

We are All OrganiCitizens

Engagement Strategy (Initial)

Work Package 1,
Task 1.1, Deliverable 1.1



ORGANICITY

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Executive Summary

This is the first of three engagement strategy reports planned as part of the OrganiCity project. The goal of this document is to report on initial engagement across the three cluster cities and outline the engagement strategy for the project.

The report is based on qualitative research into existing communities, both within the consortium and with close connection to our consortium members. The research included an online survey followed by skype interviews with stakeholders relating to selected communities.

Our research pointed to seven principles for engagement, extracted from the perspectives shared by our research respondents:

- Empower Adjacent Communities and Champion Advocates
- Design for Trust, Especially Around Change
- Facilitate Personal/Community Ownership
- Debate and Co-Create Across the Comfort Zones
- Use Challenge Areas as Catalysts for Innovation
- Respect the Value of Venue: Face to Face, Online, Culture & Collaboration
- Provide a Clear Journey and Value Visibility

The second section, following from these principles, outlines the engagement strategy for OrganiCity. A set of phases for the OrganiCity engagement journey are described, and within these phases key pain-points and opportunities for specific demographic groups (SME's, academics, city governance etc.) are highlighted.

This is followed by recommendations as to role, tone and type of content and KPI's for social media channels as part of engagement strategy. These are intended to guide decisions as to the use of social media throughout the journey of the project.

OrganiCity exists as one of many "Smart Cities" projects and initiatives, and this document addresses one of those - Open and Agile Smart Cities - which is the first of many adjacent initiatives likely to bring value to the progress of OrganiCity.

Finally, future actions are outlined, including the KPI's expected over the course of the project.

Introduction:

We are all OrganiCitizens

OrganiCity is intended to represent a new paradigm in City Making. It prototypes a holistic approach that respects a strong legacy in the design, development and deployment of integrated digital city systems, while responding to real citizen-generated use cases. In short, OrganiCity is about the “sociotechnical whole”.

As part of parallel work packages, steady progress is being made towards building an understanding of the legacy of technology deployment and use in our three initial OrganiCities. The purpose of this report has been to study, capture and highlight some of the extensive citizen engagement already underway in Aarhus, Santander, London and elsewhere in the consortium.

Using a rapid qualitative research sprint process, we hope to “hold up a mirror” within the consortium, to provide an honest analysis of the successes, the shortcomings, and the best practices and areas for improvement that might be shared between clusters, in order to enhance the level of engagement across our three cities.

In this document the qualitative analysis of engagement in OrganiCity is presented by way of “**Principles for Engagement**”. Supported by the qualitative insights and stories told by respondents, this analysis provides evidence of the “current state” of engagement across the cluster cities.

Following from this analysis, the report recommends a “**Journey of Engagement**” as a framework for participatory relationships between the OrganiCity and groups within the city. These journeys are divided into prototypical demographic segments.

It is the responsibility of each city to define an engagement strategy, for each phase, which respects the cultural and contextual individuality of each city.

This document has allowed for deliberate “gaps” in the strategy to allow cluster cities to consider what works best for given contexts. We provide high level principles, phases and potential channels that are common across clusters.

This philosophy, “**to design, while leaving gaps**” avoids prescriptive requirements, which might constrain the individuality of each city. This will hopefully encourage engagement towards urban experiments within the OrganiCity facility.

This document will inform engagement throughout the duration of the OrganiCity project and beyond, exerting a strong influence on Task 1.2 in particular and utilising as well as influencing the channels and platforms exploited in Work Package 6 with regard to dissemination of the work.

METHODS



1 The Qualitative Approach

Within Work Package 1, it is the goal of Task 1.1 to identify typical experimentation workflows within communities and cultivate an overall strategy for Experimentation-as-a-Service within OrganiCity. This strategy will be iteratively refined throughout the project lifetime.

OrganiCity's innovation design process stems from understanding and defining urban challenges through direct involvement from citizens, community groups and citizen representatives. The nature of this process goes far beyond raw numbers, or "signups" and extends into the activity with, perceptions of, motivations of and evolution of contact with citizen groups.

As such, the decision was taken early in Task 1.1 to commence with a sprint of qualitative research to get a broad and diverse initial understanding of the communities who might engage with OrganiCity. This process is informed by ethnographic techniques and methods used in human centred design research to collect qualitative insights as to the current levels of engagement and the successes and opportunity spaces across the consortium clusters.

The research was conducted in three phases; the first, a qualitative survey of consortium partners, was intended to gain a high-level overview of what initiatives exist, their scale, the kinds of communities and groups engaged and the nature of that engagement.

The synthesis of this survey informed the development of a framework and approach to the second phase of work, which focussed on qualitative skype interviews investigating the characteristics of engagement, the participation, and the vision of various initiatives as well as the areas for improvement.

The research was largely inward facing, examining engagement initiatives controlled by the consortium, but we also uncovered certain adjacent initiatives who generously allowed us their time in interview sessions.

Finally, a third phase involved the analysis and review of survey responses and qualitative interview material in order to extract and define the principles for engagement supported by insights and to craft the prototypical user journeys presented later in this report.

2 Community Mapping Survey

Agreed upon at the initial cross-consortium meeting in January 2015, the “Community Engagement Landscape Survey” was distributed to all consortium members, including those beyond the cluster cities. The intention was to capture a “broad sweep” of potential for learning in the immediate vicinity of the project.

The questionnaire set out largely qualitative interrogations of the various communities currently engaged in any form of co-creation or participation with consortium stakeholders in the urban context.

In addition, certain quantitative measures were requested, but not required of the respondents, mostly regarding the scale and longevity of the engagement and the numbers of people involved.

In total, responses were received regarding 24 different communities across the consortium clusters.

Community Mapping Survey Responses

CITY	COMMUNITY DESCRIBED	CITY	COMMUNITY DESCRIBED	CITY	COMMUNITY DESCRIBED
AAR	Aarhus Data Drinks	AAR	Lynfabrikken	SAN	Utility Providers
AAR	Internet Week Denmark	AAR	Other (creative) Offices	SAN	Santander City Brain
AAR	Open Culture Days	AAR	Open Knowledge Danmark	SAN	P-Space
AAR	Smart Aarhus	AAR	Infinit	LON	Future Cities Catapult SME Network
AAR	Ladies first	AAR	ServicePlatform	LON	Sensing Cities
AAR	Sager der samler	SAN	Technological S.M.E.s	LON	Intel ICRI Cities
AAR	Start Up City Ceres	SAN	Merchants	LON	Future Cities Catapult Third Thursdays Network
AAR	Open Data Denmark	SAN	Santander IoT MeetUp	ATH	Greek School Network

Synthesis of this input involved clustering the communities into common groups, disregarding geography but accounting for shared characteristics, goals and demographics. From this high level understanding it was possible to frame an approach to the qualitative interview process, specifically ensuring appropriate breadth of the investigation across city stakeholders and community groups.

Community Mapping Survey Questions

- What is the name of the community?
- What is the scope of the community?
(Keywords describing the network/community.)
- Description of the community?
(Very short description of the network/community.)
- What is the geographical scope of the community?
(Local, regional, national, international...)
- What is the size of the community?
(How many people and organisations are engaged in this community?)
- How is the nature of engagement?
(Please write a paragraph describing the nature of this engagement. Include details of how frequently this community gets together, contributes and the kind of activities. Give an idea of the characters involved and their hopes and desires of OrganiCity)
- Who are the contact persons for engaging with the community?
(Name of person in touch with the community/network.)
- What value can the community get from OrganiCity?
(For example technology access, valuable data, infrastructure, networks of people or facilitation etc.)
- What value can the community give to OrganiCity?
(For example, active co-creation, technology infrastructure or development, public dissemination etc.)
- What technology platforms are used for engagement with the community?
(Ex. Facebook, newsletters, Github)
- Link to the community?
(Ex. <http://www.serviceplatform.dk/>)
- Other comments?
(Any other thoughts or comments)

3 Qualitative Interviews Process, Objectives & Guide

Emergent from the Community Mapping Survey was a good overview of communities and initiatives which are either already directly connected with OrganiCity or existing adjacent to one or more of the consortium partners.

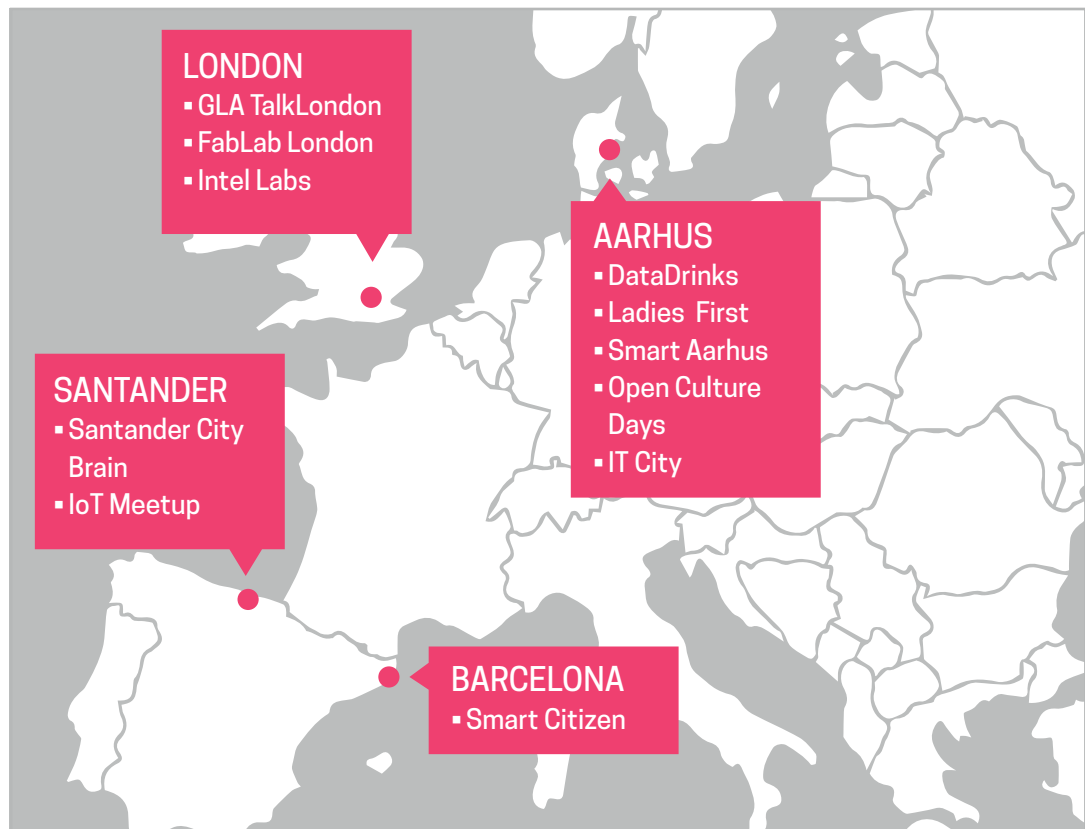
Core cross section categories:

- Technology/Data Oriented
- Governance
- Service Creation/Delivery
- SME/Enterprise Oriented
- Citizen/Community Groups

Having categorised each group, the objective became to ensure our interview process covered all of these categories at least once in each cluster city. The resulting list of interview respondents covered this goal, and included one non-cluster city respondent from Barcelona, bringing insights from the widely known “Smart Citizen” project. All respondents covered multiple categories.

CITY	RESPONDENT	TECH/DATA	CITY GOV.	SERVICE CREATION/ DELIVERY	ENTERPRISE ORIENTED	CITIZEN/ COMMUNITY/ RESEARCH
AAR	Organiser/Participant:- Data Drinks, Ladies First, IT City	X	X			X
AAR	Organiser: Smart Aarhus	X	X	X	X	X
AAR	Participant: Open Culture Days	X				X
SAN	User/Developer: CityBrain, Santander	X				X
SAN	Organiser: IoT Meetup Santander	X				X
SAN	Organiser: Santander CityBrain	X		X	X	X
LON	Co-Founder: FabLab London			X	X	X
LON	Lead: GLA TalkLondon	X	X			X
LON	Technologist: Intel London	X		X		X
BCN	Director: SmartCitizen/IAAC	X		X		X

Organisations investigated through interview.



Interview Guide

The following interview guide questions were prepared as a reference point during interviews. The questions were not treated as obligatory, but rather as an indicator as to the topics we were trying to uncover. The guidance questions were divided into “General”, “Bespoke” enquiries, the latter being applied to certain respondents based on the nature of their work.

General Questions

Introduction:

Can you tell us a little bit about your background and how you became involved with your organisation?

Aims:

What are the goals of this community?

How do you/could you measure the success of this community?

Performance:

What are some of the successes of the group?

Who:

What types of people and communities are part of your group? (Or suggest top three types of people/groups/communities). Why are they important?

Who:

What type of members are your most active/less active? Why? What role they each play in the group? (Suggest ask this one at a time.)

Who - Outreach:

What's the best way to reach each group?

Who - Expanding Outreach:

What groups are you not engaging with, which you would like to reach in future? Why? What could help engage them?

Who - Expanding Outreach:

Have you tried reaching out/expanding to new members recently? What was surprising or successful? What was challenging?

Where:

Where do you engage with people? Is it a physical or virtual space, or a combination of both? How do you use the strengths of each type of space(s) to your advantage?

Journey of Engagement:

Can you go through some of the stages or experiences someone goes through as they join and participate in your community?

