the problems

01 Developing a culture of participation

Citizens need time to get involved in citizen participation. And it is not well known by inhabitants. Inhabitants are not trained enough and sufficiently aware of the culture of citizen participation.



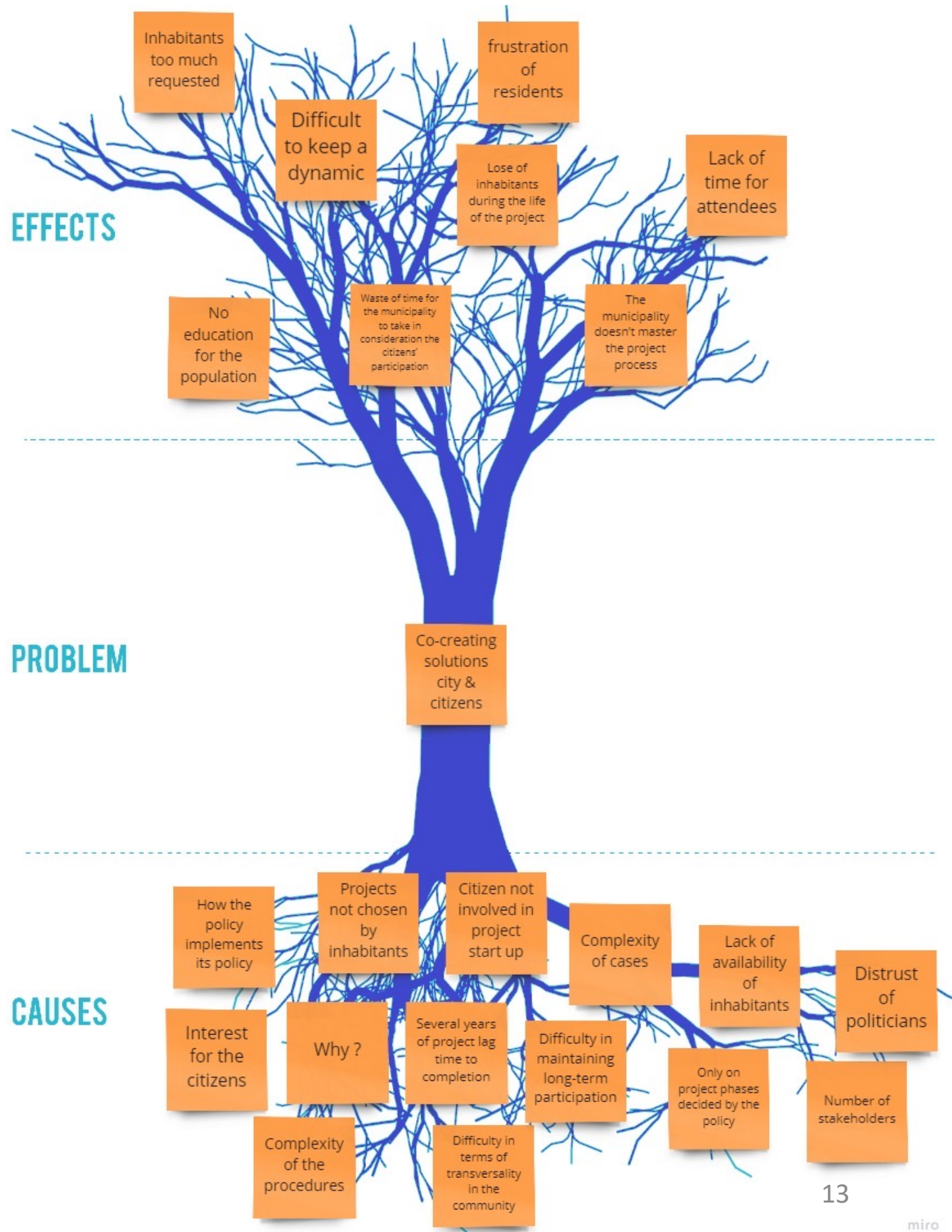
Analyzing the problems

03 Co-creating solutions city and citizens

The ULG considers that most of the projects submitted to inhabitants are exclusively decided by politicians. Inhabitants don't have enough visibility on long term vision to get involved in participatory process.

Lack of training stop inhabitants from knowing about the importance of their engagement.

