Application of Open, participatory and citizen-driven governance URBAN LABS FOR CO-CREATION

A. Profile of the Initiative

<table>
<thead>
<tr>
<th>Geographic Region</th>
<th>Western Europe and Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>Country/Region</td>
<td>Spain</td>
</tr>
<tr>
<td>Name of City/Local Authority</td>
<td>Madrid</td>
</tr>
<tr>
<td>Organization</td>
<td>Madrid City Council</td>
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</tbody>
</table>

Title, Name and Position of Person(s) Leading the Initiative

Basic City Data

Population size: 3,221,824
Population Growth Rate(%): 0.50
Surface Area (sq.km): 604.460
Population Density (people/sq.km): 5264.580
GDP Per Capita (U.S.$): 48503.900
GINI Index: 0.34
URL/Webpage of Your City:
URL/Webpage of Your Initiative:
Main source of prosperity (e.g. industry, trade, tourism, creative industry, etc.): trade services

B. Title and Abstract

For a large integrated initiative, please consider submitting up to three initiatives under the same title. For example, you may wish to submit under “Low-Carbon Urban Development for My City” an initiative on public transport, an initiative on energy efficiency in buildings, and an initiative on use of renewable energy.

<table>
<thead>
<tr>
<th>Title or Tagline of the Initiative</th>
<th>Open, participatory and citizen-driven governance URBAN LABS FOR CO-CREATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub-title</td>
<td></td>
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<tr>
<td>Start date of the initiative</td>
<td>2017-10-01</td>
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<tr>
<td>Tentative End Date of the Initiative (if not yet completed)</td>
<td>2019-05-25</td>
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<tr>
<td>Thematic Areas</td>
<td>Social Economic Environmental</td>
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</table>

Abstract/Short description of the innovative initiative being submitted for Award. (150 words max)

Madrid is a city of rights and freedom. A reference in participation and governance. The
political strategic vision of the City Council is to empower the citizen to co-create a liveable, inclusive and sustainable city for all. Madrid City Council is experimenting innovative practices to promote and facilitate effective participation of society in local decision-making, city co-creation processes, and innovation dynamics through the implementation of urban labs. Madrid is becoming an urban test-bed for citizen-driven innovation and co-creation participative methods and tools.

Several labs offer people not only the possibility to contribute with ideas, but also the knowledge, the tools and the responsibility to do it, following Madrid Decide and going one step beyond. Community skills are necessary for co-creation processes, an open-mindedness to develop new solutions in a creative error tolerant environment. MARES Madrid is a forward-looking pilot project that fosters new business opportunities in five sectors key for a sustainable city: mobility, food, recycling, energy and care. Focused on social economy, the project tries out innovative ways of collective entrepreneurship, applying collective intelligence to entrepreneurship problems. Experimenta Distrito, carried out by MediaLab Prado - a landmark creation space - is the citizen lab for collective intelligence. Imagina Madrid project blends neighbour’s ideas and proposals from artists to transform urban public spaces. Results are promising. Medialab Prado has hosted 45 co-creation projects and 36 of Experimenta Distrito, citizen projects for the district. The social economy project, MARES, has helped more than 120 new companies and created 24 learning communities.

C. Background Information
Describe the legislative or policy framework under which the initiative is taking place, for example, a public policy document at the central or local government level, a policy statement, a covenant, a compact or internationally recognized agreement including, for example, the Sustainable Development Goals, and/or the New Urban Agenda

Strategic Objectives of City Council Government Plan 2015-2019 place participation, employment, citizen-driven innovation, inclusion, and quality of life at its core. This commitment is being reinforced by a set of legal and policy mechanisms to boost this framework. Madrid is committed with the New Urban Agenda 2030 and great challenges of sustainable development. Urban Labs empower and engaged people giving not only the power to decide, but also the knowledge and capacity to do it with responsibility.