How do they hear about you/sign-up?

What onboarding or introductory activities are there for new members?

What are some types of interactions or activities for new members?

What's the difference for continuing members?

When/how often does this occur?

How do you sustain your engagement over time?

Vision:

How might you encourage or create stronger or more tangible outcomes from engaging your organization/community?

Outcomes - Challenges:

What are some of the important community/city challenges your group cares about? How have they helped address this? What were some (remarkable) outcomes?

Assets - Strengths:

What are your group's biggest skills in addresses these challenges?

Assets - Tools:

What type of digital tools does your group use to collaborate on these challenges? Have you used crowdsourcing tools to answer the challenges of your community? Has the community has built, maintained or provided any digital infrastructure to support this?

Data - Role:

What is the role of data for your community? How could it be more disruptive in helping you achieve your goals or create more impact?

Data - Experience:

Are you using any urban data platforms or data stores? Can you relate a story where these platforms helped your community?

Data - Future:

How do you think we might create an open collaboration platform by and for cities (around data)?

Referrals - External Partnerships/Networks:

What other people or networks would be good for us to speak with that could share a useful or surprising perspective? Why?

Bespoke Questions

Community Technology/Data Networks or Entrepreneurs (Smart Aarhus, Santander IoT Meetup, Smart Citizen)

We would like to understand how your community connects to some of the larger city-wide or national efforts in creating more collaborative networks around data and urban challenges?

- How has your group participated in previous or current larger city-wide/ regional or national initiatives/open call in open data or collaboration? What was the experience like? What was a challenge or barrier?
- In the future, how can these or other larger city-wide or national efforts better utilise or engage with your group's strengths/members?
- How would your community to find new challenges or communities to engage?

We would like to understand more the types of digital tools you use/find most helpful in finding ideas or challenges that inspire you, to creating solutions for them, to sharing your work.

- What digital tools/platforms/spaces are do you use to inspire you in finding ideas, questions or challenges?
- What digital tools/platforms/spaces do you use to create and/or collaborate?
- What existing tools do you use for data? For what? What are some of the challenges?
- What digital tools/platforms/spaces do you use to share your projects/ outcomes? Why? Who is the audience?
- What gaps or shortcomings are perceived in the tools available?

Connecting Local Efforts to Larger Impact/Initiatives (Open Data Denmark, Open Culture Days, Talk London)

- What are some of the differences between engaging at local-level citizen/communities and engaging participants/groups with city/national-level influence or impact?
- If you organise local events or open calls, what were some of the wins/outcomes or most successful ideas? Challenges? How did ideas from local events or citizens have sustainable impact in the city? Who or what helps create actionable change from local ideas?
- What is the process of moving from conversations with citizens to city decisions? What are your biggest challenges?

Innovation Spaces/Small Enterprise Initiatives (FabLab London, Open Culture Days)

- Why/How does your innovation space/project create/facilitate a hub for experimentation and partnership that wasn't available before? What is unique about this space/group?
- How have members of your group benefited from this incubation/innovation support to participate in other collaborations or ongoing projects?
- What training, support or resources is crucial in creating better collaborations in your community/network of stakeholders?
- What are some of the best practices for helping your community create more sustainable impact? Better collaboration?
- What was the business or funding model for your community when it began? How is that changing as it grows or expands? What new challenges are you facing?



QUALITATIVE RESEARCH FINDINGS

Insights as Principles for Engagement Strategy

Over the course of the 10 interviews completed, emergent themes arose from research data across multiple respondents. These themes, supported by insights, have been distilled into key design principles for the engagement strategy of OrganiCity.

In this section the findings of the qualitative interviews are described in support of seven guiding principles for engagement as emerged during the course of the research. Each principle is first explained and then supported with qualitative insights before being finally illustrated in a speculative scenario of engagement.

It is the intention that this approach, coupled with the strategy outlined later in this document, will allow current and future OrganiCities to design bespoke engagement journeys, guided by principle and example. These journeys are not prescribed to the extent that local considerations are ignored, constrained or excluded from the engagement activity.

PRINCIPLE 1

EMPOWER ADJACENT COMMUNITIES AND CHAMPION ADVOCATES

The Principle

Pre-existent in every city are the communities, initiatives, groups and individuals who share a common interest in the co-creation of new and innovative solutions to improve their urban home. It is vital that an OrganiCity seeks out, respects and facilitates these established communities and enthusiastic individuals. In a mutually beneficial relationship, OrganiCity can provide the tools and assistance to help a problem become an experimental solution or help an idea become a working prototype.

With an initiative like OrganiCity, there is no need to “re-invent the wheel” or try to build a new community from scratch; instead it can be a movement to empower the existing actors in the society to further success, and through the advocacy of these actors, grow and diversify the population of co-creating contributors.

Of special significance are the “champion advocates”, those who already invest significant time and effort in achieving the goal of co-creating urban experiments and who align with the ideology that a more holistic approach to future city making is appropriate. These champions will, especially in the early stages of engagement and the establishment of Experimentation-as-a-Service, help to “kick-start” activity, attract new participants and contribute ideas and experiments.

Insights

Our conversations with stakeholders across clusters highlighted that some initiatives already boast strong, established, or quickly growing networks of engagement. A shared characteristic of these initiatives was their willingness, and strategy to seek out and engage with pre-existing adjacent networks that share some common interest or goal with the newer, less mature initiative.

At FabLab London, perhaps the youngest of all the initiatives investigated in this research, the value of this strategy was emphasised again and again by their co-founder.

“WE’RE GROWING THROUGH ADJACENT COMMUNITIES, TRYING TO CONNECT TO AS MANY OTHER BODIES IN THE OPEN SOURCE, SUSTAINABILITY [COMMUNITIES] ... TO USE THE LAB AS A BASE TO GROW OUR AWARENESS, BUT ALSO FOR THEM TO USE KIT ON SITE.”

- Co-Founder, Fablab London

Another example comes from Santander, where the Santander City Brain project could expand their demographic reach by tapping into existing city relationships with the established network of Neighbourhood Associations in the city.

“[WE] WOULD LIKE TO BETTER REACH ELDERLY PEOPLE. WHEN WE WANT TO REACH THE CITIZENS, WE USE NEIGHBORHOOD ASSOCIATIONS. THIS IS THE OTHER WAY.”

- Organiser, Santander City Brain

Another approach is to leverage the individuals who are driven by a passion for the “cause”. The word “champions” was used both by the co-founder at FabLab London, but also by the Lead at Greater London Authority’s “TalkLondon” platform, an online engagement platform which has grown from 600 people in 2012 to over 10,000 in 2015.

“WE LAUNCHED IN 2012, WENT OUT TO 600 PEOPLE, LONDON AMBASSADORS, CRAZY PEOPLE WHO LOVE LONDON. INSTEAD OF HELPING LONDON DAY TO DAY ON THE STREETS, THEY CAN DO IT ONLINE.”

- Lead, Talk London

These “champions” help with advocacy and participation in the early stages of engagement, but can mature to take responsible roles within the community by recruiting, moderating, guiding and encouraging. This can happen in the virtual space, with people assuming digital “roles” but also in offline engagement.

“THEY [CHAMPIONS] CAME INTO OUR COMMUNITY, HELPED MODERATE DISCUSSIONS, THESE ‘EAGER BEAVERS’, AND GRADUALLY OPENED UP.”

- Lead, Talk London

“YOU HAVE TO FIND A NUMBER OF CHAMPIONS TO START WITH. THE PEOPLE IN THE LAB, LIKE MARTIN. HE CAME TO AN EVENT, VOLUNTEERING, AND BEEN WITH US SINCE. ANDREA CAME TO AN EVENT, VOLUNTEERING, WILL BE THE HEAD OF MEMBER SERVICES. IF YOU DO IT FROM TOP DOWN IT’S NOT GOING TO WORK – US VS THEM.”

- Co-Founder, Fablab London

OrganiCity’s initial cluster cities present a fertile starting point, with many established organisations interested in co-creating city solutions.

For example in Aarhus, where Aarhus Data Drinks (www.facebook.com/AarhusDataDrinks), Open Culture Days (<http://www.openculturedays.dk/>), Startup City Ceres (<http://startupcity.dk/>) and many other different groups have potential champions who might both assist and benefit from a growing OrganiCity facility.

The Future Scenario

In a newly established OrganiCity, there is a buzz and an excitement among communities with an active interest in the betterment of their city life. These community volunteer groups, healthcare professionals, governance networks, enterprises, neighbourhood associations and many, many more, view the OrganiCity initiative as an opportunity, and understand that by giving their time and enthusiasm they will receive value in return [principle 7].

It is the responsibility of the founder organisations to seek out these communities and networks through online channels, conference engagements and active recruitment initiatives - with discretion and applying local knowledge as to the best channels and means for engagement. The objective is to establish trust, cultivate excitement and begin an exchange of value.

Within these communities are the “champions”, and these people will be among the greatest engagement assets of the new OrganiCity facility. They will rise to the top, attend workshops, develop a reputation for themselves in online discussion, greet and encourage newcomers, and will be recognised for their contribution within the OrganiCity ecosystem.

As each OrganiCity matures, the recognition accorded to these individuals can take many forms: they gain “kudos” or “credits” in online discussion and ideation platforms and are given lead roles in workshops and rewarded in kind for their help - either with remuneration or through other incentives. They feel proud of their role, their contribution to the facility, and the betterment that results in their city. They are thanked and credited when the initiative achieves success. The emergent champions in each cluster gain profile, and are accessible within the community.

PRINCIPLE 2

DESIGN FOR TRUST, ESPECIALLY AROUND CHANGE

The Principle

Co-creation between different actors in the city is reliant on a shared trust between those actors. Through every stage of the engagement journey trust should be fostered through clear communication and credible action. It is even more important however, to maintain this trust through periods of change, when actors shift roles within the city.

“THE KEY THING IS WHEN
HEARTS AND MINDS,
YOUR VALUES AND THE
MESSAGES THAT YOU’RE
TRYING; THE MESSAGES OF
CHANGE FOR THE BETTER.”

Co-Founder, FabLab London

We found in our research that emotional engagement was the most powerful initial incentive to engage in or accept a shift in relational (power) dynamics- money does not build trust; people build trust.

Increased co-creation may mean a shift of roles not only for the citizen, but also for city authorities and other stakeholders. As new roles are created or emerge, it affects the surrounding ecosystem of actors.

During this shift, **trust in new roles does not automatically occur**; stakeholders need to re-establish internal and external legitimacy by communicating clearly and acting credibly at each juncture and over time across actors:

Clarity - How is one group perceived by a (potential) partner group and how does this reflect their actual activity/role in the city, even as that changes?

Credibility - What are the crucial messages to communicate in order to establish trust and resonate with a partner group?

Insights

Below are notes on “trust within the city” as they relate to different transactions within the city eco-system. The strategic categories about which we learned the most are city governance and enterprise. There is perhaps more to be learned about how researchers and academics cultivate trust around their activities within OrganiCity.

Insights for City Governance Stakeholders

When a city is interested in co-creating new services or business models with citizens or enterprise, our stakeholders shared there is sometimes a “brand gap” where credibility is concerned. Something is required beyond traditional roles and channels (e.g., municipal website or newspaper) in order to function effectively in partnership with grassroots or community.

THERE IS GAP BETWEEN MUNICIPALITY AND GRASSROOTS -- THE MUNICIPALITY IS SEEN AS BIG. IT CAN BE CONFUSING, CITIZEN FIND IT DIFFICULT TO RELATE TO THEM. IN COPENHAGEN THEY HAD A HARD TIME REACHING OUT TO THE DIFFERENT START-UPS [FOR AN OPEN CALL]; THEY ARE SCEPTICAL.

Organiser/participant, Data Drinks/Ladies First/IT City, Aarhus.

At OrganiCity’s open call stages, it will be important to facilitate trust through transparency and community advocates, while making it clearer and easier for stakeholder groups to participate.

“THE PROCESS OF GETTING THE MONEY IS TOO COMPLICATED AT THE MOMENT, YOU NEED A FACE AND SOMEONE THAT YOU CAN TRUST, PEOPLE ALWAYS ASK ‘WHAT’S THE CATCH?’”

Organiser/participant, Data Drinks/Ladies First/IT City, Aarhus

While creating awareness and interest in OrganiCity, semantics will play an important role in building connection or confusion. Terms such as “smart city” or “IoT”, while familiar with some groups, may not resonate or be relevant to citizen groups or lay stakeholders.

“THE PROBLEM HERE IS THAT THE ORDINARY CITIZENS DON’T KNOW HOW IOT CAN HELP THEM.”

Organiser, IoT Meetup, Santander

“THERE ARE NOT MANY INTO SMART CITIES; [THESE] ARE GRAPHIC DESIGNERS. SMART WATER WASTE MANAGEMENT, THEY DON’T CARE ABOUT THIS, UNLESS IT DOESN’T WORK. IT NEEDS TO BE CLOSE TO THEM, [WHAT] CITIZENS THINK ABOUT.”

Organiser/participant, Data Drinks/Ladies First/IT City, Aarhus.

Depending on the existing city “brand” for each cluster, city-based communications can engage in two roles: (1) using its established position to convey credibility of the stability and reach of the initiative(s) as well as (2) an active and responsive listener/learner in adapting to the language and channels (e.g., in person events, workshops, debates) that champions community informality, dialogue and cultural creativity.

