

# **Urban Lab on Strategic Goal Setting and Creative Bueraucracy**

**February 2020  
Kiel, Germany**



# Contents

## Introduction/ about the lab Introducing SDGs

### Day 1 Creative bureaucracy for innovative cities, facilitated by Charles Landry

Shortly introducing Charles Landry

#### What is creative bureucarcy?

A talk by Charles Landry

#### Kiel creative city index

Workshop with Charles Landry

#### Towards a new governance model

Plenary in the Kiel city hall

### Day 2 Strategic goals for implementing SDGs, facilitated by Tina Saaby

Shortly introducing Tina Saaby

#### Challenges and opportunities in urban planning

A talk by Tiina Saaby

#### Strategic goal setting and planning

Workshop with Tina Saaby

## Compilation of tools and lessons to note

### Color indicators:

REFERENCE
TOOL
LESSON

## Introduction/ about the lab

What is a sustainable City, and how to pursue its implementation? This 2-day Urban Lab explored what creativities - individual, organizational and city-wide are needed for aligning a sustainable city making. The aim was to highlight the power of cultural resources for changing the planning paradigm in city making. How to foster sustainable cities in general, and as a specific example the potential for using a creative city strategy for Kiel was explored. This relates directly to the challenges of implementing the international goals of the SDGs as well as the opportunities through the new urban agenda.



The urban lab took place in Anschar Campus Kiel, was organized within the UrbCultural Planning project [urbcultural.eu](http://urbcultural.eu), and locally in Kiel by Heinrich Böll Foundation. Local project website - [cultural-planning-kiel.de/](http://cultural-planning-kiel.de/) It was taking place from the 24/02/2020 - 25/02/2020 and was publicly accessible for professionals, practitioners and public administration stakeholders from Kiel and many UrbCultural Planning project participants also attended. On the 24/02/2020 there was also a public discussion taking place in the Kiel Town Hall, which was attended by a wider audience of locals.

## What are Sustainable Development Goals (SDGs)?

The Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by all United Nations Member States in 2015 as a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030.

The 17 SDGs are integrated—that is, they recognize that action in one area will affect outcomes in others, and that development must balance social, economic and environmental sustainability.

Through the pledge to *Leave No One Behind*, countries have committed to fast-track progress for those furthest behind first. That is why the SDGs are designed to bring the world to several life-changing ‘zeros’, including zero poverty, hunger, AIDS and discrimination against women and girls.

Everyone is needed to reach these ambitious targets. The creativity, knowhow, technology and financial resources from all of society is necessary to achieve the SDGs in every context.<sup>1</sup>

### The 17 sustainable development goals (SDGs) to transform our world:

GOAL 1: **No Poverty**; GOAL 2: **Zero Hunger**; GOAL 3: **Good Health and Well-being**; GOAL 4: **Quality Education**; GOAL 5: **Gender Equality**; GOAL 6: **Clean Water and Sanitation**; GOAL 7: **Affordable and Clean Energy**; GOAL 8: **Decent Work and Economic Growth**; GOAL 9: **Industry, Innovation and Infrastructure**; GOAL 10: **Reduced Inequality**; GOAL 11: **Sustainable Cities and Communities**; GOAL 12: **Responsible Consumption and Production**; GOAL 13: **Climate Action**; GOAL 14: **Life Below Water**; GOAL 15: **Life on Land**; GOAL 16: **Peace and Justice Strong Institutions**; GOAL 17: **Partnerships to achieve the Goal**

<sup>1</sup> <https://www.undp.org/content/undp/en/home/sustainable-development-goals.html>



# CREATIVE BUREAUCRACY FOR INNOVATIVE CITIES

## What is creative bureucarcy?

A talk by Charles Landry



Charles Landry is an author, speaker and international adviser on the future of cities. He established the Creative City concept initiating a movement to rethink the planning, development and management of cities. He is an author of several books, such as "The Art of City Making", "The Civic City in a Nomadic World", "Psychology and the City", "The Creative Bureaucracy & its Radical Common Sense". He has chaired multiple urban innovation juries including The European Capital of Innovation Award – iCapital, New Innovations in the Creative Economy (N.I.C.E.) and Actors for Urban Change. He is a fellow of The Robert Bosch Academy in Berlin.

