

Note to D2.1 and D2.2: Clarification on the deviation of Task 2.1 Catalogue of the current landscape

With reference to the Task 2.1 'Catalogue of the current landscape' and the deliverables D2.1 - Methods Book of existing and next stage customer insight and engagement methods - and D2.2 - Report on Community Engagement Hubs - Future Cities Catapult, as WP 2 Leader, would like to provide an clarification on the deviation from the task as described in the Annex I of the Grant Agreement 691895 – SHAR-LLM.

Whilst current version of the aforementioned Annex I lists D2.1 and D2.2 as sole deliverables of Task 1, WP lead decided to rearrange the activities as part of the delivery plan reviewed at the beginning of the project.

Hence, the findings of the following activities are not included in D2.1 or D2.2:

- *Carry out a baseline analysis of 'digital conditions' in each district, including progress over past years, and interventions to address potential 'digital divides' (e.g. understanding existing local digital champions, and their potential). As regards 'vulnerable' citizens, without access to smartphones, we will particularly build on Lisbon's Social Housing District approach, which echoed the Community Facilitator method outlined below, supported by door-to-door engagement and paper-based support material.*
- *Analysis of state-of-the-art existing incentives mechanisms to enable behavior change as regards energy efficiency, renewable energy and shared emobility, deployed in London, Lisbon and Milan, as well as in follower cities and scale- up cities.*
- *Develop and perform an audit of each district, cataloguing: i) current municipality engagement strategy, approach, capabilities, tools and practices, ii) existing urban services; iii) applications related to mobility, energy and retrofit. This will consider a variety of bodies (municipality, service providers, third and private sectors).*

The decision was made based on the fact the first two activities would be a better fit as a baseline of D2.3 - District Bond design, suitable for replication, which is one of two deliverables planned for Task 2.2 - Develop the 'Digital Social Market' strategy.

As for the district audits, the activity took longer than expected, and due to time constrains it was not possible to reach the quality envisaged. As the purpose of the audit is in fact to understand how to better engage with local communities on T2.2, and none of the deliverables D2.1 and D2.2 depended on the findings of this activity (due to their strong external-facing nature), the decision made was to revisit the audit as part of the preparatory work for the co-creation process and not to withhold the closure of D2.1 any longer.

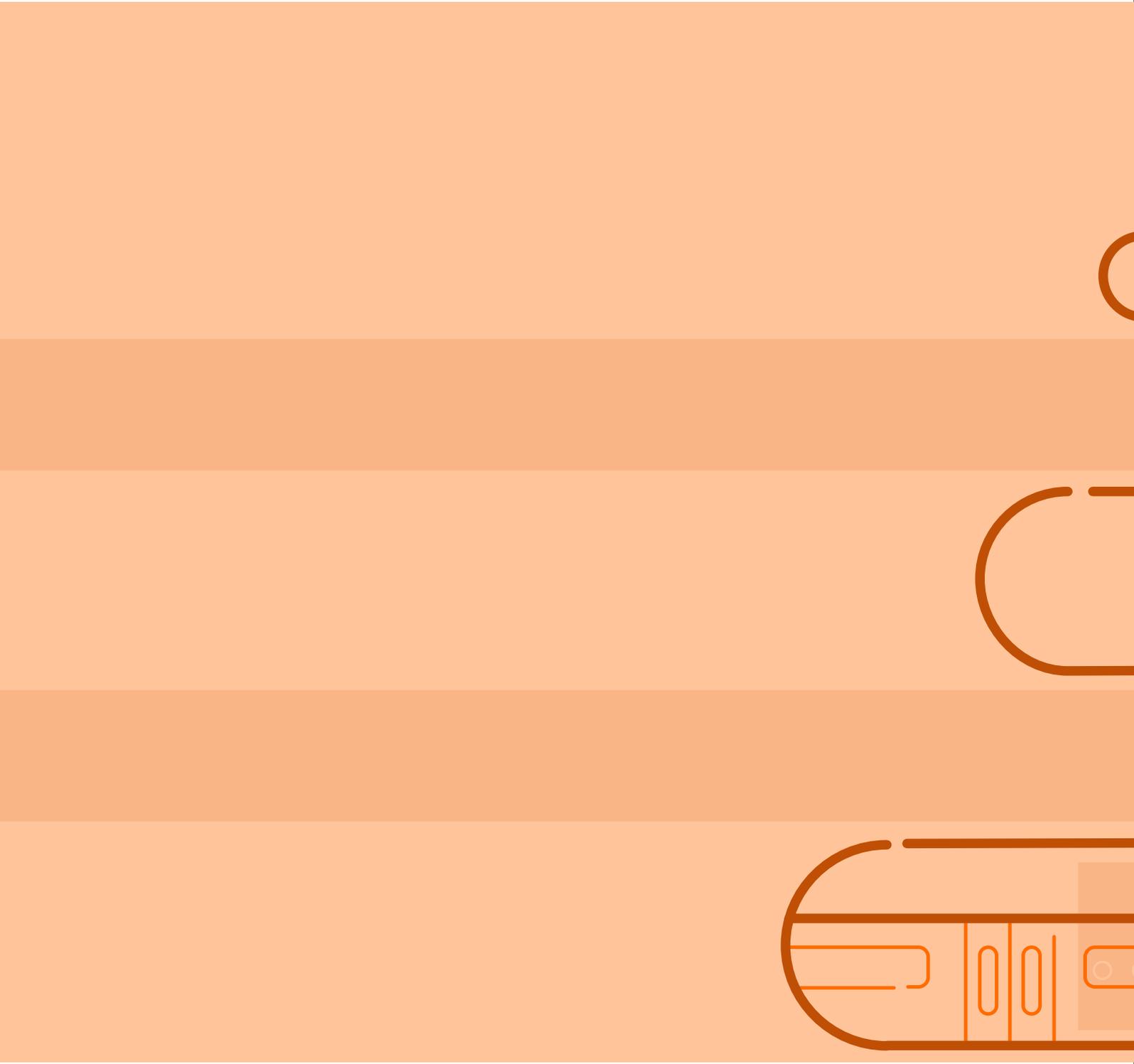
This deviation will be covered within the scope of Deliverable 2.3 - District Bond design, suitable for replication – due on M18.

With regards to the overall Work Package 2 planned activities, Future Cities Catapult will work with the cities and the partners involved to develop a change control and a suitable timeframe, capturing also the above mentioned changes.

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COMMUNITY ENGAGEMENT HUB



Title: D2.2 Report on Community Engagement Hubs

Work Package: 2

Document History D2.2

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0.2	13.12.16	Gemma Ginty / Jarmo Eskelinen	Comments incorporated from WP2 partners and coordinator

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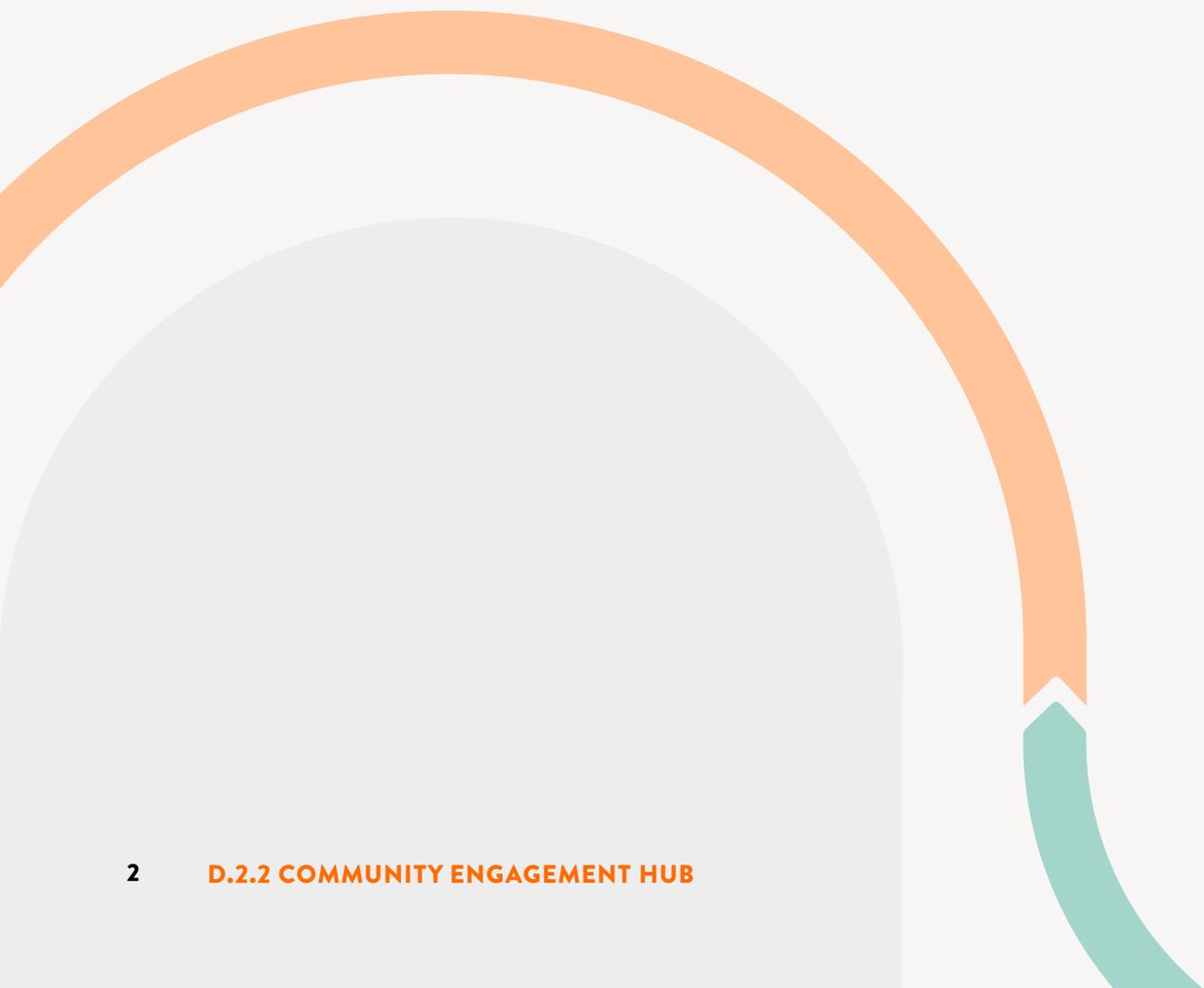
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CONTENTS