“IT’S NOT ABOUT ENTREPRENEURSHIP, IT’S BASED ON VOLUNTEER ATMOSPHERE. IT’S RELEVANT FOR PEOPLE IN THE CULTURAL INDUSTRY.”

Organiser/participant, Data Drinks/Ladies First/IT City, Aarhus.

“THERE IS ALWAYS A PARTY WHEN SOMEONE NEW JOINS THE SPACES [AT STARTUP CITY CERES]... IT’S VERY FESTIVE, THERE IS LOTS HAPPENING BETWEEN THE LAYERS.”

Organiser, Smart Aarhus
(Open Data Project, Internet Week Denmark, Aarhus Challenges)

In addition to measuring “hard” impact, city stakeholders in London have found it effective to track the effectiveness and change in relationships during the engagement process over time, and communicating small wins, the community member has helped along the way to create longer term traction.

“THE SOFT METRIC [WE MEASURE] IS OF THEY TRUST US, HAS TRUST INCREASED OVER TIME, DO THEY THINK SOMETHING WILL HAPPEN AS RESULT? WHAT’S DRIVING TRACTION IS THAT WE CAN DELIVER, EVEN IF THAT IS SOMETHING AS SIMPLE AS A CREATIVE CAMPAIGN, SUCH AS WALK INSTEAD OF DRIVING CARS. [WE SHARE] HERE’S WHAT YOU SAID, AND NOW YOU CAN SEE IT ON BILLBOARDS AROUND YOU. IT’S CRITICAL.”

Lead, TalkLondon, GLA

Across clusters, we found that there is an opportunity for city governance stakeholders to build trust **internally** particularly by supporting municipal actors to increase trust and acceptance with other municipal actors, particularly when large, pre-existing systems are in place.

“WE HAVE SEVERAL CITY SERVICES IN THE BUILDING AT THE CITY COUNCIL, AND [CITIZENS] CAN COME HERE AND TELL PEOPLE INVOLVED IN THE SERVICES, WHAT IS HAPPENING AND THEIR NEEDS, AND THAT KIND OF THING. [THEY] CAN TELL THE PERSON CITY COUNCIL RESPONSIBLE THEIR IDEAS. THIS IS THE TRADITIONAL WAY. THEY DON’T USE THE CITY BRAIN SERVICE. I DON’T KNOW IF THEY ARE INTERESTED.”

Organiser, Santander CityBrain

“WE PUBLISHED A SITE ON CLIMATE CHANGE ACTION, WANTED IDEAS FROM LONDONERS, FROM FLOODGATES TO HEATWAVES. THE SUCCESS OF THAT WAS THAT WE NEEDED TO BUILD SOMETHING LONG TERM INSTEAD OF SINGLE ISSUE AND WE HAD 8000 PEOPLE [PARTICIPATE], WITH 250 IDEAS ABOUT WHAT INDIVIDUALS COULD DO. THE MAJOR LEARNING WAS THIS DID NOT GENERATE IDEAS THAT THE POLICY TEAM HADN’T ALREADY THOUGHT OF. ONE OF THE CHALLENGES IN CITY HALL IS THAT WE’RE A BUILDING OF EXPERTS. WE’RE SITTING WITH SOME OF THE GREATEST POLICY EXPERT MINDS IN THE CAPITAL WHO THINK THEY KNOW EVERYTHING. GETTING BUYING FROM THESE IN TERMS OF IDEATION IS CHALLENGING.”

Lead, Talk London, Greater London Authority
(Open Data Project, Internet Week Denmark, Aarhus Challenges)

Our stakeholders shared that the credibility of external partners and adjacent community advocates, such as businesses, could be effective in engaging internal acceptance.

“[TO] CONVINCING POLICY MAKERS IS A GOOD THING, I WANT OTHERS TO SPREAD THE MESSAGE SO IT’S NOT JUST COMING FROM ME, [WE NEED TO] HAVE ENTREPRENEURS TO SAY THIS IS HOW THEY USE IT.”

Organiser/participant,
Data Drinks/Ladies First/IT City, Aarhus

Insights For Enterprise Stakeholders

Businesses who engage with or build an OrganiCity can occupy complex roles as city governance actors. Often these businesses will be required to dynamically shift roles as they grow, through the journey of engagement, into new areas and audiences.

Some business stakeholders, particularly larger companies, may see value in disrupting their current role by actively seeking a way to share, or even shed, expertise in one context for a fresh opportunity in a new context with unexpected or unlikely partners.

“AS PART OF THE OPEN DATA PROJECT, IBM TRIED TO SEE ‘WHAT CAN WE DO WITH CULTURE DATA?’, HOW CAN WE MAKE A SERVICE THAT SOMEHOW ENHANCES CULTURE? [THEY] WANTED TO POSITION THEMSELVES TOWARDS THE CITY POSITIVELY, AND TO HAVE AN IMAGE [WITH A] ‘POSITIVE CONNOTATION’ ON CULTURE AND NOT JUST THE BIG COMPANY WANTING TO BUY THE CITY.”

Organiser, Smart Aarhus (Open Data Project, Internet Week Denmark, Aarhus Challenges)

The “cultural” shift of building trust with a new community precedes the business shift.

The strategy for some smaller businesses is also to create an intimate and personal experience for collaborators that initially de-emphasises the commercial aspect of participation for personal connection.

“[FOR SMART CITIZEN], THEY DON’T SEE A COMPANY OR SOMEONE TRYING TO SELL A PRODUCT. [THE COMMUNITY SEES] A BUNCH OF YOUNG GUYS DOING A PROJECT IN BARCELONA, BEATING THE SMART CITY. THE PEOPLE WHO THINK THAT IT IS A GREAT IDEA... OFFERED HELP TO CHANGE IT AND IMPROVE IT. THEY DO THIS VOLUNTARILY. IT’S MORE LIKE EMOTIONAL ENGAGEMENT IN THE PROJECT.”

Director, Smart Citizen/IAAC

In summary, trust is a crucial resource for co-creation. It is built and exchanged in different ways during the OrganiCity process and can be tangibly improved by carefully managing stakeholder’s perceptions of each other (and internally) through clear communications that build credibility between stakeholders.

The Future Scenario

An OrganiCity understands that trust is key to all collaborations, at any scale. Nowhere is this more important than in a young OrganiCity, as the transition to a holistic approach to city-making takes hold. Actors will gently shift roles and develop new relationships where trust is key.

Clarity of communication is achieved through multiple channels chosen carefully to reach the widest audience and in a manner appropriate to the local context. The goals of partners are made very clear, even as they change, their commitments to contribute are succinct and all actors are aware of what is expected in return. All partners “work in the open”.

Actions of partners within the collaboration fulfil this promise and build upon the credibility of each partner and the entire initiative.

For example, a corporation, collaborating with the OrganiCity openly declares their interest in developing new commercial products and services, but also upholds a commitment to open standards and interoperability of their experiments.

PRINCIPLE 3

FACILITATE PERSONAL & COMMUNITY OWNERSHIP

The Principle

Participatory approaches require adequate resources to facilitate the adoption of emergent, sustainable technologies in parallel with the co-innovation of culture and technique.

This facilitation across the city (through in-person and virtual environments, learning tools, events, and advocates) requires a responsive, connected organisational structure that supports different actors in different ways. This support needs to evolve as they become more active during each stage of the Organicity process: from ideation through implementation and on to evaluation.

A role, or roles, adequately resourced, needs to exist in each city, to engage and facilitate city actors on all platforms.

Building digital and cultural literacy and enablers prior to, or in line with, the introduction of emergent technologies is necessary for effective sociotechnical shifts at scale. Just as OrganiCity issues a challenge or theme for investigation and experimentation, the journey through experimentation requires constant moderation and facilitation to open awareness, dialogue and workshops which enable a progression from learning to implementation. Clear direction of every stage of the engagement journey is an absolute necessity, from open debate to more focussed challenge; from those focused challenges to brainstorming; from synthesis of ideas to use cases and on to open calls and experiments [see Principle 7].

This is a role requiring extensive effort in each OrganiCity. Continuity is important, as is the consistency of the voice of moderators and facilitators via all channels in order to create a dynamic, two-way environment for co-creation.

Insights

While Organicity proposes a significant socio-technical shift for urban co-creation, all stakeholders face limited time and resources.

Approaching the Organicity engagement journey as a series of steps (and carefully orchestrated learning experiences both in person and virtually) will enable heightened progressive engagement that can build room for changing attitudes, awareness and experience over the three-year OrganiCity project. This strategy to break down city-scale ambition into relevance on a more personal scale has been demonstrated by each cluster to some extent for each part of the proposed engagement process.

Enabling Awareness through Discussion

In Aarhus, not everyone has to participate in the same way toward creating Smart Aarhus. While open data initiatives exist, Aarhus has found it helpful to provide resources to enable a broader discussion around the relevance of Smart Aarhus beyond data in such a way that it can invite diverse age ranges and non-technical backgrounds [see principle 4 and 5 regarding structuring conversations and challenges].

“THE CITY IS INTERESTED IN PROMOTING THE BROADER PICTURE - WE HAVE ‘DIGITAL EDUCATION’ EVENTS. SOME FOR CHILDREN, ALSO SOME FOR PARENTS. [AT AARHUS UNIVERSITY] WE CREATE DEBATES AT LUNCHTIME ABOUT THE BROADER ASPECTS OF DIGITALISATION. WE WANT IT TO BE A DISCUSSION FORUM ABOUT DIGITAL DENMARK.”

Organiser, Smart Aarhus.

The Greater London Authority’s work in creating the TalkLondon platform and network of 10,000 community members underlines the extensive resources and care dedicated ‘backstage’ by staff (complemented by desk research, moderation and focus groups) to provide a dynamic, engaging ‘frontstage’ virtual discussion experience for members. This effectively increased the impact of members’ feedback and their perception of the value of engaging with Talk London by providing information on how their ideas and feedback connected with other discussions and insights offline.

“[AFTER MEMBERS CONTRIBUTE ONLINE,] TWO MONTHS LATER [WE WOULD CHECK IN WITH MEMBERS]: THIS IS WHAT YOU TOLD US, IS THAT RIGHT, CAN WE VALIDATE THAT WITH OTHER PEOPLE? WE WOULD WRITE BACK TO SHARE RESULTS, AND ASK PEOPLE WHAT THEY THINK ABOUT THOSE. WE HAD ONLINE SURVEYS, OFFLINE POP-UP EVENTS... SHARE THE MAYOR’S VIEWS [AND ASK] WHAT DO YOU THINK? IN 2 HOURS, [WE RECEIVED] 200+ RESPONSES, COMPLEX AND THOUGHT ABOUT.”

Lead, TalkLondon, GLA

Enabling Hands-on Learning

While building awareness through discussion is a key initial step in engagement, encouraging entry and/or deepening of participation in new domain areas requires facilitating applied learning. Knowledge creation (learning about the platform and facility) comes before knowledge co-creation in the journey towards successful experimentation.

A hands-on learning environment to introduce new technologies and tools can enhance trust and adoption of both the tools and relationships across emerging partners as they make, share and learn. While some organisations such as IoT Meetup Santander are looking at expanding their events to include this offering in the future, new stakeholders are emerging that can provide an environment for continuous learning and onboarding opportunities.

“[PEOPLE CAN] COME FROM THE STREET OR FROM A SUSTAINABILITY EVENT, [AND] COME BACK FOR AN INDUCTION. WE HAVE THEM ON FRIDAY, THEY’RE FREE, AND [IN 30 MINUTES] TRY A PIECE OF EQUIPMENT AND MAKE A CHRISTMAS CARD, OR ETC) WE SPEAK ABOUT THE LAB, WHY WE STARTED IT, WHAT WE DO, AND WHAT YOU CAN DO AS A MEMBER. THIS IS A GROUP INDUCTION. IT’S ALWAYS FULL. WE DO ONCE A WEEK, BUT WE WILL DO IT 3 TIMES A WEEK. YOU CAN BOOK ONLINE THE ENTIRE WEBSITE IS SELF SERVICE. THAT’S CRITICAL. IF YOU’RE GOING TO DEVELOP SOMETHING LIKE THIS YOU HAVE TO DO IT AS SELF SERVICE FROM DAY ONE.”

Co-Founder, FabLab London

Workshops can also provide the opportunity to create tangible connections to complex, interrelated systems.

“[DURING] TEARDOWNS, WE TAKE TOOTHBRUSH, KETTLE, APART AND [THEY] SEE WHAT’S INSIDE WHAT THEY BUY EVERY DAY, WHY IT’S GOOD AND BAD, WHAT YOU CAN REUSE. WHAT WE HAVEN’T DONE YET, BUT WILL, IS TO SHOW THEM WHAT THEY CAN REUSE THE PARTS THEY TOOK A PART TO MAKE. WE TRY TO HOLD REGULAR SESSIONS AROUND THIS [TO] TRY TO CREATE THREADS OF KNOWLEDGE, OF TECHNOLOGY, MAKING. THIS MONTH WE’RE GOING TO TALK ABOUT FOOD AND 3D PRINTING.”

Co-Founder, FabLab London

Enabling Co-Creation and Experimentation

Creating basic knowledge and experimentation can prepare stakeholders to begin to consider what else is possible given diverse perspectives and experiences about shared or new domain areas. A developer/member with Santander City Brain, who has successfully submitted winning ideas to the platform, wants to continue her participation in creating novel applications, but “doesn’t know what could help.”

