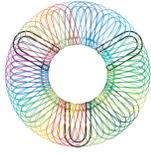


Social Silicon Valley Manifesto



Towards City 2.0

We face massive change...

...of Social Superstructures:

Ageing:

Society is ageing. The emerging new demographic of healthy, wealthy elderly people will constitute an important and powerful part of the population. They are cash and time rich and have no obligation to work. What they will do with their time and money? Who and how they will be taken care of? Will they even need similar care than today's elderly? Consequences for urban areas are evident, if a major group of urban dwellers have no steady job and are reliant on other people. This means increasing density of living and a new city logic that is no longer bipolar - between work and home.

Climate Change:

Finland will have to cut minimum 60-80% of its CO2 emissions by 2050. The impact of this change has been compared to industrial revolution. CO2 emissions are everywhere: electricity production (24%), transportation of goods and people (14%), industrial production (14%), agriculture (14%) as well in land-use, for example cutting down forests and replacing green areas with buildings (18%). Hence, solutions are also everywhere. In the urban context, living densities will increase, average size of homes will diminish, sharing of scarce natural resources will increase, some forms of production will come closer to us and material consumption will be replaced by services. Public transportation will replace most private forms of travel.

Mobility:

The third phase of globalisation implies that not only countries and companies, but also individuals are under the power of global forces. Simultaneously, new technologies become or are born portable. Mass-immigration caused by climate change making dense areas in China, India and Africa unlivable will add to the flow of people. This leads into unforeseen mobility of people, cultures and values, maybe even radical changes to the concepts of home and steady living. If we wish to maintain some cultural capital in some areas of city, there must be conscious efforts to build its identity. It is also possible that HMR will not appear an attractive city to people with choice.

The Rise of Self-built Cities:

In 2050, half of the world's population will live in self-built cities; informal settlements, slums. In an interconnected world, where "everything affects everything", this can have radical consequences even to cities which do not have slum-areas attached to them. New innovations may arise from the diverse, social and mobile living of slums. In a word, the rise of self-built cities will change cities at large. It is safe to estimate that we will see powerful hybrids of centrally built and planned cities and self-built ones which will attract young and mobile individuals and communities.

...of Cultural Superstructures:

Individuality:

We are reaching a new phase in individualisation. Consumption and work are no longer sufficient forms of self-expression for the new individuals. They do not want to be passive spectators of spectacles or receivers of services. They require more direct participation than voting. They want more than consumer choice. Due to this new type of individualisation, people have a strong but basic need for voice. This poses extreme pressures on how cities are built, planned and governed. If cities are to meet this need they must offer direct and quick participation into their environment.

Peer Power:

The new individuals do not celebrate their individuality to a faceless mass, but to a chosen community. The new individuals want their voices not only to be heard by a community, but also to be seen as a useful contribution to that community. What motivates the new individuals is the self-actualisation and recognition of their peers. We see this everywhere: peer-groups are revolutionising healthcare and wellness services, peer-production is revolutionising software, media and cultural production; peer information is valued over official sources... City has to recognize that its social structure is changing from a work and family defined bipolar system, to a network of peers. Its social mission is to offer these peer-groups space, tools and help to shape the new public.

New Privacy:

The importance of privacy will grow. Digitalisation means most things we do will leave traces. The democratisation of media and the culture of DIY-celebrities have changed the way we perceive privacy. It can no longer be guided by laws and regulations on media and archives, since nobody is in control of the media and the digital marks we leave behind. Privacy instead becomes a practice. We give away parts of ourselves for some perceived benefit: self-understanding, better service or friends. Urban areas will have to allow people to have greater control over their identities and their desires to share their privacy.

...and we are inspired.

To make these unforeseen changes and challenges into opportunities, we have created the concept of City 2.0. It is a Social Silicon Valley that combines the best characters of HMR: innovativeness, Nordic Welfare and strong shared Commons.

Our starting point is a simple question: How to build an inspiring city?

We know what motivates and inspires people. People are motivated to innovate if they feel that they can express themselves to a meaningful community that recognizes their voice and finds it useful. This is what binds individual expression to a community: the growing need for useful, yet individually unique voice.

What we need is a city where everyone has a voice. Where everyone feels that they can, in collaboration with others, contribute to change. With City 2.0 we are entering a new era. From era of "I Need" of the 60's and 70's, via the "I Want" period of the 80's and 90's to the new spirit of the 21st century. We are witnessing the birth of a radically new era of "I Can" and, in the spirit of mass creativity and peer-power, an era of "We Can".

We Can build an inspiring city. We call this vision City 2.0, the Social Silicon Valley.

"Big dreams and decisions are necessary."

"The future is upon us. To cope and benefit from it, we need a new operating system and user interface for Helsinki Metropolitan Region."

Our Contribution:

The last 50 years of urban planning have not delivered the promised results, or created urban matter that captures our imagination. Still, we, our children and their children's children will live in cities. What will be our contribution? How to re-invent the city? The only way planning can deliver change and offer improvements in the quality is by engaging inhabitants in planning and implementation. For this purpose we have created a city that builds itself. The duopoly of state and business is over.