D2.2 REPORT ON COMMUNITY ENGAGEMENT HUBS

03	INTRODUCTION
04	AIMS AND OBJECTIVES
10	DEFINING A COMMUNITY ENGAGEMENT HUB
24	COMMUNITY ENGAGEMENT HUB PRINCIPLES
28	PRACTICAL REQUIREMENTS FOR THE COMMUNITY ENGAGEMENT HUB
32	KEY EVENTS WITHIN THE FIRST YEAR
34	USE CASES
36	CASE STUDIES
46	CONCLUSION
47	BIBLIOGRAPHY



1. INTRODUCTION

The Community Engagement Hub is a crucial element of the EU Horizon 2020 Sharing Cities programme. If built and implemented correctly, the hubs should support Sharing Cities' aim to build low carbon neighbourhoods with actively involved citizens.

CONTEXT

There's a separation between many innovation organisations and local communities. Although innovation organisations often claim to be open to everyone, business oriented programmes and membership systems can limit the type of community they create. On the other hand, more traditional Community Centres build a very strong relationship with local communities, however often lack the technological resources to promote innovative projects.

The proposed Sharing Cities Community Engagement Hub integrates both of these approaches by bringing together local **communities** and **innovation**. The Community Engagement Hub aims to unite a range of stakeholders in one place with a shared purpose to help implement and support new mobility and energy solutions in Sharing Cities demonstrator areas.

The scale of participation in Engagement Hubs is an important consideration. A maximum amount of people will not necessarily bring more benefits and could easily overwhelm the engagement process.

ALIGNING WITH SHARING CITIES GOALS

The Sharing Cities Programme has 10 audacious goals to guide the purpose of the project and set the ambition. The Community Engagement Hub aligns with a number of these goals

Goal 1. Aggregate demand and achieve wide scale deployment of smart city solutions

The Community Engagement Hub is a place to aggregate demand around smart city solutions

Goal 4. Make acceleration in uptake of smart solutions real

The Community Engagement Hub will support acceleration of uptake in smart city solutions through engagement with key user groups

Goal 5. Deliver three role-model low energy districts

The Community Engagement Hub will showcase the best aspects of each role-model city

Goal 8. Make real the notion of citizen participation

The Community Engagement Hub will be the place and space to make citizen participation real and visible in the demonstrator areas

Goal 10. Strengthen local scale-up businesses in (at least) the three cities.

The Community Engagement Hub could offer space to incubate businesses developing services for the digital social market and sharing cities measures.

2. AIMS AND OBJECTIVES

ABOUT THIS DOCUMENT

This document (D2.2 Scoping Strategy for Community Engagement Hub) is a deliverable from Work Package 2 (WP2) of the Sharing Cities programme. It falls within WP2's first task T2.1 'Cataloguing the Current Landscape'. Its recommendations will inform the creation of Community Engagement Hubs in each of the Sharing Cities demonstrator areas. Establishing the hub itself falls under T2.3 Co-Design of Urban Services, as the Hubs will be used to engage citizens and host events leading up to the co-design activities in the Sharing Cities programme.

This document has been written for partners from the Sharing Cities lighthouse cities (Lisbon, London and Milan), specifically WP2 partners who are responsible for establishing Community Engagement Hubs within their district. Partners from other cities can also use this document to understand whether and how to establish Community Engagement Hubs of their own.

D2.2 Scoping Strategy for Community Engagement Hub is a result of in-depth research from Sharing Cities WP2.

AIMS AND OBJECTIVES OF DELIVERABLE

Through this document we aim to:

- Identify the qualities and requirements of a good Community Engagement Hub so that lead cities can develop and establish Community Engagement Hubs ahead of T2.3 Co-Design of Urban Services
- Enable other cities to use the strategy to inform and set up their own hubs

We will achieve the above by:

- Defining the concept of a Community Engagement Hub (p10)
- Highlighting the range of functions that a Community Engagement Hub can adopt and perform (p23)
- Providing a set of practical recommendations for hub design and operations (p27)
- Suggesting how a range of audiences can use the hub (p34)
- Collating and sharing best practice case studies that illustrate a variety of purposes, scales and designs (p37)

After reading this document, you should:

- Have a better idea of what a Community Engagement Hub can be
- Gain a better understanding of hub requirements; including what is 'must have' and 'should/could have'
- Understand the value of a Community Engagement Hub in supporting activities across several Sharing Cities Work Packages
- Understand the importance of the Community Engagement Hub in achieving the Sharing Cities programme goals

AIMS AND OBJECTIVES OF THE COMMUNITY ENGAGEMENT HUB



Before diving into our research, we thought it would be useful to relay the aims and objectives of the Community Engagement Hub as outlined in the Sharing Cities programme.

THE COMMUNITY ENGAGEMENT HUB AIMS TO:

- Increase citizen engagement with the programme
- Engage a broad and diverse range of citizens
- Build trust between citizens and stakeholders
- Enable non-digital users to engage with the programme
- Monitor overall citizen engagement, through interactions with the Hub

These aims will be achieved by:

- Creating a physical space within the demonstrator area to represent Sharing Cities
- Providing both online and physical access to the Hub
- Providing citizens with information about the Sharing Cities programme
- Showcasing new technologies and approaches from WP3
- Promoting the use of renewables and low carbon solutions
- Hosting dissemination events and participatory activities, including the co-design workshops
- Providing opportunities for citizens to ask questions and give feedback
- Providing space for workshops, coaching or training
- Using diverse engagement methods by selecting the best engagement method for each challenge, as outlined in [D2.1c Engagement Methods](#)
- Offering opportunities for citizens and local businesses to participate in the design of Sharing Cities measures through co-design sessions.

COMMUNITY ENGAGEMENT HUB AUDIENCE

The target audience for the Community Engagement Hub includes:

Primary User Groups:

- People living in the demonstrator area (citizens)
- Community groups
- People working or studying in the demonstrator area
- Local Businesses and SMEs

Secondary User Groups:

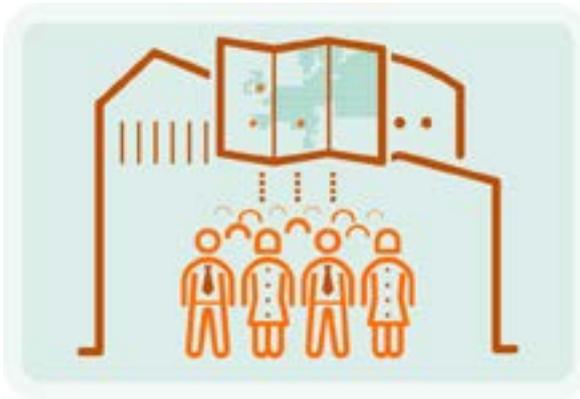
- Sharing Cities partners
- Civil servants of the city
- City decision-makers
- Tourists
- Investors

In terms of its audience, the Community Engagement Hub should aim to:

- Engage a broad and diverse range of visitors
- Encourage active visitor involvement (as opposed to just being passive visitors)
- Bring different visitor types together (e.g. citizens and stakeholders)

Specific methods for engaging a diverse group of citizens are outlined in Sharing Cities deliverable:

D2.1c Engagement Methods.



HOW CAN THE COMMUNITY ENGAGEMENT HUB BE USED BY SHARING CITIES PARTNERS?

