

# CO-CREATING SMART CITIES OF THE FUTURE

We are all OrganiCitizens  
Interim Engagement Strategy

Work Package 1  
Deliverable 1.2



**ORGANICITY**

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# Executive Summary

This is the second of three engagement strategy reports planned as part of the OrganiCity project. The goal of this document is to revise the strategy in *D1.1 We are all OrganiCitizens, Engagement Strategy (Initial)* and contrast it with the practical application of these principles across Aarhus, London, Santander and globally as experienced during the first half of the project.

The first section of this report, 'Interim recommendations', indicates guides for improvement of the initial engagement strategy. These recommendations are based on a series of research activities which are synthesised in the following sections of the document.

- **Local cluster assessment:** Each cluster city has interviewed different profiles of citizens who have engaged with OrganiCity in order to produce a self-assessment report. The self-assessment is a reflective exercise that combines the learnings from experience delivering the engagement process with the qualitative contributions from the interviews.
- **Horizon scanning:** A review of existing initiatives with a strong focus on citizen engagement and interviews with their founders, contrasted with the existing principles of OrganiCity's engagement strategy. This represents continuing work to catalogue best practices from which new OrganiCities might take example.
- **Channels and goals:** Elaborates on the specific channels we use, the ones we should strengthen or those new channels we should adopt based on our strategy.
- **Adjacent and global networks:** Covers connections between OrganiCity and other projects in the smart city sphere that are working towards a common goal.

In summary, the initial OrganiCity engagement strategy was based on a qualitative research of adjacent communities; whilst this document analyses the processes and results of our engagement to inform an iteration of that strategy and feedback to all work packages. The work in co-creation and engagement the past year has led to a broad awareness of OrganiCity across different communities beyond the cluster cities. After this sustained intensity of work, it is important that the process of review, developed for this deliverable, provides a moment to reflect on our practice and pinpoint both success and learnings. Likewise, it ensures that the principles remain present, since these are underlying the engagement through the delivery of Experimentation as a Service.

In the final report of *We are all OrganiCitizens* (due month 42), we will summarise the activities undergone and focus on the learnings for future activities beyond the project. In the meantime, the *D6.5 Dissemination and Impact Plan Year 2* (due month 24) will review the complementary actions around dissemination and engagement activities with a stronger focus on channels and goals to suggest further development.



# INTRODUCTION

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# Introduction

OrganiCity is setting a precedent on citizen-centric city-making. With the creation of Experimentation as a Service facility, this project is prototyping a holistic approach that incorporates social and technical aspects within the smart cities. The *task 1.1 OrganiCitizens* aims to capture the attention of stakeholders and focuses on achieving a comprehensive understanding of best practices in citizen engagement, in order to test and refine their application through the project.

The initial strategy report examined best practices and created a structure to guide Aarhus, London and Santander towards successful citizen engagement. Now, halfway through the project, we examine how the application of this strategy has served its purpose and the learnings we have extracted from the experience. In the section *Assessment of Local Cluster Engagement*, we have combined our experience and learnings with the experience reported from the citizens 'engaged' by the project. Furthermore, in the section *Horizon Scanning - Global Initiatives in Citizen Engagement* we have compared our principles with the ones used across the globe in other citizen-centric initiatives. These activities have informed the content of *OrganiCity Engagement Strategy - Interim Recommendations*.

The underlying goal of this strategy is to purposefully "design leaving gaps". The document outlines the foundations of the engagement, whilst each cluster defines the delivery of the touchpoints adapted to their local context. In this manner, the team can adapt to each audience and each setting, while working consistently with other OrganiCities towards a common goal.

In line with the project scope of incorporating more cities in Experimentation as a Service, it is crucial that we share a strategy that has been tested and iterated. We intend for future OrganiCities to embrace this strategy as a guide whilst they "fill the intentional gaps" with their awareness of their own local context.

Therefore, this document is revising the strategy in use across Aarhus, London and Santander; whilst guiding the steps that future OrganiCities will take in engagement towards a common Experimentation as a Service.

# Previous Engagement Strategy

The initial report *D1.1 We are all OrganiCitizens, Engagement Strategy (Initial)* sets out principles and an engagement journey.

These design principles are based on the insights extracted from an in-depth qualitative research across communities and initiatives who would potentially form part of the project. The design principles unify the elements that guide the interactions with stakeholders. Principles are at the core of every decision taken and create consistency across our actions. The use of design principles as a tool to create a baseline for day-to-day activities is particularly relevant to align the work and vision of future OrganiCities.

## OrganiCity design principles for engagement:

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

These principles are explained in more depth under *Horizon Scanning* later in this document, however their most complete definition is available in deliverable 1.1.

## The engagement journey:

The three phases of engagement Discussion, Co-creation and Experimentation are present across the whole journey with a different emphasis at each stage, these are framed around the definition of scenarios and the release of the open call, which serve as transition points in the journey.

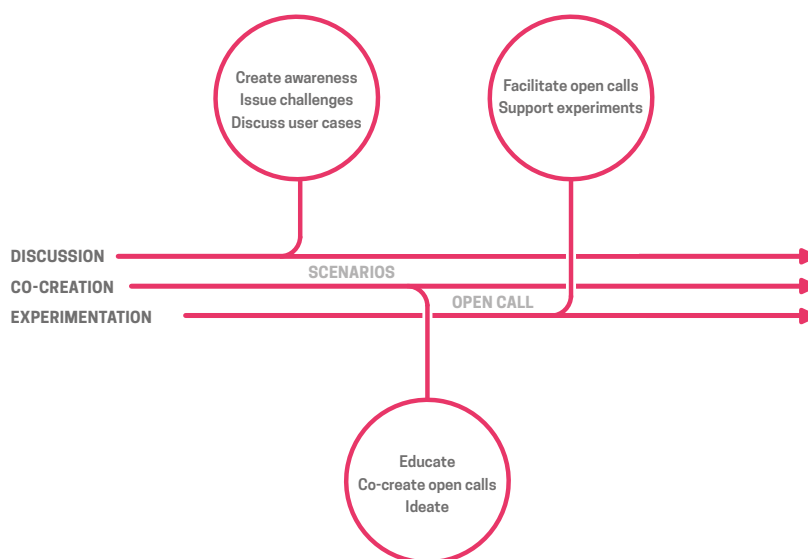


Fig. 1 Iteraton of OrganiCity engagement journey, version used in year 2



# Interim Strategy Methodology

The interim strategy uses the initial strategy as its basis. On this foundation, we have now overlaid: an analysis of the experience and learnings of testing it in our cluster cities, our stakeholders perceptions described through interviews, and an overview of external initiatives which are applying similar principles.

We have undergone three parallel streams of work:

- **Interviews to stakeholders across the clusters**

A set of 10 interviews with OrganiCitizens from all cluster cities who experienced different journeys in their engagement with OrganiCity. This group included those who were involved from the first discussions and remained active up to presenting a proposal for experimentation; those who were only involved in discussions and did not continue their interactions; and those who discovered our project during the open call. These one-to-one interviews kept an informal and transparent tone where the OrganiCity core goal and message was to “understand what has been successful and learn what we could improve”.

- **Assessment of local cluster**

An analysis by each cluster of the success and learnings across the activities in each city. This has been an act of honesty where clusters examine the application of principles and journey phases; the activities and relationships that they have fostered across the project; the messages and the audience they have engaged. The learnings from the stakeholder interviews inform and support this analysis; in relevant cases these are indicated in quotes.

- **Horizon scanning**

A catalogue of global initiatives underpinned by citizen engagement with citizen-centric principles which are parallel to ours. This work is informed in some cases by interviews with the founders of these initiatives, who shared challenges and learnings. This is a continuing piece of work intended to complement our own experience and encourage cross-fertilisation of ideas and practices.

These qualitative research exercises have been analysed and synthesised in the following section *OrganiCity Engagement Strategy - Interim Recommendations*, providing recommendations for our continued work. The details of the research behind these recommendations are part of the sections *Assessment of local cluster engagement* and *Horizon scanning - global initiatives in citizen engagement*.

# 1. INTERIM RECOMMENDATIONS

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# 1 OrganiCity Engagement Strategy - Interim Recommendations

The efforts invested in the engagement in the first half of the project have been fruitful in generating a loyal audience (OrganiCitizens that follow up after their first interaction through different channels) and in attracting a diverse set of stakeholders up to applying for the first set of open calls (117 experiment proposals in the first deadline and 24 for the second rolling call). We are aware and have experience that rich engagement and co-creation require a large amount of resources. Even though this level of resources might not have been reflected in the original plan for these tasks, each partner is delivering very effectively on each touchpoint. We are also collaborating across work packages to align our engagement. In reflection of this practice, there are several mentions through this document to work aligned with the open call (WP5) where we have applied the engagement principles. The reflection in this case is purely from the engagement perspective since the 'open call' constitutes a phase of engagement and a strong touchpoint for our stakeholders.

The purpose of these recommendations is to make our engagement effort even stronger and more efficient. For this reason we are focusing on the aspects where, through our experience, we have learned how this process could be continued or iterated into future engagements. Each recommendation is synthesized in a specific direct action that consolidates the learnings. From the reflection state in which we are approaching this document, we aim to acknowledge the resourcing challenge and outline a set of actions which can help us in continuously achieving our goals.

## The OrganiCity Engagement Principles

The principles outlined in the initial strategy (D1.1) have proven successful and useful in guiding the engagement activities and have provided a sense of direction across clusters and work packages. Design principles give a baseline that every OrganiCity can refer back to, ensuring consistency. Principles help align decisions with the project goals and reduce the risk of communicating non-coherent experiences across cities. The application of design principles is becoming a common best practice globally in similar initiatives (see *Horizon Scanning*).

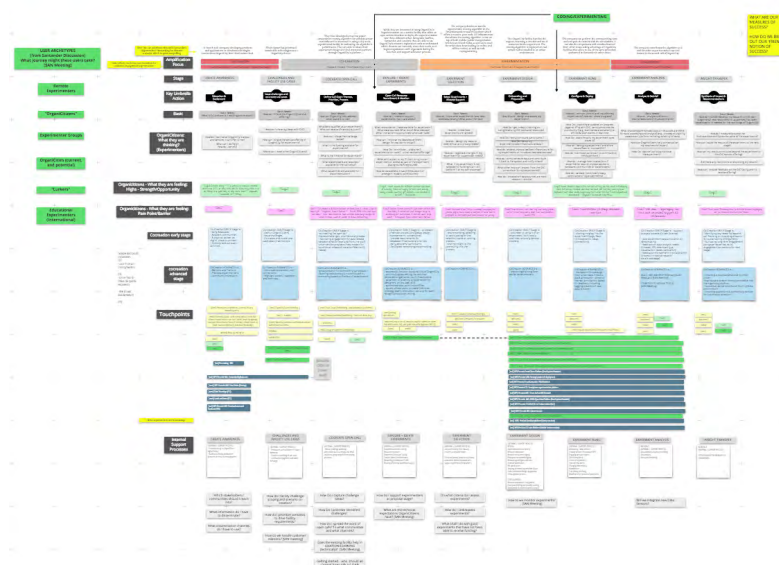
D1.1 includes in-depth research and explanations of the strategy and principles. Each cluster internalised the strategy, but through the months this document has become less present in day to day operations – the team does not recur back to check the document as often. To ensure that we keep on applying this principles as we have done, we will now create a reduced document that synthesises the design principles and the engagement journey with a set of concrete questions to help verify the correct application of each principle. This document will help navigate the engagement strategy on a daily basis and overcome the diversity in experience of using design principles as a tool across the teams. Likewise, this will be a concrete reference and artefact that can help future OrganiCities to grasp the core engagement values of “Experimentation as a Service”.

**Action:** Create a synthesis “pack” of the design principles and engagement journey.

## OrganiCity requires a “service mentality”

In order to incorporate experimenters beyond the ‘usual suspects’ (those who are usually active in urbanism and Internet of Things events), it will be important to intensify the understanding of OrganiCity as a service. This can help clarify the aspects of the journey which might be difficult to understand for those who are not used to participate in similar initiatives.

To expand the “service mentality” we can use service design tools, such as the *blueprint* or a *map of actors*. A service blueprint was developed at the start of the project to guide our strategy. As it proved useful then, we can now revise it to align the experience of OrganiCity from the point of view of OrganiCitizens, experimenters, potential experimenters, etc. For reference, the working document of *OrganiCity Experimentation as a Service journey blueprint* is included in the Annexes of this document.



**Fig. 2** Work in progress Experimentation as a Service blueprint. Full version available in Appendix 3

With an updated blueprint, we aim to reach consistency between the overall engagement principles and the detail of the activities developed through specific touch-points across the service (for instance, the use of graphic elements, the interaction intended between participants, the provision of space). A specific instance where we could have benefited from using these the blueprint more intensively is the reporting stages to gather feedback from experimenters: it has been difficult to plan and communicate – as a result, experimenters can be confused by the lack of definition in our previous communications preparing them for their experiment reporting.

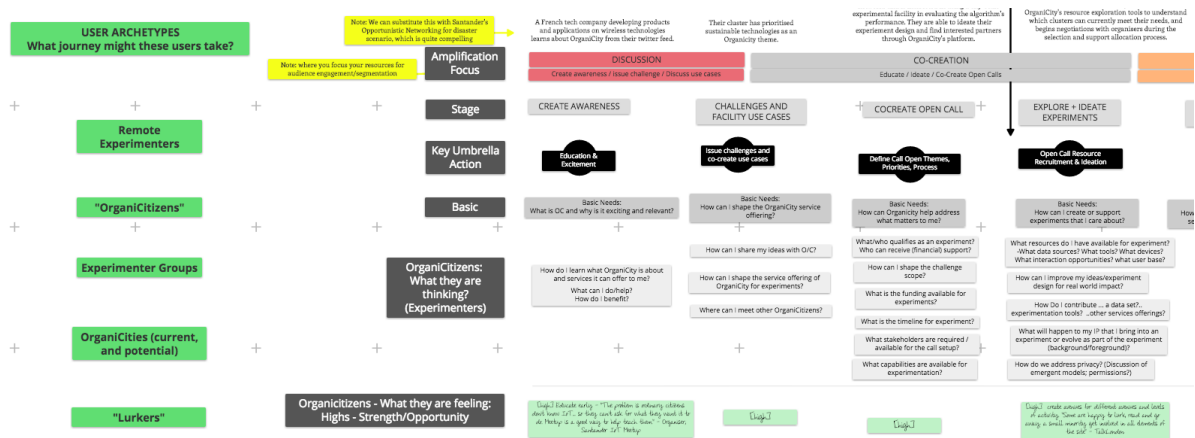


Fig. 3 Detail of Work in progress Experimentation as a Service blueprint (detail). Full version available in Appendix 3

More extensive use of service design methods can help us to foresee tasks; bring definition into the experience of the Experimentation as a Service, and iterate to reduce the barriers to those who wish to become part of OrganiCity.

Action: Revise and refine our service blueprint. Disseminate across partners for reference and feedback.

## Visibility of the journey

Our engagements were taking place across the OrganiCity engagement journey through the focus on discussing, co-creating and/or experimenting. The cases in which we have emphasised the visibility of this journey have lead to a realistic expectation and a certainty of their involvement in the project. We aim to give further visibility to the journey at each touchpoint with stakeholders in order to increase the incentive to stay engaged in the project (be it through our newsletters, reading blogs or participating in our events).

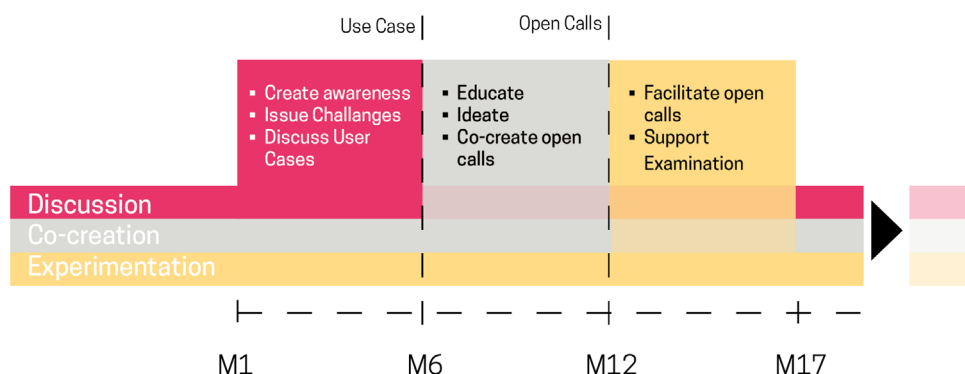
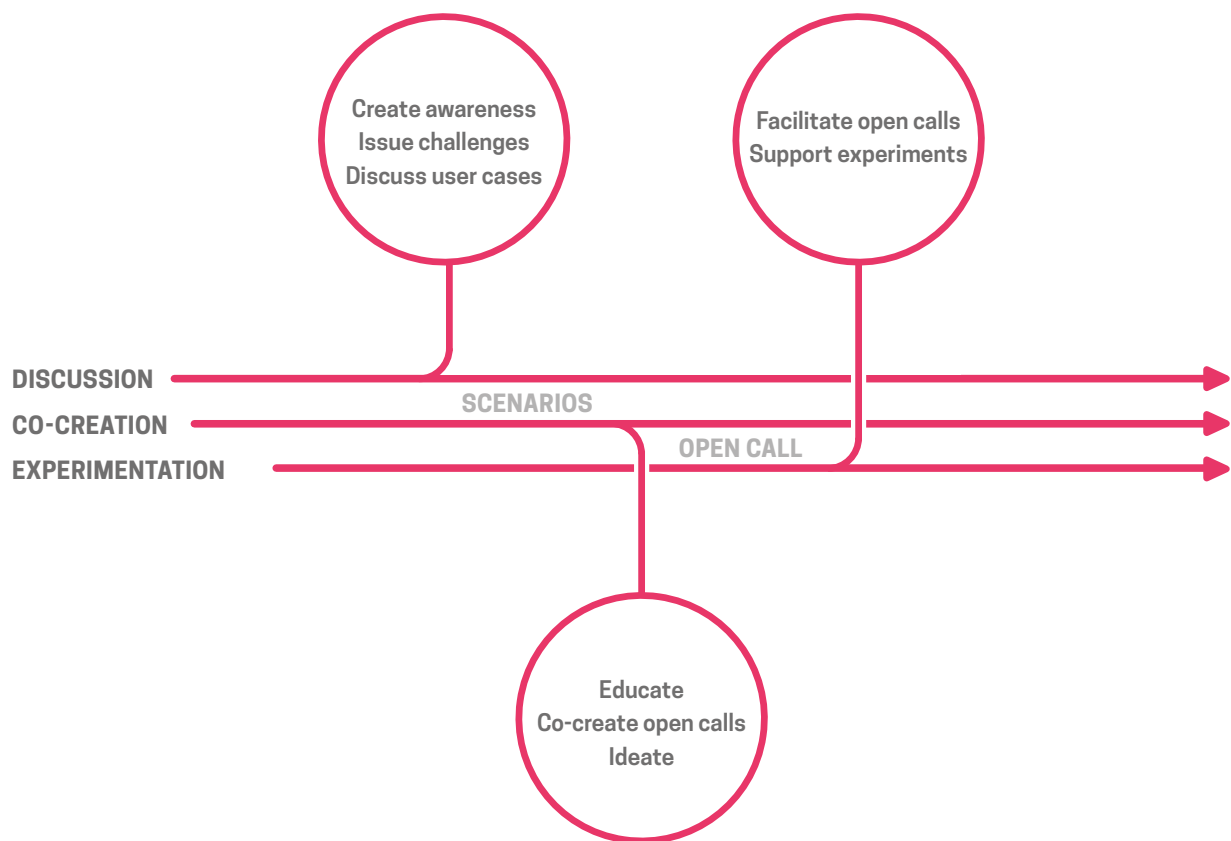


Fig. 4 Original visual version of OrganiCity engagement journey, used in year 1





**Fig. 5** Iteraton of OrganiCity engagement journey, version used in year 2  
Visual design in line with our branding and more clear.

In our offline presence, we will continue to have the journey diagram visible during our presentations, workshops and events. Online, on the other hand, the journey visibility might have been less apparent since it is only present in text. We will emphasise its clarity in a graphic manner now. It is recommended that this online presence will provide an indication of the stage we are at so that we enable people to connect each event to a particular step in the journey. Potentially, this can help citizens understand when and how they can take part in the different streams of activity in an OrganiCity, reducing the threshold by increasing the clarity.

**Action:** Continue giving visibility to the journey at every touchpoint. Create an online space that includes the journey in a graphic manner and evolves to indicate the stages as we move through the process of discuss, co-create and experiment.

## Community-ownership and online activity

In order to enable the growth of OrganiCity as a movement, we ought to design it to facilitate ownership (principle #3) so that the community takes a proactive role beyond the project itself. Our experience in the project so far is that by fostering trust and educating citizens on the potential of co-creation with the city, their relationship with the city evolves with an active outlook. A relevant aspect of this is to enable both offline and online spaces to foster an entrepreneurial attitude in the community. In the following months, we aim to use the robust personal relationships developed offline to strengthen the online presence – with the scope of enabling newcomers beyond the existing relationships.

Continuing to strengthen our online presence is part of the process to address the current situation,

where experiment groups are located outside of the cities of their experiments. We have experienced a global interest in experimenting in Aarhus, London and Santander. In Appendix 2: Results of the engagement for the Open call, we briefly state the diversity or origin in experiment groups to elaborate on the global experimentation interest.

Due to the large amount of resources needed to generate quality engagement, up to now we have taken the decision to strategically focus the intensity of our engagement on strong offline touchpoints. Now we will ensure that this experience translates into the online sphere.

From offline to online we are already transforming our interactions with experimenters: our one-to-one feedback is becoming video calls; training in person is becoming webinars; meet-ups happen across online team chats (Slack). Meanwhile, we need to ensure that anyone who comes into first contact with the project online can receive a successful and coherent presentation to OrganiCity, since they might be potential OrganiCitizens to join our movement.