The Future Is Upon Us

The inevitable has happened: as we face massive change brought by the challenges and possibilities of tomorrow, we need a new way of thinking and doing to develop the Helsinki Metropolitan Region into all that a City can be. The right mix of innovative incrementalism and strategic leadership can answer the most pressing issues we need to deal with. The future is upon us. To cope and benefit from it, we need a new operating system and user interface for Helsinki Metropolitan Region.

Towards a User-Produced City

What positive, local development tools can we create instead of the present NIMBY-ism favoring complaint processes? Can we imagine a city-wide bottom-up open source innovation system that activates urban swarm intelligence? Our new challenge is to create a New Public - to link up communities with each other and create a city that fosters urban mass innovations for lifestyle, economy, planning, culture, ecology and services.

New Urban Strategic Leadership

We will need a Helsinki Metropolitan Region Social Innovation Mayor and a HMR Development Agency. Big dreams and decisions are necessary. We propose creating a region-wide ambitious and visionary leadership level while shifting the power of applying and implementing the strategies closer to the local neighborhood level. This re-structuring of the urban planning, management and land use policy aims at creating a smarter, faster, livelier, and more diverse city for all.

A Day of Superdiversity

What can we imagine happening in Helsinki 2.0



The Helsinki Metropolitan Region, or the Greater Helsinki with its new offices and visual communication brands.

City 2.0 Global Initiative

Helsinki Metropolitan Region becomes the official test platform for the Theory of Two Million Magnets.



Self-actualisation Maximus

City of Privacy has 200 new flats available. The luxury lifestyle area is designed for noncommunal people with high density.

Inhabitants: 23% mobile global professionals, 12% corporate flats for their employers quiet living working spaces, 11% people on their shelter period of life 47% will not give out any data on their identity.



Family Life

Jaqueline moved to Espoo with her father all they way from Lyon, when her father got work at a social innovation and technology company in Laaksolahti.



More More

The City of Pleasure has 49 free flats available. The city that fashions itself on maximal freedoms and pleasures offers free sex, free opening hours, legalized drugs and 45% single white men.



Children and Elderly

A community of elderly people and children are meeting everyday at the urban cell in Kirkkonummi for a mutual daycare.



Communities

The Mellunmäki city of children has three flats available close to the ones you have tagged. In this housing community there are big enough yards for children's activities, a co-parenting system that requires three hours per week of your timebudget, or two hours if you use your skills for raising funds or teaching Mandarin.



Neighbourhoods Changing Form

Neighbourhoods with various densities have embraced their power and ability to turn their areas into recreational parks and routes. Deserted highways have been turned into outdoor running tracks and skiing use.



Alternative Daycare Center

Pertti Nipponen is collecting a group of people to run an alternative daycare center. Their application to collect non-compulsary taxes from the neighbourhood has been granted a-go-ahead by the city council. Under the new arrangements, the city grants rights to collect taxes for social entrepreneurs and the city supplements up top 50% of the costs.



Nano Machine

The Re-use Innovation Learning Center is giving out prototypes of nanofactories in Otanemi for test use. The prototype has been created in partnership with private investors, the local community and the Helsinki University of Technology.



Street Life

Ingrid and Pekka are happy that their neighbourhood are co-operating with other neighbourhoods to bring life back to the street. Local coffee shops have opened in the last few years, as well as local boulangeries and meat and fish shops.



Culinary Superhouse in ex-Suburbia

Culinary Superhouse area has opened. The area is built of package houses, popular in the early 2000. Some of these poorly built neighbourhoods were once notorious for raising so called "Kids' Watchtowers" in fear of children's safety. The controversial towers were quickly abandoned and now the area has found new use, being combined and used as growing laboratories for the booming cluster of culinary and agricultural technologies.



Just Parking

The Ala-Malmi citizens decided that their neighbourhood would reduce parking spaces and make them into public parks. The citizens were also to demolish old apartments to build new, zero emission targeting buildings, to ensure better energy efficiency and further tax cuts.



Milla from Martinlaakso

Milla from Martinlaakso is really happy that her neighbourhood decided to help young street artists and have a loose regulation on street cleaning. Everybody takes their trash home, but we leave all the cool stuff on the street for everybody to see, she says proudly. Milla's friends have all decided to move to Konaia because of the relaxed and supporting atmosphere.



Vehicle Environmental Charge

The local, high dense Environmental Charge has been raised from 3 euros/kilometer to 5 euros/kilometer as of today. The areas that include are regions and neighbourhoods south of Länsiväylä expressway, Tapiola and Katajanokka.



Nina in Järvenpää

Nina opened up with her friends a design community in Järvenpää center, near the abandoned shopping mall. She says the public transport is convenient in the area and that she can enjoy superhigh-speed communication networks vital for her when keeping in contact with her global clients.



International Train Departures

Maglev trains to St Petersburg and Beijing leaving at 15:49. Arrival in St Petersburg at 16:35, Beijing 15 hrs later. You can book tickets now.