**“One could say the term Creative Bureaucracy is an oxymoron as the two words are seemingly in tension.”**

When talking about creativity and innovation in cities, the issue of **public administation** comes up, yet one can hardly do anything without the public administration. It is important, that in this discussion we are recapturing the positive values that are part of a bureaucracy.

### 3 aims

Reevaluating the public interest as a vocation;  
Shifting the image of what a bureaucracy can be;  
Attracting the young to reshape the bureaucracy;

### Pillars

Rethinking regulations & incentives for the 21st century;  
Reshaping the inner life of the bureaucracy;

**“We are in the midst of a systemic crisis. Just an example of how vast and fast the change is: when I was born 3.6 billion people to now 7.5 billion people. How can we talk about sustainability in this context!**

### Complex & wicked issues as a collective endeavor

Bloating clusters > spreading cities > and paradoxically increasing loneliness as a result.  
There is a great transformation happening in all spheres of our lives.  
Increasingly we notice populism arising.

Increasingly we notice a stronger division between old and young. One might ask, where can people work together? Where do generations meet?

Pollution, an issue not requiring much explanation;

Vortex cities – there are 750 cities in Europe, but about 10 are sucking in all the talent and simultaneously the 10 cities are becoming dysfunctional in many ways.

Having considered the aspects above, on the midst of redesigning the world and all its systems – economically, socially, technically and culturally, first, we need a vision and an answer to the question *Where next?* Moreover this vision should be shared by us all as a cultural notion.

### What is this city of the future?

First we should understand, that not all new and innovative is better. As an example could be the immersive effect of the digital world. For example, there is such a drive to implement self driving cars, although it might not really solve any issues.

We are also increasingly falling in love with temporarity, and more and more people are nomadic, always in between places. But the question then arises: where do we belong when everything is on the move?

**“How can we successfully move from a “me” situation, to a “we” situation?”**

**The idea & argument.** A clarion call to think afresh: how to think in these bureaucratic systems? Incredible amount of public servants are doing charity work, because they fail to do that in their work. There are too many files, too many reports, perhaps there are too many, but perhaps they are not clear enough? Many competent people with positive values and good intentions have made choices to work in the public domain. Yet somehow the structures does not allow always the good ideas to go through the system, they fade for many reasons.

**“Moving from “no because culture” to “yes, if culture”. That is the culture shift that is going to take more than 5 minutes.”**

While thinking about the vision, we can use these two rules:

- Reframing and questioning the rules
- Rules & not rules division

Alignment of people. We recruit the bright people and train them to conform and then in private life they live in another world, where they volunteer etc. When people cannot manage to do good in the public sector, that is a real problem.

We have to acknowledge, that behind every project in the public realm there is a public servant behind. For example the *Bologna 2014 agreement* – being able to co-share resources.

*90 days project* – you could be an official, a citizen, and you are given a hard problem to solve. Example in Adelaide - <https://publicsector.sa.gov.au/culture/90-day-projects/>

An example of Adelaide social project. Rethinking Adelaide. [https://dunstan.org.au/wp-content/uploads/2019/08/TIR\\_Reports\\_2003\\_Landry.pdf](https://dunstan.org.au/wp-content/uploads/2019/08/TIR_Reports_2003_Landry.pdf)

*Helsinki restaurant day* story. Young tech guys wanted to open a restaurant, legal requirements were so intense, they said *fuck it*, we are just going to open a restaurant for one day. Mayor said: *well, it says here we want to be a vibrant city, isn't this doing that?* Now there is a Helsinki – co-designing policy.

Eindhoven- the story of shifting the worst school to the best. Student housing was given for half price, but tenants were asked to give back 20 hours a month to the school. 2 years later the school became the best school in that region.

**Big issue** – how do we create zones of encounter, create places of empathy, from *me me* situations to we we situation? Of course, this is also about story telling.



Could the answer be loose planning rules? Essen example. UnPerfekthaus. <https://www.unperfekthaus.de> Young and old people meeting place.

*Most of the time the ones navigating the system are lawyers, yet some of the most interesting bureaucrats I've ever met, do not have that training. It is clear, that we need a shift from the known & predictable to elastic, strategically principled and tactically flexible planning.*

Creative Beurocracy festival, organised by Charles Landry. Festival spirit is important for being relaxed and therefore able to explain about fuck-ups and lessons.