The Community Engagement Hub should be designed as a truly multifunctional space that can be fully utilised by the Sharing Cities partners for a range of activities. As the programme will run for a further four years, the Hub should **adapt and adjust to the needs of partners over time**. All Sharing Cities project work packages can use the community hubs to reach out to user groups, but it is an especially valid tool for the following activities:

WP2

- Host engagement events to inform, inspire and involve target audiences throughout the programme
- Run and facilitate the co-design workshops (T2.3)
- Gather user feedback and opinions (e.g. interactive displays, analogue voting or descriptive feedback)
- Advertise roles such as volunteers, community champions and research participants
- Run testing and prototyping activities, especially in T2.2 Design of the Digital Social Market.

WP3

- Showcase the technology behind the measures and engage visitors with respective possibilities and benefits
- Display up-to-date information about the progress of the measures being developed by WP3.

2. AIMS AND OBJECTIVES

WP4

- Once the Urban Sharing Platform is functioning or being tested, the Community Engagement Hub could be used to showcase the functionality of the platform to users.
- Demonstrate to visitors how the Urban Sharing Platform operates
- Visualise data from the Urban Platform through a dashboard to present the open data to citizens and third parties.

WP6

- Use the Community Engagement Hub to support the communication and dissemination of information about Sharing Cities
- Use the space (both online and offline) to conduct any press releases, photo-shoots or dissemination of other communications.

3. DEFINING A COMMUNITY ENGAGEMENT HUB



We feel that a Community Engagement Hub can be understood as a 21st century version of a Community Centre. So, before defining what a Community Engagement Hub is, we conducted research around Community Centres. Through this research, we found inspiring examples of Community Centres that have been around for decades.

3. DEFINING A COMMUNITY ENGAGEMENT HUB

3A. FROM COMMUNITY CENTRE TO COMMUNITY ENGAGEMENT HUB

COMMUNITY CENTRES

Community Centres play an important role in supporting communities in diverse ways. Some help people to find jobs, while others arrange activities for kids or even provide a place where people engage in the planning of their neighbourhood. In London, Holborn Community Association is a good example (www.holborncommunity.co.uk) of an association providing a diverse range of support and activities.

Although every Community Centre is unique, we have identified a set of common qualities they adopt.

A COMMUNITY CENTRE IS A SPACE:

- 1 for people to meet, make contacts and build relationships
- 2 where people can find resources to help them in their daily lives
- 3 where people can learn
- 4 for people to collaborate on community based projects
- 5 where cultural events are held
- 6 to have fun

Now that we know the basic principles of a Community Centre, how can we build on them to develop a Community Engagement Hub?

3B. DEFINING THE CONCEPT OF COMMUNITY ENGAGEMENT HUB

COMMUNITY ENGAGEMENT HUB

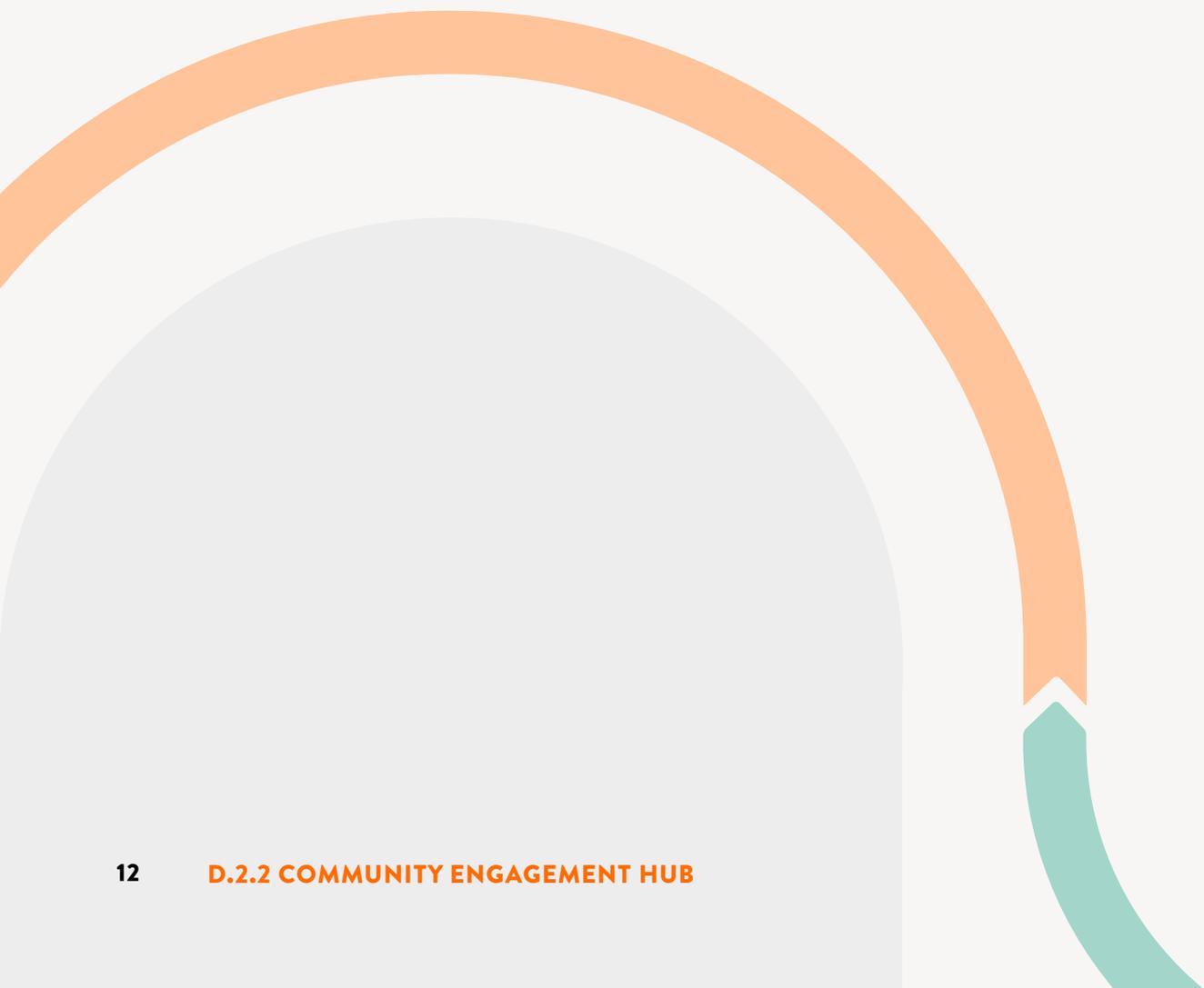
The term "Community Engagement Hub" is wide, and hubs can take several different forms from physical places to virtual environments. In the context of the Sharing Cities project the Community Engagement Hub represents a combination of physical and virtual spaces, which brings together our different stakeholder groups. The hub makes the project and data

visible, and offers opportunities to participate in the development of services, the focus area in the city.

Community Engagement Hubs are part of a growing trend in sustainable smart cities, where citizen participation and community engagement have become increasingly important. Different 'hubs' and 'labs' are often spaces where concrete engagement activities take a place. They provide a meeting place, where decision makers, city officials and also companies can reach out and engage people in discussions about novel concepts and future scenarios for their city. For citizens, they provide an arena to get information, build a sense of community, learn about future development, join co-creation efforts, develop their skills and participate in neighbourhood civic life.

FUNCTION OF A HUB

All community engagement hubs aim to bring together a wide range of local people in one place. The key functionalities of many hubs are social, they aim to be inclusive and support those members of the community who are facing challenges in their life. The more lab-like hubs are also spaces for experimentation, prototyping and testing, safe spaces where failure should be embraced as part of a learning process. Engagement of diverse stakeholders and the use of iterative co-creation methods are in most cases key components in the lab methodology.



3D. THE THREE FUNDAMENTAL ATTRIBUTES OF A COMMUNITY ENGAGEMENT HUB

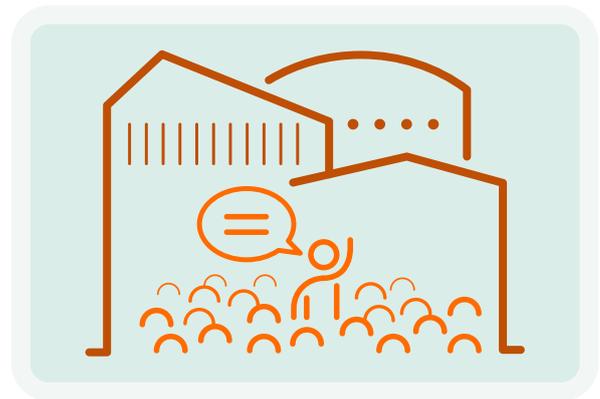
Whilst looking at different examples of spaces for communities, and building upon our research on Community Centres, we identified three fundamental attributes a hub must have:

- A hub should be a space where people can **learn** and gain knowledge
- A hub should be a space where different user groups **participate actively** in the development of the area and their city
- A hub should have both a **physical** site and an **online** presence.