International Corporate Responsibility

The densest areas in HMR open a working hub for social entrepreneurs, open 24/7. It is one of the 500 hubs born out of an International Corporate Responsibility Programme.

Book facilities: Table, room, soundsystem, screening room, kitchen, sauna, printers, and more.

Book social production tools: HMR Wiki, funding advice, personal development, community building workshop.

ICR

International Corporate Responsibility Greater Helsinki

Density

40% of the Finnish population will live within the Greater Helsinki. This area has a substantially higher GDP compared to the surrounding nation-states.

40%

Regional Assembly

Today the Regional Assembly is debating on the following commons:

"The principles of bringing up children: What are the responsibility of parents, what of the surrounding community, what governments and children's themselves?"

The Mayor is leading the commons workshop.



Zero Emission Town in Punavuori

Punavuori of Helsinki became the first community of geography that reached the Zero Emission Town goal.



Mayor Talks

Mayor Rantanen wishes everybody welcome to Helsinki, the innovation capital. While having coffee near her office in Aviapolis, she announces a new metropolitan strategy for her coming term. She promises that the dreams and miracles of Helsinki will continue.



Open City Day

Today is the open city! In city centres, all the government offices and buildings, private clubs, galleries, gyms, and so forth, are open and free of charge, both public and private. This is part of the Mayor's Social Capital Building project.



Distributed Home Services

Distributed home services available now with 15 minutes radius:

- Sauna** (5 people, 5 euros/hour, 7 carbon credits)
- Home cinema and bar** (7 people, 2 euros/hour+films, 1 carbon credit)
- Spa** (3 people, 7 euros/hour, 25 carbon credits)
- Cold storage** (250 cubic meters, 3 euros/year/meters, +1 carbon credit)
- Warm storage** (73 cubic meters, 3 euros/year/meters, 3 carbon credit)

Super-efficient Power Windmills

New super-efficient power windmills have been erected to the regional waterfronts in order to reach the Zero Emission Town goal.



Ludmilla in Kivenlahti

Ludmilla from Kivenlahti is happy that her neighbourhood has opened up more fashion outlets. More young people are moving into the area, which gives a nice diversity to the area, she says.



Public Transportation

The Public Transportation Agency invests in a new, zero emission and higher durability bus fleet, ready to serve within this week.



Töölö says Cheese

Töölönkatu has established itself as a cheese street.



Governing with Rules, Platforms and Tools

Public leadership cannot deliver a new city to its people. A city has to be created by the people living there. But public leadership can create the platforms and infrastructure, the tools and rules that make that process of mass innovation easier.

City 2.0 Combines bottom-up approach with leadership

Instead of imposing yet more targets and performance management, we need a different picture of how public services could be organised. The key to this will be to see service users not as consumers but as participants. Postwar public services were built around a paternalistic ethic of professional control and expertise. The current reforms challenge professional power with an ethic of consumerism and choice, but are overlaid with a heavy dose of top-down managerialism. Instead, reform should start to be guided by an ethic of participation and self-management, coupled with appreciation of leadership on all levels: mayor as the communicator of the Commons, social entrepreneurs as heroes, amplification of the voice of community leaders that know the needs of their communities.

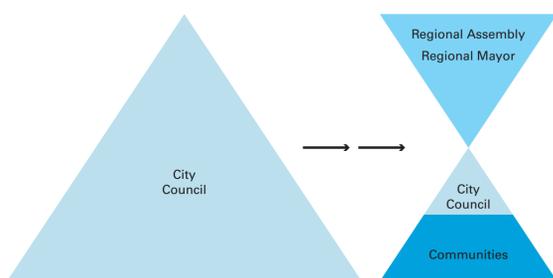
City officials will have to take leadership as well. To make City 2.0 possible, public services will have to promote cultural change—motivating people to look after themselves better, not just delivering a service. Similarly, motivating children to want to continue exploring and learning should be one of the main aims of the educational system. In future, professionals should act as persuaders, counsellors and campaigners; as well as delivering a service, they should encourage people to acquire the skills to help themselves.

The First Social Innovation System for a City

The social innovation system of the Helsinki Metropolitan Region implies a new kind local government. At the core are the citizens and their communities. Local administration supports their ideas and motivation to create new tools for improving their well-being. This support is channeled through the "city-cells", arrondissements or neighbourhoods that consist of 10,000 to 25,000 inhabitants. The support can be money, expert services or space. At the top is the mayor of the metropolitan area. His/her duties consists of three areas:

1. The mayor is responsible of anticipating and conducting foresight work concerning big structural challenges and reflecting these challenges to the administration work,
2. The mayor prepares and takes responsibility of the long-term risk-investments,
3. The mayor conducts the on-going political discussion on the survival of Commons and the values grounding them.

The elected regional assembly and the mayor define the core values, Commons, that guide the entire public administration.