**Action: Develop online relationships further by building on the foundations of the existing offline relationships. Review our online presence (ie. About page on [Organicity.eu](http://Organicity.eu)) to ensure that we are translating the offline experience into a coherent online experience.**

## Beyond adjacent communities

During the first half of the project OrganiCity connected with adjacent communities and developed maps of those in our cluster cities who are connected to city-making, Internet of Things and technology development. We have successfully attracted a variety of profiles through this process. We are currently hosting experiments lead by SMEs, research centres, NGOs and citizens.

We are developing this diversity further in the following months by mapping ‘un-usual suspects’; those unfamiliar with ‘smart cities’ who would nevertheless be able to contribute and take part in the co-creation of future cities. Instead of perpetuating an understanding of “smart”, which might seem detached for this audience, our focus might be towards spreading the message as a movement to ‘co-create the city’.

**Action: Continue to include OrganiCitizens beyond the ‘usual suspects’ by relating to causes/ communities which are external to the typical “smart cities” communities and adapting our message to their language.**

## Funding as a catalyst for a movement

OrganiCity has maintained a balance in the initial messages of engagement, alternating between the promise of funding and the incentives to join OrganiCity owing to its “co-creation” ideology. In the current economic climate it has been useful to have funding as a catalyst. However, for a sustained engagement we then need to reinforce that our core values go beyond ‘funding’. We aim to create a community of experimenters with urban data and educate cities, companies, academia and citizens in this process.

This process is particularly relevant at moments of ‘disillusion’ by citizens who invested their efforts into applying for our open calls and were unsuccessful – they will remain part of the community if we can offer aspects beyond funding for experimentation. Spreading OrganiCity as a movement will mean the initiative will be more resilient in the long term, sustained by an engaged community. OrganiCity will

not survive based only on the funding of a small number of experiments. We have already succeeded in spreading these values across stakeholders, as it is proven by the repeated interest from other projects and entrepreneurs who are interested in accessing our data and tools (without a request for funding). These values will continue to be constant across our messages.

Action: Focus on communicating OrganiCity's values to spread the project as a movement and attract people with similar ideologies.

## Educating our audience

In line with our communication of OrganiCity as a movement, we aim to continue reiterating the relevance of technical and social experimentation as part of the process of testing Experimentation as a Service. To explain Experimentation as a Service with further clarity, we can now use our real experiments as an example. Furthermore, we should continue to emphasise the value of co-creation in our processes (defining how this has an impacted and changed direction) and educate and involve more OrganiCitizens in the process.

Our blog is a good channel to enable a sustained conversation and learning of these terms. In that space we can also point to references that have successfully applied co-creation, technical and social experimentation, and other values present in citizen centric city-making.

We will continue to reiterate these messages through a clear, consistent and inclusive language. This has proven to be a resource-intensive process (iterating our communication pieces until they become clear enough) but it is enabling a conversation with citizens beyond the 'usual suspects', so we are making an effort to invest in this "clarification" process.

Action: Continue to sustain and promote learning through the project using a clear and inclusive language. Use the blog to capture explanations and references that foster a better understanding of complex terms like co-creation or experimentation.

## Abstraction layers to aid understanding

In line with a clear, consistent and inclusive language; we have also delivered our communication through a set of stage gates. Some of our necessary communication is complex and detailed. By breaking this information down and delivering the message in different stages we are helping our audience decide how much involvement they wish to have with the project and distinguish at an early stage if OrganiCity is the right thing for them.

This requires a patient process of synthesis and understanding and provides metadata to the content: it adds an abstraction layer to complex information like technical specifications or contractual agreements which helps the audience to navigate it easily.

We have encourage this process across the public documents used by different work packages. This has been challenging in documents like the Experimenter Agreement, where the importance of accurate legal language prevails over the user-friendly language. We tackled this complexity by creating an Experiment Agreement Summary which describes the core aspects described in the document in a more inclusive language register. This summary is not a legally binding document, but it helps experimenters in navigating the legal agreement.

Our website is a key touchpoint for all stakeholders, so we have used this ‘layering’ process in the way in which we displayed the new information on the Open Call section and the OrganiCity Tools section. For instance the Open Call section in the website displays high level information on the qualities we look for in experiments and how to apply, followed by a set of documents that provide further detail; such as the Open Call Instructions. The same approach has been taken with the various OrganiCity tools, with high-level introductions linking to more details specifications or demonstrations and eventually to the “Experimentation as a Service Facility Description” deliverable.

Based on this observation, it is important that we continue to be specific and detailed in our communication, whilst we deliver the right depth of information at different stages.

**Action: Continue to distribute the information delivered across the journey through different moments and channels into different levels of involvement: from overviews to in depth information.**

## Provide greater detail on OrganiCity platforms and tools

It has proven challenging to communicate with enough detail, consistency and clarity the information relating to our platform, tools and data. This is mainly due to the fact that these assets have been under constant development during the engagement and the open call process. To balance this, the Tools section at [organicity.eu](http://organicity.eu) was updated with further information as new milestones were reached in the development. However, since our resources are limited, we did not have the capacity to ‘filter’ these messages through the clarity and simplicity approach that we aimed for in all our communications.

In future actions will encourage a stronger relationship between the technical partners and those developing the content and the engagement touchpoints. We will continue to educate the community, as we have already seen through the introduction webinar for experimenters. Since we aim to gather a community that is motivated by the values we promote, the OrganiCitizens would then champion this process themselves for future experimenter additions – a behaviour that has been illustrated in the maker movements around the world.

During the next phase of engagements, OrganiCity will have the advantage of a matured platform and tools with a set of experiments which have tested and validated their use. In addition of the use of these as valuable sources for new requirements to improve the tools; in engagement terms, these assets will help provide useful communication pieces that shape ideas and enable further confidence in proposals for experimentation.

**Action: Strengthen the shared knowledge across technical and engagement partners. Create resources to communicate a clear and inclusive understanding of the facilities offered.**

## Powerful networking/facilitation tools

The engagement events and workshops in various clusters have proven to be opportunities to connect OrganiCitizens from diverse backgrounds who have similar interests or ideologies. To enable these connections, there have been developed a series of formats and tools for interaction during these events.

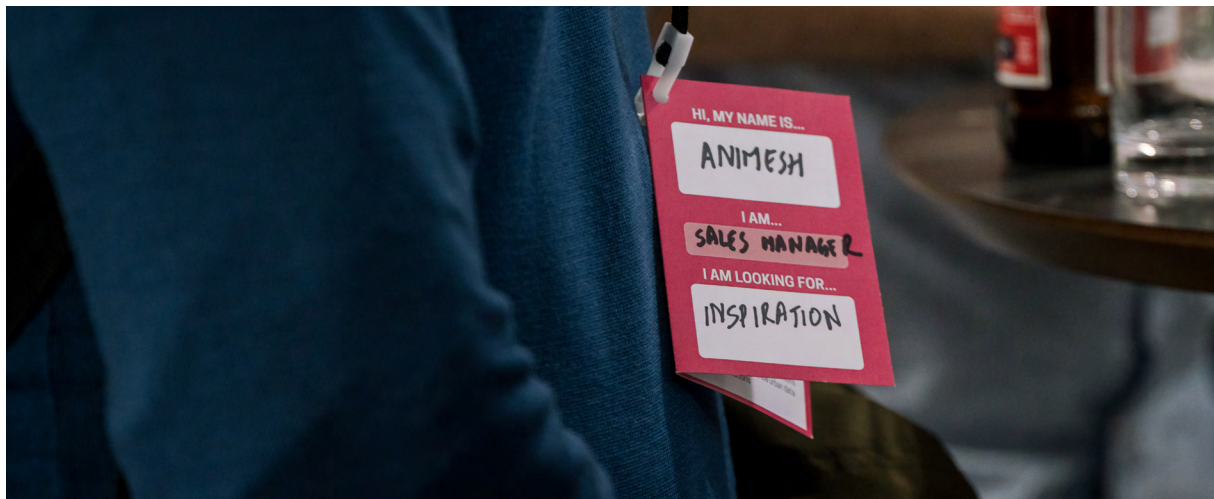


Fig. 6 First badge used by attendees of the open call pre-launch.

The success of these tools is evidenced by the fact that many applicant teams in the first batch of funded experiments have been formed through connections initiated during these events. These tested methods can become part of a set of tools that future OrganiCities adopt and develop in their local context.

**Action:** Establish and disseminate a set of tested tools and methods to link event attendees.



Fig. 7 First badge used by attendees of the open call pre-launch (front and back).

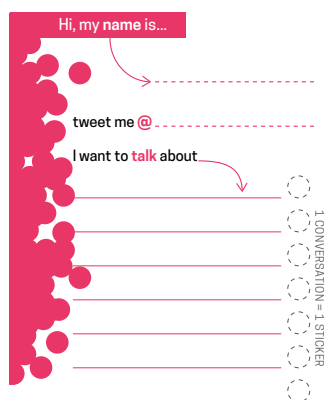


Fig. 8 Iteration of the first badge: used by attendees during the clinic events in London to support a networking activity



## Manage expectations

Across the three cluster cities we have consistently worked on managing expectations by explaining how the OrganiCity platform is an experiment in itself and demonstrating that we are keen on learning and co-creating it with them. However, the original schedule has experienced delays at different stages and the confidence from the community has suffered as a result. Likewise, in platforms such as the helpdesk (managed through WP5) our goal to address helpdesk questions in 3 days has not been fulfilled in periods when there has been an intensive workload across tasks. We ought to be aware that the resource demand of an outward facing consumer-quality service is extremely high.

We have learned and taken actions in this regard. Some of these challenges created through the delays have been dealt with and will be better planned for the next open call. In other areas we rely on intensifying the stakeholders engagement around the principle *7 Provide a clear journey and value visibility*. In some instances we have already rightly adapted our plan to deliver what we promised: the experimentation period has been extended for a month to compensate for delay. Honesty and transparency have been the main values communicated. In continuation with these values, our next steps will also increase the frequency of communications with stakeholders to give constant guidance as of where we are in the journey and give more details around progress.



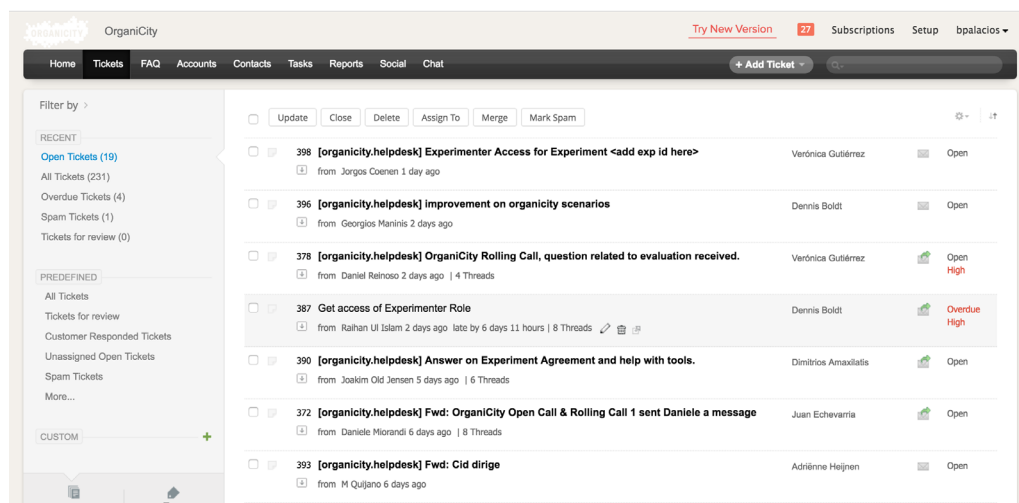
**Fig. 9** Example of tweet where we foment an honesty in our communications. By being aware and open about unexpected challenges (in this case a high demand of requests for the helpdesk) we can help manage the stakeholders' expectations.

**Action:** Continue to use honesty and transparency, whilst we increase the frequency of communications with stakeholders.

## Support journey

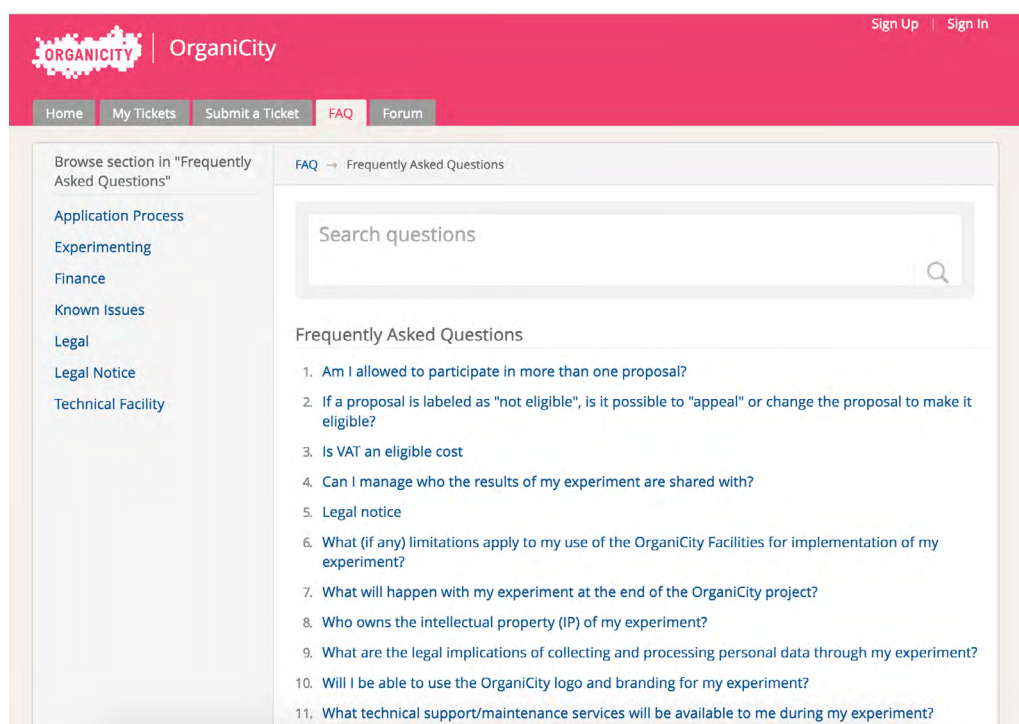
With the launch of the open call we launched a series of new channels to offer support to potential applicants: helpdesk, [FAQ](#) and clinics. These are relevant touchpoints in the engagement towards submitting an experiment in the open call.

These channels have different levels of engagement. Questions can be sent to [helpdesk@organicity.eu](mailto:helpdesk@organicity.eu) and are logged as tickets which are addressed by the OrganiCity team member with the relevant expertise. For this purpose we use Zoho system.



**Fig. 10** Internal interface of Zoho system where the helpdesk requests are received as "tickets" and assigned to the team member which can answer it better. This system is supported by WP5 with the input of the other work packages.

[FAQ](#) is a growing collection of the questions that are commonly sent to helpdesk or asked in person to the team. It is managed through Zoho system too, so that people can also send questions to helpdesk through this platform.



**Fig. 11** FAQ: Public interface for our helpdesk where frequent questions are collected and displayed.

Clinics are events hosted at each cluster to present the open call; help potential experimenters with specific questions or the general idea of their proposal; enable connections between attendees to form experimenter groups.



Fig. 12 Aarhus Clinic event (left) and London Clinic event (right)



Fig. 13 Santander Clinic event

Informally we have also received questions through Facebook, Twitter and directly to various partners via email.

In line with the principles 3 *Facilitate personal/community ownership* and 6 *Respect the value of venue*, the different channels cater for different needs. FAQ is a passive search. Helpdesk is a specialised reply with a medium delay (potentially 3 days) but does not offer a sense of ownership and feels impersonal because of the lack of name attached to the service. Clinics are the best experience for giving reassurance to applicants but are labour intensive and can only be held once or twice during an open call in each cluster.

During the experimentation period we have opened further channels: [slack](#), direct email to cluster representatives and a library of resources.

Slack is a chat room for teams which is enabling both informal conversations and relevant announcements to the experiment groups. Each cluster city has nominated a representative which experiments ask directly for support relating to experimenting in the city (ie. booking a room for an event or getting in touch with other relevant stakeholders). Both these channels are personal and enable a sense of personal and community ownership. Likewise, they are perceived as modern and fast tools for communication, so they seem to overrule the use of the helpdesk.

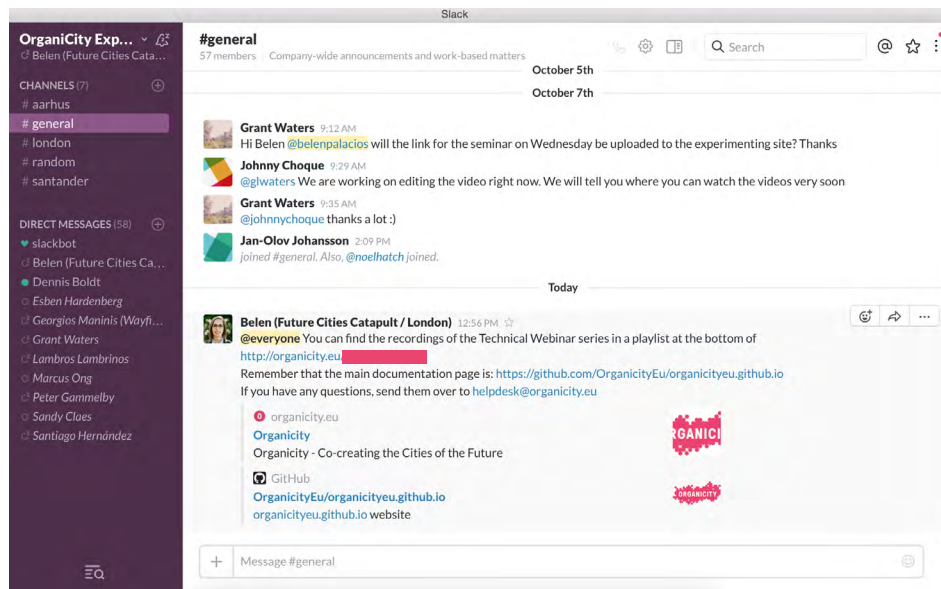


Fig. 14 Screenshot of slack channel conversation with experimenters

Finally, the library of resources in a hidden section of [organicity.eu](http://organicity.eu) contains all the documents they might need to refer back to during the experimentation: experimenter handbook, reporting documents, webinars, visual identity assets, etc.

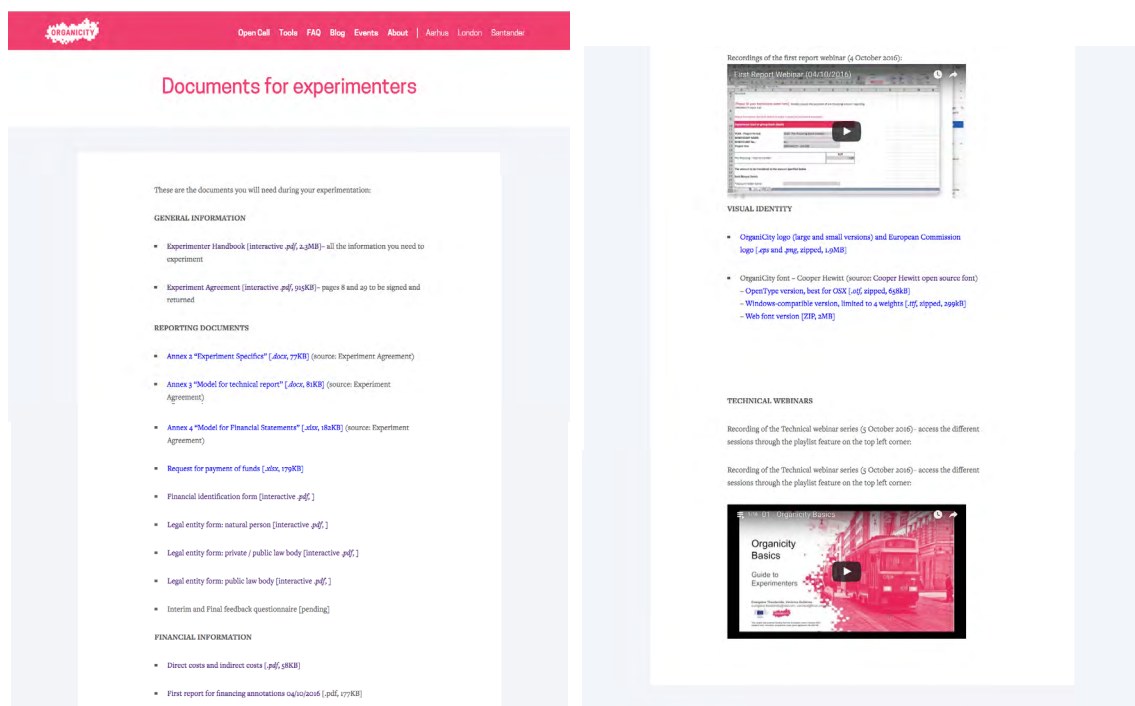


Fig. 15 Library of resources for experimenters

We intend to continue using these support channels for both potential applicants and experimenters, since they allow a varied range of involvement and depth of relationships. Since these channels are resource intensive and some tasks overlap through the project (experimentation period while rolling calls are open and evaluated) we aim to make a better effort at planning the resourcing for each channel and giving team members responsibility over certain channels.

**Action:** Continue with the variety of support channels and ensure each is adequately resourced with support from across the Organicity team.



## Two-way conversation

As part of the co-creation value underlying OrganiCity, we have enabled feedback in different directions and with different qualities. We encourage OrganiCitizens to discuss future scenarios and contribute to our workshops shaping city challenges and the open call process in a very active engagement. Regarding the open call, we combine this with light touch feedback to those who applied for the open call through a survey (with an open field to enable comments beyond our suggestions). This will also be combined with the learning process of the team and the informal feedback submitted through emails, helpdesk and in person. This is mainly complied through the work of WP4 and WP5. From an engagement perspective, it is important to highlight that our core message is: “we are open for feedback and willing to improve the service”. In line with principle 7 *Provide a clear journey and value visibility*, we ought to act upon feedback or clarify the instances in which that is not possible. A consistent collection of such feedback could be used in future communication pieces where we capture and express how the feedback had an impact on iterations of Experimentation as a Service. This could potentially be explained through blogs, synthetised in tweets or even become a section in our monthly newsletter.