## Kiel creative city index Workshop with Charles Landry

**“Is the city nurturing and providing creativity?  
Is the bureaucracy as well promoting this?”**

**What is creative city index?** The Creative City Index, developed by Charles Landry and Jonathan Hyams, is a method for assessing cities holistically. This helps assess their creative abilities and potential, a precondition for downstream innovations and economic and cultural vigour. This strategic tool provides a rounded framework for thinking so good policies become easier to achieve. Doing the Index, which 20 cities have done, helps generate a narrative for a city by highlighting what it needs to achieve.<sup>2</sup>

### Workshop structure:

5-6 tables (+/- 8 participants each)

4 stages, 30 min for each stage + breaks

1-10 mark collected after each stage.

All groups were discussing Kiel, yet not all participants were from Kiel or even from Germany.

**How do we give score?** Think about the existing vs the potential! Is the city nurturing and providing creativity? Is the bureaucracy as well promoting this? In Mannheim, for example, the conclusion was that the city lacks confidence. This has been done also in other cities, for example in Rio, Gent, Melbourne etc. We are constantly reminded by Charles, that:

**“Not the score, but the conversation within the score is what matters!”**



<sup>2</sup> <https://charleslandry.com/themes/creative-cities-index/>



	Kiel index
<p><b>1. The domains</b> Talent development &amp; learning landscape; Is this notion of life-long learning embedded in the city? Is there such a thing as civic creativity?</p> <p>Discussion topics: - Identifying &amp; nurturing creativity. - Openness, trust, accessibility &amp; participation. - Talent development &amp; the learning landscape. - How open is your place, discuss accessability in many ways. - Is the participation very strong? Are the talents nurtured?</p>	range 3-8 final 5.9
<p><b>2. Leadership</b> Is there an organisational ethos, that gives people green light to act? Are the promises being delivered?</p> <p>Discussion topics: What are the enabling and supporting conditions of creativity? The political and public framework; Strategic leadership, agility, vision. Agility – flexibility with purpose! Professionalism and efectiveness; Is there sense of ambition?</p> <p>Try to think about the way your leaders are communicating ideas. Be weary when you hear this: <i>We want to be educated!</i> (Do you want to be uneducated?) <i>We want to be sustainable!</i> (Do you want to be unsustainable?)</p>	range 2-7 final 4.35
<p><b>3. Exploring entrepreneurship</b> Energy of the city, socially validated, infrastrucutre, that supports it? Incubation centres? What is the communication and networking like? Is there language capacities?</p> <p>Discussion topics: Exploiting &amp; harnessing creativity; Entrepreneurship, exploration &amp; innovation; Communication, connectivity, networking &amp; media;</p>	range 2-8 final 3.85
<p><b>4. Does this place expresses creativity?</b> Is there something special about Kiel? Authenticity, experience, atmosphere, is it lively? Identity placemaking, liveability, affordability, access to facilties.</p> <p>Discussion topics: Living &amp; expressing creativity Distinctiveness, diversity, vitality &amp; expression The place &amp; place-making Liveability &amp; well-being</p>	range 2-8 final 6.15

Overall Kiel received a score of 5.05, **but** as we know **not the score is important, but the discussion within the score!** So let's look at some of the quotes and conclusions from the discussion.

The defining character of Kiel within the discussions has been, that *Kiel is a city on the way*. There are many things happening and a lot of potential. The number 5.05 does not mean Kiel is average, but it means, that there are many potentials and also a lot of progress already happening!

**The domains.** It was mentioned again and again, that there are major differences between East and West of Kiel. There needs to be better connection between these two geographical sides of Kiel, but also there are some islands of creative activity in Kiel, and those should also be connected. There also seems to be a lot of creativity, yet there is very little visibility of it.

**Leadership.** When talking about creativity in leadership, one of the conclusions was that *People who are creative, lead to politicians who are creative. And vice versus*. Another grain of thought was that in Kiel, there isn't culture that allows for mistakes, which is really important. One suggestion was, that staff should move around and work cross sectorially. Overall it seems, that Kiel has a lot of good projects starting up, but some of them lack structure and are not followed through in the same innovative way as it was intended.