She shared she is ready and looking for engaging with more diverse perspectives, but acknowledges the technical expertise required to participate in discussion may be an obstacle to other groups whom she would like to support as a collaborator.

“I WOULD LIKE IT TO REACH MORE CHILDREN OR OLD PEOPLE, ALSO THOSE WHO ARE UNEMPLOYED BECAUSE THEY WOULD BRING NEW CHALLENGES AND IDEAS. IT IS DIFFICULT TO REACH THESE PEOPLE BECAUSE THEY DON’T HAVE “THE [IT/TECHNICAL SKILL] LEVEL” TO BE IN THIS GROUP.”

User/Developer, CityBrain, Santander

The organiser of Santander IoT Meetup shared the value of being introduced to co-creation processes, but perceived it would be difficult to do effectively without a facilitator(s) or domain expertise in the area.

“[WE DID] CO-CREATION [WITH DISABLED USERS]. THE CITY COUNCIL HELPED US TO BRING 3-4 DISABLED PEOPLE, AND SOME PEOPLE FROM THE CITY COUNCIL. IT’S LIKE A GAME.

IT STARTED WITH SOME CARDS, WITH SOME IMAGES, WITH DIFFERENT SITUATIONS TO HELP US UNDERSTAND, FOR DISABLED PEOPLE, SOME ELEMENTS IN THE PATH OR CITY THAT CAN PREVENT THEM FROM HAVING A NICE WALK FROM A POINT TO ANOTHER, [FOR EXAMPLE] AT NIGHT IT IS DIFFICULT. THEN THEY FIND POSITIVE OR NEGATIVE THINGS TO CHANGE. FROM THAT WE CREATE A USE CASE.

THE NEXT PHASE IS HOW THEY LIKE TO SEE THE INTERFACE. THEY DRAW DIFFERENT IDEAS ABOUT IT. IT’S ALL DONE AS A GAME, BUT WITH REAL STUFF, REAL TEACHERS. WE USED MORE OR LESS 4 HOURS. WE THOUGHT IT WOULD BE BETTER TO USE A DAY. WHEN YOU START, PEOPLE START TALKING, PEOPLE GIVE YOU IDEAS, SOMETIMES YOU HAVE TO STOP THEM BECAUSE THEY ARE IN A RUSH. IF YOU DON’T STOP, YOU GET A LOT OF IDEAS, VERY RICH EXPERIENCE.”

Organiser/Researcher, University of Cantabria/IoT Santander Meetup

The Organicity engagement journey has distinct phases of learning that require facilitation and enabling tools/processes/environments. This will require extensive coordination within and across work packages to create a roadmap for individual and community ownership with each new role, action or expectation.

The Future Scenario

An OrganiCity has highly visible and accessible ambassadors for experimentation, who understand the facility, the engagement journey and the status of the current experimentation cycle.

These individuals may be drawn from municipal staff, from academia, from community groups or from anywhere that “champions” emerge.

These OrganiCity champions play a crucial role. Some are talented facilitators who offer time, “on the ground” executing workshops helping stakeholders to move from challenges to use cases. Others understand the facility and can explain online and in person what services and tools are available and how they might be used.

An OrganiCity recognises the need for these resources and supports them in every way possible. The roles might be funded, or supported in another way depending on the value created for the facility. As a minimum the contribution of these champions is recognised and rewarded in a way which is appropriate to the community and the local context.

PRINCIPLE 4

DEBATE AND CO-CREATE, ACROSS THE COMFORT ZONES

The Principle

Natural silos occur as a result of different constraints (e.g., lack of time or accessibility to other groups), or around social “centres of gravity” - similar interests, skills, ideas and backgrounds. This “filter bubble” reinforces habits and the status quo and stands in the way of innovation, which requires the meeting of different minds and collaboration across demographic groups and established disciplines.

It is the responsibility of OrganiCity to breach the silos that form across the city and encourage the cross fertilization between initiatives and groups. This entails providing or supporting the venues, online and offline, and recruiting the actors to collaborate at appropriate times.

As such, an OrganiCity must disrupt the “comfort zones” of collaboration and encourage co-creation between diverse groups and individuals. This can be achieved through the careful crafting of urban challenges and open questions (principle 5), for example ‘Health and Mobility’ or “How might we create a healthy city?”, and also through recruitment of diverse actors or through the considered use of engagement channels to reach the appropriate audience of participants.

Conversation and debate is of vital importance to any OrganiCity. The perceivable visibility and progress of these conversations (e.g. their focus and objectives and the diversity of the actors involved) must all be carefully monitored and curated in order to ensure the highest potential for the emergence of new use cases and potential experiments.

The exchange of views between different city actors may cause discomfort, argument and controversy, but debate can provoke new solutions and this must be encouraged as it is in this arena that compromise can be reached.

In addition, a diverse group of actors might be valuable in the evaluation stage of experiments, or provide guidance and critique while experiments are underway, further enhancing the potential for success.

Insights

The challenge of breaching the existing silos, or at least reaching out to diverse social groups who experience different dynamics is something that is already very much a part of the strategy at Aarhus Kommune.

“THE NEEDS OF PEOPLE ARE VERY DIFFERENT, YOUNG MEN BEGINNING OF 30, THEY CAN HAVE A LIVING FOR A YEAR OR TWO, THEY ARE NOT GROUNDED. AARHUS DATA DRINKS... ARE ALWAYS THURSDAY EVENING, 19.00-21.00. IF IT TOOK PLACE DURING THE DAY THE PARTICIPANTS WOULD NOT TURN UP.”

Organiser, Aarhus Data Drinks / Aarhus Kommune - Open Data Project

“[CITY WORKERS WITH FAMILIES] THEY JUST WANT TO MAKE A LIVING AND GO HOME TO THEIR FAMILIES AT THE END OF THE DAY, THEY’RE NOT INTERESTED IN SHOWING IMPACT? [FOR CITY STAFF] WE DO AN AFTERNOON SESSION OPEN DATA DIALOGUE MEETING FROM 1-4, WE NEED COFFEE AND CAKE SO THEY SHOW UP, THE BOSS HAS TO MAKE THE INVITATION.”

Organiser, Aarhus Data Drinks / Aarhus Kommune - Open Data Project

But reaching out across silos is not enough to encourage true co-creation. Sometimes the problem solvers are very different people from the problem setters, and in the interest of healthy experimentation it must be encouraged that these groups cross-paths. In existing initiatives like Aarhus Data Drinks, occasions where diversity of contributions is high are seen as a great success.

“WE HAD A SESSION ABOUT HEALTHCARE OPEN DATA, IT HAD REALLY BROAD PARTICIPATION, A NURSE, A DOCTOR, A COMPANY, A MAN [WHO’S] SON HAS CANCER AND HE WANTS TO MAKE A START-UP... YOU NEVER KNOW WHAT IS GOING TO HAPPEN.”

Organiser, Aarhus Data Drinks

These diverse sessions benefit from good facilitation, like the existing “Three Minutes of Fame” format, where individuals attending a meeting of Aarhus Data Drinks get three minutes to tell their story in a clear and engaging way.

The open exchange between people of different backgrounds, skills and lifestyles is especially powerful when they have opposing views. An example seen in London.

“[IF TRANSPORT FOR LONDON DO RESEARCH] ABOUT HOW TO INCREASE ROADSPACE FOR CYCLISTS AND DRIVERS, THEY HATE EACH OTHER. THE PROBLEM IS THAT THEY’RE NOT BEING EXPOSED TO EACH OTHERS WORLD VIEWS. TFL TAKES DECISIONS THAT COMPROMISE, AND PEOPLE SEE THAT IT’S A FAILURE, ‘THAT’S NOT WHAT I WANTED’. IT DOESN’T WORK.”

Lead, Talk London, Greater London Authority (GLA)

The inference is that the exchange of views between stakeholders is of key importance to creating compromise and therefore fostering support for new experiments in the urban realm. Citizens know this, and when large demographic group is omitted it is seen as a weakness in the overall initiative.

[PARTICIPATION ON THE PLATFORM IS] DIVERSE, POLITICAL, CITIZENS, PEOPLE WITH DIFFERENT OUTLETS. BUT ALSO MOSTLY 20-40 YEARS OLD WITH TECHNOLOGY EXPERIENCE, MOSTLY MEN. “I DON’T KNOW THE REASON BUT THE WOMEN ARE NOT HERE. MAYBE 4 OR 5 WOMEN COMPARED WITH 15 OR 20 MEN.”

User/Developer, Santander City Brain

Indeed Ayuntamiento de Santander also expressed the desire to reach a broader demographic spread and showed an understanding of the added value of greater diversity of views and the challenges which individuals bring to the work of city making, as well as the challenge in reaching some of these actors.

“EACH PERSON BRINGS DIFFERENT SOCIAL CHALLENGES, WHETHER THEY ARE EMPLOYED, UNEMPLOYED, FREELANCE OR STUDYING. I WOULD LIKE IT TO REACH MORE CHILDREN OR OLD PEOPLE, ALSO THOSE WHO ARE UNEMPLOYED BECAUSE THEY WOULD BRING NEW CHALLENGES AND IDEAS. IT IS DIFFICULT TO REACH THESE PEOPLE BECAUSE THEY DON’T HAVE “‘THE [IT/TECHNICAL SKILL] LEVEL’ TO BE IN THIS GROUP. [ON THE SANTANDER CITY BRAIN PLATFORM]”

Organiser, Santander City Brain

The Future Scenario

The established OrganiCity enables debate and exchange between different demographic groups in the society. Carefully selected venues, online and offline and diverse recruitment of stakeholders helps those with different and sometimes opposing views to discuss issues and collaborate together.

Events, discussion forums, meetups, talks and other initiatives are carefully designed, timed and formatted with respect for the local context, the social dynamics and the time and resource constraints faced by different groups.

Where diverse and opposing views cannot be expressed in a collaborative scenario, they must be presented, either online or through provocative capture of the perspective and representation to the wider community at events, conferences, workshops or through another format selected for the local context.

PRINCIPLE 5

USE CHALLENGE AREAS AS CATALYSTS FOR INNOVATION

The Principle

While Organicity understandably asks how urban data can enable new ways of working within the city, it is better to create focus around a topic or challenge that is easier for citizens to engage with, something that resonates with their daily lives.

As no city environment is the same, creating challenges around themes, not data, can help stakeholders consider the unique demographic and social, cultural and geographical contexts within each context. “Smart cities” may seem too large, complex or abstract for some users to consider how they can be instrumental for change. Constructive engagement with OrganiCitizens must create focus by issuing thoughtfully constructed, high-level challenges, that can allow discussion, insight and experimentation between a diverse range of actors over a period of time. Using challenges to create focus, which can be followed by exploration and experimentation, can go a long way in catalysing energetic debate and creative innovation.

The facilitated discussion of a theme, such as “Healthy Lifestyles in the City” or “Urban Mobility” will identify key areas, pain points and opportunities which might be ripe for experimental initiative or policy intervention.

Successful journeys of engagement begin with an issue or challenge, a high-level theme, then mature to provide subsets of possible actions and activities over which OrganiCitizens themselves can claim some ownership. This early involvement and organic development around the issues which matter most to the community helps to ensure success when it comes to gathering use cases and calling for experimentation.

Insights

Aarhus has a carefully orchestrated Smart Aarhus vision. To create the “digital city of the future”, three platforms emerged - Open Data, the Internet Week Denmark, and Aarhus Challenges (which has not started yet).

However, while those large initiatives are meaningful for the organisers to understand and coordinate pathways to achieving their future vision, they find constrained challenges are more useful in connecting with citizens.

“WE DO NOT ENGAGE AROUND VISION - BUT RATHER “DIGITAL CITY PARTS”. STUDENTS ARE EXPLORING A GIVEN PART OF THE CITY AND TRYING TO IDENTIFY A SPECIFIC CHALLENGE AND WORK ON THAT. THERE ARE FIVE DIFFERENT CHALLENGES. IT COULD BE “WE NEED A PLACE FOR YOUNG PEOPLE TO HANG OUT” “A SPORTS FACILITY” “VIOLENCE AT NIGHT” ETC. WE HAVE SOME SOLUTIONS: A TRAFFIC APP. “SHOULD I DRIVE NOW?”

Organiser, Smart Aarhus

To encourage more sustained engagement from policy-makers to action citizen input, the Greater London Authority initiates citizen engagement by identifying policy challenges, and encourages open debate and online participation that can provide feedback and influence strategy decisions.

“WHAT WE’RE TRYING TO DO... [IS] WHEN POLITICIANS TAKE DECISIONS, PEOPLE CAN SEE THE COMPLEXITY OF WHAT GOES AROUND THEM. WE HAVE A CYCLE OF ENGAGEMENT. WHAT ARE THE POLICY CHALLENGES? WE PRESENT [THE] ISSUE, AND THEN THE CHALLENGE. WE EXPOSE PLAN AND GENERATE IDEAS. FEED BACK INTO POLICY TEAM FOR WHAT WILL BE EFFECTIVE AND RESONATE, AND TELL COMMUNITY WHAT WILL BE DONE AS A RESULT OF THAT RESEARCH; WHAT IS GOING TO CHANGE AS A RESULT OF THEIR CONTRIBUTIONS.”

Lead, Talk London

A result of one theme exploring changes in the London health system, allowed citizens to consider the complexity of some of the issue areas (e.g., obesity, smoking, air pollution), and consider the meaningfulness of potential action, both at a policy and individual level.