Open Leadership – People Powered Change

Open Leadership collaborates with the Mayor's office. The Mayor's office works with the social entrepreneurs' community, and coordinates their use of public sector resources. This is where Commons kick in. Open Mayor defines city's Commons with the council. The commons are made to attract social production, or what is called commons-based production. Recent examples of it are Linux and Wikipedia. They are governed by special types of leaders, who do not command, control and oppress, they motivate and attract: by creating conditions for creative self-organisation by articulating compelling goals to unlock the capacity of others to reach these goals.

City 2.0 needs to motivate innovation and empower self-actualisation. We are motivated to do new things if we are allowed to. Closed leadership is too slow as decisions have to be passed for approval to an often homogenous elite. Command and control may impart drive to an organisation for a while, perhaps during crisis, but over the long run it undermines motivation and initiative. The closed model of leadership, like the closed model of pipeline innovation, is increasingly outdated in an era of mass creativity and participation. The traditional managerial leadership practiced in present city planning and government is often at odds with innovation.

Open leadership means that anyone can start a concrete project, that can spread throughout the city. For example, I can start working on a community center for my neighborhood. I initiate the programme by posting it on the town board. Resourcing is where the city is most involved. A peer group and a city-appointed social innovation expert will help plan what it takes to set up this type of thing. An important part of resources are people with specific skills required and willingness to work for the project I initiated. Also public sector resources and money are important, yet often over-appreciated resource. To complement public funds, there are a multitude of alternative funding methods: business partnerships, local charities, funds for development of the Commons as well as combination of city funding and "voluntary taxation".

"Organisations and cities that want to innovate, have to take risks and learn from failure. People have to try, fail a bit, learn, adapt, and try again."

Tools

Public sector by itself innovates only a minor part of the steps required for improving the society. Yet public authorities have significant means to stimulate mass innovation from the public. Different forms of resources - money, expert services, space, communication channels and concrete tools - offer citizens tools that can release slumbering potential and turn dreams into reality.

Examples of Tools:

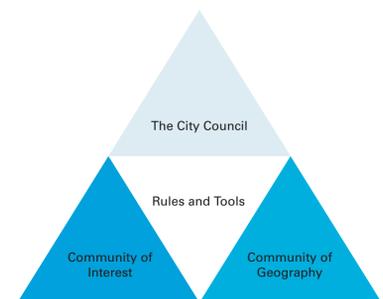
1. From public space to public-private spaces for communities
3. The mixing hub, a space for business', social entrepreneurs, children and leisure
4. Social entrepreneurs, providing innovation and meeting social needs
5. Scattered and shared luxury, making most of the best
6. Wikidemocracy, direct participation into policy making budgeting and planning
7. Open day, a day when all public and commercial space opens for HMR inhabitants
8. Distributed home, extending the private realm into public spaces
9. Innovation laboratories functioning as intermediary bodies providing a mix of development and financial support.

Rules

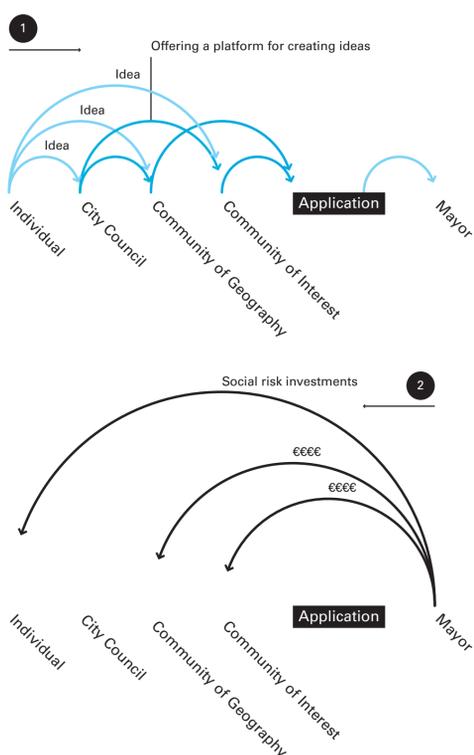
Democracy should not be so much a form of government as a set of principles for structuring the interaction between diverse participants, given the combination of autonomy, diversity and interdependence that people and organisations exhibit. Rules are simple principles that define people the platform of mass innovation. They tell us what are the boundaries of meaningful action and what to strive for.

Examples of Rules:

1. Guerilla citizenship -networks, come up with a plan and execute it
2. Tax free Citizen-to-Citizen -services, to kick-start support economy
3. Tradeable personal quotas of scarce resources, such as annual CO2 emission/individual
4. Demolish to Develop, kickstarting urban metabolism
5. Contained Density, highrise building for limited areas