As much as OrganiCitizens have committed their time and effort to co-creating OrganiCity, we also correspondingly have provided personalised feedback to the successful and unsuccessful open call applications. Unsuccessful experimenters also received an invitation to arrange a meeting (online or offline) with their cluster representative to help interpret feedback and suggest ways in which the applicant might continue to engage with the project. This was a conscious investment in the community to foment the experience of OrganiCity as a movement which they belong to, even if their applications had not been funded.

**Action: Continue to encourage different depths of feedback. Create a consistent form to collect both formal and informal feedback. Communicate at a later date how that feedback has guided the iterations in our service.**

## Pragmatic approach

Some critical feedback was received as to the level of technical information provided to experimenters in the first phase of the project (see above in recommendation *Provide greater detail on OrganiCity platform and tools*) but also as to the “visioning” approach which early workshops and engagements adopted. This approach was taken due to the lack of clarity on the potential of what a Experimentation as a Service facility might become. However, the approach was seen as somewhat superficial by subject matter experts from the worlds of Internet of Things and urbanism, who identified that it is a strong process for engagement but less likely to yield pragmatic innovations or experiment proposals. This proves that we have engaged both experts and non-experts in the discussion phase; but the challenge which emerges is how might we communicate in an inclusive manner those different levels of expertise across our diverse stakeholders.

Now that we have learned about such challenge and our facility is becoming mature enough, we will emphasise a more pragmatic direction, focused on the possibilities enabled by the maturing OrganiCity platform and acknowledging the complexities of the city challenges. This will involve clearer specification of the OrganiCity platform and tools, demonstration of the capabilities of the platform and tools, and better definition of challenges and integration of “best practice” in areas of complexity.

**Action: Communicate better technology opportunities and limitations. Respect those limitations in engagement and design process. Involve expert voices alongside citizens in defining and developing challenge areas.**



## Rich engagement requires rich resources

Our experience in OrganiCity up to now has proven how the richer quality of engagement is nurtured through continuous and careful work. Co-creation required a large amount of resources to become effective. We have joined forces across work packages to enable a richness of channels and touchpoints – we consider that social media is relevant to give visibility to our project but, in terms of engagement, the support potential experimenters receive (which can ensure they continue to be engaged in the project) is as relevant as the traditional channels considered in engagement. Carefully crafting our messages at each of our touchpoints (website, clinic events, email replies, public documentation of our work, tweets, etc.) is also resource intensive to ensure consistency and a careful following our engagement principles. Hence why it is relevant that our recommendations are considered from a strategic perspective and we continue to consider how we can make more effective our engagement effort.

In light of this learnings we have also adapted some of our dissemination goals to this strategy which focuses on delivering meaningful engagement. To pursue the right balance between quality engagement and the level of resources it requires, we are focusing on delivering qualitative engagements in a focused number of channels; rather than spreading our resources thinly across too many channels. This adjusted strategy is specified further in the latter section *OrganiCity Engagement Channels & Goals*, where by leveraging offline rich engagement we are effectively driving further online attraction of a higher engagement quality.

**Action:** Continue to strategically align our engagement through the work of other work packages in the instances where they are developing content which aligns with the Experimentation as a Service touchpoints (based on our future new Experimentation as a Service blueprint). Progress with the level of resources focused on meaningful engagement.

# 2. ASSESSMENT OF LOCAL CLUSTER ENGAGEMENT

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# 2 Assessment of Local Cluster Engagement

The following is a cluster-by-cluster synthesis of feedback received during the “self-assessment” exercise conducted in late September 2016. As per this process, each cluster conducted a set of qualitative research interviews before completing the self assessment, which reflects both the feedback received through these interviews, as well as the considered experience of the cluster representatives themselves from within the OrganiCity consortium. This self

## 2.1 Aarhus

### 2.1.1 The Engagement Journey

OrganiCity Aarhus has conducted both online and offline engagement activities. Online engagement has taken place on social media (facebook, twitter, instagram), through blog posts and through OrganiCity’s website.

“I checked out the facebook page for more info and it looked cool.” – Abrella, startup business, Aarhus.

Offline engagement was provided through workshops, clinics, meetups, as well as other events held in the city. Both online and offline engagements served to spread awareness of Organicity and to facilitate co-creation processes.

Physical (face-to-face) meetings were found to be most helpful in creating the community of co-creators. Participants at these events did not consider themselves competitors but rather were there to openly share information and ideas with each other.

Both online and offline engagement approaches were used in order to keep audiences continuously involved until the first open call for applications was opened and beyond. The media channels had dedicated audiences, who followed Aarhus as the city progressed through the OrganiCity journey.

A number of citizens and companies showed up at every OrganiCity Aarhus event. In the city, the first major challenge in maintaining community involvement arose after the first round of open call results were announced. Unfortunately, those who engaged actively throughout the year did not feature in the first batch of winners selected. The risk is that the disappointment within the community at having lost out to the success of applicants from other cities, will cause the established community to become disinterested in the OrganiCity movement.

OrganiCity Aarhus aims to maintain the community, addressing this situation first, explaining and publicising the first open call results in a positive light. The city needs to communicate the excitement that rightly surrounds the willingness of winners from outside Aarhus to experiment in the city. In

addition, as not all successful applicants have local connections, it might be possible to bring people from local communities into their projects.

As a second measure, Aarhus plans to offer even more support to the active local community members during the following OrganiCity open calls. Learnings from the first open call have added experience and better understanding of successful and unsuccessful cases and scenarios, which could help enhance the community members' chances of getting funding in future calls.

"[the event during the Internet Week Denmark] was very comprehensible... The first [part of the event] was "inspirational": a presentation about different kinds of initiatives. The second part was where the participants could talk to different partners in OrganiCity project in regards to the application. Attending that was one of the things that solved a lot of questions in regards to what to do in the application, what to write, and what to expect." – Empati, design company and winner of funding via the OrganiCity open call.

Although the community was aware that the OrganiCity open call would be a competitive process (even more competitive than originally expected), they express their frustration at not seeing local winners in the result. In connection with the above, the community's relationship with Organicity Aarhus and partners has become more negative. This can be seen, for example, from the case of a representative of this community, who was not willing to participate in an interview as part of this self-assessment process and was very critical about OrganiCity.

"I don't think OrganiCity is really ready to start. It looks very unorganized... It has been a long time since I have been on the website, but there was never any new exciting news on the website." – Det Ny Ry, consultancy, Aarhus.

This change seems regrettable, but a natural reaction in such situation, as people committed their resources to be involved in OrganiCity and got their proposals rejected.

## 2.1.2 Engagement Phases (Discuss, Co-create, Experiment)

Moving through the phases of the engagement journey was neither a linear, nor similar process for everyone in the OrganiCity Aarhus community. Citizens and companies joined during different stages. Some followed progress continuously, others dropped out, and, perhaps, returned at a certain point. Some submitted proposals, others did not.

"It seemed like I would use quite a bit of time and effort to apply and report."

"The likelihood of being accepted didn't seem great for our company."

"I simply don't want to use my time applying for 'funds' if I am not quite sure of getting it, and if the payoff is not big enough. Me, and my colleagues, seem to be much better off using our time solving problems, talking with customers and being in the market. That feedback is much more useful, even if our customers decline. I would always be hesitant to put myself in a situation where we have to use metrics for progress which are not moving our startup in the right direction."

"[...] a very personal reason might be the crowd [community]. I felt like most of the people showing up at the event was there to score some funds for some project, and that they weren't all that serious about their projects but just riding "the fund wave" until something else comes along in life."

“the impressions I got, was that it was very little market/business oriented, so an accept or decline wouldn’t be useful information for knowing if we are on a good path forward as a company.” – Abrella, startup business, Aarhus

Generally, creating community awareness of OrganiCity was frictionless as all of the local partner’s media channels were used. In keeping with the OrganiCity engagement principles, adjacent communities were informed about OrganiCity, and new participants were attracted by champions driven by a passion for the cause of experimentation in the city.

The process of co-creation of the open call was well understood by the community, with participation via an online Instagram campaign and focus group interviews. To propose and experiment was not technically very challenging to the community however, after the evaluation it became obvious that the local community had difficulties understanding the eligibility criteria. In particular a high proportion of applicants were rejected on the basis that they had a stated affiliation or collaboration with pre-existing OrganiCity partners. This is in contravention of the rules surrounding the funding and OrganiCity Aarhus needs, in future, to provide more clearer guidance on this point.

During the period of co-creation on the open call, answering questions on how to use the OrganiCity tools was also been challenging, as the tools still were still being developed and it was sometimes hard to get detailed specifications as to their use and functionality.

In Aarhus, the engagement journey was mostly used as a metaphor to underline the participatory nature of OrganiCity. The city primarily used the principles: “design for trust”, “debate and co-create across the comfort zones”, “empowering adjacent communities” and “respect the value of venue”. Despite this effort, it is appreciated that the city could have used the engagement principles to a greater extent and more explicitly. Both in terms of the engagement principles and the stages of the engagement journey the city will strive to be more explicit and clear during future engagement.

Several people who joined the community early in the process followed on to the point of submitting experiment proposals. They took an active part in OrganiCity Aarhus events. Some difficulties were reported in the application process, and as earlier stated, a lot of discontent surrounds the lack of local community members who were successful in obtaining funding.

“[I wish I had] more modern assistance. Fast, more agile. It looks very old fashioned to me that you send [a message] and have a reply in one or two weeks. That’s like an old time, when you sent a letter with the postman, and one week later you could have a reply. It does not fit with my idea of what OrganiCity should be. OrganiCity should be something agile, something very living, something very quick.”

– Det Ny Ry, consultancy, Aarhus.



## 2.1.3 Engagement Principles – Successes and Challenges

Aarhus most successfully applied engagement principles numbers 1 and 4.

### **Principle #1: Empower adjacent communities and champion advocates**

OrganiCity Aarhus mapped a list of pre-existing “usual suspects” – local communities and potential advocates whose motivations and interests were closely aligned with those of OrganiCity. This was followed by effective utilisation of the networks of local partners to communicate the value of OrganiCity to these local communities, empowering them with knowledge of the project, relevant events, and the processes required to participate.

### **Principle #4: Debate and co-create, across the comfort zones**

The community in Aarhus included many participants with very little technical experience who tried to address the city’s challenges using the technology. The tension and learning this created was beneficial to the community.

It is clear from our research that some difficulty was experienced in the city in relation to principle 7.

### **Principle #7: Provide a clear journey for participation and value visibility**

This was the least successfully applied principle in OrganiCity Aarhus. As has been noted earlier, the Aarhus cluster has clearly not been explicit enough in informing people about the stages of this journey, “what happens next” and the engagement required from OrganiCitizens. In addition, the first open call results did not succeed in immediately demonstrating value in Aarhus as many of the success stories were from further afield. This is something Aarhus plans to address through positive reporting on experimental progress and further explanation and engagement with the established community.

## 2.1.4 Growing OrganiCity

OrganiCity in Aarhus has leveraged champions driven by a passion for a cause. One such champion emerged from a local city Lab. He got to know about OrganiCity via efforts to involve adjacent communities: this neighbourhood lab is a grassroots organisation, which strives for green and sustainable urban life. This champion actively engaged both online (at first) and offline (following the second open call clinic).

He liked and frequently shared posts with his network on Facebook, where he was a subscriber to several OrganiCity channels (including @OrganiCities and @smartarhus). During the clinics, he played a facilitating role by encouraging other participants to collaborate with one another. When the open call was announced he participated in not one, but two applications. These were unfortunately rejected in the eligibility check due to a close collaboration with people working in Aarhus University. This provides further evidence that more clarity is required around the open call terms.

Pre-existing adjacent communities and networks have contributed to OrganiCity Aarhus both by recruiting relevant companies and organisations, and by being active experimenters. In addition these community member have assisted the OrganiCity Partners partners in spreading the word about the project, about smart cities and about co-creation in general.

The seminars held during Internet Week Denmark illustrate this phenomenon, where one event was organised as Smart cities event, the organizers of another event included OrganiCity together with [CityPulse](#), [IoT-Lab](#) and [Service Platform](#). Such a collaborative event with these communities expanded the network involved in our project.

The vast majority of these communities share OrganiCity's interest in designing innovative urban solutions from a citizen perspective and thus to manage city assets intelligently. These communities had already explored mutual interest with OrganiCity partners in the context of other projects and activities.

The mapping of "usual suspects" around Aarhus helped to facilitate this outreach. A large template was filled with all the different existing communities, those who are aware of the smart cities paradigm.

## 2.1.5 Diversity among our OrganiCitizens

OrganiCity Aarhus succeeded in involving audiences of various ages and backgrounds. The participants to our activities ranged from individuals/citizens to representatives of big companies, from students to established professionals. The community included both non-technical citizens and power users of technology.

The audiences, however, reacted differently when dealing with different OrganiCity partners. One of the important reasons for this is that participants had some understanding of the partners' varying competences and experiences. The audience was comfortable with the fact that each partner does not have the full competence with the complex OrganiCity platform.

For example, it was accepted that municipal, academic and industrial partners on the frontline could not always provide help immediately with the backend issues (such as technological or legal issues). Participants responded to this vacuum of knowledge with general expectations towards what they thought OrganiCity was able to fulfil. For example, when municipal partners asked the citizens about city challenges, citizens would respond by mentioning the municipality-specific problems they themselves were confronted with by living in the city, such as lack of parking space, and too expensive housing.

Although the challenges were co-created with the citizens and the community had discussions around these challenges, a large number of applicants ended up not focusing on them. One reason for this might be that some applications were prepared in different contexts, and not issued for this specific OrganiCity open call. Another reason might be that applicants from non-technical people had difficulties with proposing plans of how to use OrganiCity tools for tackling issued challenges.

The diverse Organicity Aarhus community engaged in debate easily and were willing to participate with their time. During one of the first clinics for the open call process there was no need in facilitating discussions, because the audience was actively began sharing their ideas and visions. It was, however, a challenge to manage the conversations about the use of OrganiCity tools during the physical meetings. Indeed, we found that many people had difficulties understanding the content of the tools on OrganiCity's website. Therefore, during offline meetings audiences frequently asked for clarification of this information.

Thanks to common points of reference, discovered during the conversation, the community sometimes followed up after the events. Participants seemed to create relationships not only through OrganiCity's activities, but also started to engage with each other's activities outside the OrganiCity context.

“I talked to somebody else, who did the OrganiCity application. They didn’t get shortlisted. For them, the technical part was challenging -- like what tools they were going to use.” – Empati, design company and winner of funding via the OrganiCity open call.

## 2.1.6 The OrganiCity Message

OrganiCity Aarhus, on the whole, managed to engage with the community in transparent, informal and relaxed ways during face-to-face meetings. Citizens were encouraged to speak openly about their progress, and partners gave recognition to citizens’ ideas. To mention an example: Normally, city projects conducted by the municipality are predefined and fully planned. In case of OrganiCity, citizens seemed to appreciate the municipality’s courage to communicate the smart city agenda as “We develop as we go”. With this agenda, the municipality disrupted its usual role and opened up the idea that a part of decision making processes was given to citizens.

Despite this open discussion OrganiCity Aarhus did receive many questions by email and in person. We believe that the number of offline inquiries was not necessarily the consequence of a lack of online communication as there was a high volume of accessible online information via our multiple channels.

More likely, this is due to people sometimes preferring personal communication. They may consider their situation to be unique and/or believe that if they provide more details, they will elicit more or better support. It was possible to strike a balance between offering assistance during events such as clinics and encouraging participants to address their direct questions to the OrganiCity Helpdesk.

As mentioned earlier, the cluster mainly experienced messaging difficulties when explaining the tools and how they could be used. This was partly due to the fact that the tools had not yet been developed fully and that many of the team in Aarhus who worked with community engagement did not have insight understanding of the tools. It is expected that in future open calls the familiarity of the team with the tools will increase, enhanced also by the evidence of ongoing experiments.

There were no specific challenges in Aarhus relating to the content formats or languages used in communication.

## 2.1.7 Learnings

Much has been learned in Aarhus during the first half of the formal OrganiCity project, both on the side of elements which work well and should be replicated, and regarding elements that definitely require improvement.

On the positive side, experimenters were frustrated at first that a “hotline” service in Aarhus could not be provided to answer their questions. The argument used, that questions, addressed to the Helpdesk, could help other participants with their issues helped the community to understand why this method of communication might work better. In addition, it was highlighted that there is a community, or a “human face” behind the Helpdesk. In the end, the community accepted that using Helpdesk is proper, fair and complies with the idea of co-creation.

Regarding potential for improvement there are definitely concerns in Aarhus that the cluster needs to be clearer about the eligibility criteria surrounding funding. A high number of applications were rejected on this basis so the cluster intends to more persistently speak with the community about these requirements.

In addition, and perhaps due to the novelty of the platform, there has been a marked need for more technical explanation surrounding the tools. There is also a lack of awareness of the technological effort required to be dedicated to develop the experiment. In Aarhus it is generally agreed that it would be beneficial to involve power users to coach the nontechnical community to use the OrganiCity tools or (perhaps additionally) to produce short videos with relevant advice.

It is overall expected that given there will be real live examples/cases of experimentation available in the next phase, as well as an understanding of successful/unsuccessful scenarios in the experimentation process, Aarhus will be able to assist the community more effectively, and additionally the community will be better placed to assist one another.

## 2.2 London

### 2.2.1 The Engagement Journey

As part of OrganiCity London, there has been extensive offline and online engagement. In general, the decision was taken to host offline meetings and events when qualitative feedback was required by the engagement process or other parts of the project, or when a networking opportunity was required in the context of the open call for experimentation.

Online engagement has taken place via the OrganiCity-specific channels ([London Facebook](#), [Twitter](#) and [OrganiCity blog](#)), but also through tertiary channels including the website and twitter feed of Future Cities Catapult and through partner networks and social media feeds. Online engagement has helped to publicise and explain the project, create a sense of community and a presence for the project brand, and has drawn new individuals to attend the events hosted throughout the project so far.

There has been a tangibly positive outcome from almost all of the offline events hosted in London. The greatest strength of these events lie in the greater capacity of face-to-face meetings to explain complex issues and concepts. During the events “OrganiCity Conversations: Let’s Talk Experimentation” for example, the technical partners from London had the opportunity to meet with community members and explain some of the detail of the OrganiCity platform and tools, as well as understand the questions which potential experimenters had and the aspects they were interested in contributing.

In addition, attracting a critical mass of people to one venue has fostered new collaborations in London, some of whom applied for the open call for experimentation. One such example was the OrganiCity open call “Pre-launch” event at which a representative of Hackney Council (borough of London) attended. During his first exposure to the project, he told the room “We’d love to find people to work with” and subsequently partook in proposals submitted to the open call for experimentation.

A significant challenge experienced in London lies in matching the agenda and process for a given event to an appropriate audience. Much of the work done in London in the first nine months of the project was design-led and non-technical. The events hosted (“OrganiCity Futures” and “OrganiCity Conversations: Let’s Talk London”) left community members of a more technical background feeling somewhat disenfranchised and bothered that there were few concrete technical specifications to work from, or that complex urban problems were being approached with too little rigour or concern for work already done in the field.

“The kind of people who turned up there, were not quite as empirical as I am. And that is that they were working on high-flung concepts that might be possible in another ten years - stuff that wasn’t rooted in ‘if we sat down in January of this year, these are the parts we’d use, this is what we’d make’” – Michael Karliner, founder and CEO, ThingStudio

“To be absolutely frank, I came along because I was really interested in the themes. The format was very similar to other events that I’ve been to, which I have been quite critical of, in the sense that the type of urban issues that we’re dealing with are incredibly complex. The format of that event, which is of course to get people involved, but it’s presented as though we’re gonna brainstorm and come up with something which the experts haven’t.” – Usman Haque, founder, Umbrellium

On the other hand, those who come from a background in design, services or urbanism had a different impression. This was one of inclusive conversation about urban issues and the opportunity which OrganiCity represented to the community.



“I thought everyone was friendly and approachable, and there were a number of opportunities that were coming in the future. I got a real buzz out of that. Everyone was talking the same language and we really fit in.” – Tim Buick, founder, Streetpin

It may be that a better balance needs to be found in programming these events, to ensure that technical information is clear and that the appropriate rigour and constraints are applied when dealing with complex urban issues. On the other hand, it might be that the purpose of a given workshop or meeting should be better explained beforehand, making it clearer the kind of audience required and the contribution expected.

Each event in London was defined to include a clear statement of purpose and positioning within the project. However, during the first year it was not always possible to give enough information to participants as to the next steps, as those steps were constantly under development.

Some participants noted that it was not always clear where they stood as regards the continuing process. This can likely be attributed to the slower-than-expected progress with the definition of the open call process and the parallel progress in specification of detailed technical characteristics for the technology platforms.

“There was kind of a grey period where I didn’t really know what was gonna happen next or when it was gonna happen but I figured the next I would hear about it was when the applications opened – It would have been useful in January to know what the timeline was in terms of organising groups and getting people excited about things” – Amy Dickens, Independent Urbanist and OrganiCity experimenter

“the information simply wasn’t there about how the process was gonna work, it moved back and some stuff slipped and it just wasn’t clear to me that there was a clear path” – Michael Karliner, founder and CEO, ThingStudio, on the process following the initial “OrganiCity Futures” workshops (May/June 2015).

That said, there is steady evidence that the community stuck with the process, with several community members attending multiple events as well as eventually forming collaborations and filing proposals for the open and rolling calls during 2015.

Likely this process will be a lot clearer in the second iteration on the co-creation process (years two and three) as much of the platform will be better understood and there will be a suite of examples to point towards from previous events and of course community experimentation.

Expectations and progress were communicated mainly during the events, but also via online channels including Twitter, Facebook and the OrganiCity blog. The latter channels were mostly deployed around and following the open call launch, when concrete information on deadlines and expectations could be communicated. Non-OrganiCity channels including the Future Cities Catapult twitter page, newsletter and the social media streams of partners.

Regarding dissemination channels, interview respondents in our research have commended Twitter and email newsletters as channels of choice, while an online forum is a desirable channel which is perceived to be missing from the project currently (the collaboration platform “Slack” has now been made available, but only to experimenters).