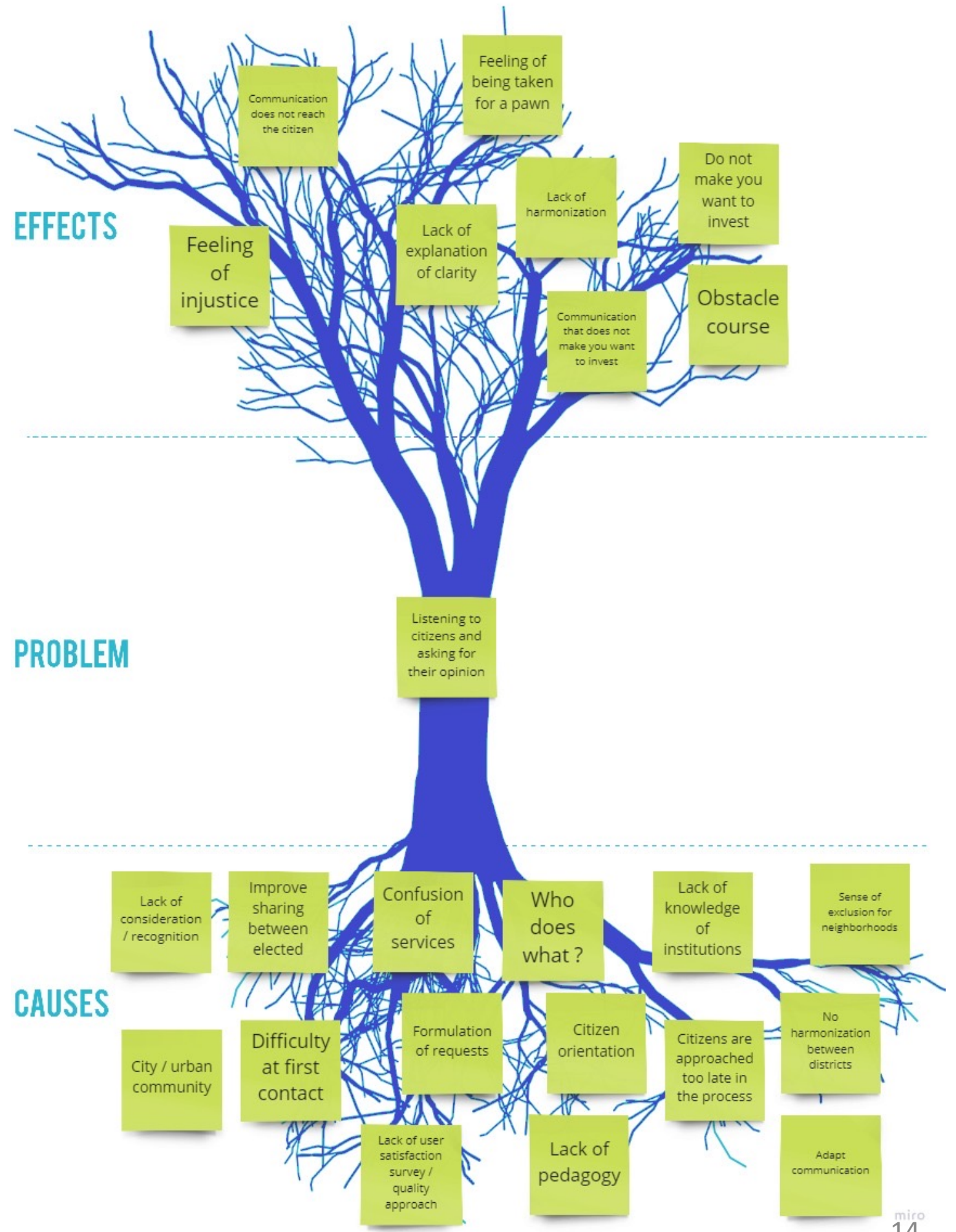
One challenge could be to build on the **multi year investment plan** with Departments of the city, and to include the citizen participation in the procedures, and take into consideration the time to co create with inhabitants.



Analyzing the problems

07 Listening to citizens and asking their opinions

The ULG explains it is difficult for inhabitants to understand how the administration is organised, difficult to know who the good contact is for a specific question. The inhabitants can be easily confused. So it seems that the city has not enough thought about the first contact for the inhabitant. The city is the first administrative contact, the nearest one for the citizen, so it is necessary to improve reception of the services.