**Entrepreneurship.** In the field of entrepreneurship participants were discussing, that there are great universities in Kiel, yet there are some courses which cannot actually be practiced in Kiel. Some professors are also living in other big cities and not actually contributing to Kiel's creativity. Other important aspect, that came up multiple times was that Kiel has always positioned itself as a sailing city and sold its maritime aspects, yet there are so many more aspects to the city and not many people associate themselves as living in a *"sailing city."* One important point made was that in winter it is hard to meet people in consumption free zones.

**Expressing creativity.** One of the main characteristics mentioned was aligned with the whole theme of this discussion - sense of progress. There is feeling on unfinished environment where projects can happen. Feeling, that things are missing, but in an inspiring way.

***"In Berlin there is a gap between what you are and what you do, so there is more pressure in the bigger cities to perform. Here it is more relaxed. You can be who you are."***





## Towards a new governance model

Plenary facilitated by Charles Landry

Participating (from left):

**Dr. Anna Gołędzinowska**, Chairwoman of the Sustainable Development Committee, Gdańsk City Council;

**Tina Saaby**, City architect, 2010 – 2019, Copenhagen

**Dr. Ulf Kämpfer**, Lord Mayor, City of Kiel

**Rainer Kern**, Mayor's Special Advisor for Global Affairs,  
Manheim

& welcome speech by **Renate Treutel**, Mayor of Kiel



During the introduction speech Renate Treutel mentions, that there is no longer a situation where each department only focuses in its own areas of responsibility and plays a game of “citizen tennis”, sending the people from one office to another. She stressed, that they must create an attitude of making things possible and not hindering them and added, that no department alone can properly solve the complex tasks that they must overcome.

***Do you think we can make the 5 – 8 leap in the Kiel creativity index?***

Ulf Kampfer, who initially gave the score 8.5 for Kiel: *I'm the optimist in chief, so I see that 5.05 is something we can work with. I do not want to be mayor of a boring town. Kiel is small enough for people to know each other, but big enough to have our own opera and theatre etc. We have our unique fjord in the city centre. We have our strong universities. It is all about being able to attract talents and technologies, being a unique city with a unique creative scene brings a lot of opportunities.*

***How the transition happened between now and Copenhagen close to the bankruptcy?***

*Tina Saaby: There is not one thing, that happened. In the 90s Copenhagen was close to bankruptcy. There was intensive focus to renew the city, which was done by 3 initiatives. Free green gardens around the blocks, so people want to stay in the city and live there and pay tax. The big change in the city came in 2006, when junior mayors were joining from two different parties and they started to say: "we want to look at things differently". There was a lot of bureaucracy and administration saying: "no". They made a "yes" office. All the administration were obliged to say "yes" to projects. There was a whole new way of looking at the administration. The administration started to be more open and motivating. It was done with a political push.*

# PUBLIC EVENT

## PANEL DISCUSSION

### TOWARDS A NEW GOVERNANCE MODEL

**24/02/2020 18:30**

**"RATSSAAL" AT THE TOWNHALL: RATHAUS | FLEETHÖRN 9 | 24103 KIEL**

What kind of administration does a liveable city need (which implements the SDGs)? Do we need a new way of (governing) collaboration in administration to tackle today's/tomorrow's problems? How could this look like?

**WELCOMING**  
**Renate Treutler**  
Mayor of Kiel  
*Moderation*  
**Charles Landry**  
Author, speaker and international advisor on the future of cities  
**Annette Wiese-Krukowska**  
Head of Cultural and Creative department of the city Kiel

**Dr. Ulf Klämpfer**  
Lord Mayor, City of Kiel  
**Tina Saaby**  
City architect, 2010-2019, Copenhagen  
**Rainer Kern**  
Mayor's Special Advisor for Global Affairs, Maastricht  
**Dr. Anna Goledzinowska**  
Chairwoman of the Sustainable Development Committee,  
Gdańsk City Council

www.kiel.de

interreg  
SOUTH SEA REGION

U  
University of  
Maastricht

*After the two mayors, the politicians said, that it wasn't a good time as there was little freedom to the politicians. It is a combination of political leadership and administrative leadership. The crisis was the beginning, but you can also say it was not. The politicians started to say "we want a brand called Copenhagen." The key is a combination of political leadership and administrative leadership.*