LEARNING SPACE

First, hubs should be designed as a learning space where people can:

- attend an exhibition or an information session
- talk about the future of their neighbourhood
- develop a broad range of skills
- discuss important topics that go beyond the boundaries of the neighbourhood (e.g.



sustainability, social equity, etc.)

A learning space calls for a reflection about the nature of the knowledge and skills you would like people to learn while visiting. The way you present the information, for example about the measures and technology behind them, is essential so visitors can easily understand what you want to convey.

You may find it is useful to follow the basic guidelines proposed by the 'Learning Space Toolkit' (learningspacetoolkit.org) and Educause's publication on this topic (net.educause.edu/ir/library/pdf/PUB7102.pdf).



PARTICIPATORY SPACE

A participatory space is a place where people feel welcome to share their thoughts and gather to work collaboratively on projects. No matter what type of Community Engagement Hub you would like to implement, you need to consider the type of participation and engagement you would like to create in the space, and design the space accordingly. You should think about the experience that visitors will have when visiting the hub. A good participatory space should provide the best experience for all participants.

Informing people about a project is not the same as enabling them to participate. The Community Engagement Hub should be a safe place where everyone feel confident that they will be listened to and that what they contribute will have some sort of impact on the project. To reduce anxiety related to meeting new people and speaking publicly about personal opinions, we propose that:

- Someone should welcome every participant when they arrive
- All the information needed to participate should be shared with participants in an easy-to-understand format with simplistic language
- Participants be given name tags (so they know who is there)
- Participants know what you expect from them (to understand why they are there)
- Participants should be given the rules of participation (to know how to participate)
- Participants should feel they are listened to
- Participants should feel like they have power to influence the project.

The participatory space from your hub can also extend online while using a participatory platform (see following section).

3. DEFINING A COMMUNITY ENGAGEMENT HUB



VIRTUAL SPACES

A hub is mainly a physical space, but should also have a presence online. Having a website and being active on social media is a minimum to provide information about what's going on in the space and give those who are unable to visit the physical space options for participation. A website can be useful to share information about the hub and social media platforms can be used to invite people to specific events, share photos and videos of an event and to build a community around a project. When you have successfully built a website and social media presence, you can think of using an online participatory platform.

VIRTUAL SPACES - WEBSITE

Build a website to let people know who you are and what you do. Your website should convey your image to the world and is often the first thing people will look at before visiting the 'physical' hub. You want it to be simple and give some information about the mission of the hub and what people can do in/with the hub. An event calendar with all past and present events should be listed on the website.

Important information to provide on your website:

- Information about the mission of the hub, the history behind the creation of the hub and types of impact you would like to have.
- Be clear about who you want to attract in the hub and what people can do in/with the hub.
- The Community Engagement Hub should be a place dedicated to projects and events. Therefore, an event calendar and all past and present events should be listed on the website.
- People visiting your website should be able to easily find the location of the hub. The address and phone number should be 'clickable' so they can easily see the location on google maps or call in one click. Putting an image of the outside and the inside of the building can help with this.
- Provide links to your social media from your website.

Some good examples include:

<http://milan.impacthub.net>

<https://brixtonpound.org>

<http://www.bootstrapcompany.co.uk/>

VIRTUAL SPACES - SOCIAL MEDIA

Social media must also be central in your strategy to attract people and position yourself as an important space for community participation. For example, different social media channels can be **used to communicate with large audiences, develop an interest-based community, invite people to events, upload and archive your media** (such as: videos, pictures, presentations). You can also follow other organisations similar to yours to understand their activities and study how they promote themselves through social media. WP6 will be an important asset in organising these communication tasks.

Name	Description	Useful to	Risks	Management
Facebook	Facebook is the most popular social media channel and the primary source of information for millions of people	<ul style="list-style-type: none"> • Inform people about your project and spread the news widely • Build a community around themes and projects • Invite people to events <p>When you organise a project or event, you should create a public event on Facebook to invite people. Doing so will allow other people to also share and invite their friends to the event.</p>	One of the risks of Facebook is receiving public comments that you might not like which everyone can see. If these comments are written in a polite fashion, you should not remove them. To decide what types of comment you should keep or remove, you can create a 'netiquette'. A netiquette state the rules of a proper discussion on your website and social media. If you don't have a netiquette and need to write one, you can refer to Alexandra Samuel's article	It is best to have one person in charge of your Facebook account. This person should update information about events, moderate comments and reply to any questions you receive.
Twitter	On Twitter, information is abundant, intuitive and immediate. The immediacy of the news is one of the main factors attracting more than 300 million users to Twitter this year. The most tweeted news or events become 'trending'.	<ul style="list-style-type: none"> • Keep up-to-date with the news and opinions • Find timely, relevant and useful information • Follow interesting people and organisations • Discover new people and build relationships with them 	There is a risk of passing to much time on Twitter, since it is a continuous feed of information.	Again, it is good to have one person managing the account. This includes 'liking' relevant posts, responding to personal messages and re-tweeting other Tweets. Many people also use Twitter to congratulate people publicly.

3. DEFINING A COMMUNITY ENGAGEMENT HUB

Name	Description	Useful to	Risks	Management
Instagram	Instagram is a photo and video sharing social media channel. Instagram can be used to build an identity through photos. Instagram now has more than 500 millions users, of which 60% use it almost everyday. An increasing number of companies and associations use 'Instagram Stories' (http://blog.instagram.com/)	<ul style="list-style-type: none"> • Share photos and videos • Interest and engage users • Record events • Reinforce long-term branding • Promote short term campaigns • Create and share stories 	If you don't start your own Instagram profile, someone else could set it up and use it in a way that doesn't represent your organisation.	Anyone managing the account needs to be a good photographer.
LinkedIn	LinkedIn is a social media for professional networking. With more than 400 millions users, it is the best social media channel to connect and stay in contact with someone you just met at an event. Find a professional with particular skills.	<ul style="list-style-type: none"> • Target interesting people and contact them • Write articles about projects • Promote events • Create groups on a specific topic • Post news on wall 	Most risks associated with the use of LinkedIn only affect large companies. Criminal gangs target people from these companies and try to find secret information or ask professionals to transfer money using the name of a colleague.	LinkedIn pages do not require much management.
YouTube	YouTube is a platform where you can upload your videos and other members' videos. Your own space is called a channel.	<ul style="list-style-type: none"> • Archive and share videos • Watch other videos • Learn about diverse subjects • Make playlists of similar types of information 	Similar to Facebook one of the risks is receiving public comments that you might not like which everyone can see.	YouTube does not require much management but it is good to have someone that can validate the quality of videos you upload and create playlists. Make sure you have the correct permissions before sharing videos with other people online (e.g. workshop participants)
Slide Share	Slide Share is a platform for uploading presentations and viewing other people's presentations	<ul style="list-style-type: none"> • Share presentations • Interest users • Record events • Reinforce long-term branding 	There are no major risks with using Slide Share	Slide Share do not require much management.
Flickr	Flickr is a platform for uploading and sharing photographs	<ul style="list-style-type: none"> • Share photos • Interest users • Record events • Reinforce long-term branding 	There are no major risks with using Flickr	Make sure you have the correct permissions before sharing photos with other people online (e.g. workshop participants)

VIRTUAL SPACES - PARTICIPATORY PLATFORMS

Once you feel confident that your website is well designed for the public and you are satisfied with your social media strategy, you could consider implementing a participatory platform to raise funding, collaborate or canvas opinion. We propose three types of platforms: **crowdsourcing**, **crowdfunding** and **deliberative**.

Crowdsourcing platform:

A crowdsourcing platform is a website where anyone can propose a project and find people to collaborate with or people to invest in it. A number of crowdsourcing platforms exist already so you don't need to create your own. A good example is Imagination for People (imaginationforpeople.org/en/) as well as Indiegogo (www.indiegogo.com)

Crowdfunding Platform:

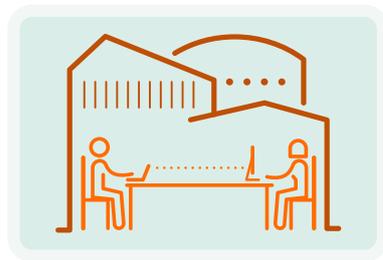
Crowdfunding is a method of raising capital for a project through the collective effort of family, friends, local community and local investors. This effort happens online through crowdsourcing platforms like Kickstarter (www.kickstarter.com). Another example is the platform Spacehive which focuses on crowdfunding for civic projects (<https://www.spacehive.com>). These approaches are valuable as they give ownership to communities and support projects through the various stages of growth.