“[PEOPLE DIDN’T DEMAND THEIR RIGHT TO] SMOKE WHERE THEY WANT, INSTEAD THEY SAID WHY AREN’T WE TALKING ABOUT AIR POLLUTION INSTEAD - MORE OF AN IMPACT THAN A [CIGARETTE] NEXT TO ME.”

Lead, Talk London

Santander has a well-developed and received experimentation platform for citizens to suggest, discuss, and vote on ideas they would like to develop for the city. Both the organiser and a member suggested that it may be limited to those with a technical background, with the expertise to develop the application ideas. This platform, Santander CityBrain, also uses challenge themes, issued quarterly, to generate excitement and participation.

“A CHALLENGE OR ISSUE IS PLACED ON THE PLATFORM BY THE CITY, OR A PRIZE OFFERING. THEN THE COMMUNITY CAN SIGN UP AND SUBMIT IDEAS. IDEAS ARE RANKED THANKS TO COMMUNITY VOTES. AT THE END WE GIVE AN AWARD TO THE MOST VOTE IDEAS, AND TO THE USER WITH THE MOST ACTIVITY.”

Organiser, Santander CityBrain

While Santander may have the most mature and extensive sensor network among the consortia, the most successful example of urban co-creation used the physical touchpoint and constraint of a street via suggestions with a problem-identification platform, CitySense. Tourist and travel applications also appear to be popular topics for Santander developers.

“ONE THAT HAS BEEN VERY SUCCESSFUL AND VERY REWARDING TO US.... WAS RELATED TO A STREET CHANGE. WE SET UP AN INITIAL IDEA [FROM THE MAYOR] FOR MAKING CHANGES TO THE STREET, PUT THE IDEA ON SANTANDER CITY BRAIN, AND USERS PUT DIFFERENT POINT OF VIEWS, AND DIFFERENT MODIFICATION TO THE IDEA. AT THE END, THE CITY COUNCIL, WITH CONTRIBUTIONS OF CITYSENSE, [MADE] SOME CHANGES AND IT WAS IMPLEMENTED. THE CITIZENS WERE GRATEFUL THAT THE MAYOR OF THE CITY WAS TRYING TO GET THEIR IDEAS ON HOW TO IMPROVE THE CITY.”

Organiser, Santander CityBrain/CitySense

An important point noted across stakeholders is that challenges need to be effectively resourced: where interests, stakeholders, policy, and where a critical mass of data can be used to provide insight and experimentation.

The Future Scenario

An OrganiCity asks questions of citizens, carefully crafted, focussed challenges help to activate communities and recruit collaborators.

In 2025, a future OrganiCity might issue a challenge like “How might the city take advantage of the growing availability of autonomous vehicles and the data they create?”.

Following from this challenge, workshops, debates and discussions begin (principle 4) between various actors who share an interest in the challenge area. From these discussion, online and offline, facilitators (principle 3) escalate the use cases which are important to the continued development of the OrganiCity facility.

For example, road users might have multiple potential uses for autonomous vehicle journey data, enabling a better understanding of the routes most taken by the algorithms controlling these vehicles. This use case, applied to the facility, will enable experiments as the engagement journey progresses (principle 7).

PRINCIPLE 6

RESPECT THE VALUE OF VENUE: THE RIGHT SPACE AT THE RIGHT TIME

The Principle

Organicity acknowledges the value of engagement and experimentation both on a co-located and distributed level. Thus, as physical space and digital spaces are increasingly being connected and partly overlapped, Organicity stakeholders need to consider how engagement requires fluid experiences within and across both virtual and physical spaces, the value of appropriate venue at appropriate time, and at a scale appropriate to the conversation and audience.

Great care should be taken to ensure that conversations and collaborations happen in suitable venues. The myriad forms of engagement required by a successful OrganiCity require a diversity of environments and online platforms with varying qualities at different stages of the engagement journey.

For example, online channels provide a powerful forum for discussion over time, with the added benefit of allowing people to see many sides of the same story and to observe the debate without necessarily participating. (principle 4).

In contrast, face to face meetings attract people of mutual interest in a social scenario, enabling almost serendipitous collaborations and exchange of ideas with a level of commitment and collaboration that might otherwise be more difficult to achieve online.

During different phases of engagement, select venues or combinations of venues will prove more or less effective in achieving the goal of co-created experiments at the urban scale. For example, both Aarhus and Santander have community groups championing IoT/Smart Cities in an uncontested community space - little to no other groups are providing the same conversation or opportunities to the community in these domains. Given this intimate audience landscape, face to face engagement may be increasingly relevant to provide traction and trust emerging communities.

Although many of the technical tools being developed by Organicity operate within a virtual space, Organicity needs to also facilitate connection within and to the physical infrastructure for urban innovation (e.g. maker spaces, start-up clusters, co-working spaces, libraries). Just like building on existing adjacent networks of community champions, Organicity can be designed to augment existing physical resources, which carry a sense of tangible history and meaning within each community. These physical touchpoints help convey in a highly visible and accessible way the activities happening in an OrganiCity.

Insights

Aarhus stakeholders identified great, untapped potential in their city to utilise physical spaces, such as IT City and StartUp City Ceres to create a “third space for collaboration.”

“[FOR] THE ALEXANDRA INSTITUTE IT MADE SENSE, BUT THE SMALLER COMPANIES DO NOT USE THE STUDENTS ENOUGH. [A STUDENT GROUP] UNITY TRIED TO MAKE COMMUNICATION, [BUT] MEDIA STUDENTS DO NOT FEEL CONNECTED TO THE IT CITY. [IT CITY] NEED TO UNDERSTAND WHAT THEIR NEEDS ARE.”

Organiser, Data Drinks /
ex-student IT City

IT City was originally planned as a technology campus bringing together large companies, such as Google, with smaller enterprises and academic institutes (e.g., Alexandra Institute). To be a part of the original campus provided status and potential - the goal was to create a “flow of expertise” in which companies could hire students directly. Unfortunately, while IT City still exists, there is an opportunity to be more effective in utilising the shared space.

Fundamentally, a smart city is a social city that promotes serendipitous, informal, in-person connection as much as online experimentation.

“IT CITY NEEDS A RE-BOOT. THE SPACE, THEY ARE SO CLOSE TOGETHER, THEY ARE NOT USING THE IT CITY BRAND [EVEN THOUGH] THEY HAVE ALEXANDER INSTITUTE, THEY HAVE GOOGLE. WE NEED TO RE-BOOT BY MAKE SURE PEOPLE VISIT EACH OTHER, THERE SHOULD BE A FRIDAY BAR WHERE, IT SHOULD BE MORE TRANSPARENT WHAT’S GOING ON THIS BUILDING, THEY SHOULD COLLABORATE WITH PEOPLE IN THE SMART CITY. THE PHYSICAL MEETINGS DO NOT HAPPEN FACE TO FACE -- WE NEED TO THINK OF IT AS CITY AND WHAT A CITY NEEDS - SOCIAL EVENTS, A NEWSLETTER, THEY NEED A COFFEE BAR THAT PEOPLE WANT TO GO.”

Organiser, Data Drinks / ex-student IT City

“START UP CITY CERES - IT’S A WELL KNOWN BRAND IN AARHUS, BECAUSE IT’S IN OLD HISTORICAL PLACE. IT IS GREAT LOCATION, IN AN OLD BREWERY , CHEAP RENT, IT’S LIKE A DORM, THEY KNOCK ON EACH-OTHER DOORS AND HELP EACH OTHER. IF YOU WANT TO BE A START-UP, YOU JUST KNOCK-ON THE DOOR.”

Organiser, Data Drinks / ex-student IT City

This desire to connect in person is arising in Santander. Although the Santander CityBrain platform provides little to light moderation, and no current official offline engagement, one stakeholder shared that CityBrain users are creating their own meetups and have suggested welcoming increased facilitation from the city both on the platform and offline to help current users connect with each other/new audiences they can help through design.

“TWICE A MONTH, WE [MAY] ORGANISE A MEET UP TO SPEAK ABOUT THE NEW PROJECTS AND AFTER THAT WE GO OUT TO THE CITY WITH BEERS AND DRINKS. THIS IS VERY IMPORTANT BECAUSE WE START WITH THE WORK AND AFTER THAT THERE’S A SOCIAL ELEMENT. MOST PEOPLE ARE BETWEEN 20 AND 40.”

User/Developer, CityBrain, Santander

Similarly, while Santander citizens are very proud of Santander’s “SmartSantander” status, the sensor infrastructure is visible to developers and researchers, but invisible to citizens, complicating their understanding of where IoT exists in the city and how it can help them.

“PEOPLE IN SANTANDER THINK THAT IT’S VERY USEFUL, THE SENSORS, BUT THEY DON’T KNOW WHERE IS THE SENSOR.”

User/Developer, CityBrain, Santander

The physical nature of the Internet of Things within the urban space is a front-end communication and engagement touchpoint, not just infrastructure. It should not be ignored. The physical permanence of these devices in the civic commons can provide an interesting point of interaction and discussion that can surface hidden tensions, sensemaking and relationships both between people and technology, as well as with each other.

“WHEN BUILDING SMARTSANTANDER, IN ONE OCCASION, WE INSTALLED A GATEWAY DEVICE IN THE MIDDLE OF A ROUNDABOUT ON THE TOP OF A POLE. AS THE INSTALLATION WAS MADE USING BIG CRANE (IT WAS VERY SPECTACULAR) THERE WERE A LOT OF PEOPLE AROUND THE PLACE. PEOPLE STARTED TO SAY THAT IT WAS A NEW DEVICE TO CONTROL TRAFFIC AND TO FINE TRAFFIC OFFENCES. THE BUZZ WAS SO HIGH (WE ARE A RELATIVELY SMALL CITY) THAT THE CITY COUNCIL HAD TO PUT A PRESS RELEASE INFORMING THAT IT WAS ONLY A COMMUNICATION DEVICE. A PIECE OF NEWS APPEARED IN THE MAIN REGIONAL NEWSPAPER.”

Organiser, SmartSantander

In London, FabLab is considering ways to make physical experimentation mobile by creating technologies that can be shared with communities on their neighborhood streets, to connect with potential audiences that may not be currently reached through digital channels.

“THE INNOVATOR IS IN ALL OF US. FABBIKE IS A BIKE WITH A TRAILER ON THE BACK OF IT WITH A MINI FAB LAB, SO YOU CAN GO OUT TO A MUSEUM, PUT OUT A TABLE, AND HAVE A PUBLIC ENGAGEMENT. THAT’S SCALABLE – ALL YOU NEED IS A BIKE, TRAILER, AND SOME KIT AND SOME MENTAL WILL TO BIKE AROUND THIS PLACE IN LONDON. WE FIND CHALLENGES BY LOOKING OUT OUR WINDOW, GOING OUT TO THE PEOPLE ON THE STREET. ”

Founder, FabLab

The Future Scenario

In each OrganiCity, a variety of venues exist for discussion, debate and co-creation during the journey of engagement. These venues might include online discussion forums, use-case selection tools, social media channels, workshop venues, working spaces and meetups in bars and cafés.

It is the careful selection of the venue for collaboration which is the key to the success of that interaction. For example, an awareness-building effort might mean speaking about OrganiCity at a conference while making a concerted effort to drive the event on social media.

This might be followed by a challenge issued on discussion forums and over Twitter & Facebook.

Citizens interested in examining that challenge and contributing their views might turn up to a hosted workshop in person - and those they meet at this workshop may continue their discussions online, over email, or at a meetup in a bar in the weeks that follow.

A use case which they generate might be hosted online in a use-case catalogue, where others can vote and comment.

Each interaction happens in a specific venue, suitable for the goals and character of that interaction. Sometimes this choice is deliberately managed, other times the actors in the city will self-select the appropriate place.

PRINCIPLE 7

PROVIDE A CLEAR JOURNEY AND VALUE VISIBILITY

The Principle

To truly co-create with citizens is to make every phase accessible, and to provide a clear journey and transparency as to the value exchange between citizens, academia, businesses and government in the OrganiCity.

In order to facilitate a shared understanding that “we are all in this together”, working in the open and collaborating with trust in the facility and community requires transparency around progress and expectations. The timescale of participation, the current activity and phase, what is expected of participants and the value returned and impact created are all critical information examples.

At no point should a citizen ask “What has been happening with that discussion, challenge or experiment?”. The answer to this kind of question must always be obvious or easily accessible, online or otherwise.

Most importantly, when OrganiCitizens give generously of their time, contributing ideas, comments, experiments or facilitation - we must reciprocate this contribution by clearly communicating where their efforts lead, the impact generated, and the status of their work within the OrganiCity facility. Fostering this trust between all city actors is essential to the success of OrganiCity.

On top of this, in the context of Open Calls, where a given experiment will be seen to “win” or achieve selection above others there must be true transparency as to the selection criteria and constructive feedback to both successful and unsuccessful submissions.

Once an experiment is funded, the transparency must not end there. A commitment to strong communication around a given experiment must be included in the offering made

by potential experimenters and where possible this should be assisted by the OrganiCity facility via all the useful engagement channels.

Citizens will engage in different ways, some will be extremely active, attending events, contributing online, recruiting others and conducting experiments. Others will be happy to “lurk” and observe from the edges of the community, adding their opinion only occasionally. All citizens must have access to clear information on the work that is being done and the progress therein.

In addition the journey of engagement of each citizen or organisation will itself go through phases, requiring different levels of activity and different kinds of activity. This journey must also be made clear, and be understood by all actors involved.