Social Risk Capital Process Flow



Social Risk Capital

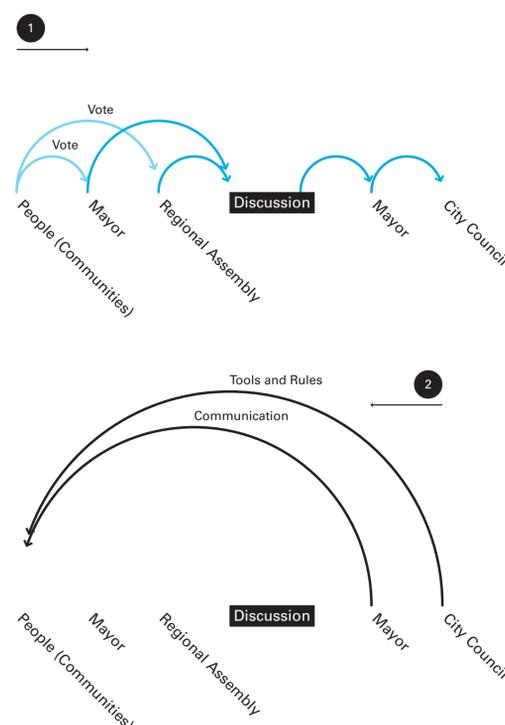
To make politics work, political leaders must be able to focus on problems that they do not know how to solve, and mobilise people to generate long-term solutions. This is done through offering citizens platforms for creating ideas and then investing in the most potential ones.

Efficient use of social risk capital requires an attitude that celebrates failure: Public and foundation funding for high risk "blue skies" R&D in priority areas, deliberately aiming to generate a wide range of options that can be tested, observed adapted and improved, with an assumption that a significant proportion will not work.

One form of social risk capital are the hubs for innovations: Public agencies, foundations, corporations and individual philanthropists providing core funding for intermediary bodies like innovation laboratories, that can then provide a mix of development and financial support.

This approach needs to be based on the values that matter in developing the solution, rather than simply the exercise of command or the certainty of conviction.

Commons Based Production Process Flow



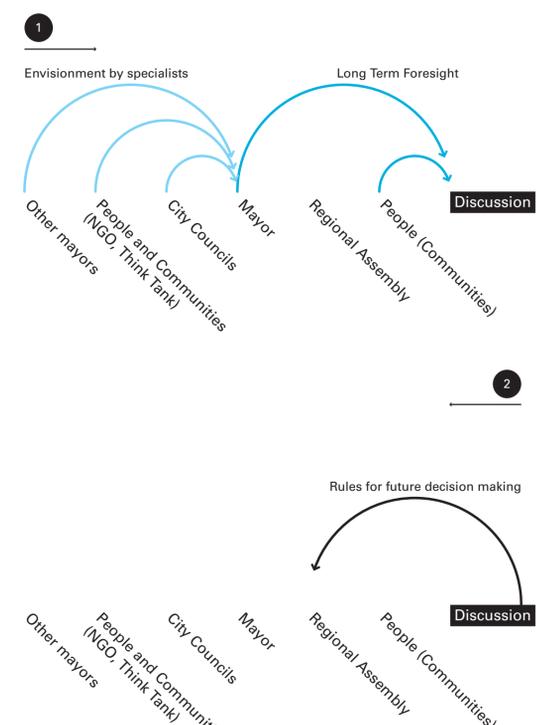
Commons-Based Production

The fundamental question for 21st century politics is how to combine market economies with other kinds of value - social, cultural, environmental, public and moral - in ways that sustain our societies and our natural environment, and align economic production with human needs. This is all about safe-guarding the survival of Commons.

Many of these problems stem from the fact that we do not see how our personal choices are linked with the Commons on which those choices depend on. Using plastic bags at supermarket or driving children to school are everyday examples of personal choices where the wider consequences - social, environmental or economic - are not properly acknowledged. We need institutions to help us see personal choices in relation to the common good, and to ensure that public decisions carried out through representative structures protect the Commons.

The ability of political leaders to project and communicate a sense of purpose, renewal and progression is pivotal to their perceived political success. Commons-based production offers something much more fundamental and potentially radical: mental tools that allow for mass-participation.

Long Term Foresight Process Flow



Long Term Foresight

The real authority of leaders is rooted in the ethical imperative for addressing the major challenges that face society. Together with deep and widely shared understanding of the Commons, this kind of longterm foresight forms the vision of the desired future. In HMR foresight is conducted in a distributed manner. There are many highly sensitive probes - citizen-led NGOs and think tanks, networks between different authorities and real life R&D test groups - that communicate rich view on alternative futures. A key duty of the Mayor is to activate public discussion of longterm challenges and secure that all the communities are aware of them.

Bottom Up, Top Down, Side by Side

Strategy into the local level.

Examples of visions and strategies taking place in the city, and in local neighbourhoods.

Bottom Up Case Study

Dream of a new daycare center

Mr. Gengulus had a problem. A father of two had been disappointed to commercial and public day care offerings. There children's play was only about fun, there was a lack of meaningful and equal contact with others "why should children spend their time with only professional teachers and carers? Why are learning and play not integrated?" He had an idea: Kids town.