Deliberative online platform:

Deliberative online platforms are a state-of-the-art method often implemented by public administrations when they want to know the opinion of a broad number of people on a complex subject or project. Building on the legacy of online consultation and e-participation, online deliberative platforms try not to polarise opinions, but instead harness a diverse range of evolving viewpoints. Two good examples are Deebase (deeba.se) and Assembl (bluenove.com/en/nos-services/intelligence-collective). These platforms open up the space for participants to have logical and reasonable discussions together. Many current online 'participative' platforms are not deliberative, they are often informative and consultative (allowing visitors to comment, like, dislike).

3E. OTHER HUBS IN THE CITY

The purpose of this section is to raise awareness of the types of hubs that already exist which could be used to complement a Community Engagement Hub or visa versa. These are co-working spaces, incubators, accelerators, maker-spaces and living labs.



CO-WORKING SPACE

What:

A co-working space is a shared place where individuals and companies can rent desks (short or long-term) and access different facilities such as meeting rooms, printers and coffee machines.

Advantages:

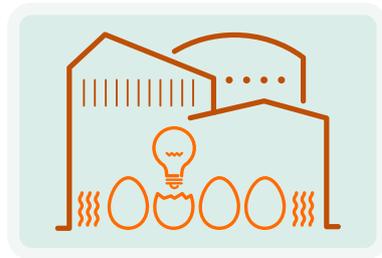
- People from different backgrounds and companies from different fields are represented in co-working spaces which can enable a rich exchange of ideas
- Relatively low cost for start-up companies.

Disadvantages:

- The link with local communities is very weak in most co-working spaces, as their core mission is simply to offer people a place to work
- The collaboration between companies in a co-working space is not always easy but having social events between co-workers can help to build relationships and partnerships.

Examples:

For some co-working spaces, having 'social impact' is a priority. The worldwide Impact Hub network (www.impacthub.net) and the Social Innovation Centre (www.socialinnovation.ca) in Toronto and New-York are two good examples.



INCUBATOR

What:

An incubator is a space where start-ups and entrepreneurs can go to work to receive support while starting their company. An incubator is similar to a co-working space where early stage start-ups reflect on and develop their business model. Most of the time there is no strict time-frame for the incubation period.

Advantages:

- An incubator aims to create an ecosystem of entrepreneurs where support, knowledge and skills can be shared.
- Strategic support from the incubator management team.

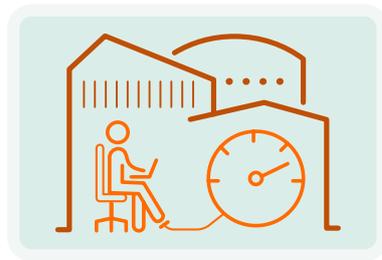
Disadvantages:

- No investment is made by the incubator in the companies.
- Sometimes there is a lack mentor program.

Examples:

In relation to community, the Community Incubator is a good example to look at (www.communityincubator.net) and on a societal level, the Social Incubator North is also very interesting (www.socialincubatornorth.org.uk).

3. DEFINING A COMMUNITY ENGAGEMENT HUB



ACCELERATOR

What:

Accelerators are fixed term programs where mentors guide entrepreneurs through the development or the restructuring of their business. By bringing together young companies, investors, mentors and technology providers, you harness the power of collaboration to bring companies to the next level and create network and market opportunities. At the end of the programme every company should present their product or service to a broad audience of investors and technology providers invited by the accelerator team.

Advantages:

- Structured mentoring
- Meet investors and technology providers face to face
- Feedback from multiple knowledgeable people
- Investment in your company
- Helps your brand to be recognized.

Disadvantages:

- You need to relocate to the accelerator
- Most accelerators take equity
- Attending multiple networking events can be time consuming
- Pressure for your company to grow fast.

Examples:

As for community accelerator, the Intelligence Community Forum has developed a program which provides a range of tools that might be useful for you (www.intelligentcommunity.org/community_accelerator).



MAKER-SPACE

What:

Maker-spaces, also called Fabrication Laboratory or 'Fab Lab', have increased in popularity over recent years. The primary mission of maker-spaces is to provide conventional and digital fabrication tools to a broad range of people so they can build or repair what they fancy. This can range from traditional workshop tools and machines to more advanced technology such as laser cutting, 3D printing or robotics.

Advantages:

- Build technical skills of the community
- Access specialised tools for prototyping
- Good place to go from idea to prototype

Disadvantages:

- Expensive equipment
- Induction required for everyone using the tools

Examples:

The Fab Lab movement is now worldwide and counts approximately 200 members. Visit the Fab Foundation website (www.fabfoundation.org) to learn more about this network of spaces. We also suggest to visit in person the Fab Labs in your city.

Fab Lab Milano

<http://www.fablabmilano.it/>

Fab Lab Lisboa

<http://fablablisboa.pt/>

Fab Lab London

<http://www.fablablondon.org/>

3. DEFINING A COMMUNITY ENGAGEMENT HUB



LIVING LAB

What:

A community engagement hub can establish and manage a living lab as part of its operations. Living lab projects can create concrete collaboration between the hub and the people in the area.

The term "Living Lab" was originally developed in the MIT Sensible Media Lab to describe their real-life innovation environments. It has since evolved in many directions. In the context of Sharing Cities, a Living Lab is a user-centered open-innovation ecosystem in a real life setting (such as a house, a street, a city block or a neighbourhood).

Living Labs bring together multiple stakeholders from the public sector to end users, use multiple user-centric methods and promote active user involvement and co-creation in the innovation process.

Advantages:

- A living lab can be a neutral matchmaker, bringing multiple stakeholders together
- A living lab is a safe environment to test and develop new concepts
- Participation of end users lowers the risk of failure in the development.

Disadvantages:

- A living lab is often a quite resource-intensive operation
- Living lab projects can be challenging to establish
- User groups have to be managed well to prevent pilot fatigue
- Sustainable business models for living labs are still rare.

Examples:

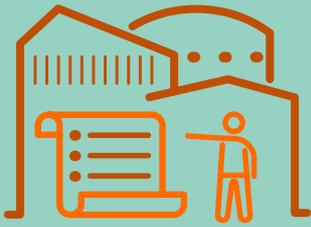
Find more information about the European Network of Living Labs and its 170 members at www.openlivinglabs.eu

4. COMMUNITY ENGAGEMENT HUB PRINCIPLES



We have formulated a set of Community Engagement Hub Principles based on in-depth research, examination of best practice examples, and personal experience. These principles are a series of qualities and functions that we believe should be encompassed by the Sharing Cities Community Engagement Hub.

4. COMMUNITY ENGAGEMENT HUB PRINCIPLES



GENERAL PRINCIPLES

COMMUNITY ENGAGEMENT HUB SHOULD BE:

1

AN **OPEN, INCLUSIVE,**
FREE SPACE, WITH
NO MEMBERSHIP
NEEDED

2

A SPACE WHERE
PEOPLE FEEL
WELCOME AND
SAFE

3

A **FUN, ENGAGING AND**
POSITIVE SPACE

4

AN **INNOVATIVE**
SPACE

5

A SPACE
EASILY **ADJUSTABLE**
FOR VARIOUS
PURPOSES



A SPACE FOR LEARNING

- it's a place of education, e.g. teaching about technology, community and environment
- a consultation place, e.g. providing consultations on how to use Sharing Cities services, or even on how to reduce bills through small behavioural changes
- a coaching space, providing training for volunteers and local champions
- a learning space for everybody with an aim to reduce social and digital divides.



A MEETING SPACE

- a place where people from different backgrounds come together
- a place for creative events - talks, lectures, workshops, networking events
- a place for open discussions - good opportunities to canvas opinion
- a place for international or city level events, e.g. stakeholders meeting to discuss challenges and exchange solutions for sustainable and smart cities.



A PARTICIPATORY AND EMPOWERING SPACE

- a place where community building is a focal point of activities
- a place for empowerment through co-design
- a place of capacity building through social education
- a place where citizens meet local authorities
- a place visitors are active participants of discussions.

4. COMMUNITY ENGAGEMENT HUB PRINCIPLES



AN ONLINE SPACE

- Community Engagement Hub should have a website
- Community Engagement Hub should be active on social media
- Community Engagement Hub could have an online participative platform.



A RESEARCH SPACE

- on-going research on local contexts
- prospective research on creative potential for the neighbourhood
- a place to carry out community research.