D. Summary of the Origins of the Initiative
Describe how the initiative came about and what challenges or issues of sustainable development it is meant to address using the following lead questions as your guide. (350 words max)

1. Describe briefly the reason(s) for undertaking the initiative including social, economic, political or cultural challenge(s) or issues confronting the city/region/community. Include where relevant number of people, enterprises or institutions affected.

Modern societies demand more open, transparent, participatory and inclusive governments, that traditional political structures, based in top-down approaches, cannot provide. A new tool and skill set must be built using creative methodologies open to trial and error.

Madrid UrbanLabs is the answer to achieve effective participation of society in local decision-making and real city co-creation based in innovation dynamics.

2. Describe the goals of the initiative in terms of desired change or outcome and timeframe for achieving the change or outcome (for example, change in policy, strategy, business model, technology, means of implementation, financing arrangements, human development and empowerment, measuring and evaluating progress and impact, etc.).

Goals of experimentation:

1. Creation of participative processes, open but effective.
2. Make the most of the process, developing skills and tools for all stakeholders: citizens, civil servants, politicians, associations.
3. Evaluation of results, processes, and opportunities for scaling.

Madrid encourages local community to collaborate defining neighbourhoods’ challenges and co-designing and co-developing solutions. Citizens play a relevant role co-creating the present and future city. The activities carried out place citizens at innovation process’s core and foster a community awareness among them. They also enable a more effective and multidisciplinary way to tackle these multidimensional urban challenges, and configure a new integrated, inclusive and sustainable model of city.

3. Describe whether the innovation involves any partnership (public-public, public-private, public-community, etc.) and if yes, who is or was the leading partner(s), the role they each played and whether other parties have benefited or are benefiting from your innovation and how?

UrbanLabs for Co-creation are partnerships among public, private and NGO entities jointly with community, promoted and led by City Council, with the active support of its different Government Areas.

MARESMadrid focuses on five economic sectors - mobility, food, recycling, energy and social and care economy - to boost experiences of self-employment, recovery of disused spaces, networks of mutual support.

ExperimentaDistrito opens citizens labs as meeting and learning places where neighbours can propose projects or participate in their development.

ImaginaMadrid experiments a new and participative urban planning model. Throughout
2017 and 2018, neighbours and artists are working together to co-design new ways of inhabiting existing places.

4. Describe the resources used for implementing the initiative, including funding/financing strategy or arrangements and any significant contributions that are not in cash, for example, in human, technical or managerial resources.

UrbanLabs are funded by municipal budget, and MARESMadrid, by Urban Innovative Action Programme by European Commision (www.uia-initiative.eu) with 4.8M€.

These funds go to companies and professionals organizing and managing the Labs, and to get materials and infrastructures needed.

The other main resource is the work of citizens and associations.

E. Summary of the Innovative Aspect(s) of the Initiative
Describe the innovation for the initiative using the following lead questions as a guide. (350 words max)

1. Describe whether the initiative should be considered evolutionary or revolutionary. Evolutionary would imply that innovation evolved over time based on lessons learned from experience and that the changes or outcomes are cumulative. Revolutionary would imply something quite new or something that has been borrowed from elsewhere but never been tried before in the sector or context in question and therefore bears a certain degree of risk. If it’s borrowed from elsewhere, describe what the linkage with the other preceding experiences is.

Madrid is boosting an innovative bottom-up approach to shape a responsible and inclusive participation system, a multidimensional pioneering innovative worldwide. UrbanLabs are inspiring spots for citizens to contribute their knowledge and co-create innovative concepts and solutions in a participative way.

Public co-creation spaces difference each other in terms of articulation and nature, but build a true political laboratory, led from City Council.

It integrates civil society at all stages of the process, incorporates other forms of knowledge, and responds to the real needs of society. This is a great example on how local authorities can actively support Social and Solidarity Economy through Strategic Plans.