***From city of solidarity to an open city, city of citizen assemblies.***

Anna Gołędzinowska: *Citizens assembly is starting to be a regular activity. We have participatory budget. Council of equality and immigration. 38 councils in Gdansk. Going back to solidarity, now it is over a decade when Solidarity institution was founded. Idea was not only to form museum, but to go further. There is a huge library dedicated to freedom movements of the world, interpreting the idea of solidarity, ecological solidarity, social solidarity. The program was subsidized by the state. Crowdfunding campaign crowdfunded 1.5 mil EUR to subsidize the institution.*

Manheim mayor was previously a deputy director of culture department. He had the idea of using culture to renew the city. He submitted an application for Capital of Culture. He created the office. **Rainer Kern:** *"From the surveys we learned, that we are very open city. We never travel out, rather invite people to Manheim. So there are few international connections."*

**Ulf Kampfer:** “SDGs help Kiel a lot to stick to their climate goals. We will have a youth parliament in May or June.”

**Tina Saaby:** “You must have good cooperations with stakeholders on the outside as well as have good relationships with schools, have good architects etc., but you also need the best people on the inside and give them certain freedoms.”

Reference: Office of Civic Imagination in Bologna.

<https://citiesofservice.org/resource/co-creating-urban-commons-bologna-italy/>





## STRATEGIC GOALS FOR IMPLEMENTING SDGs

### Challenges and opportunities in urban planning

A talk by Tina Saaby



*Tina Saaby is a city-maker and place-maker. As she says, communicator of architecture and city development. She has been a partner in her own office, WITRAZ Architects from 2004 - 2010. She has been the head of Danish Architectural Association and a jury member in more than 80 competitions. She has been a visiting professor, censor and teacher at different universities and from 2010 – 2019 city architect in Copenhagen, Denmark. From April 2020, city architect in Gladsaxe.*

#### Planning hierarchy

Small scale - single project >

Medium scale site specific >

Large scale - city wide planning projects.

You should always talk about the city wide project, impacts etc. How does a small initiative and project affect the larger city.

In Copenhagen, there are 7 city departments and a Lord mayor as well as 6 other mayors responsible for the departments such as the culture, social, environmental, educational departments, etc. They all did not sit down to talk and say: *ok, now we want to be strategic. They just wanted the city to be more livable.* They shared a vision. It is important to have politicians, that have great visions.

There was a formulation of **2 strategies in 2009**, which defined how the city was going to be planned. "METROPOLIS FOR PEOPLE (livability)" and "MILJØMETROPOLEN (CO2 neutral in 2025)". By 2015 the strategies were running out. Tina mentions that: ***"Maybe if the SDGs would have been around then, we would have chosen them as a new planning strategy."***

No matter what we talk about - we talk about people, that is the key word, we do not talk about cities as a separate entity, as long as we do not talk about people centred cities. Another key word is co-creating. So the new strategic document is called "CO-CREATE COPENHAGEN."

**Co-creation** - invites people to come together, trust, innovate.

We really just need to inspire people and not only tell them what to do.

This strategic document until 2025 merges three visions + architecture policies responding to each vision:

**A LIVEABLE CITY + BUILDING FOR LIFE**

**A CITY WITH AN EDGE + ARCHITECTURE THAT TELLS A STORY**

**A RESPONSIBLE CITY + RESPONSIBLE DESIGN**

***"In Copenhagen, we think of urban life before designing urban spaces and of urban space before designing buildings. We do this because it is urban life that makes the city. There is no city without the people who use it; who live, work and move around in its buildings and streets."*** - Co-create Copenhagen



## Co-create Copenhagen Strategic Goals for 2025 and architecture policy

### A LIVEABLE CITY

#### 1. World's best city for cyclists

Themes in this section are: City life, comfort, speed, safety; Speed – shortcuts for slow traffic, safety – in our design guidelines we want to have the city connected.