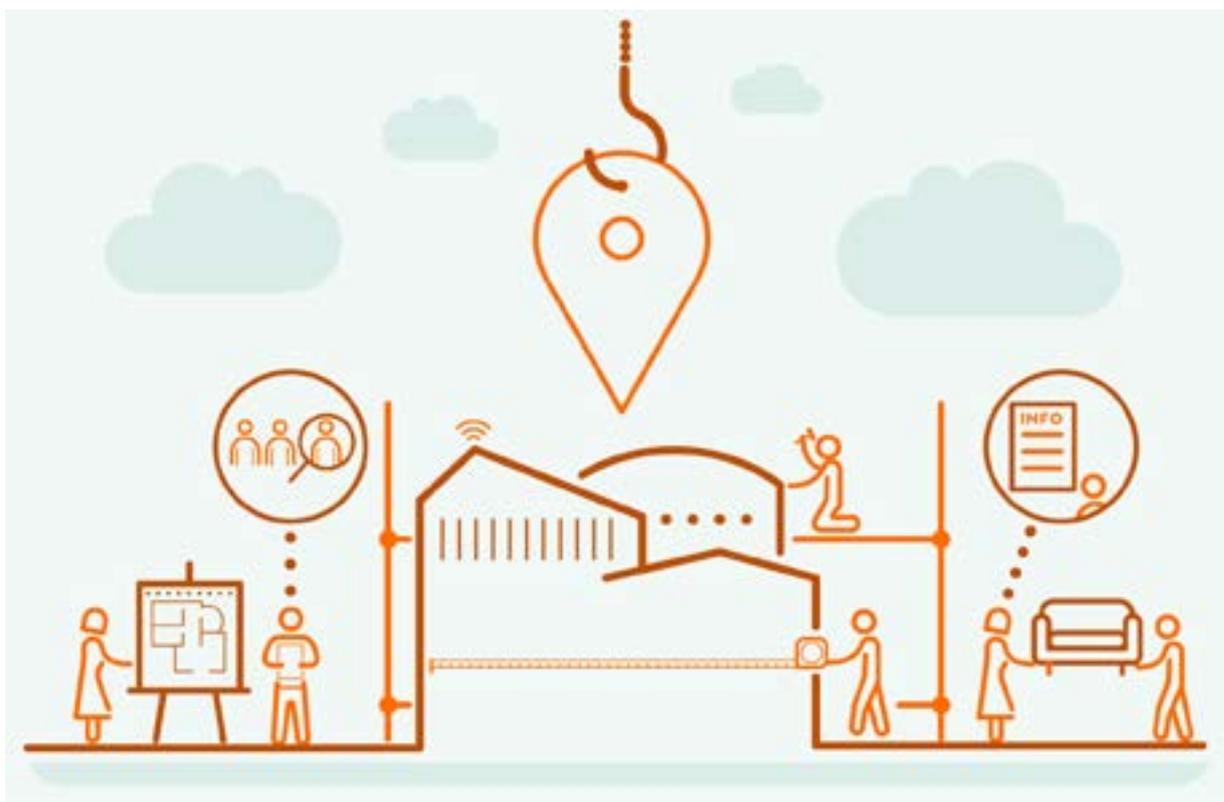


OPTIONAL:

A MAKER-SPACE

- Community Engagement Hub should be a space where ideas become tangible
- Community Engagement Hub should be a space that allow users to prototype their ideas rapidly
- Community Engagement Hub should be a safe space to fail.

5. PRACTICAL RECOMMENDATIONS FOR THE COMMUNITY ENGAGEMENT HUB



There is no single ‘right’ way a Community Engagement Hub should be designed, it very much relies on the local context, available budget, location and other resources.

The Sharing Cities Hub could find its home in already established places, like a local library, community centre, University or an Innovation Lab. It can be built from scratch, take place in a renovated building, or even take place in a high-street shop.

Over time the Community Engagement Hub will evolve, gaining more character of the local neighbourhood and city it is located in. Nevertheless there are a number of key pragmatic requirements to consider when choosing and designing your own district Community Engagement Hub for it to be a suitable place for its original purposes.

To aid navigation, we have grouped requirements into themes. Within each group we have listed **must have** suggestions that are essential to follow, and **should/could** suggestions, that are nice to have if the resources are available.

5. PRACTICAL RECOMMENDATIONS FOR THE COMMUNITY ENGAGEMENT HUB



LOCATION

Must

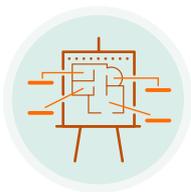
- good transport connections
- busy place with many people passing by
- accessible to all visitors, including people with disabilities.

Should

- visible from outside
- located on the ground floor

Could

- near to places where people go often, e.g. restaurants, shops.



BUILDING FACILITIES AND INTERIOR DESIGN

Must

- big exhibition room with enough wall space for printed information and digital screens
- separate large room for workshops, with wall space for materials
- enough furniture (tables and chairs) to facilitate workshops and events.

Should

- additional floor and wall space for interactive displays and dashboards
- welcome area
- tea/coffee area
- closed rooms for private meeting and interviews.

Could

- co-working space
- Maker-space
- co-design the hub building with potential users.



INFORMATION

Must

- general information about the project
- map with the lighthouse and the follower cities
- comprehensive information about Sharing Cities measures and services
- brief information about the local partners
- physical materials to take away, e.g. brochures, flyers.

Should

- Brief information about related smart city projects in various cities
- up-to-date information about upcoming events and delivery progress for the measures.



STAFF

Must

- at least one person should be in the hub during the opening hours
- staff are expected to have a comprehensive knowledge about the hub.

Should

- volunteers might be required to run additional events
- Staff should be provided with in-depth training and regular motivation sessions, to keep them informed and enthusiastic.



INCLUSIVITY

Basic

- the physical space must be accessible to people of all physical abilities
- provide opportunities for both online and on-site involvement with the Hub
- provide access to the Hub and events at a range of times, to suit the schedules of different visitors
- information should not require people to have any existing knowledge or technical expertise
- prepare information and materials for those with a range of disabilities or learning difficulties. (For more guidance on accessible communication formats visit <https://www.gov.uk/government/publications/inclusive-communication/accessible-communication-formats>).

Optional

- consider providing information in different languages, especially any prevalent in the local area
- consider providing support for certain user groups to attend events, for example a crèche or activities for children to attract families, or free travel to the hub for those on lower incomes
- information should be presented in several different formats for those with visual impairments, learning difficulties, literacy difficulties, hearing impairments and co-ordination difficulties.



MONITORING PARTICIPATION/ FEEDBACK

Basic

- it should have a place for visitors to leave their comments and contacts details
- make sure that contact details, e.g. name, phone number and e-mail, of the event participants are recorded digitally.

Optional

- Daily hub visitor count (analogue or install sensors)



LINKING ON-LINE AND ON-SITE

Basic

- online events calendar on the website and in the physical hub
- an 'About' section where you explain what the hub is and its mission
- a 'How to Participate' section where people can easily understand how to use the hub
- a link to the Sharing Cities website
- a short explanation of Sharing Cities.

Optional

- offer online versions of events, and opportunities to feedback on results of on-site events
- map of the area where partners are localised
- a section with the name and pictures of the people working in the hub
- a section about ongoing and previous projects.



BRANDING

Basic

- create a visual identity for the hub that links it to the project, and reflects the type of hub it aims to be
- make sure your branding can be easily reproduced, and can be read at a range of scales
- apply the visual identity to the outside of the building to make people aware of the hub.

Optional

- co-design the visual identity of the hub with potential users, or create a competition
- consider producing useful branded materials for visitors to take away and remember the hub.

NAMING

We would also highly recommend that you **do not name** your hub 'The Community Engagement Hub' (!). Consider what sort of name is appropriate based on the type of hub you create and the local context.

6. GETTING STARTED

SUGGESTED FIRST YEAR PROGRAMME

We suggest to pay special attention to the first year activities plan. If done in advance, it will ease the organisation process and result in a bigger number of attendees and a higher quality of events. A variety of activities are described in detail in the WP2's Engagement Methods (D2.1c).

BEFORE THE OPENING

Plan your Journey

- Define a one year plan of programmes specific for your city
- Define your needs in terms of budget, human resources and space
- Define what type of events you will hold
- Hire people that will work in the Community Engagement Hub.

Build your Network

- Visit existing community centres, co-working spaces, incubators, accelerations and maker-spaces
- Investigate if a partnership could be made with or between existing facilities to create the Community Engagement Hub
- Open a dialogue with people using existing facilities and residents of the test area about the opening of an Community Engagement Hub.

Choose and Design your Physical Space

- Locate existing potential locations in your neighbourhood and select one of them, make sure this place is central in the test area
- Renovate or redesign the space if needed.

Develop and Deploy your Online Strategy

- Define how best to reach the expected users of the Community Engagement Hub
- Develop your online strategy with WP6
- Deploy website and social media strategy.

Prepare your Launch Event

- Start organising the Community Engagement Hub launch. The launch event could include a series of talks by partners

- At least a month in advance, send invitations to the local residents, businesses and any other interested parties
- Print posters and distribute them in the area
- Advertise your launch event online
- Design and print materials for the main exhibition space.

Celebrate the Launch of your Community Engagement Hub!