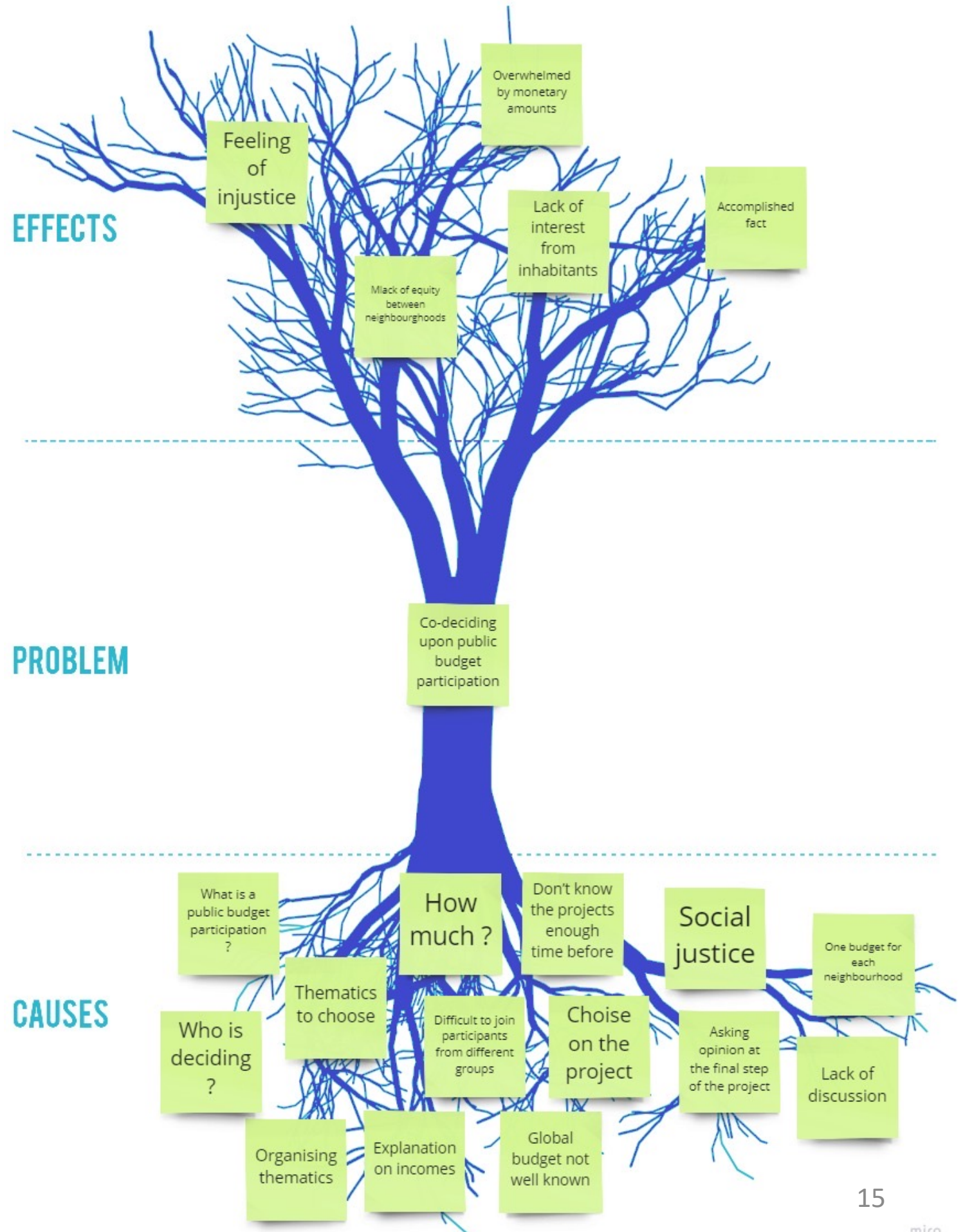


Analyzing the problems

09 Co-deciding upon public budget participation

The ULG considers that the public budget of the city is complex for citizens, and not understandable by everyone. Talking about public budget participation looks understandable as well.

So the reflexion is how to make it easier for citizens ?



What do we want?

Our visions...

Saint-Quentin's ULG decided to describe its vision in a video format. It is a television news with various stories highlighting the actions of citizen participation of the city,

It shows the wish to involve the young citizens of the city through social centres and youth service,

It highlights as well the wish to develop co creative participation urban projects, by the example of the square in neighborhood. The report also demonstrates the need to train citizens to address specific topics.

Training is an essential asset of citizen participation. Increasing the skills of residents is an essential asset to build citizen participation.



A learning journey

About Action Planning Networks

URBACT supports European cities to develop sustainable integrated responses to the pressing challenges they face today. It offers them a unique opportunity to learn from other peers in Europe in order to improve the way cities are managed.

URBACT networks foster the exchange of experience and good practice across cities, building urban stakeholders' capacity to develop efficient solutions. One could say that URBACT is a European incubator for sustainable integrated urban development enabling cities to benefit from the tried and tested URBACT Method.

The main objective of Action Planning Networks is to bring together between 7 and 10 cities across Europe to exchange their experience in a particular thematic urban development challenge (in our case Participatory democracy) and to share their ideas about possible solutions, during a period of over 2 years. The Phase 1 (from late June 2019 to February 2020) focused on the development of baseline studies, city profiles and the production of the Application Form for Phase 2. Once

approved for Phase 2, the network then focuses on achieving 2 key results, co-creating their Integrated Action Plan together with their Urbact local group (ULG) at the same time as experimenting Small Scale Actions (SSA).

The whole Action Planning Network journey was therefore both an occasion for transnational exchange and learning between different European cities at the same time as an occasion to explore, experiment and co-create an adhoc city strategy together with local stakeholders and citizens.

During that long and adventurous journey, Active Citizens' partner cities traveled around Europe 8 times, hosted the other cities in their own, experimented new ways of engaging citizens (Small Scale Actions) and built, locally, desirable visions of the future as well as co-created a concrete, ambitious, yet credible, action plan to implement greater participatory democracy locally.



INTEGRATED ACTION PLAN ROADMAP



CHALLENGES (PROBLEM ANALYSIS)

WHAT? ULG of Saint-Quentin selected the following challenges:

- Developing a culture of participation
- Co creating solutions citizens & city together
- Listening to citizens and asking their opinions
- Co-deciding upon public budget allocation

WHEN? September - December 2020

HOW? Context & problem analysis (problem tree) + stakeholder mapping

WHY? Making sure there is a collective understanding of the challenges and that those challenges are real (crucial/relevant) at city level.

Cross analysis between cities



IAP ROADMAP

WHAT? Co-draft your IAP roadmap with your ULG. "Do we agree that this will be the path we will follow in order to co-create our IAP?"