“Take a leaf out of the things network book – it’s a forum, simple bulletin boards are incredibly effective. If you wanna be trendy use Slack” – Michael Karliner, founder and CEO, ThingStudio.

## 2.2.2 Engagement Phases (Discuss, Co-create, Experiment)

Much of the initial (“Discuss” phase) dissemination regarding OrganiCity London and its goals took place in London via meetups, presentations at major events, and to research groups and universities. This approach was very successful in creating initial interest in the project among key champion advocates. Audiences numbering in the hundreds learned about OrganiCity through this work, and these audiences were subsequently directed to OrganiCity social media channels and events.

The challenge with this approach is that it does not scale, and in subsequent years greater effort will need to be made to ensure that fewer “in person” appearances by project personnel will be required. The use of online channels and refinement of online documentation as well as interactive engagement online (discussion forums, helpdesks etc) should help with this.

Co-creating the open call in London meant two successive series of engagements. The first, a set of focus groups called “OrganiCity Conversations: Let’s Talk London” was concerned only with defining the challenges for the open call. The result was the validation of two challenges set earlier in the year (Air Quality and Mobility), while a third challenge (Connecting Communities) became clear through the extensive conversations had with participants. These events were successful from the point of view of defining a new challenge area, but attendance was low and the significance of the gathered data was questionable.

Efforts to be undertaken in WP5 towards challenge co-creation will take a different format as is being defined by the partners currently.

The later co-creation sessions, entitled “OrganiCity Conversations: Let’s Talk Experimentation”, were far more successful in terms of attendance. The goal here was for representatives of the technical partners in London to meet with community members and learn more about requirements they might have of the platforms, as well as to explaining the proposed tools and apis that would be made available. That said, during this phase, many of these tools and APIs were still not available for demonstration, and some basic questions were left unanswered.

In future, there will be greater evidence of the platform and tools being put to use following the first open call and experimentation, while every effort should be taken to ensure that this information is in the public domain.

The overall impression is that execution of the open call (“Experimentation” phase) up to and including the evaluation went very well in London. By hosting two “OrganiCity Clinics” in the city the triple purpose of answering process questions, answering technical questions and facilitating networking among potential collaborators was served.

“I think the two clinics were really good, the first one was a bit early for us - we didn’t really have much time to get together and put stuff together. The second one was much better timing. Just the ability to sit and ask questions in real time – it was good to go with a long list of questions” – Amy Dickens on the Open Call Clinics.

That said, some potential participants were lost during the substantial time spent between the initial stages of the project and the actual announcement of the open call. It is worth noting that the journey could be better explained next time around.

“I did initially [intend to apply] - the information simply wasn’t there about how the process was gonna work, it moved back and some stuff slipped and it just wasn’t clear to me that there was a clear path” – Michael Karliner, CEO and founder, ThingStudio.

In addition to this, online channels including the open call helpdesk, [F6S.com](#) and the [OrganiCity London Facebook](#) page were used to successfully answer questions from the community with regard to the proposal process and the technical requirements of experimentation.

Finally, some effort was made by OrganiCity partners on the ground in London to promote the open call via traditional means, including poster campaigns at universities and face to face meetings. This manual effort will, in time, need to be replaced with less labour intensive word-of-mouth advocacy as well as online promotion.

The OrganiCity engagement journey (Discuss, Co-create, Experiment) was used to frame the workshops and events right up to the launch of the open call in early 2016. It is not apparent that the journey diagram and explanation made clear what exactly would be required from participants at any given stage. It may be that this tool needs some refinement or better representation online.

Strategically, the engagement journey has been used to frame planning and resourcing as well as to design communication efforts and events. The journey is useful from the point of view of planning because it is more easily understood by project partners familiar with the context and overall goals of OrganiCity.

A number of early attendees have participated all the way through to the point of filing a proposal. Their experiences were positive with most feedback on potential improvements oriented around the amount of technical information which was available in the beginning of the project and right up to the open call. It is worth noting that the project was more successful in retaining those early participants who were from a design/urbanism/architecture background, while some more technical participants felt excluded by processes which were not familiar to them.

*“It was ‘innovation by numbers’. It was very structured, very time-boxed. And also, it was like ‘these are the subjects for innovation’. It’s a funny way to do innovation”* – Michael Karliner, founder and CEO, ThingStudio.

Very positive feedback was received on the networking component of the Open Call Clinics held in London, with several new collaborations emerging from these events.

*“I met my team, two members of my team at one of the information evenings that were given for OrganiCity specifically - I met my two data scientists there, and connected with them on LinkedIn”* – Amy Dickens, independent urbanist and OrganiCity experimenter.

## 2.2.3 Engagement Principles – Successes and Challenges

### Principle #1: Empower Adjacent Communities and Champion Advocates

OrganiCity London conducted an extensive outreach scheme in early 2015 with appearances at FabLab London, Royal College of Art, Brunel University, DSL Air Quality Hackathon and more.

This work, along with multiple personal meetings and conversations, unlocked a network of activists and influencers around the project who spread the word and brought more people to OrganiCity than the local partners every could have done alone. Indeed a substantial number of the applications which were received in London can be traced back to one or more of these early events or presentations.

In the spirit of “empowerment”, events and tools were used to support these champion advocates, for example by “re-posting” their calls for collaboration on the Facebook channel or retweeting via Twitter.

“I put a post on the Facebook page, there were quite a few responses” – Amy Dickens, independent urbanist and OrganiCity experimenter.

Also, in events, a strong emphasis was placed on the social aspect, enabling champion advocates to mingle with like-minded community members and to seek out and form new collaborations. This sometimes worked out, and sometimes didn’t – but the cluster defined new ways to facilitate networking with activities within events.

“I attended the networking sessions and I did start talking to a team in Manchester. At the event in Farringdon I talked to all kinds of people but in terms of picking up a partner we just spoke to one company in Manchester - but it didn’t go anywhere in the end” – Tim Buick, founder, Streetpin.

## Principle #6: Respect the Value of Venue

OrganiCity London has been very lucky to have a wonderful venue available at very short notice in the Urban Innovation Centre (UIC) in Clerkenwell (Future Cities Catapult). The building includes many different spaces, from a café to an auditorium, and workshop/breakout spaces which together can accommodate a wide variety of event formats. The team there has carefully planned and hosted events at the UIC and brought OrganiCity along to other events in London as required.

Careful consideration and tweaking of events programmed to the local context has been successful in London, for example with the design and facilitation of the OrganiCity Futures workshops, featuring local knowledge and expertise on the challenges of Air Quality and Mobility. These workshops were designed to enable various people of very different capability to learn more about the project and contribute their ideas. The “Futures” workshops were the very first events held in London as part of OrganiCity and three of the successful project proposals in the first open call came from participants in one or more of those workshops.

In addition, London has utilised the online space to a great extent, moving people towards social media or the open call helpdesk with specific problems, and contributing scenarios to the OrganiCity Scenarios tool via those initial Futures workshops. In the coming phase it will be the priority of London to shift more activities to online venues while not forgetting the serendipitous and social potential of face to face meetings.

## Principle #3: Facilitate Personal/Community Ownership

OrganiCity London has not yet taken “wings” as it otherwise might, with the community itself driving enthusiasm. Participation on social media has not been high, and much of the interest has been generated through shepherd and carefully designed events as well as through the channels of OrganiCity partners. In some cases, as stated above, champion advocates have enthusiastically taken up the baton and helped to grow the community but there is not a vibrant community of participants online or elsewhere.

“It’s almost the antithesis of something which is Organic, which comes from a grassroots thing, which is a guerrilla technology thing” – Michael Karliner, founder and CEO, ThingStudio, suggesting that an online forum might remedy this issue.

It has been suggested by one of our interview respondents (above) that in contrast to other community initiatives OrganiCity is still too “top-down”. The lack of an online space for community

members to convene after an event and continue the conversation has been criticised. A local forum might provide a solution to this issue - Slack is being tested with experimenters currently.

## Principle #7: Provide a Clear Journey and Value Visibility

Although a clear journey was defined, and the value of OrganiCity is clearly understood by partners, this was not adequately communicated to London participants. This was largely due to a lack of clear information about the open call process, coupled with a similar lack of clarity on what tools and API's would be available via the OrganiCity platform.

"There was kind of a grey period where I didn't really know what was gonna happen next or when it was gonna happen but I figured the next I would hear about it was when the applications opened" – Amy Dickens, independent urbanist and OrganiCity experimenter

"I wasn't quite sure whether we could effectively use the modules that were available. It was like getting a Lego kit to make a car and being told to make a boat - I didn't quite see how it fit together." – Tim Buick, founder, StreetPin

"The infrastructure companies and organisations could have given us some sketch of what they were looking at (building). We are working very blind, there was no idea of what this infrastructure would be" – Michael Karliner, founder and CEO, ThingStudio

In the future there will be much more readily available information of the tools and API's available, along with stories of prior experiments. In addition it will be interesting for London to better emphasise the three phases of the engagement journey (Discuss, Co-Create, Experiment), and make it clear what is required during each. Where the open call is concerned the application process will need to be defined and publicised by WP5 well in advance to allay confusion among community members.

"It would have been useful in January to know what the timeline was in terms of organising groups and getting people excited about things" - Amy Dickens, independent urbanist and OrganiCity experimenter

## 2.2.4 Growing OrganiCity

The audience in London has grown steadily with each event attracting a new cohort of participants. There is a sense that community members who joined earlier in the project, and were from a very technical background, have tended to feel discouraged and in some cases lost touch with the project, but on the whole OrganiCity has established itself as a positive and inclusive initiative with good transparency and offering a clear opportunity.

The best testament to this is the advocacy of the community members themselves, who have spread the word both online and offline and helped to grow OrganiCity in London. One of our interview respondents, Amy Dickens, who is an independent urbanist and OrganiCity experimenter, hosted a meeting of 22 urbanists from the Academy of Urbanism's "Young Urbanists" group specifically to discuss OrganiCity and the open call opportunity.

It is important that these community "champions" receive all of the information they need in order to advocate for the project and successfully inform their own networks.

"For me, I remember the first meeting that we had with 22 urbanists (Feb 4th/5th) – I had two separate meetings and they went really really well but it all kinda petered out because the call didn't open until April, I think" – Amy Dickens, Independent Urbanist and OrganiCity experimenter



Two such community champions have included Amy Dickens (OrganiCity experimenter) and Laura Ferrarello (Royal College of Art). Amy, quoted above, found OrganiCity via a presentation as part of the Data Science London Air Quality Hackathon in 2015. She returned to multiple OrganiCity events and brought news of the project to 22 members of the Academy of Urbanism in London by organising her own meetup. Eventually, and through extensive effort, Amy convened a team and created a successful proposal for the first open call.

Laura Ferrarello, a lecturer at Royal College of Art, invited OrganiCity to present twice to the students of Information Experience Design at RCA. She promoted the project and the open call to the RCA network and her effort resulted with many attendees for OrganiCity events as well as at least one proposal for the open call.

Attendance at events and presentations to adjacent communities also provided for much of the growth experienced in the community. One such example is the Data Science London Air Quality Hackathon. At this pre-defined event in London, the OrganiCity team chose to present a summary of the project and test the “Futures Canvas” design tool with teams in order to capture potential scenarios prior to the OrganiCity Futures Workshops. It was very useful to join a captive audience at a point during the hackathon where they had already developed some ideas. This juncture is one where people are excited about what they are working on and OrganiCity presents their ideas with a potential future they might not otherwise have appreciated.

The hackathon brought forth some of our earliest participants who remained in contact throughout the following year, some of whom formed teams and submitted proposals for the OrganiCity open call.

It was decided early on in London to target several organisations who might communities of interest. Multiple meetings with FabLab London yielded only interest in the project on the part of the FabLab staff and did not further reach the extensive community beyond the lab. This is probably due to the rapid pace with which the FabLab works, in contrast to the relatively slow development of OrganiCity. Only towards the end of the OrganiCity open call was contact re-established and OrganiCity flyers provided to the lab. It is still likely that methods like this will work in the future but more effort needs to be made to be timely and relevant to the communities in question.

## 2.2.5 Diversity among our OrganiCitizens

OrganiCity London succeeded in attracting attention from the adjacent networks of urbanism, design, Internet of Things, mobility and architecture communities. This was achieved largely through the immediate networks of the local partners and their associated media and engagement channels.

Attendance at events has been strong, but some difficulty was encountered in attracting participants for the “OrganiCity Conversations: Let’s Talk London” events held as part of the challenge definition process for the open call. This may be as a result of the relatively short notice provided for these events, or perhaps because the goal of the call was perhaps difficult to distinguish from the prior “OrganiCity Futures” events which were challenge oriented and had a focus on the creation of future scenarios.

This shortfall in attendance was in stark contrast to the popularity of the “OrganiCity Conversations: Let’s Talk Experimentation” sessions which followed – indicating perhaps that the community was hungry for technical specifications and guidance with regard to the OrganiCity platforms and tools.

The community engaged during the first actions of OrganiCity London lacked diversity on a number of counts. Most of the attendance came from the aforementioned professional categories, with the

addition of some community activists and occasional representation from municipalities in the London area. There was, however a lack of representatives, for example, from the retired community, and from outside of the immediate professional circles mentioned.

A dearth of representation by technical professionals, with Internet of Things and software development experience and “real world” technical knowledge was recognised by OrganiCity London as the open call approached, and also bemoaned by the few community members who were practicing in the field.

“there were a lot of people coming from the design community – who make beautiful ideas – but they’re a long, long way from bricks and mortar and actually doing that” – Mike Karliner

Measures were taken to target more technical practitioners in the context of the open call pre-launch event and clinics. These included targeted marketing via the technical partners in London, appearances at hackathons and other tech-network activities and the use of the networks of individuals within the OrganiCity London project.

In the coming actions, OrganiCity London has proposed a bespoke plan to WP5 for the identification and engagement of new communities as part of the challenge definition phase of the second open call execution.

By and large the communications channels were adequate in keeping the community informed as to what actions were required, and in setting realistic expectations of events. In particular the use of Twitter was lauded as a good way to keep the community aware of the progress of the project.

“I think for something like this probably the channel that I used the most was twitter, not really Facebook, because I think twitter is a better medium for getting out links and short bits of information, and with my twitter particularly on my phone I have certain accounts that I have alerts for - so if I’m waiting on information” – Amy Dickens

One negative, noted by multiple members of the community was the lack of information from OrganiCity London (and indeed the project at large) between the Open Call pre-launch events in January and the official opening of the open call.

“There was kind of a grey period where I didn’t really know what was gonna happen next or when it was gonna happen but I figured the next I would hear about it was when the applications opened” – Amy Dickens

In the context of this first open call, these delays were unavoidable as the partners made strides to design the most accessible and usable open call process possible. It should be noted for the next phases that WP5 needs to define in advance a schedule for open call activities which can be met. This should be lot easier in future, given that the initial processes and workflows have been defined and resourcing needs measured.

London is a unique city among the pilot clusters in that there is no municipality involvement among the project partners. The community fully understood the roles of the three London Cluster partners and thus addressed questions regarding the platform and tools towards Intel and Imperial College London representatives while querying Future Cities Catapult for issues of process, engagement and communications.

Conversations between community members largely took place as part of events hosted at the Urban Innovation Centre in London, but also at some events and conferences elsewhere in the city. In general these conversations were amicable and productive, owing to the common ground shared

by the community. OrganiCity London has placed a strong emphasis on facilitation and has designed multiple formats for events and workshops to aid with community debate and collaboration. This may need to be an even stronger emphasis in the future as a more diverse community participates and the emphasis shifts to a sustainable, long term continued engagement by the community with less support from the partners.

There has been a limited amount of interaction of community members online, so it is difficult to relate offline and online engagement. Certainly, the strategy has been to feed questions from the community at events through to the FAQ section of the OrganiCity website and open call. In the future it might be suitable to provide an online discussion platform for the community. This has already occurred for those who are executing experiments.

**“If you look at tech communities they do not exist on Facebook, at large” – Mike Karliner**

The frequency of communication online is key - people quickly grow tired of frequenting channels if the content is not fresh and relevant.

## 2.2.6 The OrganiCity Message

The stages of the project (Discuss, Co-Create, Experiment) have been underlined at every presentation and event, but not described in detail online. It is thought that these stages might help if made more obvious in online communication. This would best be used in a cohesive fashion alongside the key terms “Experimentation as a Service” and “Co-Creation”.

Communication during the project has largely been clear and understandable, with a high credibility gained through consistent voice, a good response rate in communication and a high standard of visual design and branding with uniformity across all channels, events and touchpoints.

The bulk of questions which were directed via online channels related to the technical tools or the application platform for the open call. This owes to the status of the tool as “in development” and the fact that the application platform presented a few small challenges in the implementation of the first open call - which have largely been addressed by now.

There were not detected major challenges in regard to fostering trust among the OrganiCity London community, but protecting that trust has required some specific efforts. For example, in the period during which the open call launch was delayed, personal messages and meetings were held with those who were impatient to assure that things were underway and the opportunity was definitely going to be open.

Later in the action it emerged that some of the more technically minded participants felt that the project was not for them, and distrusted the heavily design-led approach which was pursued in London. To correct this, events were held specifically to discuss the technical aspects of the project (“OrganiCity Conversations: Let’s Talk Experimentation”).

Finally, it was offered to those who were eliminated from the open call process, whether by eligibility or on the merits of their proposals, to meet with a local cluster representative who would analyse their feedback and encourage further engagement with the open calls through an iterated proposal.

There were no challenges in adapting content for the local context in London.

## 2.2.7 Learnings

The facilitation of events and workshops needs to be more accommodating to technical community members and the discussion of real technology issues and questions. It should also be emphasised that the purpose of a given event requires certain kinds of participation, and discourages others - the changes across the phases of engagement and should be clearly communicated in order to manage expectations.

Face-to-face engagement and personal appearances by OrganiCity partners has been a strong catalyst for OrganiCity London, but these efforts cannot scale. In the later phase of OrganiCity it will be vital to create some self-perpetuation of the movement. This might be made possible to the further empowerment of champion advocates, or the creation of online venues for continued discussion and co-creation.

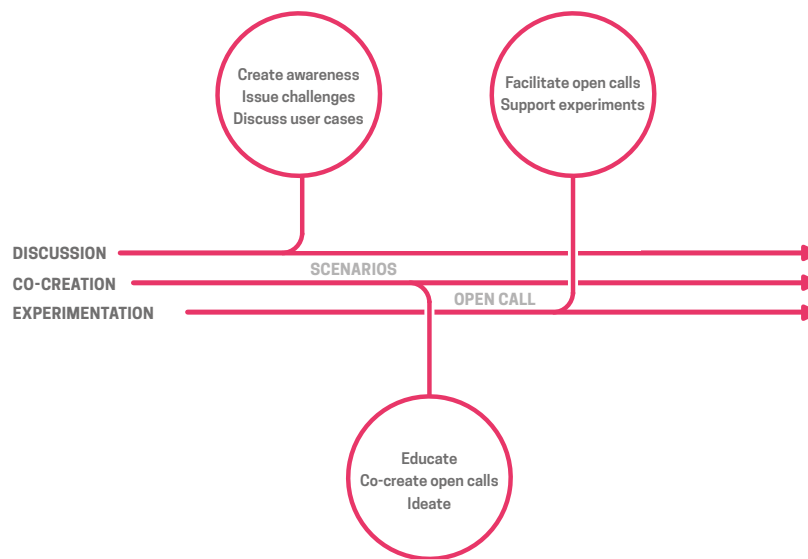


Fig. 16 OrganiCity engagement journey

The OrganiCity engagement journey is one of the key tools for framing the kind of participation which is expected at each stage of the project, it should be made more obvious, presented online, and progress along that journey should be illustrated in real time.

Facilitated networking events proved very successful. These techniques should be further developed and perhaps shared with other OrganiCities to facilitate community growth and collaboration and experimentation.

Some champion advocates, especially those with dedicated spaces and meetups, could benefit from some assistance in promoting the project. This might be improved in the future through more extensive use of flyers and “old school” methods, or through the provision of a digital “press pack” or social media campaign.

## 2.3 Santander

### 2.3.1 The Engagement Journey

OrganiCity Santander has carried out both offline and online engagement activities, finding during that process that online approach was more appropriate to reach a broader number of recipients with the most efficient effort. It is worth noting, however, that via established online channels it is more difficult to identify the people who are interested in the project.

Online engagement so far has resembled a random search with low likelihood of success. However, this is well balanced with the effort that has to be invested by the local partners taking into account that most of them was well established at the time of starting the activities of the project. In this sense, OrganiCity Santander Facebook has become one of the most relevant tool to strengthen the engagement process in Santander, not only at the beginning of this journey but especially throughout its duration.

*“Not quite sure what it was or whether it had to do with us, but we wanted to know more ...”* – Walkers Santander, Non-profit organization, Santander

*“We got to know more and discovered that there was a big project behind ... maybe too “big” for us ...”* – Walkers Santander, Non-profit organization, Santander

Apart from employing OrganiCity channels such as OrganiCity Santander Facebook profile, Twitter feed or Santander blog within OrganiCity website, other online tools were used to reach a wider audience. Examples of such kind of engagement consists in appealing to the appearance in a periodic newsletter sent from the local youth office to spread word of the project activities as well as using videos related to OrganiCity and showing them in public channels such as a local website, on-bus televisions, and web video streaming.

*“Just we saw an ad and ... we wanted to know more!”* – Walkers Santander, Non-profit organization, Santander

In addition, the very own local partners channels (namely websites and Twitter feeds) highlighted OrganiCity movements both globally and focusing in the local perspective. This was reflected especially in the second clinic, which was attended not only of people coming from Santander but also from other spanish regions (e.g. La Rioja and Madrid), but also from other european countries (e.g. Netherlands and Belgium). That was quite a good indicator of all the interest OrganiCity is raising in the community and the degree of impact dissemination activities, mainly the social media related ones, are able to reach.

Offline engagement, mainly through meetings and events, has allowed for a tighter relationship with the stakeholders, but they must be identified prior to events and work must be done to ensure that trust in OrganiCity Santander is fostered among the community in order that they are keen to be properly engaged. The main disadvantage is that, depending on the kind of channel used, not all the desired groups of people are available to attend these events and it is difficult to asses if the results reflect an appropriately diverse set of stakeholders.