Insights

The importance of the stage gates in a journey of engagement was emphasised in our conversations regarding the Greater London Authority’s Talk London Platform.

“WE HAVE A CYCLE OF ENGAGEMENT. WHAT ARE THE POLICY CHALLENGES? PRESENT THE ISSUE OR CHALLENGE, EXPOSE THE PLAN AND GENERATE IDEAS, FEEDBACK INTO THE POLICY TEAM WHAT WILL BE EFFECTIVE AND WHAT RESONATES [WITH THE COMMUNITY], AND THEN TELL COMMUNITY WHAT WILL BE DONE AS A RESULT OF THE RESEARCH [THEIR PARTICIPATION].”

Lead, Talk London

“IT’S BEEN A CHALLENGE IN MANAGING THIS PROCESS, PEOPLE THINK ONLINE IS FAST - ONLINE CAN TAKE AS LONG AS A STANDARD RESEARCH PROCESS... [YOU NEED A] DETAILED CONTENT PLAN TO MANAGE THAT JOURNEY.”

Lead, Talk London

In addition we heard reference to the value of transparency in the relationship between platform and participants. The shareback of information, how decisions were made, means people feel “listened to”. A disconnect was noted from the user perspective on the Santander City Brain platform, underlining the importance of this feedback in maintaining engagement and avoiding disillusionment.

“THE PEOPLE IN SANTANDER CITY BRAIN MAKE JUDGEMENTS BASED ON THEIR TECHNICAL EXPERTISE BUT THE CITIZENS DO NOT KNOW THE CRITERIA UPON WHICH THE PROJECTS ‘WIN’. I DON’T KNOW WHAT PEOPLE’S IDEAS DID.”

User/Developer, Santander City Brain

“[THE CHALLENGE] IS OBTAIN AN ECONOMIC SUSTAINABILITY. THIS IS ONE OF THE ISSUES, WE HAVE TO FIND THE FUNDS FOR THE WINNING IDEAS TO BE IMPLEMENTED. THIS IS NOT ALWAYS POSSIBLE, OWING TO ECONOMIC RESTRICTIONS.”

Organiser, Santander City Brain

Managing expectations along the way, adequately resourcing initiatives and planning ahead from awareness through to sustainable experiments is noted as key. In the past finding the resources to make real experiments and solutions happen has been a challenge for Santander City Brain.

Identified during this research, an existing platform of note is Open IDEO (www.openideo.com), which combines facilitation online and offline with a very clear stage-gate process for innovation. The stages included are:

RESEARCH > IDEAS > REFINEMENT > FEEDBACK > TOP IDEAS > IMPACT

(source: OpenIDEO.com)

During any given cycle of engagement, participants are fully aware of progress along this process and of the kind of engagement expected of them. Engagement styles are clearly listed as:

- CONVENE
- LEARN
- SHARE
- COLLABORATE
- CREATE
- EXPERIMENT

Another platform, this time for experimentation, exists in Dublin, Ireland. The “Dublin City Beta Projects” (<https://dub-citybeta.wordpress.com/>) initiative outlines a clear stage gate process in the selection.

- SHOULD WE?
- HOW SHOULD WE?
- WHERE & HOW SHOULD WE?

It is clear that initiatives like Talk London and Santander City Brain have benefitted from this kind of phased process, clear engagement expectations and transparent process. Where this model has not been completely implemented, end to end, the result has been a level of disenfranchisement among the participant community.

The Future Scenario

The established OrganiCity provides a clear and succinct journey-map for participation in an experimental cycle. This is available through digital channels, and is regularly explained in facilitated workshops, conference presentations and through other outlets (schools, community groups, universities) where applicable.

This experimental cycle is carefully managed and timed to accommodate other influential factors in the city, including, if appropriate, electoral cycles, funding cycles, academic and other calendars and significant city events such as festivals or periods of cultural and political importance.

The journey from Awareness to Experimentation must be completely transparent. There should be regular updates on all appropriate media and social media channels to ensure every member of the public can easily see what progress is being made and the current stage of a given journey. It should equally be clear at any point how new participants can become involved, with a clear contact point for joining the project.

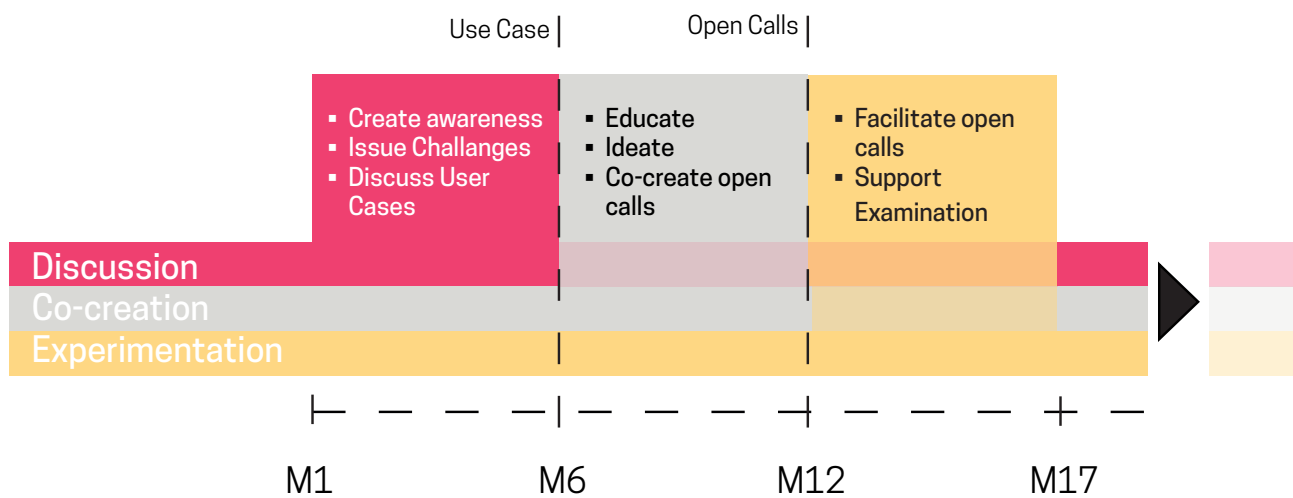


ENGAGEMENT STRATEGY:

Initial (2015)

EXPERIMENTATION AS A SERVICE -THE ENGAGEMENT JOURNEY

Table. 01
OrganiCity Engagement Journey



In order to successfully support the deployment of co-created experiments in an OrganiCity we must clearly define the engagement phases. By so doing, it is clear to the facilitators in the OrganiCity consortium, what is required by way of supporting activities, interaction objectives and focussed goals.

It should also be helpful to explain to the wider community, exactly what activity is underway, how they can learn from progress and, if willing to contribute or participate, the precise categories of community activity that are required by the process at any given time.

The three phases outlined; Discussion, Co-Creation, Experimentation, are structured around two stage-gates in the Experimentation-as-a-Service journey. The definition of use cases, and the issuing of open calls serve as transition points in the journey while the engagement activities slowly shift around these fulcrum points.

1. Discussion

The OrganiCity must activate adjacent communities and stimulate transparent conversation on all appropriate channels in order to create awareness, excitement and seed conversations about the possibilities of the Experimentation-as-a-Service platform.

In workshops, during conferences, meetups and online, “Challenge Areas” should be defined and iterated. This is important to help ground the discussion around the possibilities presented by Organicity through focused themes supported by resources, emerging urban data, policy and the potential use cases connecting diverse stakeholders.

Using all appropriate channels and available facilitation resources, the discussion must be steered towards the development of use cases to inform the co-creation of both the OrganiCity technical facility and the open calls for experimentation.

2. Co-Creation

The co-creation process must be empowered through a strong educational initiative on the part of the OrganiCity. Disseminating information and facilitating training/support about the technical capabilities of the facility under development is key to enabling community ideation. Options include online tutorials and articles, knowledge exchanges, participation in relevant conferences and hack events.

Co-creation is an activity that must be carefully facilitated and focused. Ideation must be indiscriminate but should explore implications and connected pathways for defined challenge areas... every possibility has value, with positive interactions during ideation as standard. Empowered by knowledge of the developing facility, inspired by the use cases being ranked and discussed online, and facilitated at critical stages, new concepts emerge.

Surfacing the concepts for Organicity enabler tools earlier and iteratively for feedback from the external community will ensure better likelihood of adoption and utility. Open platforms, strong documentary evidence of workshop and meetup progress, and vibrant discussion on social media are all essential.

Where decisions are taken by an authority, they must be transparent and shared with the community in recognition of community contribution, to increase understanding and to stimulate feedback. Together with the community, the successful open call will utilise the creative input of the communities during the engagement journey and present pragmatic experimental challenges within the scope of the resources available.

3. Experimentation

Open calls must be facilitated, with clear and open criteria and a transparent selection process. Decisions must be justified and if at all possible constructive feedback should be provided to all applications for experimentation. The stages of the open call process should be clearly communicated, with milestones announced on social media and clear guidance available online and in workshops and presentations.

Experiments need the support of the OrganiCity facility and the community itself. Different groups might represent test users, expert mentors, city stakeholders, or market speculators around a given experiment. Engagement must both support experiments within the facility but also provide dissemination and connections to the wider community for their contribution. Experiments should be conducted “in the open” so that the community can track and understand progress.

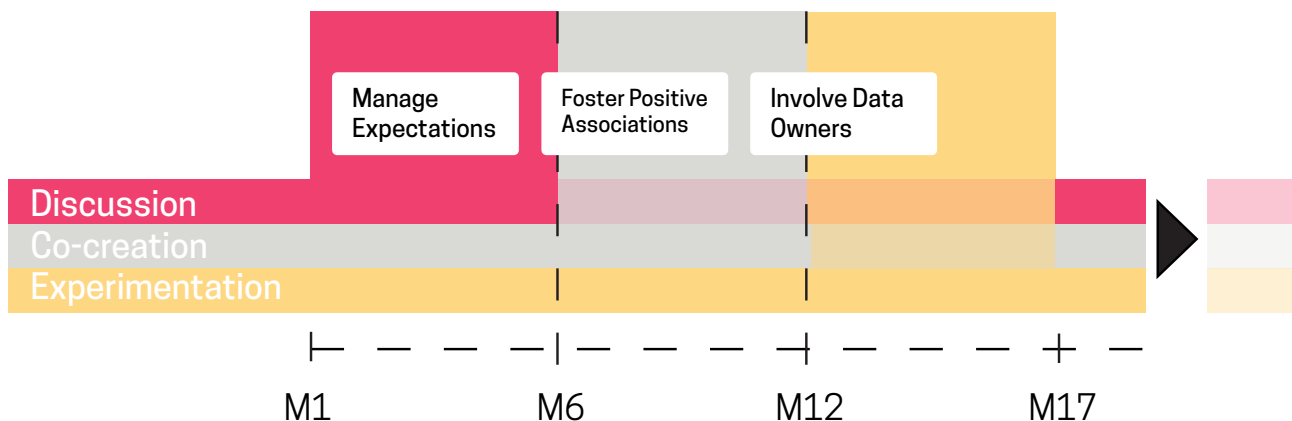
Impact and value created are as important to the perception of the OrganiCity in the community as it is to the internal performance indicators of the entire project. The success or failure of any experiment must be carefully documented and disseminated, and the learnings returned to the community to add value.

2 JOURNEY BY STAKEHOLDER CATEGORY - PAIN POINTS & OPPORTUNITIES

The following engagement journeys highlight examples distilled from our research to demonstrate existing or suggested engagement with select demographic groups within the OrganiCity community. There are other demographic groups worth considering within future iterations, such as schools for younger students, specific industries, corporations etc.

Small/Medium Enterprise

Table. 02
SME pain points and opportunities



Manage Expectations

Carefully curate challenges and conversations so that experiments will be viable with the resources and data that are available. SMEs expect more than raw data; Value can be extended by providing data that is large enough to action (critical mass) or by providing data that is harder to obtain (exclusivity). Credibility can further be established with a professional portal or with critical updates on key assets/improvements.

“WHEN IT COMES TO SME’S WE TRY TO MAKE A CONNECTION BETWEEN DATA OWNERS AND DATA USERS... THE PROCESS IS EXTREMELY DIFFICULT BECAUSE WE DON’T HAVE A CRITICAL MASS OF DATA YET”

Organiser, Smart Aarhus

Foster Positive Associations

Businesses have a desire to be seen aligned with initiatives like OrganiCity, which try to improve the lives of those in the city. This should be leveraged and encouraged.

“AS PART OF OPEN CULTURE DAYS PROJECT IBM TRIED TO SEE WHAT WE CAN DO WITH CULTURE DATA... IBM WANTS TO POSITION ITSELF TOWARDS THE CITY, AND NOT JUST BE THE BIG EVIL COMPANY TRYING TO “BUY” THE CITY.”