WHEN? November to December 2020

HOW? IAP roadmap template + comparison with other cities

WHY? Making sure the path (roadmap) to follow in order to create the final IAP is clear for everyone.

Comparison of IAP roadmap with the other cities



GENERATING IDEAS

WHAT? What could we do to achieve our objectives, to make our vision a reality? What can we learn from our peers? What inspiring practices could we transfer to our local context? What could we invent?

WHEN? March-April 2021

HOW? Idea generation and SSA reflections.

WHY? Developing as many ideas as possible in order to respond to the objectives.

What are the ideas in the other cities?



VISIONNING & OBJECTIVES

WHAT? What do you wish to achieve? What would the future situation look like once the challenges are solved? What are our objectives?

WHEN? March 2021

HOW? Vision building + objectives' description

WHY? Making sure we have a clear idea of what we would like to achieve, in the end, through our IAP + defining clear and tangible objectives.



EXPERIMENTING (TRY OUT) / SSA

WHAT? Could we experiment the most promising ideas in order to check whether they are relevant, feasible, worth developing? Can they really help solve our problems?

WHEN? Janvier 2021-September 2022

HOW? Small Scale Actions (on the ground experimentations)

WHY? Trying out ideas to check whether they are Proof of Concepts or not, evaluating their effects on our problems.

Peer to peer learning from other cities' SSAs



REFINE/ADJUST/FINETUNE

WHAT? What do we need to adjust, refine, finetune? What should we correct to increase efficiency, impact, quality? What should we improve or re-develop, re-think?

WHEN? September-December 2021

HOW? Small Scale Actions (on the ground experimentations)

WHY? Trying out ideas to check whether they are Proof of Concepts or not, evaluating their effects on our problems.

What are the learnings and adjustments in the other cities?



DRAFTING IAP

WHAT? Let's draft our Integrated Action Plan. What should we include into it? How does it integrate in the city policies (and beyond)? Is it realistic yet ambitious enough?

WHEN? December 2021-January 2022

HOW? IAP drafting

WHY? From all the things we've learn, what is feasible, reachable, meaningful in order to respond efficiently to our initial challenges. What are the actions we will need to put in place?

Reviewing and comparing with the other partner cities



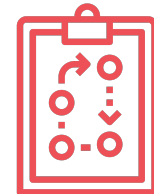
SPREAD/COMMUNICATE

WHAT? Let's inform the world about our IAP. Publicise, spread, share your IAP.

WHEN? June-July 2022

HOW? Local/regional/national press + social networks, locals news, etc.

WHY? Make sure, that at city level, people know about your IAP, about your wish to officially develop and implement participatory democracy.



INTEGRATED ACTION PLAN (IAP)



FINALIZING IAP

WHAT? Is our IAP robust? Is our strategy bold yet implementable? Is it well integrated within the local politics and policies + regional and/or national ones?

WHEN? February-May 2022

HOW? Comparing local IAP with other cities' IAP, sharing the IAP locally for collective approval & support, securing political support

WHY? Are we sure our IAP is fine? Do we believe in it? Do we think it's both promising in terms of impact as well as reachable/feasible?



Action plan

CHALLENGE : DEVELOP A CULTURE OF PARTICIPATION

Action	Expected Results in terms of participatory democracy	Leader of the action	Partners	Feasibility/Assets	Timeframe	Estimated budget
Setting up an internal organization to promote the integration of citizen participation in the city's actions and projects	skills development change work habits citizen participation as a transversal policy	General Services Department	Directions heads of departments project managers external advisory service	political and administrative will human resources coordination within departments management of the general services department	16th May 2022 : SSA citizen participation seminar june 2022 : scoping letter for budget preparation end 2022 : steering committees integrating the issue of citizen participation	SSA : 1 500€ for seminar 2023/2025 : 4 500€ for annual seminars

Action	Expected Results in terms of participatory democracy	Leader of the action	Partners	Feasibility/Assets	Timeframe	Estimated budget
Developing a culture of citizen participation among elected officials involve politicians	elected officials remain guarantors of the general interest while relying more on the inhabitants develop the reflex of citizen participation among elected officials	Deputy Mayor	Elected officials Elected officials' office Civil servants External advisory service	Political will Policy coordination	16th May 2022 : "citizen participation speech" for elected officials (SSA) 2023 : meetings with elected officials in the neighborhoods Term of office (2025)	External advisory service for SSA : 1 000€ 2023/2025 : 3 000€



CHALLENGE : DEVELOP A CULTURE OF PARTICIPATION

Action	Expected Results in terms of participatory democracy	Leader of the action	Partners	Feasibility/Assets	Timeframe	Estimated budget
Creating a day dedicated to citizen participation	create an annual meeting where residents, services and elected officials share together on participatory questions about the past and the future	Deputy Mayor	General Services Department Elected officials Citizens Neighbourhoods councillors Citizens councils	Political will 385 neighbourhoods coucellors "citizen space" culture of participation	16th May 2022 : training of civil servants and awareness of elected officials September 2022 : 1st Festival of citizen participation Renewed each year	External advisory service for SSA : 2 500€ indirect costs (2023-2025) : 7 500€