*“When you contact neighbour associations, it is usual that their representatives are the people who attends. These people have great interest in contributing but we feel that we lose representativeness and it is likely we have a bias in the results”* – City Council representative



However, these activities triggered greater interest of citizens and stakeholders toward OrganiCity.

“We were informed that there was a meeting to explain and ... doubtful .. we attended ! It was so good feeling, they explained so well that we had illusion to know that any ordinary citizen, he had a good idea to improve your city, could through this project, to implement it, or at least ... propose. It was our chance to have an idea that always shared a group of friends when every morning, we went out to walk ... How much help people!” – Walkers Santander, Non-profit organization, Santander

The community of attendees at OrganiCity Santander events have maintained their interest for the duration of the project so far. It is likely that the number of attendees has been proportional to Santander’s relatively small city size – it has been easy to keep track of this community of now familiar faces. In order to accommodate future growth, a record of attendees has been set up and an online registration platform for events has been also established.

Something missed in OrganiCity Santander former events is appropriate feedback from event attendees following the events hosted. A potential solution to this might be to run an online survey with attendees in the days following the hosting of events. This approach was duly noted and effectively put into effect during the last offline events held in the city, when attendees were offered the chance to complete simple online surveys afterwards.

“Congratulations on the organization, presentations and clarity”

“The clinic went very well and was fairly accurate and close”

“All were good, but the presentation “legal aspects” was especially clarifier on where we should focus our efforts” – Anonymous comments from clinic attendees

A relevant channel for engagement at the beginning this journey has been through Mayor’s interventions in the local project events. This always ensures that local newspapers cover the story with a piece of news and a website announcement. In such a small-medium sized city like Santander, Mayor’s interventions have always a strong impact in the citizens.

“We appreciate the strong effort made by the city authorities to develop Santander, mainly because we are aware it is not easy in such a small city” – Santander citizen

In a city with only 170.000 inhabitants, and taking into account that Santander is in a region of relatively low economic development, it is difficult to achieve a critical mass and foster entrepreneurship. However, as we are in a global market there is a way through internationalization and having global business approach. In this case, local size of the market is not so limited.

Over the course of the first 18 months of OrganiCity Santander, the main change in the public perception of the project has been the increase of confidence in the project and its aims, which has revealed in the increase of attendees. The new and innovative nature of OrganiCity has meant that it has been difficult to citizens to understand. The repetition and the appearance of messaging on multiple channels has increased significantly the credibility of the project and its understanding. That said, there is a need to further mature the idea and perception of the project among citizens during the next phase in order to achieve greater success in the engagement. In OrganiCity Santander, practical activities with citizens demanding from them an active role, like the Instagram contest or the open call, not only contribute to the main aim of the project but also reinforce significantly its dissemination.

## 2.3.2 Engagement Phases (Discuss, Co-create, Experiment)

With regard to the first phase of engagement in Santander (Discuss), the main difficulty has been in communication of the concept of the project in itself. A couple of Focus Groups sessions were held mainly to explain OrganiCity spirit and goals and retrieve a series of challenges to be addressed in Santander. There it was clear that, for citizens, trying to understand the difference between “citizen participation” (that of the format which they already have in mind) and “co-creation” was a big obstacle to overcome. Only intense and extensive dissemination activities can help to solve this problem when combined with practical activities with citizens involvement.

When it came to co-creating the open call, it was at first difficult to break the traditional relationship with citizens in which they provide only needs and complaints and are not empowered to think also about solutions. The main obstacle to overcome has been to change the way of thinking about citizen relations with the city. A positive outcome is that after citizens were made aware that the municipality is keen on receiving this kind of contribution from the citizens, they felt more engaged with the city itself. This change of feeling was previously identified in other city actions including the “Santander City Brain” initiative ([santandercitybrain.com](http://santandercitybrain.com)).

“I have made a complaint last month and my question has not been solved” a citizen stated in a co-creation session. This statement was quickly identified as a potentially blocking issue that could put into risk the rest of the session with him and the rest of participants. So, a strong clarification was required in order to transmit the message that Organicity project is not a channel for traditional complaints. On the contrary, it is a channel not only to collect citizens’ needs but also potential solutions to city challenges.

“A new and innovative concept is brought to citizens in order that they contribute to the improvement of the city and it’s here to stay” – municipality officer with responsibility for co-creation events on OrganiCity

Therefore, the further co-creation sessions, publicized as “Clinics”, focused on providing a more technical approach to an audience comprising citizens intending to apply in the project’s open calls. This way, OrganiCity tools and platforms were introduced and thoroughly discussed, as well as the main requirements raised.

Relating also to co-creation, OrganiCity Santander is concerned that it is a substantial challenge to reach all types of citizens and to engage meaningfully. It is a further challenge to measure the degree of impact in each group. In order to make an optimal communication, we need first to assess our degree of penetration in each demographic group. Following on this, a realignment, intensification or even a more deep change of communication plan may be developed. This is being addressed in proposals for co-creation as part of WP5.

The “experimentation” phase commenced with the open call process, as we transitioned from “co-creation” and towards “experimentation”. Since the very beginning it was clearly stated that the proposer’s idea should be tailored to fit OrganiCity, the aims of the project, along with the requirements and evaluation criteria. Depending on each attendee, the engagement process helped, to an extent, to make an adaptation of their idea or think about an idea that was related to the project. This two-way approach presented different problems and of course, a set of demos of the tools and other resources of the project would have been of great help. In future engagements it is expected that the tools and facility will have reached a maturity level that will facilitate demonstration, along with the presence of examples of previous experiments based on those tools, enabled through the first open call.

The effort made was to gain the attention of the community and to engage them with the idea of the open call. The concept of a “financed project” or “financed idea” was the first message to be sent. Taking into account the current difficulties in local economy, addressing this issue was considered the best approach.

During the events, a strong effort has been made to emphasise the different phases of engagement. First, discussion among participants which was fostered by stating explicitly during the sessions that sharing ideas and comment them was the best way to refine and develop new innovations. Similarities were drawn to lean startup entrepreneurship techniques, in order to create connections with ideas already familiar to companies and entrepreneurs.

Second, co-creation examples were provided but also connections with market research ideas were made in order that the community attending events might be empowered with a better understanding of the concept. Finally, a great stress was put on the need that citizens were the ones that could contribute to city challenges.

“As you may be already aware, City Council representatives are able to know about some general and common citizens needs. However, there are a lot of specific needs, sometimes under the radar, in which people with a direct contact with the need are the ones in the best position to provide a solution...and make business from it. In this situation, every actor gains” – City Council representative stated at the events

Several of the SMEs and citizens who made proposals were engaged with OrganiCity Santander from the very beginning of the project. They started to think about the project with great enthusiasm. This initial enthusiasm was negatively impacted when they realized there may be some difficulties in using the platform. The main problem arose when they realized that the project tools and other resources were not available at the time of preparing the proposal. Although a good description of these tools was available, it was not enough for them to gain confidence and be able to develop their experimentation plans in more detail. Although the community trusted the availability of the tools with time, they were not confident in their ability to reliably plan tasks without knowing more detail about how those tools were going to work.

The “helpdesk” proved a very good instrument to give the community more confidence that there would be support from OrganiCity on the other end of the line. The response level achieved was very positive. Also the tone adopted with potential applicants was consistently encouraging, helping to keep insecurities under control.

The difficulties and delays experienced by OrganiCity in keeping up with the delivery of the open call schedule (announced for beginning of February and opened by end of March) caused some stress and insecurity among the community. In addition, it is worth noting some applicant has expressed disagreement with the way evaluations were performed. One of the proposers, after receiving the evaluation from his proposal stated:

“We would like to obtain a more detailed information about the evaluation procedure i.e. the profile of people in charge of the evaluation. After receiving the evaluation comments results we have received negative feedback about something we considered accessory to our proposal.”

That above is not the prevailing view, but it would be desirable to not receive any similar comments in future rolling and open calls evaluation processes.

## 2.3.3 Engagement Principles – Successes and Challenges

### Principle #1: Empower Adjacent Communities and Champion Advocates

OrganiCity Santander applied resources and knowledge in order to set up and manage engagement activities in the city. Santander's Neighbourhood Councillor provided OrganiCity Santander with a lot of information regarding the best ways to contact neighbourhood representatives, how best to announce meetings with the citizens and helped to achieve satisfactory attendance at those meetings through mediation.

High-level municipality representatives have also been a key factor as a gateway to engage with the municipality service providers. Municipality workers are usually very busy and unfortunately do not have the time to read information which does not directly relate to their services. The strong internal support for OrganiCity Santander at the municipality allows for great development of the project and good collaboration without the need to provide repeated comprehensive explanations of the OrganiCity goals.

Another supporting approach has been to take advantage of all the previous activities and channels within the city in order to engage and involve the most suitable persons. The key point in this case has been the use of previously successful channels like the ADL (Spanish acronym of Local Development Agency) which has maintained a substantial number of activities with entrepreneurs to date. This was a ready channel to ease their engagement with the project.

These actions have driven the empowerment of adjacent communities and champion advocates in Santander as municipality workers and representatives are in the best position to know the best candidates with whom to engage.

### Principle #2: Design for Trust, Especially Around Change

A global focus, not limited to the Organicity project, has been adopted in order to gain credibility for OrganiCity Santander. Repetitive messaging emphasised the need for innovation, the strong commitment of municipality to entrepreneurship and the economic growth of the city and the municipality's vision of the city as an urban lab. This is a shift in the engagement pattern and a way to foster trust in the co-creative process that is integral to OrganiCity.

### Principle #4: Debate and Co-Create, Across the Comfort Zones

Unfortunately the policy of engaging neighbourhood representatives in order to invite citizens attending the engagement sessions has homogenised to an extent the demographics attending events in Santander. The problem has been that in one hand they had the tendency to send their usual interlocutors to the meetings (those with more negotiation experience with the city council) and on the other hand solely those people with more time availability. This people, although valuable, should have been complemented with additional profiles in order to have more representative and diverse groups.

### Principle #6: Respect the Value of Venue

OrganiCity Santander had the chance of benefitting of a really impressive venue available such as Enclave Pronillo, built in a very convenient close-to-downtown location. A couple of different spaces

in that building were used to perform the activities related with the Focus Groups sessions, as well as the first technical Clinic. Attendees had the chance of enjoying discussions and perform networking to some extent in this wonderful place.

In addition, University premises, also located near the city centre, were selected as the ideal point to perform the latest technical clinic, due to both its location and the comfort of their rooms and the entirely technical atmosphere within its walls, as well as its proven experience in global projects as OrganiCity. All added, provides the audience with some confidence in the seriousness and good work of the participants in the project.

## 2.3.4 Growing OrganiCity

Our community champions have come from two sides. External to the city council, a set of entrepreneurs with a lot of energy and ideas have been providing input to the project. This input has not been not only down to their mutual interest in entrepreneurship and business. Valuable contributions were made through their enthusiastic collaboration in discussions during the events organized, through their very generous in provision of ideas, their thoughts and in general, contributions to the discussions within OrganiCity Santander.

From the internal side of the city council, those responsible for different areas of municipality services have contributed by providing ideas and thoughts but mainly by telling of past experiences in any similar activities to those planned in OrganiCity Santander in order to avoid well known mistakes. This has been very useful but what has been significant has been their vision about the identified needs and the suitability of the proposed solutions helping us to focus on the best ones.

One of our useful engagement agents has been, as mentioned previously, the community of entrepreneurs related to the ADL (Spanish acronym of Local Development Agency). It has been a key network when trying to find people interested in applying to the open call. They have also been useful at the time performing brainstorming about needs in Santander as they have a good business focus when it comes to citizens needs. Indeed, regular events hosted by ADL and the University of Cantabria have helped to maintain a steady group, engaged with OrganiCity Santander.

At the University, there have been working meetups and similar events with a community of people interested in technology. This has brought together a substantial number of people who are involved in similar activities to those related to Organicity: identification of needs for the city and its citizens and visitors and designing of IT based solutions for satisfying those needs.

Also, in Santander, there is a well-known and well-engaged community around the [Santander City Brain](#) project. This community has, from the beginning, been a rich source of identification of needs and also a comprehensive repository of ideas that can be used freely by entrepreneurs. In the negative side, it should be mentioned that a part of this community is not directly related to the Organicity. Thus, not all these contributions are relevant and must be filtered in order to apply to the project goals. However, the platform continues to foster not only the contribution of new ideas but also the evaluation and the comment upon ideas by users other than their proponents. The opinion of the community on a particular idea or thought can be assessed through this platform while that idea may also be refined in these conversations.

In Santander, there are a pair of communities with this profile. The first one is the before mentioned [Santander City Brain](#) and the second one is the [Pace of the City](#). The first makes use of a website and the second use of an existing channel called Pace of the City supported by the App of the same name.



The set of citizens who use the website and the App are very engaged in the improvement of the city. However, as both are online communities it has not been easy to make an assessment of their interest in connecting with Organicity.

The channel provided by the Pace of the City is not suitable for making engagement although the one provided by “Santander City Brain” is suitable and in fact, it has been used for promotion and dissemination of some activities of the project like the Instagram contest which was part of the challenge definition phase of work package 5.

Apart from neighbourhood associations, there are not too many physical associations in Santander with significant activities. Fab Labs and private co-working entities have been identified but they have been established very recently and have, at the time of the activities of the project, since they are using their resources to increase their own community they have not been able to make significant contributions at the time being. However, they will be followed from now on in order to take advantage as they increase significantly their strength.

Many of these communities were not found during the development of OrganiCity Santander but were previously identified by the members of the project owing to past innovation work.

## 2.3.5 Diversity among our OrganiCitizens

In the first co-creation sessions with neighbours a lack of variety was obvious to the project partners. The profiles of the attendees (i.e. retired and/or unemployed) were biased owing to their availability to attend organized meetings. However, having this information at hand, a greater effort to enrich the diversity of profiles has been made.

A basic segmentation of population was made. This segmentation was based on official population statistical studies in order to follow a well-established procedure with publicly available data. A couple of population segments were identified during this process which were not reached with previous approach: children and older people. The first group is a specially protected one not reachable directly and the second one, with not a lot of skills in technology and other i.e. mobility handicaps, has also difficulties to participate in co-creation. For solving this issue, an indirect approach is going to be adopted, trying to collect, at least their needs and thought through teachers, health workers, etc.

OrganiCity Santander has tailored a good dissemination strategy and has used a rich amount of channels achieving good communication with participants. All communication activities have provided a reference to the project website and this website has featured, in a timely manner, all the information available. Also Facebook and Instagram channels have been used to support the main messages.

Diverse audiences/participants look for different things depending on the Organicity partner with whom they engage. For instance, they make requests of the municipality regarding only the challenges that the municipality might support. In this instance, the public want to know the position of the municipality in relation to the problems. Concerning academic partners, the community recognize these partners as the main source of knowledge and technical help. With respect to the industrial partners the audience/participants look to them for product and services that might be useful for their aims.

Depending on the type of audience, it has been more or less difficult to focus on the challenges. In the case of sessions with neighbourhood representatives, it has been a bit difficult in the beginning to focus them on the activities for which the community had been contacted. The main difficulty was

to change their mind from their usual “complain” perspective to the project “co-creation” perspective. However, once this initial pitfall was overcome the feeling and willingness to collaborate has been very satisfactory for both parts.

In one of the event sessions, this tendency to voice complaints gave rise to a quite uncomfortable situation in which first we received a lot of complaints and stories about past relationships with municipality services. After that, an argumentation between a pair of attendees happened and it was clear that a previous personal conflict emerged which was unrelated to the event.

The way to solve this situation was to define clearly the kind of work and objectives to be achieved in the session. The problem is that a high proportion of the citizenry seemed to see the municipality and its representatives as a whole. Once a clarification was made, all agreed to continue with the session and the results were satisfactory for both sides.

As it has been said before, the co-creation focus of the project and its activities has an additional side effect on citizens: they feel they are considered in municipality decisions and transform its initially passive and expectant mood in a more active and constructive one.

In our case, relating to the co-creation sessions, the people who attended the event were largely familiar with each other as they came from neighbourhood associations. However, the people who attended the clinics during the open call process, were not so mutually familiar as it was declared that one of the aims of the event was to help attendees to find complementary interests and collaborate. An interesting discussion and networking event was held as part of the clinic, and, at least in one case we know, a team of people was formed thanks to the session between one person living in Santander and a foreign company.

Apart from this particular case, it is too early to assess whether the community continues to maintain new relationships formed at these events. OrganiCity Santander hopes to meet them in future sessions related to the rolling call or second open call to see the evolution.

At least in our case, offline and online channels tend to address different profiles of people. So, it is difficult to find common conversations.

Online channels attract students and people of working age; active professionals and workers. This kind of people use computers in their work and they are well used to most common Internet platforms and channels. Also, they are the most likely demographic to use a Smartphone for reading newspapers, using social networks like LinkedIn, Instagram, Infojobs (Spain’s most popular platform to publish and find jobs), etc.

Offline channels attract people less used to technology. Although they may have a phone (even a Smartphone) they do not use its Smartphone capabilities often. They have a lot of spare time as this group are composed mainly by retired, long-time unemployed, and housewives. As they have not such a strong daily relations with colleagues and clients they prefer to communicate face-to-face in more relaxing places like cafes, etc.

## 2.3.6 The OrganiCity Message

OrganiCity Santander has consistently communicated in a clear and credible manner. A specific effort has been made in fostering credibility, as it is believed this is the more important issue when dealing with engagement and participation in the city. Continuity of the work and the coherence of messaging is the best instrument with which to achieve this goal.

The kind of message we have used thoroughly has been:

“This is not an one-time activity. As you know, the city has been engaged in innovation following the Smart City paradigm for several years and this is not something that will be forgotten in next months. You have my direct contact and you have not to use the general municipality information channel to make a request. Instead of that you need only to send me an e-mail or ring me to make an appointment and talk about you need”.

After these messages the most general feeling was astonishment because it is not usual to have direct contact in a public body until you have a longer term relationship. As a citizen said, “It is common to have to talk with several municipality workers before you find the right one who is able to attend your demand”.

It is worth mentioning that there has been a period of time between the announcement of the first open call and the actual official opening; that period was one of uncertainty for the community. When the municipality makes a movement or announcement a strong impact is achieved, especially in medium sized city like Santander. The response of people and entities is also strong and a lot of explanations are needed if there are delays. It is crucial to fulfil promises and in the revisions to the open call process this year OrganiCity did not fully deliver against its own schedule.

As a lesson learned, a timely manner in communication activities is a key factor for credibility and much care has to be taken in future actions in this sense.

The information available online and given during the sessions was clear and complete. However, although using the helpdesk was encouraged, a lot of direct questions (email, in person or by phone) were received. The kind of specific questions received often related to evaluation criteria. The community wanted to have more detailed information in order to give the optimal focus to their proposal.

Apart from that, we have noticed that a lot of questions were related to the kind and/or level of support given by the municipality to their proposal and to the project in general. This suggests that people wanted to gain confidence that the action is real and they want assure every detail. Also, a personal relationship (to put a face to the public body) has been identified as a key aspect for gaining credibility and giving confidence. The usual relationship with public bodies is impersonal and anonymous. This raises an alert about making a wise and balanced use of e-administration and, in general, of technological channels. This tendency needs to be overcome and OrganiCity Santander has made some strides towards this goal.

Messaging principles which have been applied in Santander include:

- Being continuous and constant in the message.
- Trying to maintain the promises.
- Being especially careful with the message in order to not give expectations that cannot be fulfilled.
- Keeping the closeness to the people involved giving a personal treatment.

A main concern at the beginning for OrganiCity Santander was how to overcome the English language barrier. Our first intention was to set up an English translation service to aid proposers with the translation of their proposal. However, it also was quickly evident that there were a lot of crucial problems hanging mainly on the lack of available resources.

After consultation with the more engaged people we realized that most potential applicants declared an adequate English level to tackle the proposal. In fact, entrepreneurs and SME have since several years ago really become aware of the need to have English proficiency in order to compete in a global market. There were no requests for a translation service. Translation of the open call text to local language has been very useful and sufficient for the community in Santander.

Nonetheless, it was detected that it was difficult for them to manage and understand concepts like co-creation which are widely used in the Organicity project (and therefore in the open call documentation). This difficulty was compounded by the need to understand this concept via a non-native language. During events, and especially during the clinics, a brief but clear explanation of these concepts was provided as an introduction with the aim of facilitating their understanding.

## 2.3.7 Learnings

Briefly stated, the most important learnings during the first phase of engagement in OrganiCity Santander have been:

- A clear message must be given in order to focus the community on the aims of an activity.
- A strong effort must be made in maintaining the promises, schedules, etc. that are communicated.
- A coherent message must be maintained which is aligned with the rest of the activities of the project in order to enhance confidence in the messenger and the entity he/she represents.
- A careful selection of people has to be done in order to take into account the maximum number of profiles.
- Channels are very related to people's profile.

Our main adjacent network is the audience of the Municipality of Santander, which is as well a partner in the Consortium. This places OrganiCity in a strategic position to communicate confidently but it also offers some challenges. Usually, municipality services work in silos and there is not a lot of sharing of information among these teams. Sometimes, they work like entirely separate entities without much knowledge about the activities of their colleagues. The influence of the Mayor, who is a common reference in the City Council has been key in transmitting a coherent message. Repetition of the message is a key point and it was used in every event, not only in Organicity, but also in any technology or smart city related occasion. The message from the Mayor has been "We see our city as a urban lab, open to innovation in which the City Council will be your best partner to carry out your ideas."

On a much more technical point of view, OrganiCitizens in this first stage have required sometimes a deeper technical explanation surrounding the tools OrganiCity provides. Even though one of the goals during Santander second Clinic was to provide a meeting point among technical and non-technical applicants, a greater effort should be invested this way in order to captivate the largest possible audience



# 3. HORIZON SCANNING

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# 3 Horizon Scanning – Global Initiatives in Citizen Engagement

Here follows the content from the paper “From Engagement to Participation in Future Smart Cities”, which was presented at the “[Programmable City](#)” workshop, National University of Ireland, Maynooth in September 2016. Included here, for reference and for future OrganiCities, are summary descriptions of the OrganiCity engagement principles as defined in deliverable 1.2. These principles are then compared with brief case studies of other initiatives, from around the world, who could be believed to work in a way which reflects these principles and provide examples of how they might be interpreted in varied local and global contexts.