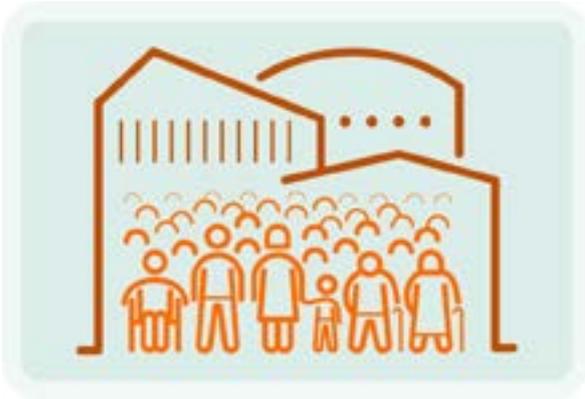
7. USE CASES



How can the Community Engagement Hub be used by visitors and Sharing Cities partners?

For more information on planning events and engaging citizens please see [D2.1c Engagement Methods](#).

7. USE CASES



HOW THE COMMUNITY ENGAGEMENT HUB CAN BE USED BY VISITORS?

The Community Engagement Hub should **inform** and **inspire** visitors about Sharing Cities and provide them with **opportunities to participate** in the co-development in parts of the measures.

PEOPLE LIVING, WORKING OR STUDYING IN THE DEMONSTRATOR AREA

- Inform and inspire about Sharing Cities and the measures
- Send regular updates on the progress of measures
- Give opportunities to participate in the co-design in parts of the measures
- Invite feedback on proposals
- Explain what the measures are, how they work, why they are valuable and how they could benefit citizens everyday lives
- Make use of the Hub for other purposes, such as co-working or running community events.

COMMUNITY GROUPS

- Make use of the space for their own events and activities
- Inform and inspire about Sharing Cities and the measures
- Give the opportunity to participate in the design in parts of the measures
- Invite feedback on proposals.

LOCAL BUSINESSES

- Inform and inspire about Sharing Cities and the measures
- Communicate the opportunities for Local Businesses, in particular the creation of the Digital Social Market
- Give opportunities to participate in the design of parts of the measures
- Invite feedback on proposals
- Demonstrate why the measures are valuable and how they could benefit Local Businesses

CITY LEVEL DECISION-MAKERS

- Interact with citizens and local businesses to better understand their needs, and make decisions based on these
- Seek feedback or validation from citizens
- Inform and inspire about Sharing Cities
- Understand what the measures are, why they're valuable and how they are related to other city plans or infrastructure.

TOURISTS

Shorter term opportunities to:

- Inform and inspire about Sharing Cities and the measures
- Give the opportunity to participate in the design of parts of the measures
- Invite feedback on designs
- Encourage participation in relevant user testing.

INVESTORS

- Inform them of opportunities for investment in the scaling and replication of measures
- Make aware of who to contact for further information and discussion.

SHARING CITIES RELATED START-UP SME'S

- Invite to use the Hub as a space for co-working
- Invite to use the hub for incubator and accelerator programmes
- Invite to run events to inform citizens and create networking opportunities.

8. CASE STUDIES

We believe the Sharing Cities Community Engagement Hub should be a unique space that incorporates the best approaches of community-focused places, taking traditional Community Centres and building on them with elements of innovation labs, maker and research spaces, incubators, accelerators, exhibitions and libraries.

The case studies below reflect the diversity of the existing community-oriented schemes across the world. Some have diverse event programmes and attract thousands of visitors a year, others are much smaller, temporary spaces built for specific short-term activities.

To highlight a few, Knowle West Media Centre is a successful example of how a well established Community Centre can incorporate a Living Lab. Studio Monnik shows how a space can be welcoming and engaging. Brixton Pound High Street Shop illustrates how complex ideas can be introduced to and developed with the local community. It also demonstrates it is possible to create a multifunctional space with limited resources.

We have provided a short description and some basic facts about each case study. For more information please follow the individual links.

KNOWLE WEST MEDIA CENTRE

Bristol, UK

Art organisation and charity that aims to achieve social, environmental and economic regeneration by involving the community in media activity, education and action.



Fig. 1: Bristol Approach to Citizen Sensing at the KWMC. Photo by Ibolya Feher.

Knowle West Media Centre is a member of the European Network of Living Labs that offers a “real-life test and experimentation environment” in a local context with local residents and organisations.

Knowle West Media Centre is located in a large environmental building in an estate of approximately 5,500 households. 2,620 visitors attended events and participated in workshops and projects from 2014-2015. Activities ranged from after-school groups for young people to innovative energy-saving projects, music workshops and art exhibitions.

One of their key aims is to tackle social and digital exclusion. Together with Bristol City Council and social innovation company

Ideas for Change, they developed ‘The Bristol Approach’, a framework that “ensures that new ‘smart city’ technologies address the needs and priorities of the people who will use them”. Following the steps of The Bristol Approach they worked with communities in Bristol to identify local issues and develop sensing technologies that could be used to tackle them.

Knowle West Media Centre also provides bespoke consultancy services about community engagement, digital inclusion, collaborative working, and ‘green’ and digital business.

Links

<http://kwmc.org.uk/>

<http://kwmc.org.uk/projects/bristolapproach/>

<http://kwmc.org.uk/about/research/livinglab/>

<http://openlivinglabs.eu/>

LA INNOVATION LAB

Los Angeles, U.S.A

Los Angeles' first civic innovation challenge that leverages the collective ingenuity of its citizens to solve our most pressing problems



Fig. 2: Workshop in LA Innovation lab. Photo courtesy of www.civicinnovationlab.la

The LA Innovation Lab was launched in 2014 with The City of Los Angeles Controller's Office, Learn Do Share, and Hub LA. The Lab creates a multi-stakeholder process designed to tackle viable solutions for civic and society challenges - it's driven by citizens, informed by open data, and supported by local government.

The Lab focuses on new ways to test citizens working productively with government. It engages a community of designers, developers, non-profit leaders, artists, activists, data scientists, policy makers, academics, and entrepreneurs to tackle city-wide challenges such as housing, education, small businesses, neighbourhood stabilization, and transportation.

They facilitate community generated design challenges and consider three stages of engagement: Discover, Define and Design.

They provide hands-on stakeholder facilitation and technical capacity to design, execute, promote, and manage civic and social innovation challenges at the local and regional levels.

Selected projects gain access to funding, receive mentoring from experts, get access to local government, gain technology support to develop project solutions and gain access to additional resources, such as co-working spaces.

Links

<http://www.civicinnovationlab.la>

CIVIC HALL

New York, U.S.A

The Civic Hall is a one-of-a-kind collaboration centre for the world's civic innovators.



Fig. 3: Photo courtesy of www.civichall.org

The Civic Hall is a community space where social entrepreneurs, change-makers, government employees, hackers, academics, journalists, and artists share knowledge, build tools, and solve problems together. It has come about because of a Personal Democracy conference held in New York City since 2004.

It's focus is on the intersection of politics, technology and government and is open to change-makers who wish to apply their expertise to civic issues.

A non-profit R&D arm of Civic Hall is Civic Hall Labs. It seeks to re-imagine civic participation for the 21st century, expand the field of civic tech, and demonstrate a collaborative, multidisciplinary approach to designing and building technology for the public good.

The lab focuses on a number of challenges, ranging from better pro-bono, justice lab, health lab and civic xcelerator.

The methodology has four key components:

1. Assess and Focus
2. Design, Build, Test
3. Deploy and Evaluate
4. Replicate and Report

The Civic Hall hub is a key enabler in demonstrating this methodology.

The Civic hall has a membership programme but is also open to the public for engagement events.

Links

<http://www.civichallabs.org/team/>

PARTICIPATORY CITY - WORKSHOP PROJECT

Lambeth, UK

The aim of the Workshop Project was to work more closely with local residents to explore how existing pathways might possibly be reshaped over time to develop new social and organisational infrastructures throughout the system.



Fig. 4: Workshop project, Lambeth, UK Photo courtesy of <http://www.participatorycity.org>

In 2014, Lambeth Council and Civic Systems Lab started a project with an ambitious goal: to test new ways that can improve the lives, environment and opportunities for residents living in West Norwood through raising the levels of practical participation.

Together with 1,000 local residents, an open project team was formed that designed and tested 20 practical projects over a 12-month period.

The workshop chose a vacant high street shop in West Norwood, meaning it was accessible to people's daily activities. Using this location meant the barriers were reduced for people to attend workshops or engage with the council issues.

Residents, Councillors, Partners and Council

staff were invited to the shop to undertake new conversations and engage with interactive activities. The physical space was used as a collaboration platform for a range of activities:

- Conversation and cup of tea
- Exhibition
- Mapping existing activities
- Sharing ideas
- Joining contact lists
- Mapping collaboration
- Programme of talks

It was complemented by a micro-site, twitter, eventbrite.

Links

<http://www.participatorycity.org/>

Report

https://issuu.com/socialspaces/docs/work_shop_report_-_final

EXHIBITION + LEARNING SPACE + CO-WORKING

WORKSHOP FOR THE NEW WORLD

Maastricht, Netherlands

Temporary exhibition and co-working space by Monnik.



Fig. 5: 'Workshop for the New World' exhibition. Photo courtesy by Denis Guzzo.