Action	Expected Results in terms of participatory democracy	Leader of the action	Partners	Feasibility/Assets	Timeframe	Estimated budget
Integrating the schedule of citizen participation in the programming of investments	succeed in combining the will of the inhabitants with the technical and financial constraints to associate the inhabitants and the concerned departments upstream	General Services Departement Deputy Mayor	Directions Financial Department Heads of departments Project managers	Multi year investment plan Political and administrative will	increase the number of participatory projects over time setting up interim assessments to evaluate the impacts	No dedicated budget

Action	Expected Results in terms of participatory democracy	Leader of the action	Partners	Feasibility/Assets	Timeframe	Estimated budget
Developing a platform for citizen participation	improving citizen that are not used to practise citizen participation enhancing citizen participation with digital tools	Deputy Mayor General Services Department	General Services Department ULG Departments of the Municipality Technical services Public space users Private sector / associations	2021 : acquisition of platform	2022 : working groups 2023-2025 : deployment	2 550€ 10 500€ each year

CHALLENGE : CO CREATING SOLUTIONS CITY AND CITIZENS TOGETHER

Action	Expected Results in terms of participatory democracy	Leader of the action	Partners	Feasibility/Assets	Timeframe	Estimated budget
Developing public spaces with inhabitants	improving citizen participation involving departments in co creation with inhabitants	General Services Department Deputy Mayor	users of public spaces departments heads of departments technical services ULG private sector	gained from SSA political and administrative will	2020-2022 : SSA 2022 : selection committees 2023-2024 : deployment	25 000€ for external service

Action	Expected Results in terms of participatory democracy	Leader of the action	Partners	Feasibility/Assets	Timeframe	Estimated budget
Developing a platform for citizen participation	improving citizen that are not used to practise citizen participation enhancing citizen participation with digital tools	Deputy Mayor General Services Department	General Services Department ULG Departments of the Municipality Technical services Public space users Private sector / associations	2021 : acquisition of platform	2022 : working groups 2023-2025 : deployment	2 550€ 10 500€ each year

CHALLENGE : CO CREATING SOLUTIONS CITY AND CITIZENS TOGETHER

Action	Expected Results in terms of participatory democracy	Leader of the action	Partners	Feasibility/Assets	Timeframe	Estimated budget
Integrating citizen participation in social projects	strengthening the role of the citizen improve the quality of the service provided make the users actors	Deputy Mayor General Services Department	Departments of the municipality Social centers inhabitants ULG elected officials	involvement of the Directions existence of advisory comittees neighbourhoods councillors	2023-2024	No dedicated budget



CHALLENGE : LISTENING TO CITIZENS AND ASKING FOR THEIR OPINION

Action	Expected Results in terms of participatory democracy	Leader of the action	Partners	Feasibility/Assets	Timeframe	Estimated budget
Improving the reception of the citizen	<p>better understanding of administration and its role</p> <p>improve the place of citizens and enhance the role of public services</p> <p>setting up of mystery surveys</p> <p>setting up a charter for the labeling of the quality of the reception</p>	General Services Department	<p>Departments of the municipality inhabitants</p> <p>ULG elected officials</p>	<p>existence of services to the inhabitants</p> <p>neighborhoods councillors</p>	<p>March - April 2022 : creation of the booklet and game board by ULG</p> <p>June 2022 : dissemination of the booklet and assessment of its impact</p> <p>After june 2022 - june 2024 : training of reception civil servants</p>	20 000€ for labeling human resources

Action	Expected Results in terms of participatory democracy	Leader of the action	Partners	Feasibility/Assets	Timeframe	Estimated budget
Disseminating knowledge of the services through open house events	<p>strengthen confidence in the administration</p> <p>strengthen the link between the administration and the citizens</p>	General Services Department	<p>Departments of the municipality inhabitants</p> <p>ULG elected officials</p>	<p>communication department</p> <p>involvement of the inhabitants</p>	<p>september 2022 : "10 years allo mairie"</p> <p>2023 : big open house day</p>	no dedicated budget

CHALLENGE : LISTENING TO CITIZENS AND ASKING FOR THEIR OPINION

Action	Expected Results in terms of participatory democracy	Leader of the action	Partners	Feasibility/Assets	Timeframe	Estimated budget
Posting of videos presenting the activities of the administration's services	strengthen confidence in the administration strengthen the link between the administration and the citizens	General Services Department	Departments of the municipality inhabitants ULG elected officials	communication department involvement of the civil servants	end 2022-2025	5 000€ posting videos

Action	Expected Results in terms of participatory democracy	Leader of the action	Partners	Feasibility/Assets	Timeframe	Estimated budget
Developing a platform for citizen participation	improving citizen that are not used to practise citizen participation enhancing citizen participation with digital tools	Deputy Mayor General Services Department	General Services Department ULG Departments of the Municipality Technical services Public space users Private sector / associations	2021 : acquisition of platform	2022 : working groups 2023-2025 : deployment	2 550€ 10 500€ each year