At a different level, MIT MediaLab was the primary inspiration to create MediaLab Prado www.medialab-prado.es, the main permanent urban lab in Madrid. The program to develop a collective urban intelligence showed some very useful ways of work and engage people, that have been adopted by MARES, Imagina Madrid, etc.

2. Describe where the innovation is being applied, for example, in policy or strategy; planning, design and implementation; business model or financing arrangement; tools and technology; governance and administration; etc
This revolutionary approach enables spaces to imagine and experiment new ways of doing things, configuring a new model of co-governance and citizen-driven innovation dynamics.

MARESMadrid shows its value to become a mainstream tool for governments with application on the territory, involving companies as mentors and collaborators to support local social entrepreneurs in five key sectors.

MediaLab Prado is a reference space for collaborative experimentation. It provides local stakeholders with the tools to co-work on innovative concepts that strengthen the role of citizens in public affairs and innovation activities.

ExperimentaDistrito and ImaginaMadrid are experimenting new and participative urban planning models. They open citizen labs as places of meeting and learning, co-designing and co-developing projects for their neighborhoods towards new ways of inhabiting existing places.

3. Describe whether there was or are any obstacles or resistance to the innovation and if so, how were/are they being overcome.

Madrid faces the challenge of getting community involved. Local government provides the training, advice and support activities necessary to motivate and guide citizens.

UrbanLabs are developing test projects; the obstacles are not in their implementation, but in people’s engagement and participation. Then, all the Labs include activities addressed to it. Additionally, the culture of experiment to co-create is getting broader, and people are getting increasingly involved.

F. Summary of the Desired Change or Outcome and how it is being Measured

Describe how the initiative, and in particular the innovation, is or will be making a qualitative and/or quantitative change and how that change or outcome is being measured. (350 words max)

1. What change(s) or outcome(s) have you already achieved or hope to achieve? Please describe the nature of the change(s) or outcome(s) in, for example, improved quality of life; new levels of social, economic or environmental sustainability, including new attitudes and behavior; improved efficiency, effectiveness, accountability or transparency, etc. Please describe the scale of the change, for example, primarily local, regional, national or global and where possible, please quantify the change(s) or outcome(s) being achieved.

Madrid City Council aims to facilitate and ensure the involvement of citizens in the processes of co-creation and innovation; configuring a new integrated and sustainable model of city, with citizens as the key driver and improving quality of life and social cohesion as ultimate goals.
This approach let the city to improve the effectiveness of policies facing complex problems, fostering a culture of innovation, integrating innovation in the DNA of citizens, becoming part of the identity of the city.

The distribution of co-creation spaces along the city is a tool to deepen in the re-balancing and territorial cohesion by ensuring equal opportunities of all neighborhoods to participate in this new model of governance and innovation.

2. What indicators or metrics are you using to assess the change? Describe who is doing the measuring, and who is using the measurements and how.

The results are being measured not only in terms of outcomes but also in terms of process. The process of collaboration and co-creation shows relevant figures:

- **MARESMadrid**: 281 initiatives received. 34 incubated. 94 in counselling process. 9 mentoring companies to lead each innovation process, 20 as associated.

- **Medialab Prado** has created a community of innovators continuously developing ideas, projects and debates that open new possibilities that can be implemented at city scale. More than 10,000 participants, 52 active projects and 185 prototypes built and tested in 2017 and 2018.

- **Experimenta Distrito** is showing relevant levels of community participation and impact: 425 people with a wide variety of profiles; 36 projects developed; community strengthening; linkage with public institutions.

- **Imagina Madrid**: +170 teams have participated in the public call; around 100 entities collaborating; estimated target of 5,000 people.

3. Describe any specific tools or methods that were developed or applied to improve the chances to attain the desired outcome or change, for example, new working methods, new data and information, new incentives or disincentives, new means of communication and knowledge, new technology, etc.

Ideas and projects co-created and tested contribute to local sectorial policies, while providing new tools and methods of governance. There is a continuous local government-community dialogue to learn and improve the co-design of policies.