There have been studies showing, that taking a bicycle from Oster alle to Norreport during rush hour results in net profit for society of 0.49 EUR

Taking a bicycle results in a net profit for society of 0.49 EUR; Taking a car results in a net loss for society of 0.89 EUR; Yearly health benefit of cycling in Copenhagen - 228,000,000 EUR. (Socio-economic analyses of bicycle initiatives- methods and cases, COWI, 2009)

*"People understood, that if we invest in cars, we have to put more money every year, if we invest in bikes, we get money back."*

***"When they made a survey and asked the question: "why do you cycle?" 89 % said: "because it is sustainable, more than 80% said: "because it is fast and easy.""***

When there is an architect designing for a Copenhagen, they have to answer to the question: *how can you make Copenhagen the best city for bicycling?*

Facebook was a great tool in the beginning to understand the situation – mapping citizen knowledge. Asking where there is complicated crossing, where it is good situations. Only after 24 hours they had already a great map which the administration could not have done themselves.

#### 2. Better everyday life in urban spaces

In 2009 strategic document "CITY LIFE" was created and gave priority to city life. Their approach was to consider urban life before urban space consider and urban space before buildings. Their strategic goal was that by 2015, 80% of Copenhageners will be more satisfied with the opportunities in the urban space.

They also set a goal to increase the amount of pedestrian traffic by 20% by 2015 compared to 2010. They also set a goal to have by 2015 20% more time spent in urban space than in 2010. Within this strategy they always have a brief for all architects coming with a project: *how does your building help people be outside?*

Copenhageners said: *"we need more quiet spaces in the city and more nature, landscape"*. We also found out that we should design for a bigger diversity of people. We can see that the adults now join the play with kids. Playing together means people will be staying outside longer.





We have learned also, that harbor life attracts people, even when it is not in the center.

Now, there is a new strategic document, that suggests to again increase the time people spend outside for 20% til 2025! *This means, we must be thinking about edge zones – supporting the edges of the buildings. People do not want to be in the middle in the wide open. People like to be near the edges.*

We started to put a regulation on this notion, for example, there should be 75% of windows on the street level and you are not allowed to coat the windows. This is to provoke eye contact between people inside and outside of the buildings

Invitation for experimenting with space and facilities. We invite people to take responsibility themselves, e.g. letting them design public spaces, like a pedestrian way.

***“Politicians and managers must give up some control and deviate from familiar routine. On the other hand - citizens must get used to not only be demanding customers in the welfare shop, but they also need to take part of the responsibility. It takes time to get used to for all parties.”*** - Annika Agger Co-creation researcher at Roskilde University.

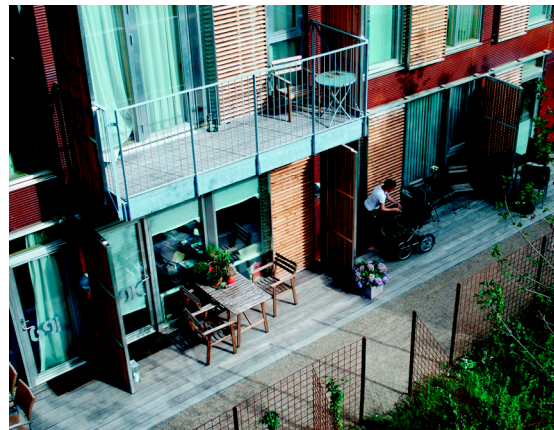
We really just need to inspire people and not only tell what to do.

Public access almost everywhere. All school yards are open, which is extraordinary, compared to other European cities. We are against making public spaces private.

Creating sun-places. All public spaces should be in the sun. It is so important in place-making, that when designing a promenade on the North side of the Copenhagen harbour, they spanned the promenade into the water, so there would be evening sun exposure. Now this side of the river is more lively in the evenings than before! Sun really does activate a space. Especially in the Nordic cities. (picture/ reference from slides)

More nature in the city. Urban nature strategy was part of the co-creation plan. One of key points is to accentuate courtyard gardens!

The question is – how to get “better quality” of urban landscapes. The city launches two greenery maintenance projects per year. They are organised into municipal land and non-municipal land sections.



## **A CITY WITH AN EDGE**

Key words here are flexibility and creativity. We want to work with temporarity, creating settings for physical experiments, user driven initiatives and creative entrepreneurs.