CHALLENGE : CO DECIDING UPON PUBLIC BUDGET PARTICIPATION

Action	Expected Results in terms of participatory democracy	Leader of the action	Partners	Feasibility/Assets	Timeframe	Estimated budget
Renewal and extension of the children's participatory budget	knowing the process of participatory budget	General Services Department Deputy Mayor	Departments of the municipality Social centers inhabitants ULG elected officials	gained from SSA dedicated budget social centers	2022 : SSA 2023-2025 : renewal	5 000€ SSA 10 000€ each year for public budget

Action	Expected Results in terms of participatory democracy	Leader of the action	Partners	Feasibility/Assets	Timeframe	Estimated budget
Strengthening the exercise of citizenship by increasing the exercise of participation with children	develop citizenship in children raise awareness from an early age master the voting process	General Services Department Deputy Mayor	Departments of the municipality Social centers inhabitants ULG elected officials	gained from SSA dedicated budget social centers	2022 : SSA 2023-2025 : renewal	No dedicated budget



Action plan calendar

2021

2022

2023

2024

2025

Challenge : Develop a culture of participation

Setting up an internal organisation

Developing a culture of participation among elected officials

Creating and setting up a dedicated day of citizen participation

Integrating citizen participation in the programming of investments

Developing a platform for citizen participation

Challenge : Co creating solutions city and citizens together

Developing public spaces with inhabitants

Developing a platform for citizen participation

Integrating citizen participation in social projects

Challenge : Listening to citizens and asking for their opinion

Improving the reception of the citizens

Disseminating knowledge of the services through open house events

Posting videos

Developing a platform for citizen participation

Action plan calendar

2021

2022

2023

2024

2025

Challenge : Co deciding upon public budget participation

Renewal and extension of the children's public budget participation

Stengthening the exercize of citizenship

Implementation : impacts and evaluation

Assessment

After 6/9 months from the beginning of the implementation of the actions, the Active Citizen network considers holding a TNM in order to exchange on the first executions of the action plan

Small Scale Actions

[SSA]

WHAT IS A SMALL SCALE ACTION?

A Small Scale Action is an experimentation.

It is an idea or a concept, perhaps already tried in another city, which can be tested to check the relevance, feasibility and add value of its implementation in different local contexts.

The Small Scale Actions are limited in time, scale and space and by their nature have the right to fail. Cities will be able to learn from these tests, measure the results and either adapt, upscale or reject actions to be included in the Integrated Action Plan based on this experience.

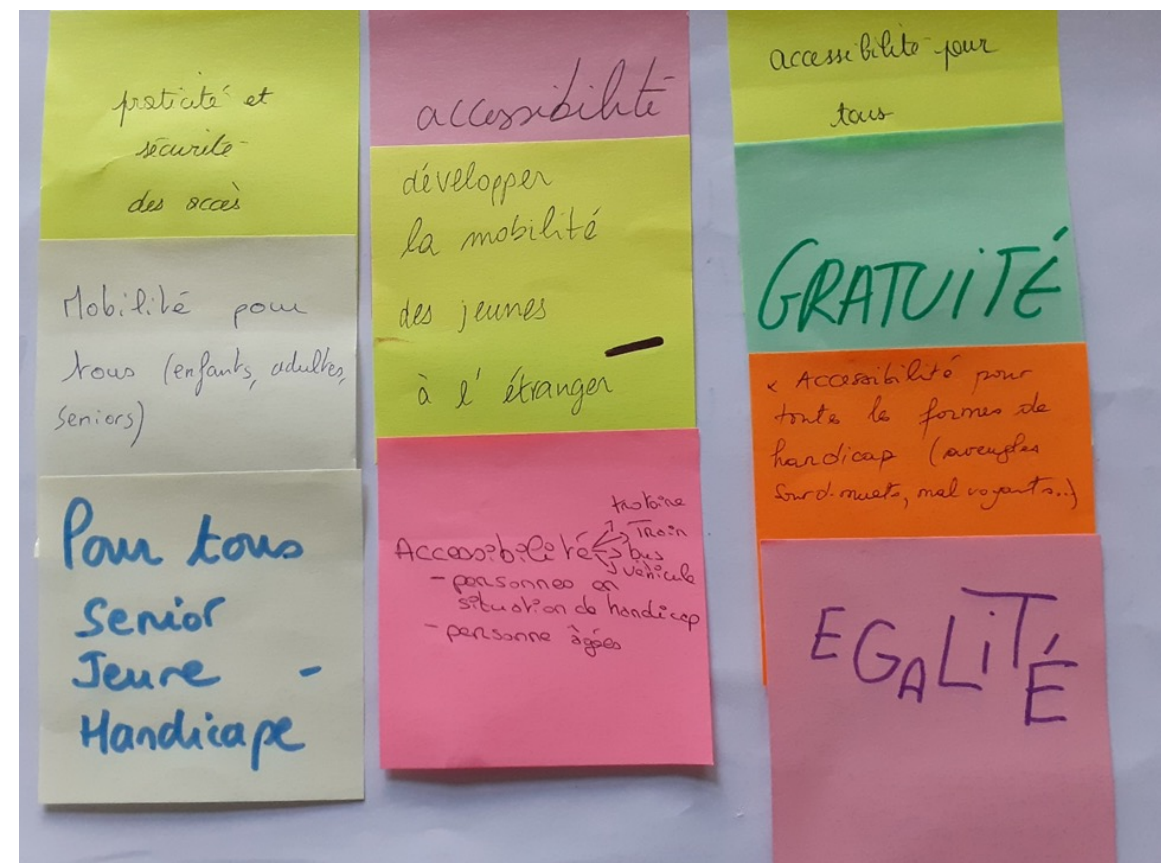


PROOFS OF CONCEPT

A Small Scale Action is an experiment aiming at being a Proof of Concept.