MARESMadrid tackles five specific areas. In each one, there are some collaborative companies mentoring the social entrepreneurs, and associated ones that helps in this process.

4. How does the initiative and its intended changes or outcomes contribute to a new image or reputation for your city or community?
This initiative is turning Madrid into a hub of talent and investment attraction, providing global competitive agents with new forms of open, participatory and experimenting innovation. Madrid has become the capital of governance innovation.

G. Describe what you think other cities can learn from our initiative and what your city/community is prepared to do to further that learning.

Choose any of the above headings or a particular aspect of the initiative that you wish to highlight and that you think best describes the reasons why the innovative aspect(s) of the initiative could be of benefit to improving social, economic and environmental sustainability in cities and regions and, in so doing, to advance the prosperity and quality of life of their citizens. (400 words max)

Madrid is becoming an international benchmark in the implementation of innovative models of citizen-driven governance and innovation processes, which are open, inclusive and participatory. Sharing the knowledge and tools with other governments has been always priority for the city of Madrid.

Madrid is enabling an experimenting environment that invites everyone to contribute their ideas to generate knowledge and initiatives by means of new and advanced processes of co-working. Madrid is creating many expectations, and the City is working very hard to welcome them and give them a satisfactory answer. Synergies are being created between numerous lines of action of the government of the city of Madrid and many existing initiatives.

Initiatives such as MARESMadrid, as well as several practices carried out in other urban labs such as MediaLab Prado, are raising interest and enthusiasm, both in Madrid and in other territories. MARESMadrid has already been convened and presented in several national and international forums, with the aim of monitoring it and considering its possibilities of replication in other territories. This stimulus reinforces the path taken by Madrid to face the challenge of reaching a new city model.

H. Relevance of the Initiative to the 2030 Agenda for Sustainable Development, Commonly Referred to as the “Sustainable Development Goals” and to the New Urban Agenda.

Please tick the most appropriate boxes and provide a brief description of the relevance of your initiative in relation to the relevant goal(s). Please also refer to the complete text of the Sustainable Development Goals at: www.un.org/sustainabledevelopment/sustainable-development-goals/

Goal 1: End poverty in all of its forms
Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Goal 6: Ensure availability and sustainable management of water and sanitation for all

Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all

Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable

Target 2: Access to safe, affordable, accessible and sustainable transport systems for all

Target 3: Participatory, integrated and sustainable human settlement planning and management

Target 6: Improve air quality and manage municipal and other wastes

Target 7: Universal access to safe, inclusive and accessible green and public spaces, in particular of women, children, older persons and persons with disabilities

Target 8: Support positive economic, social and environmental links between urban, peri-urban and rural areas

Target 9: Improving resource efficiency, mitigation and adaptation to climate change, resilience to disasters and implement holistic disaster risk management

Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions for all

I. Descriptive Materials in Annex to the Document

These are materials destined to allow members of the Technical Committee and the Jury to have a better understanding of the context of your initiative which is a very important consideration. Please do not exceed the specifications below; anything that exceeds these specifications may not be availed to the Technical Committee or the Jury. Please provide, where possible and relevant, the following:

◆ Up to 5 press clippings or copies of covers and tables of content of reports published on the initiative.

◆ Up to 5 photos (with titles) that best illustrate the initiative (.jpeg at 300 dpi, 2000 x 2000 px max).

◆ Up to 5 graphics that best illustrate the initiative (300 dpi). These graphics could illustrate for example, trends, ratios or percentages; tools or technologies; etc.

◆ 1 map that best illustrates the physical context of the initiative (300 dpi)

◆ 1 chart that best illustrates the initiative (300 dpi)

◆ 1 technical drawing (300 dpi)

J. Additional material

Any additional material such as videos should be submitted on a DVD/CD or by email to the Secretariat at info@guangzhouaward.org.

Note: Any additional material should be submitted to the Secretariat via email or mailing.

The Guangzhou Award Secretariat
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