The definition of high-level design principles as strong guidelines for practice is a phenomenon that has long been the norm in the areas of product design, user-centred design, service design and user experience. In recent years, national governments and city governments have begun to use this approach in order to align the design of digital services across diverse departments and silos in more traditional institutions.

A prime example of this approach, from recent history, would include the principles defined by the [UK Government Digital Services initiative](#). These design principles, numbering ten in total, are intended to shape the way in which every new digital product, service or application will be designed and developed for or by any government department. A more recent, and city-led example is the [NYC Digital Playbook](#), a set of six principles and twelve strategies for the implementation of those principles which was launched in May 2016, was supported across the various departments of New York City with statements of commitment to the principles.

During the first 20 months of the OrganiCity project, the seven principles for engagement have been applied across Aarhus, London and Santander in different ways, responsive to the local context and related constraints. This document represents a full “self-assessment” exercise, conducted by each city, examining the way in which these principles have been applied locally.

In developing new citizen engagement platforms, it is also critical for us, and for all companies and cities, to look at existing or past examples to analyse the ones that actually managed to engage citizens and to learn from the ones that ‘failed’.

This set of case studies represents the beginning of a longer period of horizon-scanning for initiatives from around the world which reflect, or might benefit from the OrganiCity engagement principles. We intend to learn from these examples and build a library of reference points which will complement the self-assessment conducted by OrganiCities. This work contributes to the revised OrganiCity engagement strategy.

Our aim is to understand how digital tools can be used to improve the quality and legitimacy of decision making and participation, and how they can be embedded into existing democratic structures and institutions alongside the growing and pervasive deployment of smart city technologies.



# Principle #1: Empower adjacent communities and champion advocates

## Connect with pre-existing adjacent networks, communities and initiatives

Pre-existent in every city are the communities, initiatives, and groups who share a common interest in the co-creation of new and innovative solutions to improve their urban home. It is vital that we seek out, respect and facilitate these established communities and enthusiastic individuals. In a mutually beneficial relationship, we can provide the tools and assistance to help a problem become an experimental solution or help an idea become a working prototype. In response, the communities surrounding our work can develop new approaches, tools and experiments, and provide feedback.

A shared characteristic of these initiatives is their willingness, and strategy, to seek out and engage with pre-existing adjacent networks that share some common interest or goal with a newer or less mature initiative. This mutual interest and willingness to collaborate and connect can breed an exponentially growing engagement network.

## Engage champion advocates

Another approach is to leverage those individuals who are driven by a passion for the “cause”. 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 real-world engagement

## Example: GLA Talk London

Featured in this document more than once, the [Talk London platform](#) represents a unique effort by the Greater London Authority to engage citizens in online debate and contribution around some of the UK’s capital’s most pressing issues. During initial research for OrganiCity’s engagement strategy the project lead at the GLA told researchers that the platform started with just 600 “champion advocates”, people who truly love London and express a great desire to participate and contribute to the shaping of the city.

“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

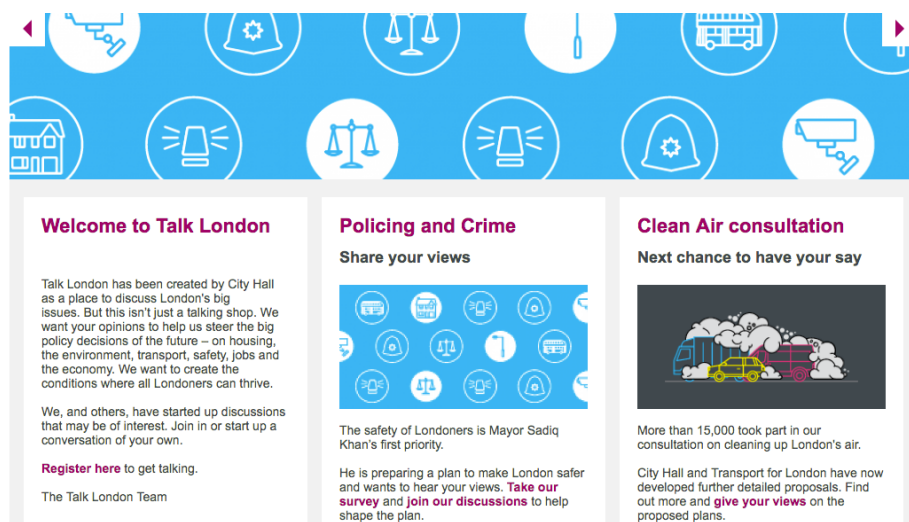


Fig. 17 Talk London homepage as of October 2016

The community using the Talk London platform grew in just three years from that humble beginning to a group of more than 10,000 unique users. This growth is in no small part due to the work of those early champion advocates in sharing and spreading the word, attracting more attention to and use of the platform. In some ways, the initial membership shifted their participatory behaviours from the city streets and boroughs to the online realm, where policy and city strategy could be influenced by their contribution.

## Principle #2: Design for trust, especially around change

Trust is a crucial resource for co-creation. It is built and exchanged in different ways during the process of collaboration and can be tangibly improved by carefully managing stakeholder's perceptions of each other through clear communications that strengthen credibility amongst collaborators. Co-creation between different actors in the city is reliant on a shared trust between those actors, and can be enabled by technology. Through every stage of the engagement journey trust should be fostered through clear communication and credible action.

When a city is interested in co-creating new services or business models with citizens or enterprise, stakeholder research showed that 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 organisations, with businesses or communities. It is important to facilitate trust through transparency and via community advocates, while making it clearer and easier for stakeholder groups to participate and to understand what to expect.

Municipalities, in particular, can typically engage in two main ways:

1. Using an established position to convey credibility, stability and reach of the initiative(s).
2. Acting as an active and responsive listener/learner, adapting to the language and channels (e.g., in person events, workshops, debates) which champion community informality, dialogue and cultural creativity.

In addition, some business stakeholders, particularly larger companies, may see value in disrupting their current role by actively seeking a new way to share, or even shed, expertise in one context for a fresh opportunity in a new context with unexpected or unlikely partners. Business too, in this circumstance, faces the same challenge of building trust within communities.

### Example: Cities for Life

[Cities for Life](#) is an initiative which builds on the work of "MiMedellín" in Colombia. This network of cities is adopting the co-creation practice which has been prototyped in Medellín, but already faces challenges co-creating across city boundaries when even local digital co-creation has been a challenge.

The municipality and the Mayor of Medellín believed that the only way to advance the city would be to engage and involve citizens in decision making processes. They funded and worked with Corporación Ruta N Medellín to make that happen.

Through this initiative, as an experiment Medellín developed the MiMedellín platform (also referenced below). The Mayor of Medellín tweets ideas, follows and supports participants, is involved in many different projects and makes sure that their ideas are actually implemented and create change in the city.

Ruta N sets up regular events where they invite citizens to tell them how to use the platform, after these activities in a very short time they had ten thousand more citizens who joined.

They give recognition to citizens by publishing their ideas... the more active you are you can earn more Medallions... the prizes are not based on monetary value but included things like meetings with the Mayor, working with experts and businesses and more.

[Cities for Life](#), involving the World Bank and multiple international cities, is working towards assisting other city authorities, including New York and Paris, to build the same trust that has been established in Medellín through these new channels of communication.

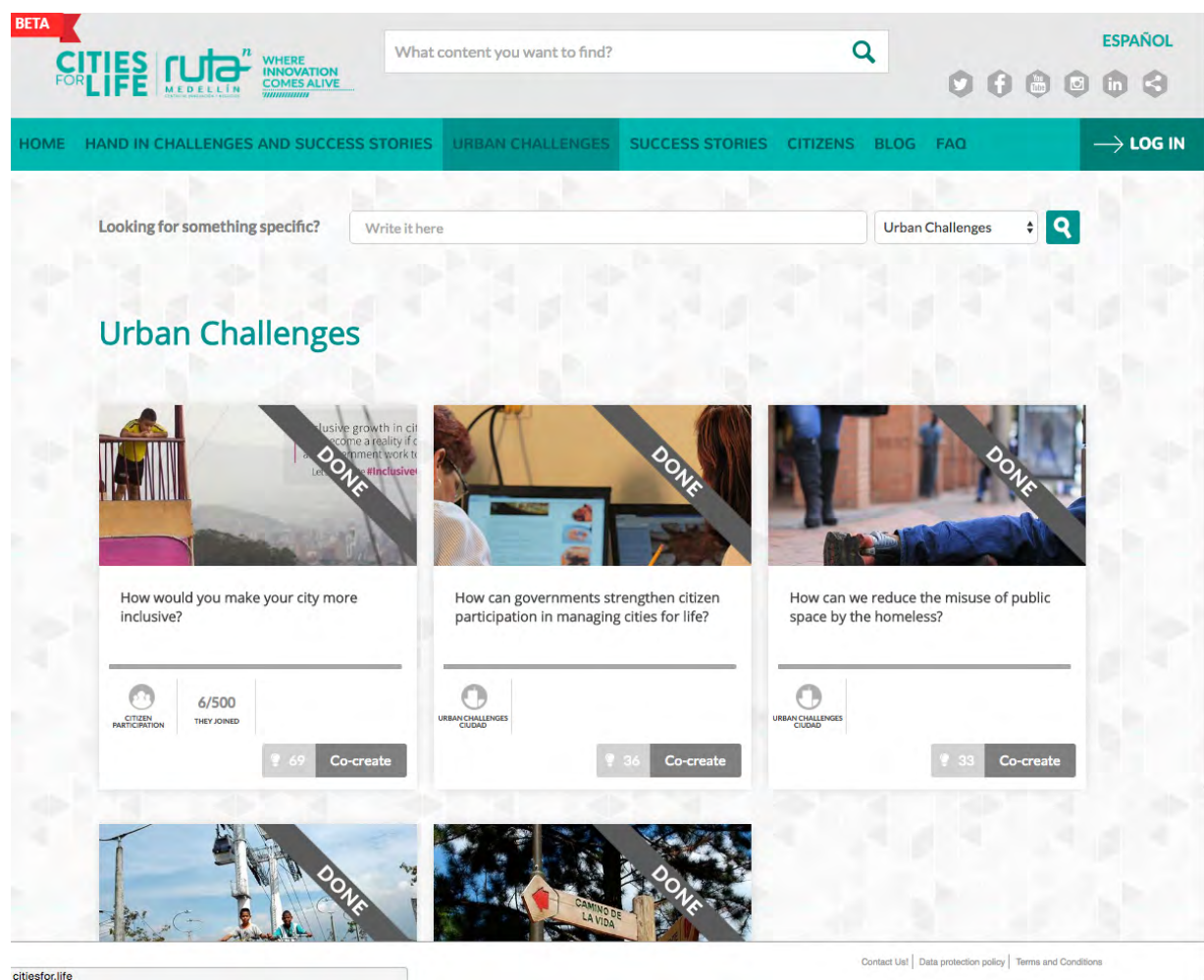


Fig. 18 Cities for Life homepage as of October 2016

## Principle #3: Facilitate personal & community ownership

### Provide a learning environment

The introduction of emergent technologies is necessary for effective socio-technical shifts at scale. The journey through experimentation requires constant moderation and facilitation to open awareness, dialogue and workshops which enable a progression from learning to implementation. A hands-on learning environment to introduce new technologies and tools can enhance trust, create early outcomes, and encourage adoption of both the tools and relationships across emerging partners as they make, share and learn.

### Create tangible outcomes

Workshops and ‘digital education’ events can provide the opportunity to create tangible connections to complex, interrelated systems. Creating basic knowledge and fostering experimentation can prepare stakeholders to begin to consider what else is possible given diverse perspectives and experiences about shared and new domain areas.

### Approach the citizen engagement journey as a series of steps

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, crystallise expectations and build room for changing attitudes, awareness and experience over the the course of any initiative.

### Example: FabLab London

[FabLab London](#) is the City of London’s first purpose built digital fabrication and rapid prototyping workspace. The “FabLab” program was initiated to broadly explore how the content of information relates to its physical representation and how an underserved community can be empowered by technology.

FabLab London hasn’t invested much in marketing yet – new members hear about the place through word-of-mouth, and through their broad network of clients, students and friends including Barclays Bank, Intel, Royal Society of Arts, Lego, University of the Arts London, to name a few.

The Lab organises regular events, and workshops for individuals and companies to develop innovative products, and educational workshops for schools and universities to learn new skills. This provides frequent “entry points” for individuals and groups wishing to take part.

For return visitors, a range of services including scanning, 3D printing and CAD design are available, while workspaces are provided for hardware oriented startups.

The on-boarding process is fairly simple, with new members required to attend a health and safety session and a short presentation on the history of the FabLab movement. Members can then learn new skills from other members.

The developmental journey of members usually means meeting during events and workshops and asking help from each other informally. Many of the staff of FabLab London joined the initiative simply as visitors and eventually became involved as full time staff members.

FabLab London has an open house every Friday when anyone can visit the lab and use it for an hour for free. In conclusion, the FabLab is a great example of an open and transparent entry point to a journey of engagement which happens online and offline, in a collaborative space and through collaborative projects.

## Principle #4: Debate and co-create, across the comfort zones

It is vitally important that a co-created city disrupts the comfort zones of collaboration and encourage co-creation between diverse groups and individuals.

Natural silos occur as a result of constraints like lack of time or demographic separation in cities, or around social “centres of gravity” - the similar interests, skills, ideas and backgrounds shared by certain groups of people. This “filter bubble” of sorts 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. This phenomenon can be strengthened and its detrimental effects reinforced by modern communication channels like social media and internet searches. It is the responsibility of citizen engagement initiatives to breach the silos that form across the city and encourage cross-fertilisation of ideas and debate between initiatives and groups.

### Value opposing views

The open exchange between people of different backgrounds, skills and lifestyles is especially powerful when they have opposing views. Citizen engagement initiatives must enable debate and exchange between different demographic groups in the society.

Carefully selected venues, both 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 must be carefully designed, timed and formatted with respect for the local context, the social dynamics, and the time and resource constraints faced by different groups.

### Example: GLA Talk London Platform

[Talk London](#), created by the Greater London Authority, is an online platform where citizens can discuss the big issues facing the UK’s capital city. London’s City Hall wants citizens’ opinions to help them steer the big policy decisions of the future – on housing, the environment, transport, safety, jobs and the economy.

The project lead on Talk London told OrganiCity researchers that the challenge lies in having people from different parts of society understand each other’s competing views, and the compromises that must be made in decisions for the city:

“[If Transport for London (TfL) do research] about how to increase road space 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

The Talk London platform, by hosting online discussion from different sides of a given argument, exposes participating citizens to each others’ views and goes some way to highlighting the need for compromise and collaboration across these divides in the city as well as demonstrating and documenting the tensions that influence policy decisions.



## Principle #5: Use challenge areas as catalysts for innovation

### Create challenges and focus around a topic

While OrganiCity understandably asks how urban data and the Internet of Things 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 city. 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. OrganiCity asks questions of citizens using carefully crafted, focussed challenges help to activate communities and recruit collaborators.

### Example: MiMedellín

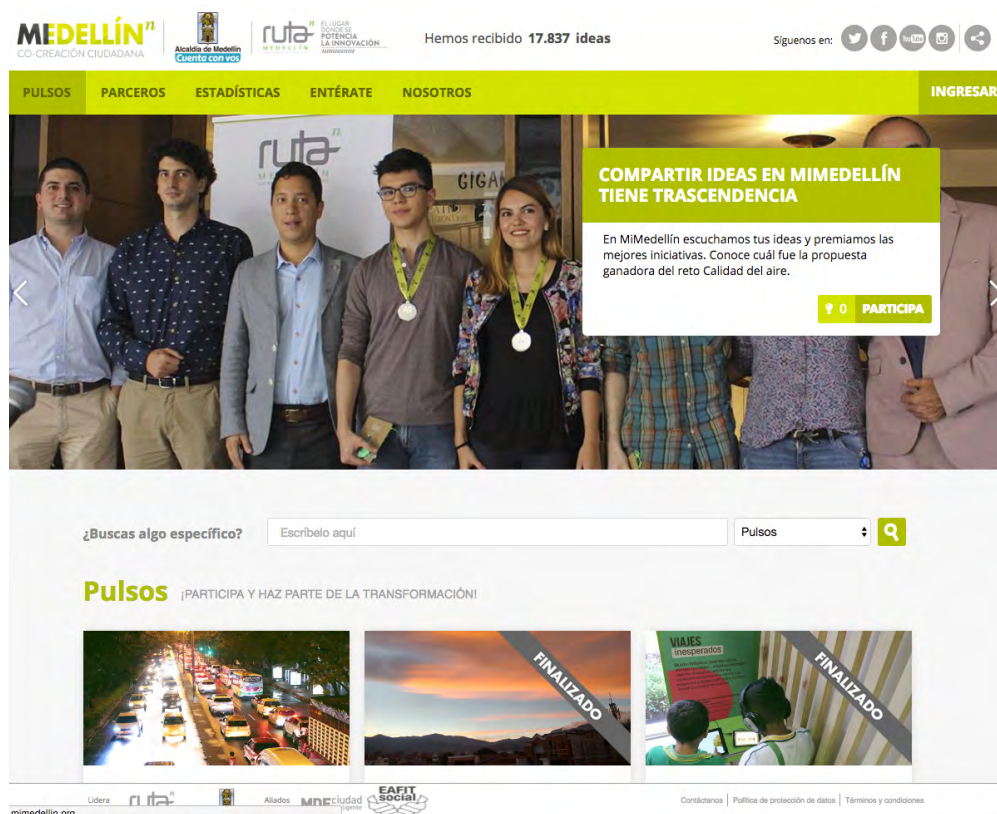


Fig. 19 MiMedellin homepage as of October 2016

[MiMedellín](#) is a citizen co-creation platform where everyone's ideas and inspiration help transform the city of Medellín. On the 'MiMedellín' platform citizens have a place to share ideas and proposals regarding issues of Medellín. The platform allows citizens to develop and implement new ideas and contribute to the transformation and co-creation of their city. Up to mid-2016 a total of 20,600 people have participated. Participants have already registered more than 17,500 ideas on the platform as they try to solve challenges together. Challenges are acted upon in "seasons", which form a strong element of the engagement journey. "This local platform, with a broad network of other local platforms including Bogotá and Paris, will support the development of a bigger "inter-city" co-creation platform, known as "Cities for Life".



## Key Characteristics of MiMedellín:

- Through the platform, citizens have the ability to vote, filter, and share the ideas of others while at the same time earn points (Medallos) to become leaders of civic co-creation.
- The authors and the most voted ideas are identified and publicly recognized at the end of each of the challenge seasons.
- The finalist ideas are taken into account by those responsible for implementing projects that transform the city.

The platform doesn't use monetary incentives, they 'reward' people by fostering the feeling of ownership and 'fame' by publicly and widely acknowledge their contribution and work, setting up personal meetings with the mayor, and other incentives.

## Example: NYC BigApps

**BIGAPPS**  
NYC 2015

How It Works Challenges Projects and People Partners Forum News

### BigApps 2015 Challenges

Solve important problems, win fame and over \$125,000 in prizes!

#### Affordable Housing Challenge

NYC  
NYCEDC  
CENTER for NYC NEIGHBORHOODS  
METAPROP NYC  
Capital One

**\$25,000 IN PRIZES**  
Expand access to affordable housing and services for all New Yorkers.

#### Zero Waste Challenge

NYC  
CLOSED LOOP fund  
pure energy  
NYCEDC

**\$25,000 IN PRIZES**  
Equip New Yorkers with new tools to achieve zero waste.

#### Connected Cities Challenge

NYC  
CISCO  
Intersection  
R/GA

**\$25,000 IN PRIZES**  
Use tech to improve the way we measure, map, and manage NYC.

#### Civic Engagement Challenge

NYC  
Digital  
NYC Service

**\$25,000 IN PRIZES**  
Develop a 21st-century model for civic engagement.

#### Wildcard Challenge

Have a great idea for how to improve New York City through technology that doesn't fit into one of the four Challenge categories? Submit your project

Fig. 20 NYC BigApps website challenge section as of October 2016

[NYC BigApps](#) was the premier civic tech initiative of the City of New York in 2015. Over five months, BigApps challenged developers, designers, and entrepreneurs to create functioning, marketable tech tools that help solve pressing civic challenges. The competition asked teams to build products around four Challenge tracks: Affordable Housing, Zero Waste, Connected Cities, and Civic Engagement. They partnered with over a dozen City agencies, policy advocates, and tech experts to offer mentorship and help create impactful products around these Challenges. BigApps offered \$125,000 in cash prizes and product development resources to winning teams.

Through the NYC Open Data portal and other private and nonprofit data sources, contestants have access to more than 1,000 data sets and APIs. Examples of available data include weekly traffic updates, schedules of citywide events, property sales records, catalogs of restaurant inspections, and geographic data about the location of school and voting districts. The contest is part of a broader [New York City](#) effort to increase government transparency and encourage entrepreneurship.