A Proof of Concept is an evidence, typically deriving from an experiment which demonstrates that an idea/concept is relevant, feasible and meaningful.

The principle is to 'try out' an idea in order to see if 'it makes sense and eventually works'. In Active Citizens, the Small Scale Actions allowed to try out some concepts in order to see the effects they produced but also potentially pre-identifying potential future actions to be integrated in the IAP.



SMALL SCALE ACTION N°1

Creating adapted communication tools

Active Citizens challenge : Listening to citizens and asking for their opinion

Presentation of the experimentation :

- Creation of a common communication booklet : ULG brainstorms on the content (March 2022) – Booklet is going to be published in May 2022.
- Making a quiz game (“game of the untold”) for children on citizenship ULG brainstorms on the content (April 2022). Results of the game are going to be circulated by September 2022 in social centers and “Espace Citoyens”.

Expected outcomes/results :

- Elaboration of a common communication City/Urban community on the missions of each community
- Transversality of the subjects and appropriation of the tools by the departments
- The aim is to make residents understand what belongs to the city and what belongs to Urban Community
- Build trust between citizens and public administration



SMALL SCALE ACTION N°2

Festival of citizen participation

Active Citizens challenge : Developing a culture of participation

Presentation of the experimentation :

- An expert is committed in March 2022 to organize a big event :
 - One big day for citizen participation, for inhabitants, to bring citizens and administration closer, and raise awareness of citizen participation (September 2022)

Expected outcomes/results :

- Bringing citizen and administration closer
- Training citizens and public servants.

SAINT-QUENTIN

SMALL SCALE ACTION N°3

Citizen participation seminar

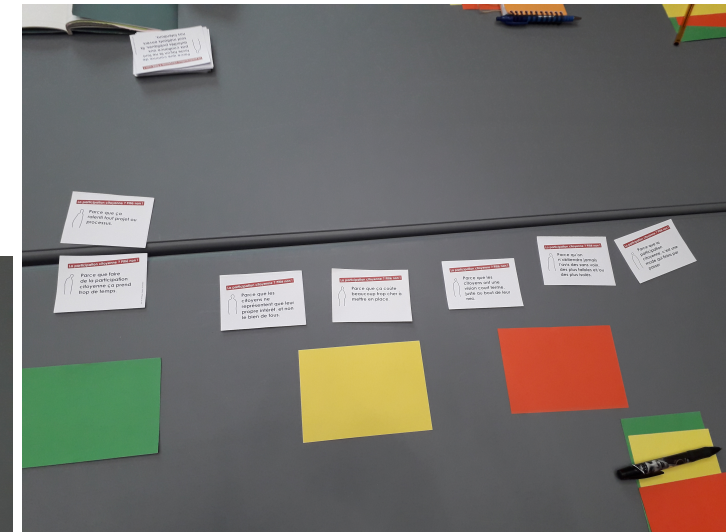
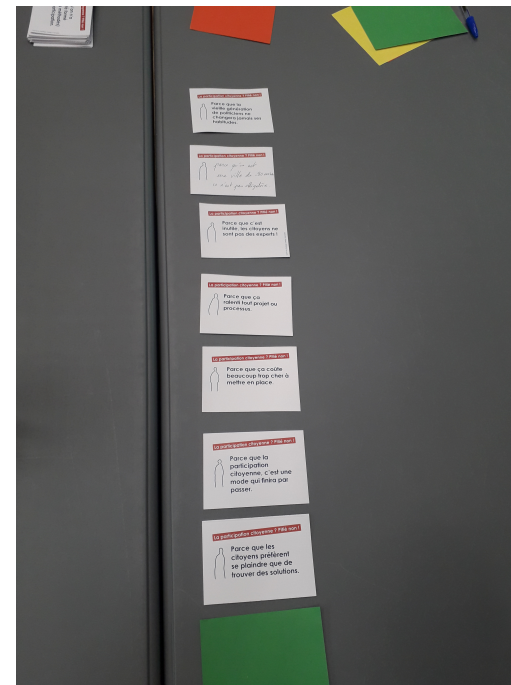
Active Citizens challenge : Developing a culture of participation

Presentation of the experimentation :

- An expert was committed in March 2022 to organize a big seminar :
 - A big session for public servants, all Directors and managers from the city, to rethink the organization between departments and participatory democracy = how can you include participatory democracy in the projects ? 16th May 2022

Expected outcomes/results :

- Improving the functioning of services by taking into account citizen participation
- Training public servants on participatory democracy