A manifesto is posted on the citizen-wiki

Having talked with several other single parents they formed an new manifesto for learning the city council's citizen-wiki: "The school system is meant to create opportunity and advancement. Yet any system of ranking is bound to produce failures as much as successes. Indeed, far from encouraging people to learn, formal school trains many people to turn off. School creates the impression that learning is something we do only in special places, at special times in our lives, with the help of special people: accredited teachers. Education is seen as unworldly; to learn is to be cut off from the day-to-day world. By extension, that world cannot be about learning. Education is not seen as a personal project of self-development, but rather a process of certification to show that you have learned what the system expects. We don't want this. We want be part of our children's life. Join us!" The manifesto caused a lot of interest.

Pilot is born

The required forty interested people communicated interest on the project, that is when the Mayor's Office's Automatic Seed Funding (tools #19) kicked in. The final product of the social innovation process was a pilot "Kids Town in Mellunmäki". To facilitate parental participation into children's education the HMR offered space, pays compensation for the parents employers for the hours used in teaching children and pointed a city official, a principle for Kids Town, that facilitates the community's relationship with HMR, the surrounding urban environment and its actors.

A social capital turns into an export

Mr. Gengulus did not stop there, being an avid and admired social innovator he is now working on attaching elderly people's housing to Kids Town to unlock even more social potential meet the needs of the HMR citizens. Bringing together two groups of time-rich people for intergenerational nurture and learning.

The housing community has big enough yards for children's activities, a co-parenting system that require three hours per week of inhabitants time-budget, or two hours if they share scarce skills, such as teaching mandarine, empathy skills and appreciation of beauty. Gengulus is now millionaire, he established the concept and sold it to China, where there are now over three hundred Kids Towns. "But that's not the point. Me and my children have learned so much from other families that it would be a miracle if this social capital would not show on the bank account as well."



A view from the 6th floor of the mega-courtyard suitable for children and their families.

Bottom Up Case Study

Metro station here please!

Location specific technologies are also used to amplify transportation needs. Inhabitants of HMR are asked to tag places where they would like to see public transportation stops. When these are cross-referenced with the location data of mobile phones as people move by we get an accurate picture of the city's moves and most importantly on how it would like to move. "Tags also give softer data that helps us to target certain types of busses to certain routes at certain times.

Drunken teenagers have very different needs from families with kids", says Johan Salo, the city council chief of public transportation expansion. "The real victory of the people initiated public transportation planning was the opening of Metro in the Island of Helsinki. "We had no idea people wanted to access them via rail, before we were told by fanatic taggers!"



Mandy has scattered her homes to London, Zurich and Helsinki, and she is one of the happy people who got a metro station near her Helsinki home. She can now access the airport and the international railway terminal with ease and comfort.

Bottom Up Case Study

Smells like innovation!

Töölönkatu establishes itself as a cheese street. Behind the smelly facelift is the interplay of two technologies: social bookmarking (or "tagging") and location specific technologies. The new consumer emancipation tool What-I-Really-Like is simple: It means that we can amplify our consumer choices. "This was a good shop." "This is the best coffee in town", etc. tags are shared with friends and passers by.

Together with city's effort to maximize shopping area diversity and giving specialized street with three or more shops of certain genre a tax break hundreds of specialized shopping streets have been found (the latest being the smelliest of them all, the cheese street). Shoppers on the Töölönkatu's first cheese shops tagged the shop to the extent that it started to appear on the city's consumer needs -map. "What-I-Really-Like is an amazing tool. We get a picture of what people really want and think of our business." Thomas Johansson, the cheese shop owner explains. Consequently the street level shops are filling with businesses. "Otherwise we could have never had the guts to specialize", says another cheese entrepreneur Antti Koskinen.



Lisa works in one of the many newly opened fromageries in Töölo.



Contained Density in Pasila during sunrise.

"Social enterprises, like any enterprises, require risk taking in order to achieve great levels of innovations."

"Zero emission areas are given total tax freedom; the inhabitants of Zero Carbon Matinkylä are rolling in money."

Top Down Case Study

Zero Emission Town

Some one had to break the news. 80% emission cuts are not possible with incremental change. This came up in study made by Somed, an independent think tank co-operating with global concrete manufacturer, Betonoz. Mayor's office invited Somed to run a foresight workshop with experts, citizens, NGO's and city officials. They came up with several new tools, most famously the Zero Emission Town (ZET).

Mayor initiated a one million Euro think and do -tank project with an outspoken objective to gather two thousand people to live Zero Carbon Matinkylä. The pilot project became a great success. One thousand and five hundred people remained in the area over a period of year. Mayor then ordered a three million Euro communications and toolbox project to convey the risen quality of life and give all the inhabitant communities concrete measures to hit emissions targets.

Zero emission areas are given total tax freedom; the inhabitants of Zero Carbon Matinkylä are rolling in money. It has attracted a global community of aesthetic hedonists and experience consumers. It hosts the best restaurants in Europe as well as a budding experience and support economy clusters, including film-makers, music-studios, lifestyle coaches, clubs and bars, biography-service providers and plastic surgeons. Betonoz is also happy: It can finally sell concrete to the new buildings that have been postponed for years due the lack of carbon credits.