Architecture that tells a story. As city architects office we had a policy as follows. When private investor wants to do develop something, the first response from the city is always: you need to have a good site analysis. Uniquely, here, the developer approaches the city even before contracting architects, or in very early stages of architects' work, so that there isn't any double work done. The city architects office sees this as a dialogue process. They visit the site together and the city (Architects office) give their own perspective, vision or strategy for the particular place. This dialogue is good, because it takes longer and there is bigger discussion with the politicians as well, so, perhaps, later their vote in favor or against will be better informed. The result is, that we keep more buildings than before, and we do more reconstructions. In this way we move away from having icons next to icons. The site analysis helps a lot.

## **A RESPONSIBLE CITY**

Focuses:

- Carbon neutrality;
- Climate change;
- Renewable resources.

Some of the actions include taking away taxi cards from the public administration. You could only take bike, public transportation or the electric car. In the end, there are 2200 people changing their behaviors. This means the city administration will see the problems and possibilities better.

Another action was when everyone in the city got a free green basket for composting and as simple as that, people started to do at-home composting. This is very good for the trash collection as organic waste is problematic when mixed with synthetic materials.

No waste of resources. They are up-cycling concrete. Another example - the windows that are not green anymore, they are just doubling those up rather than disposing and buying new ones. There is also a building with cut up old brick facades together with insulation, then these are transported and used as a facade material.

Climate proofing. One of the biggest challenges in Copenhagen is taking care of rain water. They are moving from pipe to surface collection. There are beautiful projects using the water as a landscaping tool.



Learnings

They strategic documents should go both horizontal and vertical;  
They should be easy to translate/use doing plans and projects in all different departments  
There should always be something, an element, that you can measure;  
Have an implementation plan;  
They need to be educated and communicated amongst stakeholders;  
Way of beginnings: go back in history, what do we want to change, what is the dream, find inspiration, analyze, ask questions, what to measure and what info do we need to begin with?

*“The strategic papers have to be, both, horizontal and vertical. This makes us able to say very basic things. It should be easy to translate and use in our every day work. Strategic papers should go around to all the other departments. There isn’t a strategy for architecture and one for infrastructure and one for health, they are all in one document.”*

Tinasaaby@gmail.com  
Instagram: tinasaaby  
Facebook: Tina Saaby  
Twitter: @tinasaaby  
<http://tinasaaby.com>



Strategic goal setting and planning  
Workshop with Tina Saaby

**Workshop structure:**  
5 tables (+/- 8 participats each);  
1 stage,  
1h for discussion and preparation,  
1h for presentations;  
5 themes discussed within 5 different objectives (25 discussion options are possible);  
Groups are discussing a generic city, not specifically Kiel, but it can be also a specific city.  
A final presentation made where each group has organised their discussion in 6 chapters (next p.)



Vertical - goals

- 1. Social city.** Improve equal opportunities for all Kiel citizens by strenghtening the social infrastructure, enabling personal responsibility and self determination.
- 2. Child friendly city.** Fragmenting quality of life in the city through better quality of stay, better educational, sport and childcare options.
- 3. Climate city.** During active climate protection through an ecological energy supply and improved transport infrastructure as welll as the sustainble use of natural resources of our city.

**4. Creative city.** Kiel's super regional attractiveness is increased by integrative urban development, diverse cultural offers and tourist activities, the expansion of activites related to sailing and the Kiel.Sailing city brand as well as the further development to a modern European city with a unique water location in the Baltic Sea.

**5. Innovative city**  
Creating future-proof jobs by strengthening science and cooperation with universities, an acitve labor market policy, an acitve housing policy, a strong and efficient municipal economy and innovative business development.

Horizontal - objectives

These 5 goals are influenced by the following cross- sectional goals.  
Each group is required to look at one particular intersection.