SMALL SCALE ACTION N°4

Citizen participation speech

Active Citizens challenge : Developing a culture of participation

Presentation of the experimentation :

- An expert is committed in March 2022 to organize a special speech for elected officials, to raise awareness of the citizen participation process – 16th May 2022

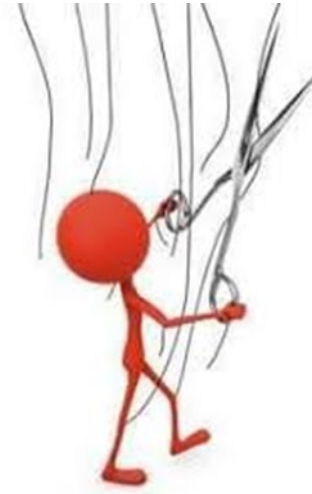
Expected outcomes/results :

- Raising awareness of the citizen participation and their impacts for inhabitants.



SAINT-QUENTIN

SMALL SCALE ACTION N°5



Cocreating a square in a neighbourhood together with inhabitants

Active Citizens challenge : co creating solutions city & citizens

Presentation of the experimentation

In November 2020, the city engaged a co construction workshop on the design of a square in a neighbourhood, with inhabitants, ONG and retailers. In March 2021, a quiz is distributed to residents. The square design takes into account the inhabitants' questionnaire desires. And construction started in May 2021. Inaugural event planned on April 2022.

Expected outcomes/results

- Facilitating citizen's involvement in participatory process
- Testing the co construction of a project between technical Department and inhabitants
- Federating around a project



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SMALL SCALE ACTION N°6

Establish an experimental participatory budget for children

Active Citizens challenge : co-deciding upon public budget participation

Presentation of the experimentation :

Experiment an experimental participatory budget for children after-school care.

January 2022 : kickoff

February-March 2022 : communication and selection of selected actions to budget

April 2022 : children's voting

May 2022 : results

Expected outcomes/results

- Explaining children what is participatory democracy
- Testing the organisation of a participatory public budget



Potential risks

Implementing participatory democracy is no easy task

The biggest risk is obviously the pandemic crisis that does not allow free organization of participatory events.

- Other risks can be :
 - Lack of political commitment
 - Lack of civil servants investment in the project
 - Inhabitants not interested
 - For the digital platform, people's reluctance towards digital
 - Budgetary restrictions

The biggest challenge for the Active Citizen's project in Saint-Quentin is to keep ULG members motivated, If the group is composed of 19 members, most of the time less than 10 persons turn up. During the digital period of lock down,

only 5 or 6 members were connected. The Active Citizen manager is working on that motivation, and we expect that the SSA will contribute to stimulate our Active Citizens members.



Integration level

Vertical Integration

Since 2002 in France, there has been an obligation to create neighborhood councils for cities over 70 000 inhabitants.

In 2014, the city of Saint-Quentin decided to improve citizen participatory, even if it

was not required by the law. The political will was to include the citizen in the process, not only by asking citizens' point of view when there are elections.



Horizontal Integration

The political framework of the city led by the state is in our territory called “priority neighborhoods”.

“City policy” is a policy of urban cohesion and solidarity, national and local, towards deprived neighborhoods and their inhabitants. It takes place in sub-urban areas known as “priority neighborhoods of city policy”, characterized by a significant gap in economic and social development with the rest of the areas in which they are located.

The place of the population in their systems has become strongly emphasized in recent years especially around the councils of citizens that become indispensable to carry out their policies and co build with the inhabitants.

Finally, the city also builds on the “NPNRU device” which is the most important financial component of the city’s device. Within the framework of the law of programming for the city and urban cohesion, the National Urban Renewal Program (NPNRU), still managed by the State, 450 districts of the City Policy will undergo a global transformation by 2030. This device allows to involve the inhabitants on profound transformations of their living environment.

Territorial Integration

The approach is based on a service dedicated to citizen participation that wants to accompany the inhabitants and actors who want to invest in citizen participation. It is a dedicated space for citizens who want to be federator of the energies of citizen participation. This plan is complemented by the implementation of the “France service bus” that crosses the neighborhoods to meet the needs of the inhabitants on all their administrative tasks. This type of system is structured around several institutional services through a network that allows better consideration of citizens' requests.

This is complemented by the “Allô mairie service” that allows citizens to

solicit the community on alerts about dangers on living conditions such as holes in the pavement, lack of lighting...

The municipal and associative social centers are essential actors of the implementation in the mobilization of the public move away from the institutions. They are unifying places.

The Council for Community Life and the local associations that constitute it are also essential for contributing to the establishment of public policy and projects to strengthen citizen participation.

The service of citizen participation also relies on all the operational services of the community to answer and build the projects with the inhabitants.

Ressources Intégration

- Common Law about Citizen Participation engages citizens in the process
- The citizen space, its team and the inhabitants who are involved
- Local services to deploy on the city;
- The “seniors' friendly city network” (réseau Ville amie des aînés) as a support for the construction of public policies for seniors.
- The operational services which contribute to the implementation of actions and projects
- The digital platform that communicates and