## Treasures – in response to the NYC Zero Waste Challenge

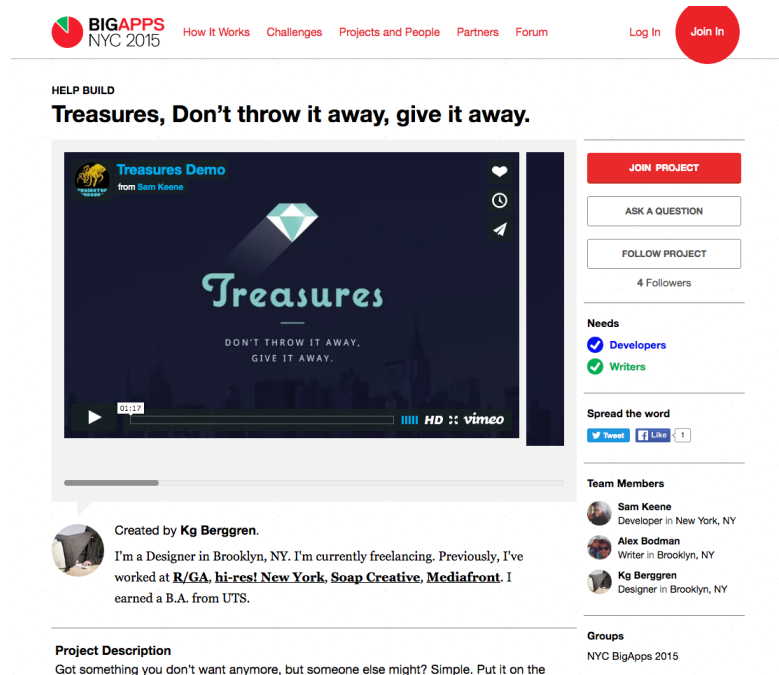


Fig. 21 Treasures app project website as of October 2016

One of the application concepts to emerge from the NYC BigApps competition, which was better received, was the “[Treasures](#)” app, designed to help New Yorkers share unwanted goods, rather than throw them away. The app concept is now hosted on the NYC BigApps website where other members of the public can comment, contribute, or collaborate with the designers and developers involved. At time of writing, Treasures has reached an “80% complete” prototype.

## Principle #6: Respect the value of venue / The right space at the right time

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

## Provide both online channels and face to face meetings

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. In contrast, face to face meetings attract people of mutual interest but diverse backgrounds 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. OrganiCity provides a variety of venues for discussion, debate and co-creation during the journey of engagement, from online discussion forums and social media channels to workshop venues and meetups.

## Provide an interesting, 'physical' point of interaction within the urban space

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, sense-making and relationships both between people and technology, as well as with each other.

### Example: Participatory City

[Participatory City](#) (UK) is a platform and community that intend to transform a whole borough through mass participation in everyday “micro-activities”. Over 5 years, Participatory City aims to transform a place into a demonstration neighbourhood that would become a model for wellbeing, sustainability and equality. A small, living prototype system was built in order to test the idea and this was done in West Norwood, Lambeth, London, in 2014/15. As part of Participatory City, the ‘Open Works’ research project aimed to test if a platform approach could scale up the new type of ‘participation culture’ that has emerged over the last 6 - 10 years.

Lambeth Council and Civic Systems Lab formed The Open Works team to co-create a network of 20 practical projects with 1000 local residents. These projects were inspired by ideas from across the world that offered the potential to support a new and more sustainable way to live our everyday lives. The 20 projects created new and engaging opportunities for sharing knowledge, spaces and equipment; for families to work and play together; for bulk cooking, food growing and tree planting; for trading, making and repairing and for suppers, workshops, incubators and festivals. It aimed to discover if a high density of this type of micro participation activity, built into the fabric of everyday life, has the potential to aggregate and combine to achieve lasting long term change, both for individuals and for neighbourhoods.

As a reflection on smart cities, where people are often considered as consumers rather than producers, they try to develop new kind of participation models in cities. [Tessy Britton](#), the Director of Participatory City believes in the importance of having a space for co-production with a quality and visible shop front, that invites people for collaboration from the streets around. They use their windows as a surface for advertising their courses and activities, they also use social networks, journals and deliver newspapers to households, as well as newsletters by email.

They provide a space and a process where everyone can easily “dip in-and out”. They are currently developing the digital-side of their engagement process, a platform where people will be able to share and discuss ideas. They believe that longer-term engagement and a bigger-scale (borough/ neighbourhood-scale) project, in opposition to currently common, short-term and temporary interventions in cities, would be highly beneficial for the community.

# Principle #7: Provide a clear journey for participation and value visibility

## Provide a clear journey-map for participation

OrganiCity endeavours to provide a clear and succinct journey-map for participation in each experimental cycle. This is made available through digital channels, and regularly explained in facilitated workshops, conference presentations and through other outlets (schools, community groups, universities) where applicable. It should equally be clear at any point how new participants can become involved, with an obvious contact point for joining the project.

## Create transparency

Transparency is crucial in the relationship between platform and participants. The shareback of information, on how decisions were made, how technologies were chosen, how challenges were defined, means people feel “listened to”. When citizens give generously of their time, contributing ideas, comments, experiments or facilitation - the city or service provider must reciprocate this contribution by clearly communicating where their efforts lead, the impact generated, and the status of their work within the smart initiative. Fostering this trust, between all city actors (as per principle 2) is essential to the success of OrganiCity or any smart city initiative.

## Give feedback and build a shared understanding

Continuous feedback and updates help maintain engagement and avoid disillusionment. 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. A solid communications strategy, which involves citizens, is key to this action - enabling the constant stream of content and updates that is required.

## Example: Democracy OS

Started in Buenos Aires in 2012, [DemocracyOS](#) is an online platform for greater participatory democracy developed by a group of activists, software developers and others. The system promises transparency of legislative procedures and includes a voting system which allows citizens to vote on legislative questions before their representatives do, and after a healthy online debate. It is complemented by a political party, which pledges to use activity on the platform to steer their representative positions in public office.

At the end of each week the votes of citizens, indicating the way they wished their public representatives to vote, can be compared against the true voting history. The system provides clarity on the journey of policies from their early inception right through to their voting into law by the legislature, and each step along that journey there is a role for the active member of the DemocracyOS platform. Whether that is participating in debate, or voting on the platform – the goal is to provide greater insight and greater opportunity to participate to those citizens who might not ordinarily have time to exert influence over the issues which affect them.

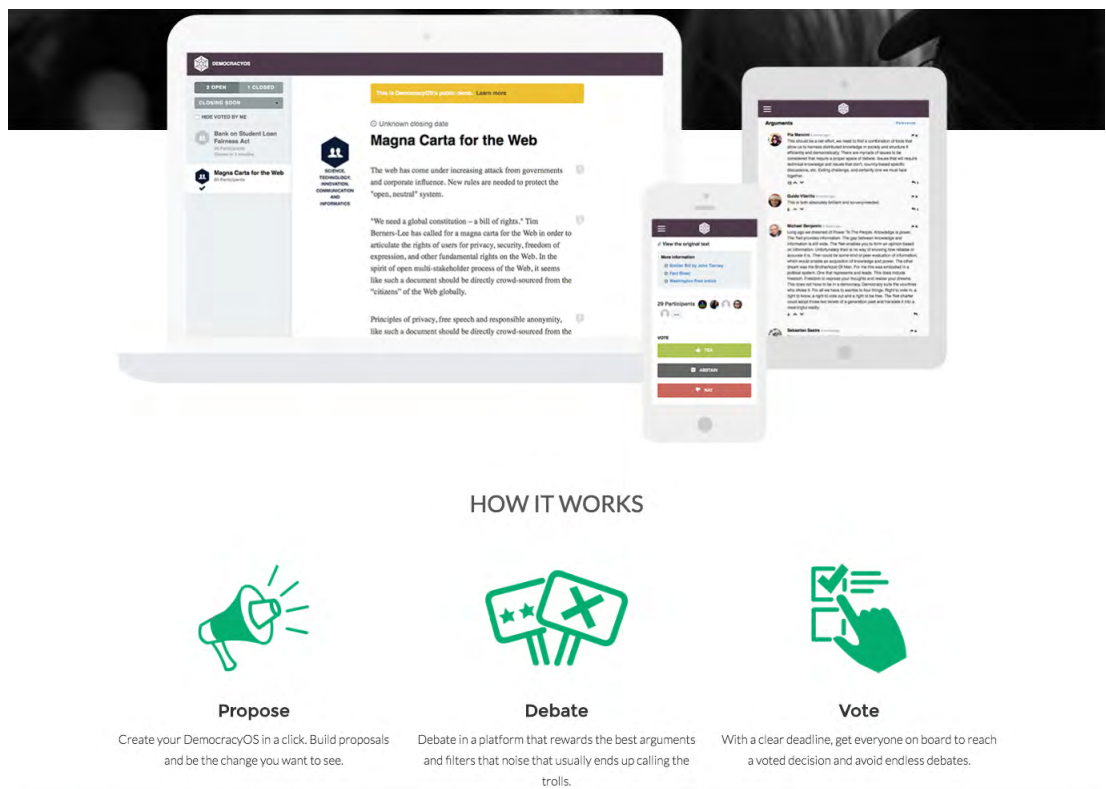


Fig. 22 DemocracyOs homepage as of October 2016

The software has become widely used internationally, but the Buenos Aires instance has been the one to use the most controversial level of transparency – allowing no user anonymity. All users register using public identification and their voting activity is also public. In this case, the efforts of the team to make legislative procedures more transparent must be met with greater transparency on the part of the public also.



# **4. ORGANICITY ENGAGEMENT CHANNELS & GOALS**

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# 4 OrganiCity Engagement Channels & Goals

## 4.1 Social Media Channels

As stated in deliverable 1.1, the OrganiCity social media strategy is part of the overarching engagement strategy. This means that the social media channels should help:

- Generate 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.

During the first year [Facebook \(global\)](#), [Twitter](#) and [Slideshare](#) were set as immediate priorities, however this was revised given a greater wealth of engagement opportunity via the local social media channels. Slideshare presence was not developed, instead the social channels of Facebook ([Aarhus](#), [London](#), [Santander](#) and [Global](#)) as well as [Twitter](#), were prioritised. In addition, extensive engagement effort was invested in new, previously undefined tools surrounding the open call process. These include:

- [Zoho helpdesk](#)
- [F6S application platform](#)
- [Slack experimenter chat](#)

Additionally, the Organicity website is the core hub the communications efforts delivering an expert voice on smart cities and co-creation. The server logs on [organicity.eu](#) derived from January 2015 to September 2016 indicate:

- 204,851 sessions
- 55,672 unique visitors

## 4.2 Workflow and responsibilities

The offline effort invested across all clusters, through events, conferences, talks, focus groups and more, has been the main focus as OrganiCity attempted to build a critical mass. Addressing adjacent communities and connecting with new groups through face to face engagements succeeded in growing the community and driving very successful response levels to the open call process.

Many of the targets set in the original version of this document assumed that the approach might work differently, using online interactions to drive offline and experimenter engagement. In practice it is clear that “likes” and “follows” will come as a result of delivered success inside the communities, while we should emphasise the quality of engagement – real interactions and exchanges between the community.

As task 6.3 leads, Future Cities Catapult now drives a communications initiative to boost the project’s dissemination, with a greater emphasis on engagement than raw numbers of “fans”. As part of WP6 T6.3, a monthly teleconference will be held with all clusters to discuss regular blogs, the monthly newsletter, social media channels and upcoming events. To implement the project’s communications ambitions, new managers from across the clusters have also been assigned to own each of the social media channels. Further detail will be provided in the dissemination and impact plan, year 2 (M24).

As engagement is indicative of co-creation, the new communications initiative will give greater attention to our targets around ‘fan engagement’ (with ‘reach’ as a secondary measure). As such, follower targets have been adjusted to allow focus to shift towards more meaningful engagement.

## Facebook

OrganiCity has four pages on Facebook. The [Facebook Global](#) page is established to create awareness of the project in professional/political circles. This is accompanied by OrganiCity [Aarhus](#), [London](#) and [Santander](#) local cluster pages. These pages are intended to, and have already succeeded in generating real engagement with citizens including directing people to local events and engagement tools / use cases.

In the first phases of the project, Facebook global has served to develop awareness and attract new followers to the project from around the world. The activity levels appear to be lower than expected and a greater effort will be required in the coming phases – especially as the project strives to introduce new cities. News around experimentation, the wider network of experimenters and their co-creation partners should provide a regular stream of content for the global page; as will future events and conferences, at which OrganiCity features. It is expected that this page, which has underperformed in the first phase, will grow in parallel with the expanding experimenter community and accession cities. However, due to the range of other platforms we will be utilising to serve the global community, we will be reducing the 'number of fans' 3-year target for Facebook Global page to 3000.

Engagement with local experimenters was made possible by the local pages in the first phases of OrganiCity. For example, experimenters wishing to form a new collaboration could publish their ambitions on the page with the assistance of the local administrator. It is the intention that in order to grow support locally, a greater focus will be made possible on this kind of engagement while additionally current experiments (with news of their progress and co-creation) will provide a content drive for these local pages, which is relevant to local stakeholders. Facebook local targets are on track and will remain the same.

Facebook global			
<u>Purpose:</u>	<u>Create awareness in professional/political circles.</u>		
Target fans 3 year	Amended fan target	Engagement target	Reach target
<u>7000</u>	<u>3000</u>	<u>7%</u>	<u>10%</u>

Facebook local			
<u>Purpose:</u>	<u>Generate real engagement with citizens including directing people to local events and engagement tool / use cases</u>		
Target fans 3 year	Amended fan target	Local fans target	Reach target
<u>1500</u>	<u>1500</u>	<u>80%</u>	<u>9%</u>

## Twitter

[Twitter](#) has been the most successful platform for social engagement, used by all partners to promote events, news items, conferences, experimentation and also to assist and support potential experimenters in their mission to participate. Feedback from citizens (see local cluster assessment) was positive on the use of Twitter as a way to monitor events and progress of the Organicity initiative. Growth in twitter support is anticipated in the following phases of the project as experimenters are encouraged to tag @organicity.eu in their own promotional tweets. New and more varied content in blogs will also be tweeted to reach more diverse audiences.

Twitter			
<b>Purpose:</b>	<a href="#">Help establish OrganiCity as a visible, unavoidable player on the smart city agenda: awareness</a>		
<b>Target follower 3 year</b>	<b>Amended follower target</b>	<b>Engagement Target</b>	<b>Reach Target</b>
<a href="#">5000</a>	<a href="#">2000</a>	<a href="#">0.5%</a>	<a href="#">15%</a>

## Instagram

Instagram was present in some exercises across Aarhus and Santander in capturing city challenges, but has not been a primary communications platform to date. This channel was not aligned with the key stakeholders we aimed at engaging through our first phase; furthermore the visual interface would dilute our message across a multitude of initiatives focused in delivering aesthetic content. However, greater focus will now be given to Instagram as we enter the experimentation phase. The platform will be used to document progress of the experiments, with experimenters having the opportunity to become 'guest owners' of the Instagram account at key points in their experiments. Sharing ownership of the account with experimenters not only supports our co-creation efforts and develops a strong visual record of the experimentation phase, but also allows the project to be further publicised to extend our reach amongst the experimenters' own network. As scope for the account will be directed at a more local level, we are reducing the 'number of followers' KPI target to 1000.

Instagram		
<b>Purpose:</b>	<a href="#">Create real engagement</a>	
<b>Target followers 3 year</b>	<b>Amended followers target</b>	<b>Engagement Target</b>
<a href="#">5000</a>	<a href="#">1000</a>	<a href="#">2.5%</a>

## YouTube

The purpose of the [YouTube account](#) has now been used to deploy and host webinar films and instructional content for experimenters. This will continue to be a space to engage with and support experimenters throughout the experimentation process, but will additionally house promotional films produced for the project. As scope for the account will be to distribute material for other channels (and therefore it will not be consumed based on subscription to the YouTube channel), we are reducing the 'number of subscribers' KPI target to 200; whilst the total reach remains.

YouTube		
<u>Purpose:</u>	<u>Help other channels reach their goals via videos (provide videos to publish on other channels)</u>	
Target subscribers 3 year	Amended subscribers target	Reach target (views)
<u>400</u>	<u>200</u>	<u>3000</u>

## LinkedIn

LinkedIn was not utilised in the first phases of the project, as efforts focused on other social channels. Ambitions on this channel will be tuned down, as our LinkedIn presence will not be developed in the foreseeable future – there has been no demand from the community and the overhead required to maintain such a channel will provide a limited return. It is most important to focus our efforts on the channels which will deliver an impactful result, than to spread our resources thinly. The exception to this rule is the natural propensity for OrganiCity partners to share blog posts, news items and event notifications on LinkedIn to the organic communities with whom they are connected. As such, LinkedIn provides a means by which citizens are driven to the more active channels of the OrganiCity platform.

LinkedIn		
<u>Purpose:</u>	<u>Help establish OrganiCity as a smart city key player and help establish professional/business legitimacy</u>	
Target fan 3 year	Amended fan target	Engagement rate target
<u>2500</u>	<u>N/A</u>	<u>N/A</u>

## Slideshare

[Slideshare](#)'s role in the early phases of the project was largely overlooked, as most presentations and events were captured in blog posts, news items and other media. Slideshare's dominance as a sharing platform is also questionable as other channels mature. It is the intention, now that experimentation has commenced and the OrganiCity platform has matured, to use slideshare as a repository for more detailed presentation information and technical specifications from the project. Slideshare, however, should not be an "entry point" for OrganiCity, instead allowing us to drive visitors to the content from other channels (blog, experimenter support, news etc). As such the targets for Slideshare have greatly reduced, but content hosted here will enhance substantially the level of detail available to experimenters via other channels.

Slideshare		
<u>Purpose:</u>	<u>Help establish OrganiCity as a key player by sharing valuable knowledge: support communication on other channels</u>	
Target views 3 year	Amended views target	Shared target
<u>5000</u>	<u>2500</u>	<u>100</u>



# **5. ADJACENT & GLOBAL NETWORKS**

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# 5 Adjacent & Global Networks

Since the last report, OrganiCity has developed its relations to other initiatives and networks. The assessment of cities' need to develop systematic experimentation capacity, in line with the ambition of OrganiCity, remains the same: There is a clear need, and it's not an easy endeavour.

While the initial stages of OrganiCity have focused on initial build-up – engaging with stakeholders, establishing the Experimentation as a Service facility technically, going through the open call processes and initiate the first 23 experiments – the role of adjacent initiatives and networks have shifted.

OrganiCity has benefited greatly from association and collaboration with such initiatives to create awareness about the opportunity to use the facility through the open calls. This is still ongoing. But as OrganiCity matures, there's an shift towards extending the scope towards potential benefit and activities beyond the initial three clusters.

If the claim is true that OrganiCity, in part or as a whole, caters for the need for systematic experimentation so crucial to smart city development, then the potential for others finding OrganiCity useful is significant. The role of other networks and initiatives is therefore also, now, increasing towards the later stages of the project, to be channels for engagement with such new cities and stakeholders.

The main network remains the Open & Agile Smart Cities initiative (OASC), which not only provides the foundation for the technical infrastructure for OrganiCity, but also consists of cities and communities who realise and recognise the need to systematic experimentation.

The first report noted: "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."

This is the next iteration, which updates on the progress of and interaction with OASC, and briefly lists other key activities.

# 5.1 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.

As of late October, 2016, OASC is 89 cities from 19 countries. By November 16, 2016, the 5th wave will be launched, bringing the total number of cities above 100.

# 5.2 Other networks and initiatives

OrganiCity has been a key element in many OASC activities, including events and presentations. At the annual Connected Smart Cities Conference, held in January, and led by OASC, and at the Smart City Expo in Barcelona, OrganiCity has been present and presented, with exposure and interaction with such OASC partners as European Committee of the Regions, EUROCITIES, TM Forum, Cities for Life, WeGO, C40 and Rockefeller 100 Resilient Cities and ICLEI.

The high visibility of OrganiCity has led to invitations to speak at high-level events, including Smart City Expo in Puebla, Mexico, which then, in turn, provided the occasion and context for the 4th wave, with Mexico among the new countries joining OASC, but with particular reference to the necessity of systematic experimentation capacity of cities.

## 5.3 Onboarding of new OrganiCities

OrganiCity is now approaching a stage where it is not just a matter of believing in the ideas behind the Experimentation as a Service which would drive interest other cities than London, Santander and Aarhus towards the facility. With 23 experiments unfolding, it will become very tangible which parts of OrganiCity is useful to whom and under which circumstances. We therefore expect an increased interest from cities in Europe and around the world. This is currently in process with experimentation at Nicosia and Patras.

The way new cities become OrganiCities has not been defined in fine detail yet. This is part of the ongoing work in WP6 on sustainability of the Experimentation as a Service and the various elements. We foresee that there will be a need to “package” OrganiCity both as a concept and a collection of technical tools, making it easier for newcomers to grasp, communicate internally, appropriate, implement and evaluate.

OrganiCity is a collection of co-creation tools, bound together by an architecture founded on the OASC mechanisms. It is therefore part of the ongoing evaluation of the usefulness of the Experimentation as a Service to assess *which* tools are helpful to *whom* under *which circumstances*. As a consequence, the OrganiCity Experimentation as a Service “package” is most likely not going to be an “take-all-or-nothing” black box, but rather a collection of elements, both technical and engagement-wise, which a city can appropriate and tailor to their specific needs.

The OASC “package” can be disseminated through the adjacent and global networks, hopefully leading to OrganiCity’s becoming a valuable resource for cities worldwide looking to address their need to build a permanent capacity for systematic experimentation when co-creating their future with local and global stakeholders across the multi-helix.

# **APPENDIX 1: ENGAGEMENT ACTIVITIES 2016**

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# Appendix 1: Engagement Activities 2016

Included below, a representative record of the engagements in each of the OrganiCity cluster cities, as well as other global outreach by OrganiCity efforts during 2016 to time of deliverable.