'Workshop for the New World' is an exhibition by research studio Monnik. It looks into the past, present, and future of work and explores new kinds of jobs that can create possibilities for a more sustainable and inclusive world. 'Workshop for the New World' is an excellent example of a well-designed and engaging space built for learning and social education.

For two days a week over two months, the exhibition operated as a pop-up co-working space, visitors were offered free Wi-Fi, fresh coffee and a healthy lunch. A series of workshops to support the exhibition theme were run weekly for a small entry fee. The workshops included making electronic devices, DIY solutions for a more sustainable world, up-cycling, and design for self-reliance. Other activities included curated walks and cultural hackathons.

The project was funded by the Creative Industries Fund NL, part of the municipality of Maastricht and the Province of Limburg.

Links

<http://www.monnik.org/project/workshop-for-the-new-world-2/>

http://www.bureau-europa.nl/en/manifestations/werkplaats_voor_de_nieuwe_wereld_workshop_for_the_new_world/

COMMUNAUTIQUE

Montréal, Québec, Canada

An 'Open Innovation Hub' dedicated to collaboration, citizen participation and developing social and technological innovation.



Fig. 6: Co-design workshop at Communautique. Photo by Monique Chartrand

Communautique is a state-of-the-art Community Engagement Hub that grounds its vision in collective and individual emancipation and fulfilment. Since the year 2000, they have been working on democratising different technologies and reducing the digital divide. Communautique was one of the first Canadian Living Labs and the first Canadian Fab Lab.

Link

<http://www.communautique.quebec/>

Communautique offers a range of services including:

- co-design of services for institutions that want to engage citizens in neighbourhood planning programmes
- an open access space for people to use different making tools, such as a 3D printer and laser cutter
- space and grants for academic research
- co-working space for start-ups

LEARNING SPACE

WORK IN PROGRESS

London, UK

Short term public consultation space for the local community by Mark Smith.



Fig. 7: 'Work in Progress' exhibition and public consultation. Photo by Rachel Marshall-Withernay

'Work in Progress' is an exhibition for a public consultation by Mark Smith, an architecture practice that works on regeneration projects for local authorities and public bodies. Before converting an old nursery into the co-working space and a cafe, Mark Smith were asked to create a space to host a discussion about the potential changes.

The exhibition took a place in an old, disused building. Without any change to the existing interior of the building and just by introducing a few DIY chairs and tables, they created a gallery-like space. There was a welcome area and information wall panels containing maps, text and pictures of proposed developments, and a whole box with physical architectural models. Local residents who attended the discussion were welcomed with a cup of tea.

Although the consultation was only open for a short period of time, the discussion was attended by a number of local community residents.

Although the workshop only operated for two days, it represents a prototype for a Community Hub.

Link

<http://www.markprojects.co.uk/work#/work-in-progress/>

CO-WORKING + INNOVATION LAB + INCUBATOR + ACCELERATOR

IMPACT HUB

Global

A membership type co-working space and social business incubator that provides a creative, flexible working and learning environment to support a change-driven community.



Fig. 8: Impact Hub, Vienna

Impact Hub is a global network of 86 innovation labs with more than 15,000 members across the world. Each of the Impact Hubs creates their individual events and workshop programmes which are accessible by members and non-members. For instance, Impact Hub Vienna runs a regular skill-share breakfast event, crowdfunding and prototyping events. Members of Vienna Hub also initiated the 'Zero Waste Society Austria' which is open to everyone interested in the subject.

Impact Hub is often a place for incubation and acceleration programmes. Over a few months, programme participants receive consultation sessions from industry experts. Acceleration and incubation schemes are often funded by external organisations that are interested in supporting

start-ups and small businesses in the field of resource efficiency and sustainability.

Impact Hub website is a great example of the digital presence: **an up-to-date events calendar** and **regular blog posts** help share on-site activity with the online community.

Link

<https://vienna.impacthub.net/>

<https://www.impacthub.net>

OTHER

BRIXTON POUND (B£) HIGH STREET SHOP

London, UK

A local currency high street shop, that demonstrates social economy in action.



Fig. 9: Front window of the Brixton Pound with the team staff

Brixton Pound High Street Shop is a community-focused space run by permanent staff and volunteers. As a community asset it's open to everybody for use as a workshop or an event space, or other ideas where the community can benefit.

On a daily basis, B£ Shop provides information about local area and the local currency, the Brixton Pound. Visitors can exchange pounds sterling into Brixton Pounds, and also buy very delicious Portuguese tarts.

B£ Shop advertise as a free space that could be used for community oriented events and workshops. Outside space is sometimes used to host a craft market or temporary stalls.

They have now added a new function - pay-what-you-feel cafe that offers healthy meals made out of local food surplus.

This example combines an engagement hub with a real life project. The benefit of this type of venue is that it demonstrates the impact of getting involved.

Link

<http://brixtonpound.org/>

9. CONCLUSION

We believe that the creation of a Community Engagement Hub will positively impact local communities and revitalise neighbourhoods, creating new interactions between residents, visitors, local businesses and city stakeholders. By providing space, tools and knowledge, we hope it will trigger a shift in thinking and provoke appetite for innovation. Through this document we have identified the qualities and requirements of a good Community Engagement Hub.

For us, a Community Engagement Hub is a 21st century version of a Community Centre. Using the qualities of a Community Centre as a foundation, we have provided a range of innovation options which can be used to build a Community Engagement Hub. We believe that all Community Engagement Hubs should be different and **centred around the local community needs**.

In summary the Hub should have three main functions: a place to learn; a place to actively participate; and physical and online presence.

While making this document, we learnt that Community Engagement Hubs could gain a greater importance and **accomplish a bigger impact** than initially predicted. With enough enthusiasm and effort, a Community

Engagement Hub could become a focal point for the future innovative community that could **evolve far beyond the time-frame** of the Sharing Cities programme.

The goals of the Sharing Cities programme are to make real the notion of citizen participation, accelerate the uptake of smart city solutions and deliver three role model low energy efficient districts. The Hub will play a strong role in supporting these goals towards implementation.

It's worth remembering that a Community Engagement Hub could complement existing hubs in the city; such as a co-working space, incubator, accelerator and makerspace. This could make the set-up easier and allow the most, should and could activities easier to implement

It's up to each city to determine what's appropriate for their city. It will depend on local ambition, resource and budgets, what is possible within the time-frame and what is appropriate to the local context. In the spirit of active citizen participation it could be useful to start by consulting or co-designing the functions of the Community Engagement Hub with the local community.

Remember also to consult D2.1c Engagement Methods for guidance in planning engagement events and activities with your Community Engagement Hub.

9. EXTERNAL REFERENCES

ASSEMBL (DELIBERATIVE PLATFORM)

bluenove.com/en/nos-services/intelligence-collective

BOOTSTRAP COMPANY

<http://www.bootstrapcompany.co.uk/>

BRISTOL APPROACH

<http://kwmc.org.uk/>
<http://kwmc.org.uk/projects/bristolapproach/>
<http://kwmc.org.uk/about/research/livinglab/>

BRIXTON POUND

<http://brixtonpound.org/>

COMMUNITY INCUBATOR

www.communityincubator.net

COMMUNITY INFORMATICS

<https://goo.gl/LarQGh>

COMMUNAUTIQUE

<http://www.communautique.quebec/>

DEEBASE (DELIBERATIVE PLATFORM)

<http://deeba.se>

EDUCAUSE'S PUBLICATION ABOUT LEARNING SPACE

net.educause.edu/ir/library/pdf/PUB7102.pdf

EUROPEAN NETWORK OF LIVING LABS

www.openlivinglabs.eu

FAB LAB MILANO

<http://www.fablabmilano.it/>

FAB LAB LONDON

<http://www.fablablondon.org/>

FAB LAB LOSBOA

<http://fablablisboa.pt/>

HOLBORN COOMUNITY CENTRE

www.holborncommunity.co.uk

IMAGINATION FOR PEOPLE (CROWDSOURCING PLATFORM)

<http://imaginationforpeople.org/en/>

IMPACT HUB NETWORK

www.impacthub.net

IMPACT HUB MILAN

<http://milan.impacthub.net>

IMPACT HUB VIENNA

<https://vienna.impacthub.net/>

INDIEGOGO (CROWDFUNDING PLATFORM)

www.indiegogo.com

INTELLIGENCE COMMUNITY FORUM ON COMMUNITY ACCELERATOR

www.intelligentcommunity.org/community_accelerator

KICKSTARTER (CROWDFUNDING PLATFORM)

www.kickstarter.com

LEARNING SPACE TOOLKIT

learningspacetoolkit.org

SOCIAL INCUBATOR NORTH

www.socialincubatornorth.org.uk

SOCIAL INNOVATION CENTRE

www.socialinnovation.ca

WORK IN PROGRESS

<http://www.markprojects.co.uk/work#/work-in-progress/>