José moved to Matinkylä with his sisters and parents (left) from Vaasa and Björn (right) from Denmark because of good social and cultural services in the region.

Commons Based Production Case Study

Mixing Hubs

Picture this: Three superstars enter the room. Hagi the leader of the Somali community, Islaja the person behind Local Food Suppliers Network and Somerzet the "Zero Emission warrior". They are greeted by the Mayor's representative with a strong message. The mayor and city council have come up with a new common: co-operation between people from all backgrounds. Right now HMR's social balance sheets look uneven, financial capital is cumulating a lot faster than social. This means that the networks of trust that hold the society together will deteriorate very soon, unless things change. "People are lonely and their feeling of ontological safety is at stake with the ongoing deterioration of work society". Mayor speaks out to ask for help of the people and the social entrepreneur community. "We need collaboration on a new level. We need people who can work together. For this purpose, we have money, we have spaces and we have tools. Now what we need it for you to come and use those, to connect and to create." The mayor's classic speech marked the birth of a totally new type of public space: a private-public space the Mixing hub, a space for business', social entrepreneurs, children and leisure.

The hubs offer plug and play facilities where individuals and communities can work, share and link to other communities. They are opened on the Contained Density (Rule 5) areas and remain open for users 24/7. Now there are over 124 of them. To build hubs, city council started an international corporate responsibility and Pro-Am -innovation programme. Corporations and hubs work in a basic mutual benefit principle: the bees and trees -innovation acceleration mechanism: To remain resourceful larger organisations must attract activities and innovation outside their core business. The hubs are sensitive to social change, they indicate change in consumer needs and feed innovative uses of technologies back to companies that support them. The corporate workers who work in the Hubs experience incredible rise on working motivation. The hubs have everything: tables, comfortable meeting and reading rooms, sound systems, screening rooms, edits, kitchens, dining areas, gyms, saunas, printers as well as peer-guided social production tools: citizen-wiki's, funding advice, personal development and community building -workshops.

Mapping needs with heroes

How do we know where to innovate? Easy! The city has a Social Needs Mapping System. It is a two-way tool between the social entrepreneurs and the city council. It is formed by using a range of different methods: statistical analyses combining both hard and subjective data, reviews of front line research reports, from government, academia, foundations and the third sector, interviews/focus groups with members of the public and frontline agencies around the country, an opinion poll which explores issues of perception of need, loneliness, disempowerment, mutual support and the way people meet their needs and a mapping workshops which help to understand the connection between needs and the conditions of multiple need that may affect certain groups within society. This is not revolutionary in itself. Revolution is linking the map to Tools, Rules and Social Risk Capital funds.

The outcome is map of needs, solutions and resources available. A map that makes becoming social entrepreneur relatively easy. "Not too easy however. The successful social entrepreneurs are few, failure is common and celebrated, but not as celebrated as victory", Hagi laughs. Successful social entrepreneurs command a following of thousands and possess a Gandhi-like esteem in their communities. "When you evaluate success by how many people's lives you touch and how much change you deliver, there really are a few who master the art." Islaja is one of them and she knows it. "I have invested only time and been paid in only esteem and having the greatest people I could image around me. Which manager could say that they change things, lives and neighbourhoods?" Can you?

Social Entrepreneurs Case Study

Work Happens

There has been a real breakthrough in social innovation and public service delivery. HMR decided to put its money where its mouth is and start a unprecedented social entrepreneur programme. A social entrepreneur is someone who recognizes a social problem and uses entrepreneurial principles to organise, create, and manage a venture to make social change. "Whereas business entrepreneurs typically measure performance in profit and return, social entrepreneurs assess their success in terms of the impact they have on society", Roberto Stretto, the head teacher of the school for social entrepreneurs.

Since the pilot programme in 2008, social entrepreneurs have been able to receive three types of support: education, funding and working spaces, the hubs. Schools for social entrepreneurs are key: Many of the most pressing social problems that the social entrepreneurs can tackle touch the most dismantled communities: the unemployed, ethnic minorities, immigrants, and so forth. It is key to the success of the social innovation system to find entrepreneurs from these communities that know the social needs of their peers.

Social enterprises, like any enterprises, require risk taking in order to achieve great levels of innovations. This risk needs to be covered by social innovation funds, public, private and foundations. Hubs are new type of working spaces. Social innovation happens where new ideas and new resources are brought together to solve a social problem or to answer to social needs. Spaces where social entrepreneurs can work must therefore cater for adequate resources, mix of skills and ideas. One model of building successful hubs is together with corporation that see a stake in social innovations.



Diverse groups are creating their city by constructing, by thinking, by working together, and coming together in spaces they can fulfill and build their dreams and ideas. The city benefits from its people, the people benefit from living in the city.

The Future

Roadmap for a better tomorrow.