## Aarhus

Event	Event Type	Audience	Date	More information	Outcome	Attendance
Open Data - Make business out of open data	workshop	Data owners from AAR municipality, companies, organisations etc. from Denmark.	4/7/2016	Purpose of the event: to get inspired from companies that already uses open data as a part of their business case and to engage with the data owners from AAR municipality	Awareness about the open call	45
DD Lab	workshop	Makers from the digital design education at Aarhus University	4/4/2016	Full day workshop, where participants had to develop their own Bluetooth enabled sensors. Additionally, it was required that participants developed visualizations on top of the sensor data	Understanding how Maker communities engage with code and hardware	10
RY city	Seed projekt/ Service Cluster Denmark	Retail owners and citizens from the smaller town of Ry	Q1 2016	3 workshops with retail owners to engage them in data driven innovation processes. Data collection via sniffers and analysis of customers behaviour.	Understanding how local communities engage and uses data as a driver of their retail development	20
OrganiCity experimenters	Workshop	OrganiCity clinic	5/11/2016	workshop where interested experimenters met up, and got help and answers to their questions for applying for an experiment		13
Smart city enthusiasts	Presentation	Everyone interested in Smart cities and EU projects	5/12/2016	Half day presentations on smart city development experiences	Awareness, promoting open calls, general community engagement, synergies with other EU projects	40

Event	Event Type	Audience	Date	More information	Outcome	Attendance
Internet week denmark	Presentations	This session brings unique insight and perspective from USA, Latin America and Europe on where we're heading, according to who the main actors are that build our future cities.	5/11/2016	Half day conference	Awareness	50
		Knowledge and debate event on possibilities and obstacles when applying the smart city paradigm				50
		Open data as source of innovation and data driven business models				30
Rolling Call Clinic	Open Call Clinic	Aarhus experimenter community	09/01/2016	Morning event	Guidance on Open Call	5
Aarhus Maker Faire	Workshop	Maker Faire	15 and 16/10/2016	Workshop and presentation of OrganiCity. Aimed at identifying city challenges.	Awareness, Need finding/Challenge finding, recruitment of citizens for engagements	TBA
IOT Week	Congress and networking	Europeand network of IOT researchers and business	31/05 to 2/06/2016	workshop on end-user and citizen engagement	Potential experimenters	50



# London

Event	Event Type	Audience	Date	More Information	Outcome	Attendance
London Open Call Launch & Speed Dating	<a href="#">Presentation</a>	<a href="#">Citizens are invited to hear about the open call process, the Organicity facility and London's challenges. This is followed by a "speed dating" networking activity to help people meet potential collaborators.</a>	<a href="#">14/1/2016</a>	<a href="#">Open Call</a>	<a href="#">Potential Experimenters</a>	<a href="#">45</a>
Webinar EIP-SCC Inclusive Smart Cities: Co-design and co-creation as tools for citizen engagement	<a href="#">Webinar</a>	<a href="#">Researchers, citizens, businesses from across europe</a>	<a href="#">3/18/2016</a>	<a href="#">Presentation of engagement principles and open call.</a>	<a href="#">Awareness.</a>	<a href="#">84, plus panelists.</a>
Open Call Clinic 1 (London)	<a href="#">Open Call Clinic</a>	<a href="#">London experimenter community</a>	<a href="#">24/05/2016</a>	<a href="#">Evening event</a>	<a href="#">Guidance on Open Call &amp; Experimenter Networking</a>	<a href="#">26</a>
Open Call Clinic 2 (London)	<a href="#">Open Call Clinic</a>	<a href="#">London experimenter community</a>	<a href="#">14/06/2016</a>	<a href="#">Evening event</a>	<a href="#">Guidance on Open Call &amp; Experimenter Networking</a>	<a href="#">27</a>
How to we change the world - course	<a href="#">Presentation</a>	<a href="#">Engineering students at UCL</a>	<a href="#">03/06/2016</a>	<a href="#">Presentation of open call during academic tutoring session</a>	<a href="#">Awareness</a>	<a href="#">100 approx</a>
Smart Cities Summit, How to co-create public services	<a href="#">Panel</a>	<a href="#">Smart cities experts, cities, service providers</a>	<a href="#">22/09/2016</a>	<a href="#">Panel across UK and international cities, service providers on the co-creation of public services</a>	<a href="#">Awareness and experts discussion</a>	<a href="#">60</a>
Climathon 2016 @ Olympic Park	<a href="#">Co-creation</a>	<a href="#">Hackers, activists and more.</a>	<a href="#">28/10/2016</a>	<a href="#">Stand with demos and scenario capture sheets.</a>	<a href="#">Open Call promotion, new experimenters, awareness</a>	<a href="#">40</a>

# Santander

Event	Event Type	Audience	Date	More information	Outcome	Attendance
IoT Santander Meetup	Meetup	<a href="#">Entrepreneurs, developers communities and citizens interested in IoT</a>	<a href="#">29/4/2016</a>	<a href="#">Presentation of open call during IoT technical session</a>	<a href="#">Awareness, promoting open calls to community involved in development of IoT applications</a>	<a href="#">17</a>
Entrepreneur breakfast	Workshop	<a href="#">Periodical meetings with local entrepreneurs</a>	<a href="#">20/1/2016</a>	<a href="#">Pre-announce Open Call as a source of financing for starting innovative projects</a>	<a href="#">Awareness, promoting open calls to general community</a>	<a href="#">50</a>
Startup Europe Week	Presentation	<a href="#">Local entrepreneurs, regional officers, investors and corporates</a>	<a href="#">11/2/2016</a>	<a href="#">Pre-announce Open Call as a source of financing for starting innovative projects</a>	<a href="#">Awareness, promoting open calls to entrepreneurs and investors</a>	<a href="#">60</a>
Santander City Brain	Online platform	<a href="#">Santander citizens are invited to provide ideas for the improvement of the city</a>	<a href="#">19/3/2016</a>	<a href="#">Ideas provided by citizens has a municipal budget allocated</a>	<a href="#">Potential Experimenters</a>	<a href="#">2590</a>
Santander TV	Online platform	<a href="#">Dissemination of news related to the city council</a>	<a href="#">29/4/2016</a>	<a href="#">Videostreaming</a>	<a href="#">Dissemination to the general public about open call</a>	<a href="#">2112 subscribers / 174 views</a>
Open Call Clinic 1 (Santander)	Open Call Clinic	<a href="#">Santander experimenter community</a>	<a href="#">20/5/2016</a>	<a href="#">Evening event</a>	<a href="#">Guidance on Open Call</a>	<a href="#">30</a>
Open Call Clinic 2 (Santander)	Open Call Clinic	<a href="#">Santander experimenter community</a>	<a href="#">9/6/2016</a>	<a href="#">Evening event</a>	<a href="#">Guidance on Open Call and networking</a>	<a href="#">20</a>

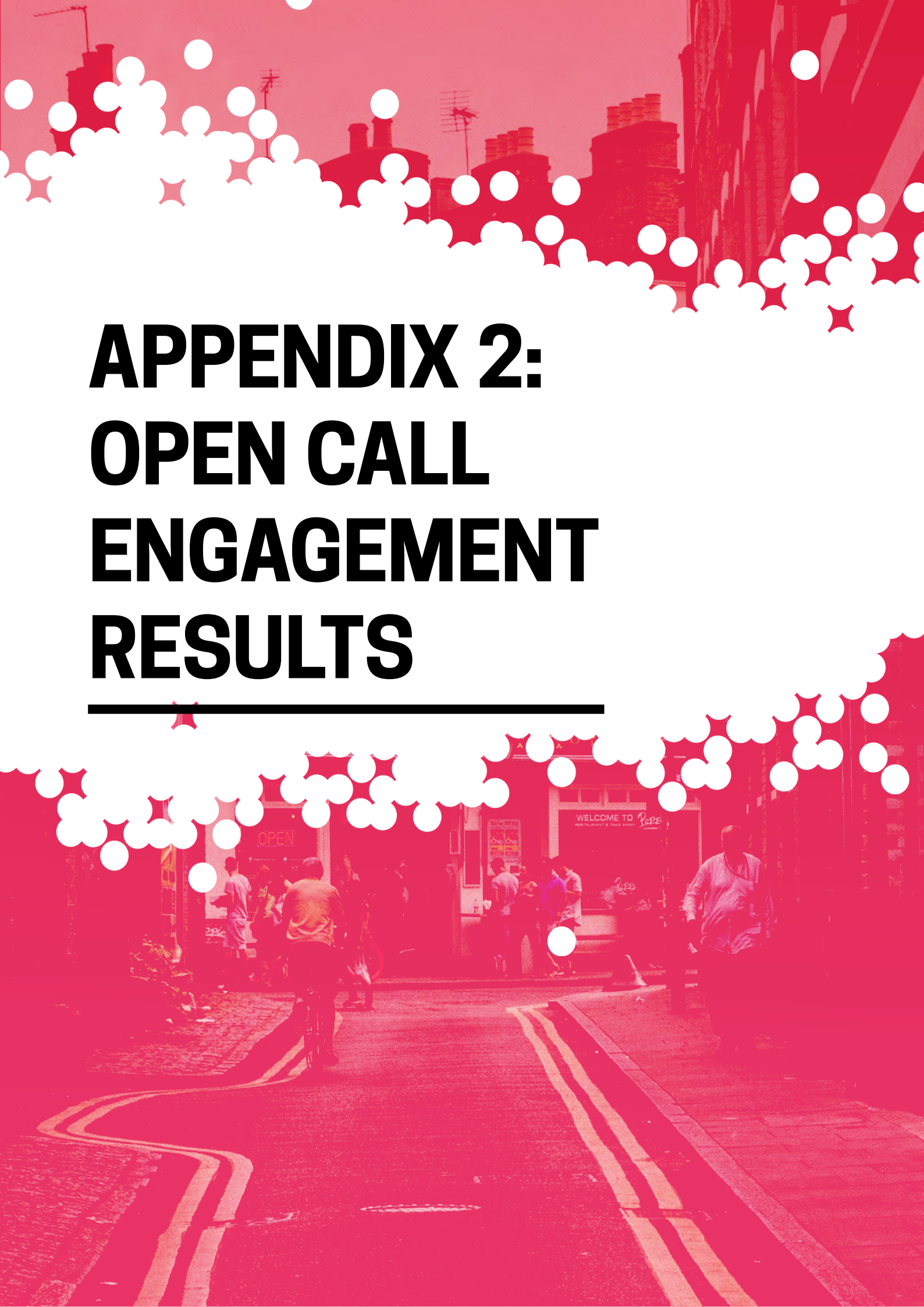
# Global

Organicity Rep	Event	Location	Event Type	Audience	Date	More information	Outcomes	Attendance
Santander (SAN)	Greencities 2016	Malaga	Congress and networking	Entrepreneurs, SME , public bodus and stakeholders in general	5-6/10/2016	F2F Networking in scheduled interviews	Potential experimenters, current needs and solutions collection	800 total entities  120 cities from mor than 20 countries  +30 F2F direct interviews
London (FCC)	<a href="#">IoT-European Platform Initiative</a>	<a href="#">Vienna</a>	<a href="#">Presentation</a>	<a href="#">IoT EU projects running open calls - part of task force Community Building</a>	<a href="#">11/10/2016</a>	<a href="#">Presentation of process, learnings and sharing knowledge</a>	<a href="#">Awareness, promoting open calls, general community engagement, sharing learnings, synergies with other EU projects</a>	<a href="#">30</a>
London (FCC)	<a href="#">Ciudades futuras. Ejercicios especulativos</a>	<a href="#">Mexico City</a>	<a href="#">Presentation</a>	<a href="#">OrganiCity as part of a larger presentation on speculative prototypes/ technologies in cities. Part of the City of Mexico, Lab for the City “rooftop sessions”.</a>	<a href="#">22/02/2016</a>	<a href="#">Presentation</a>	<a href="#">Awareness, global networking</a>	<a href="#">Approx 50</a>
London (FCC)	<a href="#">Programmable City Workshop</a>	<a href="#">Maynooth University (Ireland)</a>	<a href="#">Paper &amp; presentation</a>	<a href="#">Global Smart City stakeholders convened at National University of Ireland, Maynooth</a>	<a href="#">5/9/2016-6/9/2016</a>	<a href="#">Presentation, Paper, Discussions</a>	<a href="#">Awareness, global networking, best practice</a>	<a href="#">25</a>

Organicity Rep	Event	Location	Event Type	Audience	Date	More information	Outcomes	Attendance
London (FCC)	<a href="#">OrganiCity Open Call presentation to CIID</a>	<a href="#">Copenhagen</a>	<a href="#">Webinar</a>	<a href="#">Copenhagen Institiute of Interaction Design. master programme students and research team.</a>	<a href="#">03/05/2016</a>	<a href="#">Open call promotion</a>	<a href="#">Awareness</a>	
Patras (CTI)	<a href="#">Patras IQ expo</a>	<a href="#">Copenhagen</a>	<a href="#">Technology and Innovation Expo</a>	<a href="#">General public and academic community</a>	<a href="#">15-17/4/2016</a>	<a href="#">Presentation of the project and results thus far</a>	<a href="#">Dissemination to the general public. synergies with other research groups</a>	<a href="#">100 (visitors to CTI stand)</a>
Luleå (LTU)	<a href="#">OPEN INNOVATION 2.0.</a>	<a href="#">Amsterdam</a>	<a href="#">Open Innovation Conference</a>		<a href="#">23rd and 24th May 2016</a>	<a href="#">Presentation under "Implementing Urban Agenda – Cities and regions as launch pads for digital transformation" (open calls and co-creation approach) &amp; Living Labs workshop.</a>	<a href="#">Dissemination of methods and experiences. Potential experimenters.</a>	<a href="#">300</a>
Luleå (LTU)	<a href="#">Open Living Lab Days</a>	<a href="#">Montreal</a>	<a href="#">Conference, workshops and visits.</a>	<a href="#">Open Living Lab Days</a>	<a href="#">23-26/8 2016</a>	<a href="#">Workshop: Empowering End-users from Factors to Actors</a>	<a href="#">Dissemination of methods and lessons learned.</a>	<a href="#">40</a>

# APPENDIX 2: OPEN CALL ENGAGEMENT RESULTS

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# Appendix 2:

## Results of the engagement for the Open Call

### Engagement aspects extracted from the experimenters selected during the first open call and the first and second rolling calls

This sub-set of data extracted from the experiments which are currently running in the OrganiCity platform indicate a few trends which corroborate points outlined through the deliverable. Whilst *D4.2 Validation of co-creation enablers and tools - Comprehensive* and *D5.3 First open call execution* will provide further information on the development of the open call and its result, the following aspects are relevant indicators of the state of our engagement.

Experiments selected from open call and first and second rolling calls	
City challenge approached by the experiment	<ul style="list-style-type: none"> <li>9 Mobility</li> <li>7 Public spaces</li> <li>4 Neighborhood</li> <li>4 Connecting communities</li> <li>4 Environmental</li> <li>2 Air quality</li> <li>2 Green lungs</li> <li>2 Other (not included in city challenges)</li> </ul>
Experiment groups include	<ul style="list-style-type: none"> <li>11 SME</li> <li>4 individuals</li> <li>3 research centres</li> <li>2 non-profit organisations</li> <li>1 non-profit enterprise</li> <li>1 laboratory</li> </ul>
Experiment leads origin	<ul style="list-style-type: none"> <li>8 UK</li> <li>5 Spain</li> <li>3 Denmark</li> <li>2 Belgium</li> <li>1 Netherlands</li> <li>1 Cyprus</li> <li>1 Serbia</li> </ul>



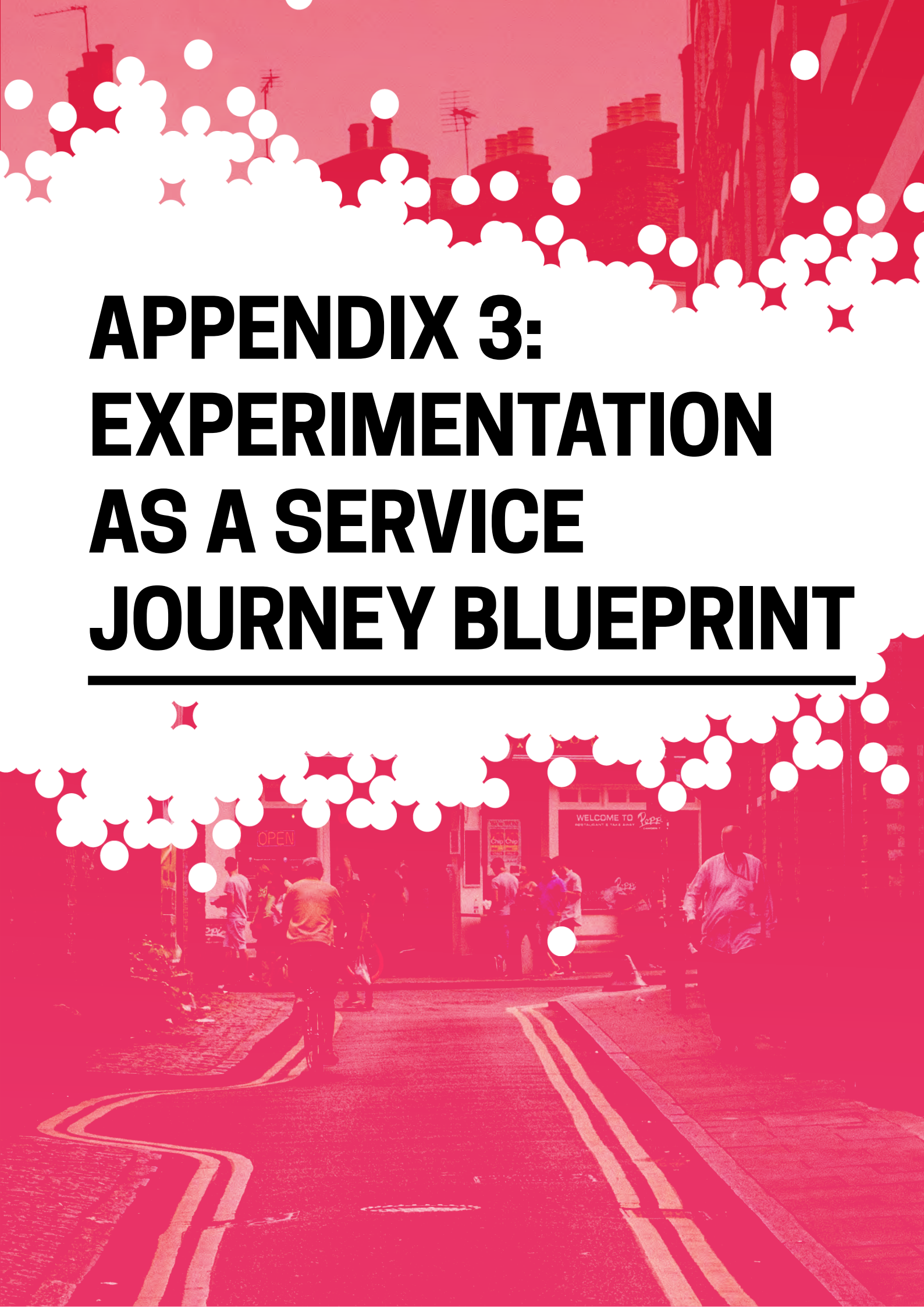
The numbers around experiments in multiple cities manifest an interest in experimenting globally, rather than locally. As seen in the residence of the experiment leads, the open call received submissions from residents in locations beyond the cluster cities. This evidences an unexpected interest in experimenting from a global perspective. The shift from local to global evidences positively the spread of OrganiCity as a movement. However, it has been detrimental to the effort in local engagement in Aarhus, for instance, where nobody from the local community has received funding for their proposals. Our recommendations in this document aim to strike a balance between the local and the global effort to make OrganiCity a sustainable movement. More cities coming aboard will highlight the possibility for citizens to experiment in their own cities and adopt the powerful processes and tools already live in Aarhus, London and Santander.

We expected our reach in this first open call would be most attractive to small and medium enterprises and research centres due to the availability for funding to test, in addition to the lack of maturity of our facility (which might be less inclusive to other types of experimenters). The majority of resulting experimenter groups confirm that expectation; but our extensive effort in co-creation has proven fruitful in reaching 4 individual experiment leads, 2 non-for profit organisations and 2 non-for profit enterprise. We have achieved our target of +5 profiles (currently 6 different profiles as experiment leads) of experimenters after the first open call. This is a positive start and we expect our audience will diversity further in next year's open call.

The use of city challenges to inspire experimentation around both technical and socio-cultural development has delivered a spread of ideas with a foundation in the improvement of the experience of the city. The use of these challenges also has to correspond with the availability of the data and tools necessary to tackle them. Mobility seems to be the main focus of many experimenters and this could correspond with the availability of accurate mobility data across the clusters. As we proceed with the development of Experimentation as a Service across WP4 and WP5, we are ensuring collectively that we gather information about functionalities for the development of a facility which fits the need for experimentation.

# **APPENDIX 3: EXPERIMENTATION AS A SERVICE JOURNEY BLUEPRINT**

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- This conceptboard integrates most of the recent documentation on WP1/3/5
- It is to be used as an internal discussion tool to build alignment and understanding of the user journey, as well as identify gaps that may need coordination – edit, add, as needed
- If desired for external use, this provides a basis from which information may be extracted and visualized as separate visualisations of the user journey/blueprint/etc.

1. Create a clearer EaaS user journey across Organicity.
2. Align stages and semantics across D1.1 and WP3 - clarify what is an engagement amplification focus and a action stage
3. Highlight existing user insights: strengths and painpoints serving as barriers (or bridges) to OrganiCity
4. Build more detailed understanding of call-to-actions for cocreation for each stage, and each call to be supported by WP1 and WP5
5. Integrate WP3 tools and community feedback needs from engagement (WP1/WP5) for iteration (e.g., present early concept for feedback to community in Call 1 even if tool will not be ready until call 2. This helps both identify user requirements, provides earlier introduction to tools, and creates early advocacy/interest)
6. Identify key user mindset (thoughts, feelings) that will need be to addressed in tools, touchpoints or interactions
7. Articulate touch points as they relate across WPs and user needs
8. Clarify internal processes to support user journey, and identify gaps

1. Review and edit missing information
2. Align for timing (also, you may want to add in arrows/loops where actions or tools are repeated/iterated)
3. Assign touchpoints to address key needs/questions
4. Tools: Move tools to their appropriate stage; indicate where feedback is needed; Add in short descriptions for tools as needed for easy understanding at a glance
5. Update the scenario narrative as needed to represent a compelling, ideal representation of OrganiCity that can attract our hero users
6. Discuss any external visualisation needs/iterations

- blueprint examples
- Alex WP3 Eas PPT
- WP3 opportunistic networking scenarios
- WP3 Knowledge co-creation scenarios
- WP3 Theme A Use Cases
- WP3 Theme B Use Cases
- Smart City Experimentation scenario (low power algorithm)
- Smart Citizen Organicity Report 2015 (IAAC)
- Pre-existing Organicity tools/enablers by WP summary (Alex)
- D1.1 Engagement Report
- Marita's WP5 presentation
- Michelle's WP5 presentation
- Marita's notes on Summer-September workplan

Missing:

- Touchpoints





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