- 1. Fiscal consolidation
- 2. Participation of citizens and adminitrative modernization
- 3. Gender equity
- 4. Shaping demographic change
- 5. Inclusion

	Social city	Child friendly city	Climate city	Creative city	Innovative city
Fiscal Consolidation					X
Participation of citizens and administrative modernization		X		X	
Gender Equality					
Shaping demographic change			X		
Inclusion	X				



## Vision could be explained through these prisms:

- Goals;
- Themes;
- Indicators (a number, how to measure the success)
- Actions;
- What data 'do we need to make this happen?
- Examples (school yards open to everyone, for example)

*"The statistic was interesting to have as a goal, it funnels the vision."*

### EXAMPLE

*As an example one group looked at Social city as a goal within the theme of inclusion.*

#### Goal:

- x Decreasing loneliness among seniors;
- x Promoting seniors as a valuable and active part of society;

#### Themes:

- x Healthcare
- x Housing
- x Social infrastructure (libraries, cafes, clubs, public space)

**Indicator (the number which one can measure as a success):**

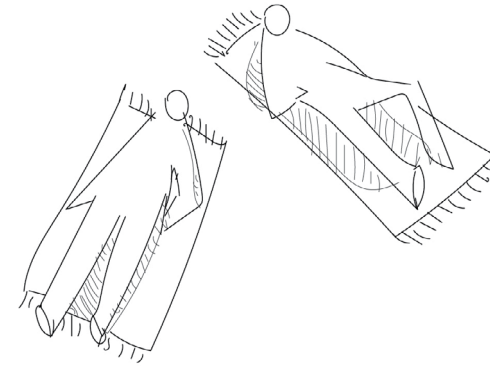
- x Leaving house at least once a day

#### Actions:

- x Affordable and mixed housing. Mixed services in the building such as, cleaning, cooking, yoga.
- x Allow renting out spare rooms and lower tax for pensioners renting out spare rooms.
- x Able to earn in addition to pension (change in policy)
- x City prioritising commissions for goods from senior craftsmen clubs. (flags, candles, ceramics etc)
- x Establishing minimum number of square meters for social infrastructure in every new-build.
- x Allow change of usage in those spaces. For example allow cafe and then a shop, then a cafe again without changing the official use of the space.
- x In the senior clubs, teachers must have good social worker training.
- x Make sure there is a shop/ pharmacy/ nurse within 5- 10 min walking distance from all residencies in the city.
- x Create pilot projects of senior co-living concepts.

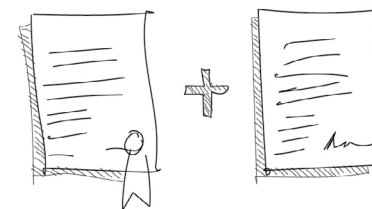
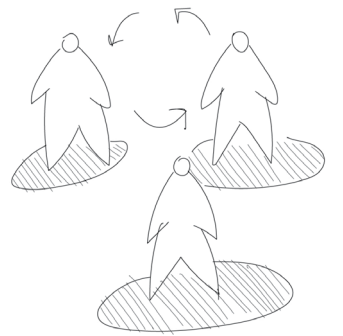
*"We always plan and plan and we never think about the measurements"*

## Compilation of tools and lessons to note



More relaxed atmosphere triggers creativity. That is why sometimes there needs to be exaggeration in terms of "festival" atmosphere in the events. E.g. Creative Bureaucracy Festival.

Rotation of staff across departments. This can keep the processes much more transparent, people more understanding of other problems and eventually come up with more creative solutions to common problems.

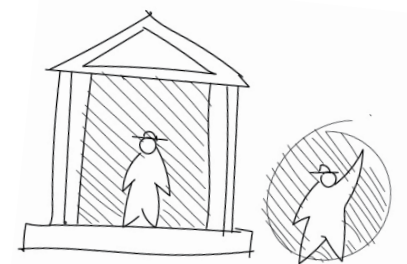


Political and administrative leadership have to both work together and the strategic documents must align with administrative documents.

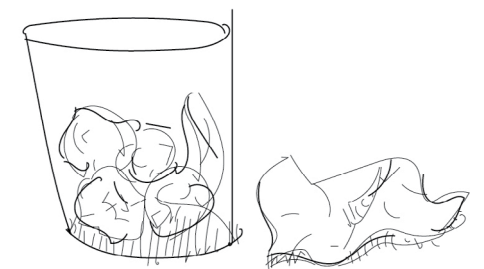
You need the best professionals on the "inside" as well as the "outside"



Facebook can be a great tool to map needs of people. In Copenhagen they asked for various points in maps, such as unsafe crossings, or lack of cycling infrastructure etc.



Create an environment where mistakes are welcome, this will bring much more creative ideas on the table, as people won't be holding back as much!







*Booklet compiled by Liva Kreislere*