Organiser, Smart Aarhus/Open Culture Days

Involve Data Owners (both front-line staff and Director-level)

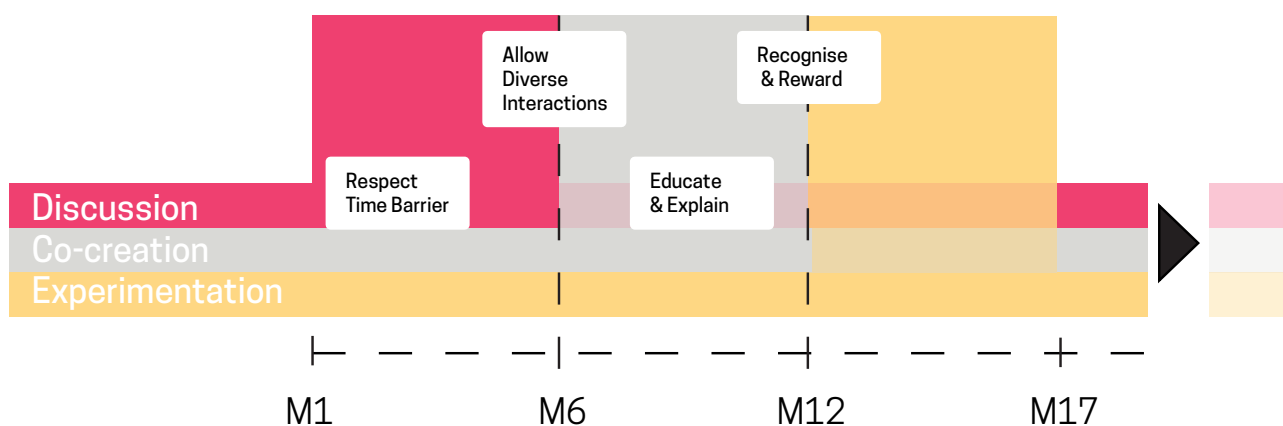
Cultivating a relationship with those who own data in the city, businesses, organisation and more can provide a valuable data resource and receive value from OrganiCity in the provision of a destination for that data.

“[BUSINESSES] WANT MORE DIFFICULT DATA LIKE “HEALTH DATA” WHICH NEEDS TO BE AGGREGATED TO A CERTAIN LEVEL. WE KNOW THAT SEVERAL BIG COMPANIES WOULD BE VERY INTERESTED IN HEALTH DATA.” ”

Organiser, Smart Aarhus

Citizens or Citizen Groups

Table. 03
Citizens or Citizens Group
pain points and opportunities



Respect Time Barrier

Citizens often engage outside of their working life, this means that engagement with OrganiCity competes with their families, friends and other obligations. Engagement venues and times should be selected in a way that is sensitive to this, and incentives might help to encourage participation.

“THEY JUST WANT TO MAKE A LIVING AND GO HOME TO THEIR FAMILIES AT THE END OF THE DAY”

Organiser, Open Data Drinks

Allow Diverse Interactions

Citizens will display many different levels of activity, all of which add value. From “lurking” in the background and observing, to actively participating online and in person. Barriers to any level of activity should be removed and many contribution levels not only accommodated, but consistently recognised. While citizen engagement may occur at varying levels and times, considerate facilitation and recognition across the project lifetime will encourage interest and longevity.

“OUR COMMUNITY MEMBERS OF THE 10,000 WANT TO ENGAGE IN DIFFERENT WAYS, SOME ARE HAPPY TO LURK, READ WHAT PEOPLE SAY AND GO AWAY, A SMALL MINORITY OF THE COMMUNITY WILL COME BACK AGAIN AND AGAIN AND GET INVOLVED IN ALL ELEMENTS OF THE SITE”

Lead, Talk London

Recognise & Reward

Citizens often offer their time voluntarily, on top of their work and personal commitments. Their contribution and passion for their goals should be recognised and rewarded within the community. Many possibilities exist for this within the digital and physical domains. While most interviewees suggested social networking opportunities and events as key to sustaining emotional engagement, additional incentives such as titles, credits, roles, publicity, prizes are all examples of techniques which might work.

Educate & Explain

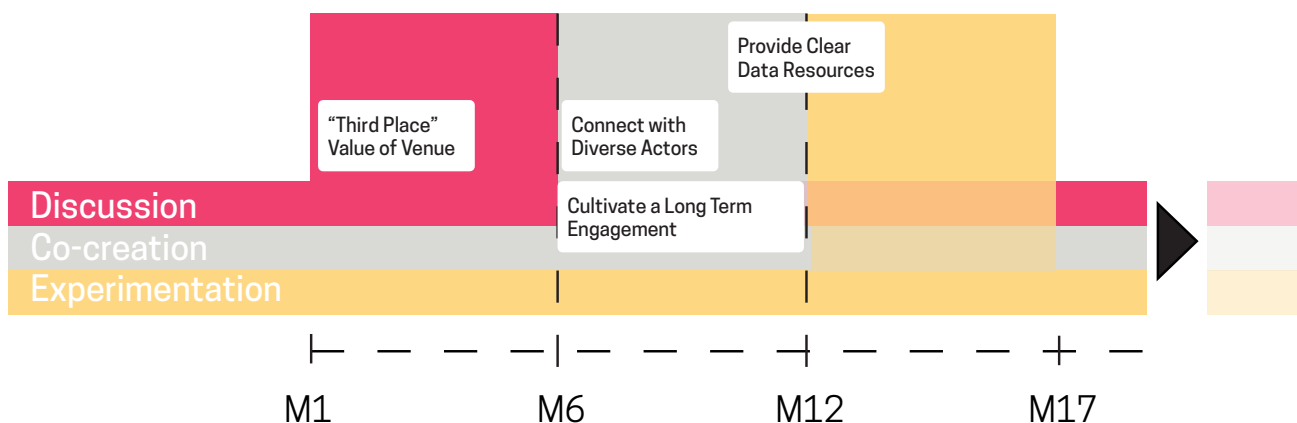
The arenas of Open Data and Internet of Things are such that many citizens do not have an understanding of (or connection to) the concepts which can empower them to experiment. Education is key, as is the careful framing of challenges against the resources available to address those challenges and encourage meaningful activity.

“THE PROBLEM HERE IS THAT THE ORDINARY CITIZENS DON’T KNOW HOW IOT CAN HELP THEM. THEY CAN’T ASK, I WANT THIS OR THAT. THEY DON’T KNOW WHAT KIND OF THINGS WE CAN DO WITH IOT. IOT MEETUP IS A GOOD WAY TO TEACH THEM, SHOW HOW IOT CAN HELP THEM. ONCE THEY HAVE THE KNOWLEDGE, HAVE POWER TO ASK US FOR APPLICATIONS OR VARIABLE IDEAS.”

Organiser, IoT meetup

Academic Organisations or Students

Table. 04
Academic Organisations or Students
pain points and opportunities



“Third Place” to Connect (Value of a Venue)

For savvy young students, there is a need for a venue that is casual, social and comfortable for the exchange of ideas as part of participation in the OrganiCity journey. It should encourage personal connections; while students are willing to experiment with new environments and ideas, a personal connection can facilitate entry and confidence to experiment and interact.

“NEED TO THINK OF IT AS CITY AND WHAT A CITY NEEDS - SOCIAL EVENTS, A NEWSLETTER, THEY NEED A COFFEE BAR THAT PEOPLE WANT TO GO.”

Former Student, IT City / Organiser, Aarhus Data Drinks and Open Data Project - Aarhus Kommune

“A FRIEND INVITED ME TO... THE TEAM [FOR OPEN CULTURE DAY]. I DID NOT KNOW IT WAS A CONTEST, I THOUGHT FREE FOOD AND NICE TALKS. I HAD NEVER WORKED LIKE THIS BEFORE. I HAD NEVER THOUGHT TO GO TO SOMETHING LIKE THIS BECAUSE I DID NOT WANT TO GO ALONE.”

Participant, Open Culture Day Hackathon, Aarhus

Connect Diverse Actors

Sometimes researchers are isolated in their discipline and they need collaborators from a diverse pool. Engagement tools which might help make these connections could include social network tools, a members skills exchange, online forums or matchmaking services to allow a skills-based connection.

“I WOULD LIKE TO CONTACT MORE WITH DEV GROUPS. FOR EXAMPLE, WE HAVE FABLAB WHICH IS AN ORGANIZATION OF FREELANCERS... I WOULD LIKE TO HAVE MORE OF THEM HERE.”

Organiser, IoT Meetup Santander

Provide Clear Data Resources

Data sources must be of good quality and clearly explained to the community in order for experiments to happen with least friction on the OrganiCity service platform.

“INITIALLY PRESENTING THE DATA WAS HARD, WE JUST DOWNLOADED IT AND LOOKED AT IT AND GOT AN IMPRESSION OF HOW MANY GOOD OR BAD ENTRIES THERE WERE. VOLUNTEER DATA WAS NOT THAT GOOD BECAUSE IT WASN'T STANDARDISED.”

Participant, Open Culture Days Aarhus.

Cultivate Long Term Engagement

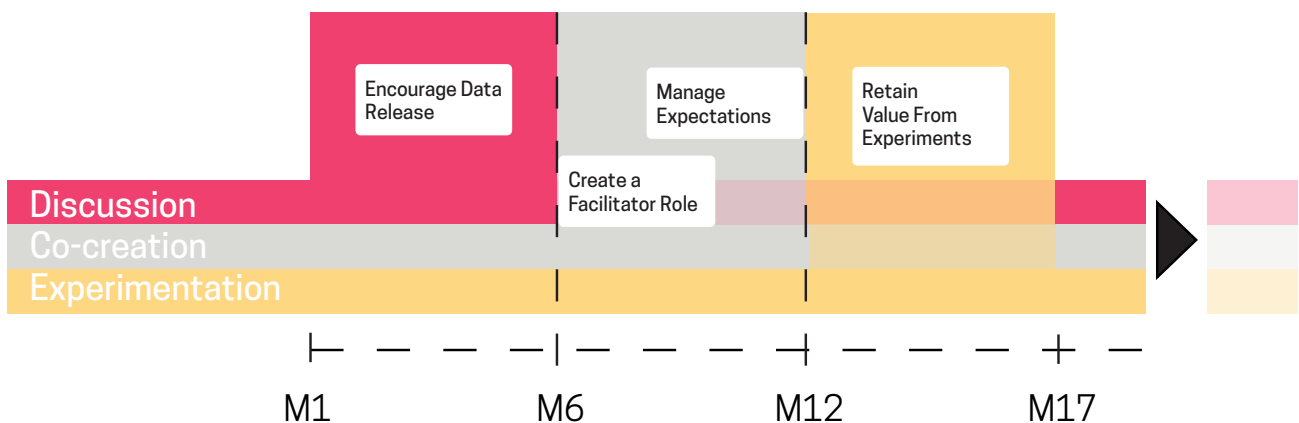
Young students are prime candidates for longer term engagement with the OrganiCity facility, and for role-shifts as they and their careers mature. This should be encouraged through recognition and reward (including mentorship) in order to realise greatest potential from accumulated experience.

“WHEN I STARTED DATA DRINKS I DIDN’T WORK AT THE MUNICIPALITY, I WAS A STUDENT AND A USER SO THAT WAS MY NETWORK, SOMETIMES THERE ARE NO POLICY MAKERS INVOLVED.”

Ex-Student, IT City / Organiser,
Aarhus Data Drinks and Open Data Project - Aarhus Kommune

City Governance Stakeholder

Table. 05
Governance Organisations
pain points and opportunities



Encourage Data Release

Within municipalities and other governing bodies, work needs to be done to encourage the release of urban data to unlock its true potential for experimenters. Involve data owners (both front line staff and at the director level); “data owners” who maintain the data may be separate from those with positional, or decision-making, power. Facilitating internal buy-in with both types of stakeholders can increase potential sustainability and resources.

“RELEASING DATA IS VERY DIFFICULT BECAUSE IT TAKES EXTRA WORK FROM THE EMPLOYEES BUT THEY DO NOT SEE THE IMMEDIATE RETURN.”

Organiser, Smart Aarhus

“[DATA OWNERS] ARE NOT FOND OF OPENING UP DATA; THEY DON’T KNOW THE DATA IS VALUABLE, THEY THINK THIS DATASET IS BORING, THEY DON’T REALISE THE ALTERNATIVE PURPOSE OF THE DATA.”

Staff, Open Data Project, Aarhus Kommune

Create a Facilitator Role

The volume of work and the specialist skills involved in engagement with the Experimentation-as-a-Service are a vital resource for any governance authority wishing to facilitate this journey. The value of this is both external and internal because it encourages citizen engagement while connecting city stakeholders with the “front-line” insights from the community. **Adequate resources, and the right people, should be committed to this task.**

In the case of using external partners for this role, the process should be designed to ensure that insights from both the outcome and the engagement activity itself, are captured and shared with the city, to encourage discussion, connection and responsive feedback throughout engagement (not only at its end). Organicity may be able to provide value by sharing tools and best practices to support facilitative skills development for co-creation.

“IT’S BEEN A CHALLENGE MANAGING THIS PROCESS, PEOPLE THINK ONLINE IS FAST - ONLINE CAN TAKE AS LONG AS STANDARD RE-SEARCH PROCESSES. IT TAKES TIME TO PUT PEOPLE IN THE RIGHT SPACE TO INTERROGATE THOSE QUESTIONS, VERY TACTICAL, DETAILED CONTENT PLANNING [IS REQUIRED] TO MANAGE THAT JOURNEY”

Lead, Talk London

“WE ARE TRYING TO FIND A WAY FOR A MORE DIRECT MANAGEMENT IN THE CITY COUNCIL. IT IS NOT EASY, [BUT]... THE FLOW OF INFORMATION IS EASIER IF IT’S INSIDE THE COUNCIL. YOU KNOW SO MANY TIMES A COFFEE TALK IS BETTER FOR THIS KIND OF THINGS.”