Mayor's Speech

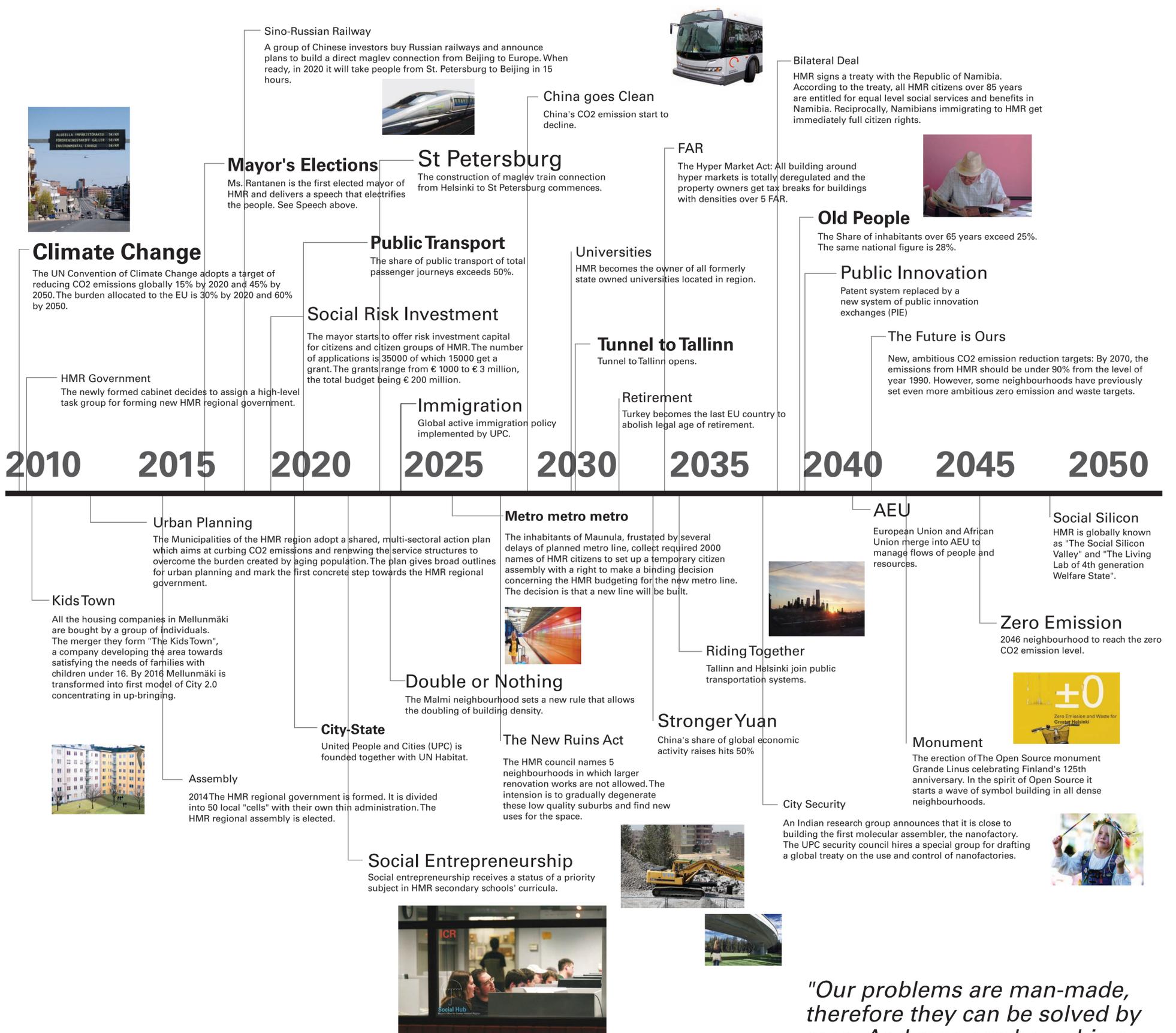
Our problems are man-made, therefore they can be solved by man. And man can be as big as he or she wants. No problem of human destiny is beyond human beings. Man's reason and spirit have often solved the seemingly unsolvable, and we believe man can do it again.

We are entering - I believe - a new era of politics, and potentially hopeful politics. I'm going to call it open leadership. If Wikipedia and Linux can be built in an open source manner, politics can be done in that manner as well. We are going to need new ways to address and to solve global problems, but our connectivity will bring us tools unimaginable even just a few years ago. I'm going to try to explain how this can be done, how without a

global government we can still get global co-operation, how initiatives like the Millennium Development Goals can be an organising principle for the world — though there is no single implementing authority — and how it is possible to coalesce around shared goals.

I want to talk about the challenge of our generation. Ours is not the generation that faced the challenge of Fascism, ours is not the generation to have first grappled with the nuclear demon, though we still grapple with it today. Ours is not the generation that faced the Cold War. Ours is not the generation incidentally in which the greatest problem is the war on terror, or Iran, or other ideas that are current. Our challenge, our generation's unique challenge, is learning to live peacefully and sustainably in an extraordinarily crowded world.

I believe the business and government that succeeds in the future will be those that give people greater power to shape the future of their individual lives and greater capacity to collaborate. A sense of I can and we can.



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