Organiser, Santander City Brain

Manage Expectations

Experimenters do not want to be let down by a process that does not have the resources to create an impact. Calling for experiments without having the means to realise those ideas amount to a breach of trust and attrition of continued citizen or SME contribution in the future. Expectations must be carefully managed against resources so that what is promised can be delivered.

Retain Value from Experiments

In some circumstances the sustainability of an experiment or co-creation activity might only be possible through the privatisation of that work. In this circumstance, OrganiCity must assist municipalities and encourage private providers to help the city retain the value of the experiment. In addition cities must understand that some roles are better performed within the municipality in order to retain expertise.

“BEHIND THE DATABASE, WE HAVE EACH INDIVIDUAL, WE CAN SEE EVERY ACTION, WHAT FOCUS GROUPS, WHAT SURVEYS, WHAT DISCUSSIONS THEY WERE INVOLVED IN. WE CAN SEE THAT, AND THEY CAN SEE THAT TOO.”

Lead, Talk London

Build on, Don't Break, Current Best Practices

Identify the community champions within city hall -- these are the formal (and often informal) current practices, gatekeepers and organisations with which the city connects and receive feedback from stakeholders (e.g. customer service desk, neighborhood associations, etc).

Seek to integrate these opportunities instead of re-inventing the wheel. Build on existing credibility, relationships and practices by providing resources to augment and deepen these activities. Like citizens, city workers are time-scarce -- by embedding new socio-technological initiatives (such as OrganiCity) with familiar work practices, we can lower the barrier to adoption, increase uptake and highlight OrganiCity's ability to complement existing best practice.

“WE HAVE SEVERAL CITY SERVICES THAT SHARE THE BUILDING AT THE CITY COUNCIL, AND [CITIZENS] COME HERE AND CAN TELL THE PERSON CITY COUNCIL RESPONSIBLE FOR THAT THEIR IDEAS... [WHO ARE] INVOLVED IN THE SERVICES, WHAT IS HAPPENING AND THEIR NEEDS. THIS IS THE TRADITIONAL WAY. WHEN WE WANT TO REACH THE CITIZENS, WE USE NEIGHBORHOOD ASSOCIATIONS. THIS IS THE OTHER WAY.”

Organiser, Santander City Brain

3 ENGAGEMENT CHANNELS & GOALS

Social Media Channels

Our social media strategy is part of the overarching engagement strategy. This means that the social media channels should help:

- Generate read engagement with citizens
- Establish OrganiCity as a player/brand on the Smart City agenda
- Create general awareness

To achieve these goals, we need to reach both citizens in relevant cities/countries, a wide range of people with a professional, academic or political interest in smart cities, and international, national, and local media.

Reaching a group this diverse in regards to demographics, geography, stake in smart cities, languages etc. represents a real challenge and can only be done, if we **assign different channels to our different target audiences** - e.g. if we establish local channels aimed at local citizens moderated in the local language.

Moreover, **we must establish a well-defined workflow with managers assigned specifically to each channel to support this**. We will maintain a citizen focus on local Facebook pages and Instagram, and a professional focus on Twitter, our 'global' Facebook, LinkedIn and Slideshare. YouTube should reach both types of audiences – see the following pages for details.

Facebook (global), Twitter and Slideshare are our immediate priorities.

Creating Valueable Content

Though content types vary somewhat between channels, some are close to self-evident: slides from events, calls, links to use cases/engagement tool, live updates, links to OrganiCity news, and sharing of high quality, relevant smart city content from other stakeholders and media is (also) a step towards achieving our goals.

Nevertheless, in order to create as much value as possible for our audience – and, with this, maximize our chance of achieving our communication and engagement goals – we should prioritise turning some of the knowledge in the network into blog style content on the website, e.g. in the form of short essays, Q&As, portraits etc.

Workflow and responsibilities

All channels, with the possible exception of YouTube and Slideshare, **must have an assigned manager/moderator** who maintains the channel in line with the guidelines and a content plan, secures valuable content, and establishes a recognisable tone of voice. The assigned manager should also keep track of KPIs and adjust their effort and the content plan accordingly.

1. FACEBOOK (GLOBAL)			
Purpose	Create awareness in professional/political circles.		
Target Audience	1: Professionals, e.g. potential call respondents, researchers etc., and anyone with a deeper interest in smart cities. 2: Citizens.		
Type of Content	Best of all content shared on other channels, including local Facebook pages (adjusted/translated) and web		
Tone & Experience	Direct, friendly and professional; “We own the smart city agenda - and we help you make cities better”		
Language	English		
Frequency	Daily		
Status	Page established. Manager to be found, content plan to be made		
Resources & Tools	Facebook demographics, Google Analytics		
Manager	Centrally assigned manager (London/Aarhus)		
KPI	Number of Fans	Fan Engagement (IPM)	Reach (organic average)
Performance goals (3-year)	7000	7%	10%

2: FACEBOOK (national)			
Purpose	Generate real engagement with citizens including directing people to local events and engagement tool / use cases		
Target Audience	Primary: Citizens. Secondary: Local/national media outlets		
Type of Content	Invites/"calls", mini scenarios/dilemmas, questions, relevant content from others, national/local news on OrganiCity etc.		
Tone & Experience	Direct, frank, human. Storytelling at eye level, with a slight sense of humour. "We help each other make our city better"		
Language	Local (Spanish/Danish/etc.)		
Frequency	At least twice a week, if possible more often		
Status	All partners to be encouraged to establish and maintain this		
Resources & Tools	Facebook demographics, Google Analytics		
Manager	Locally assigned manager (partners are responsible)		
KPI	Number of Fans	Ratio of relevant/local fans	Fan Engagement (IPM)
Performance goals (3-year)	1500	80%	9%

3: TWITTER			
Purpose	(Help) establish OrganiCity as a visible, unavoidable player on the smart city agenda; awareness		
Target Audience	Professionals (techies, researchers, politicians etc.), media/journalists		
Type of Content	Content rich live tweets, much of the content from other channels, web etc. Links to other's stuff on similar approaches.		
Tone & Experience	Professional but clearly human: "We provide valuable stories/questions to keep you more up to date than the next guy"		
Language	English		
Frequency	(If possible) at least daily		
Status	Channel established. Manager to be found, content plan to be made		
Resources & Tools	Twitter analytics, Hootsuite. Vine (for content), Google Analytics (for web conversion)		
Manager	Assigned Twitter moderator		
KPI	Number of Followers	Follower Engagement	Reach
Performance goals (3-year)	5000	0.5% (based on total audience, not impressions)	15%

4: INSTAGRAM		
Purpose	Create real engagement	
Target Audience	Citizens	
Type of Content	#morethantechnology... engaging storytelling, campaigns, examples (including from users) of the OrganiCity approach	
Tone & Experience	At eye level, direct: "Your contribution matters"	
Language	English	
Frequency	At least once a week	
Status	To be established, content plan to be made etc.	
Resources & Tools	Instapicframe (or similar), Vine	
Manager	Assigned manager	
KPI	Number of Followers	Engagement Rate
Performance goals (3-year)	5000	2.5%

5: YOUTUBE		
Purpose	To help other channels reach their goals via videos (provide videos to publish on other channels)	
Target Audience	Citizens and professionals alike	
Type of Content	(Short) event videos, short Q&A videos	
Tone & Experience	To the point; content focused	
Language	English	
Frequency	Whenever relevant	
Status	Channel to be established. Guidelines for OrganiCity video content to be discussed further.	
Manager	Managed by anyone with OrganiCity videos (following the guidelines) - SoMe managers should be notified of new content.	
KPI	Number of Subscribers (see purpose)	Total Reach
Performance goals (3-year)	400 (see purpose)	3000

6: LINKEDIN		
Purpose	Help establish OrganiCity as a smart city key player and help establish professional/business legitimacy	
Target Audience	Professionals	
Type of Content	Selection of (primarily business/industry) content from our other channels. To a lesser extent smart city content from others	
Tone & Experience	Professional. "We provide valuable stories and links to make you better at your job"	
Language	English	
Frequency	At least once a month	
Status	To be established	
Manager	Assigned manager	
KPI	Number of Fans	Engagement Rate
Performance goals (3-year)	2500	0.9%

7: SLIDESHARE		
Purpose	Help establish OrganiCity as a key player by sharing valuable knowledge; support communication on other channels	
Target Audience	Professionals - e.g. potential call respondents, researchers, politicians etc. Anyone with a deeper interest in smart cities	
Type of Content	Slides	
Tone & Experience	Content focused: "We're relevant and don't waste your time"	
Language	English	
Frequency	Whenever relevant	
Status	Channel established. Partners must know who to send slides to.	
Manager	Managed by AU/FCC. SoMe managers should be notified of new content	
KPI	Number of Views	Shared (total)
Performance goals (3-year)	5000	350

EXTERNAL NETWORKS & ORGANICITY

As cities around the globe adopt maturing smart cities technologies and begin to require processes and understanding that go alongside this seismic shift in city making, there will be burgeoning interest in projects like OrganiCity, and the learnings and successes therein.

In addition, the networks and initiatives that emerge around smart technology and holistic city-making can serve the goals of the OrganiCity project. These are the adjacent networks (Principle 1) on a global scale that will encourage adoption of the OrganiCity facility in new cities and add to the knowledge collected as part of the project.

As more adjacent and supporting networks emerge they should be documented here in the iterative versions of this report, detailing the principles of the adjacent network or initiative and it's perceived synergies with the OrganiCity project's goals.

OrganiCity and Open & Agile Smart Cities

Principles - Open & Agile Smart Cities

The bottom-up initiative Open & Agile Smart Cities is about connecting cities and networks of cities with the aim to spur open innovation. Innovation is essential to overcome the digital transition of cities and communities. Innovation needs to be open to (1) include a variety of stakeholders, outside the old verticals, and (2) to establish a competitive and attractive market for developers. The objectives are to drive down cost, increase quality and avoid vendor lock-in and monopolisation.

Synergies - OrganiCity and OASC

Important synergies between the initiative Open & Agile Smart Cities and the project OrganiCity are to be expected in their common ambitions.

Create a market for Smart Cities through open data platforms and citizen-grown solutions.

Open & Agile Smart Cities work from the recognition that one city alone is not a market large enough, but when a number of cities in several countries adopt a minimal set of de facto standards, a sizable market will be generated on which developers can start investing.

The project OrganiCity is complementary to Open & Agile Smart Cities in that the project assembles mature smart cities, grounded in heterogeneous architectures (Aarhus, London and Santander), into a common framework: an Experimentation-as-a-Service facility. This common framework generates a better understanding of cross-cutting concerns, which is expected to lead to improved solutions and systems, and to spark concrete methods in order to support a common smart city market based on open and agile principles.

Employ a methodology that develops sustainable citizen-driven solutions while respecting the cities' internal architecture and local priorities.

While cities in the Open & Agile Smart Cities initiative agree to use low-cost and non-intrusive solutions as add-ons to already existing data platforms, OrganiCity, through experimental facilities, aims at developing generic enablers for Open & Agile Smart Cities.

Mobilise stakeholders.

The stakeholders involved in Open & Agile Smart Cities are encouraged to participate in OrganiCity's open calls.



CONCLUSIONS AND FUTURE ACTIONS



APPLYING THIS STRATEGY

This document should be used as a guide for all engagement practice going forward from this point. Learnings from months 3 to 18 of the OrganiCity facility development will be captured in the iterated engagement strategy (month 18). In the interim the findings documented here should be applied as follows:

Principles for Engagement Strategy

Applied across the board as design guidance in every decision which ought to be made surrounding community engagement.

The Engagement Journey

Clearly communicated to every stakeholder and to the wider community, used to structure planning of events and publicity campaigns and to manage progress on online platforms through the phases.

The Journey by Stakeholder

Should be referred to for further guidance when planning engagement with the selected stakeholder demographics. Should new demographic groups participate, these interactions should be documented and fed back so as to inform the iterated version of this strategy (month 18).

The Engagement Channels & Goals

For guidance when choosing which channel, particularly social media channels, when engaging in a particular phase or activity. As the OrganiCity facility matures and new channels become apparent or available, interactions should be documented, KPI's set and these new channels should be added to the iterated version of this strategy document (month 18).

External Networks & OrganiCity

As the global smart cities movement gains strength, attention will turn to OrganiCity and the “co-created” approach. This part of the strategy applies when adjacent networks from around the world engage with OrganiCity from the outside, with an interest in learning from our process and experiments and perhaps an intention to one day adopt the OrganiCity approach.

KEY PERFORMANCE INDICATORS

There follows an extract of the KPI's set as part of the OrganiCity proposal which best relate to citizen engagement across the duration of the project. To enhance clarity, and based on the strategy outlined in this document, these KPI's have been broken down to an indicative target for the interim milestone at month 18 of the project.

PERFORMANCE DIMENSION	KEY PERFORMANCE INDICATOR	MONTH 18 TARGET (INDICATIVE)	TARGET
Accessibility of OrganiCity facility	Number of types (experimenter diversity)	2	5+
	Number of disciplines/sectors (experimenter diversity)	3	6+
Citizen engagement in the co-creation process	Number of active co-creators involved in OrganiCity facility	1500	500+ Year1 2,000+ Year2 10,000+ Year3
	Number of co-created contributions to use cases	350	1000
	Number of co-created contributions to co-creation tools	35	100
	Number of co-created contributions to open calls	350	1000
	Number of co-created contributions to experiments (participating in some way in experiments)	3,500	10,000

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