

Re-imagining Urban Futures: How Cities Can Leverage Strategic & Transformative Foresight

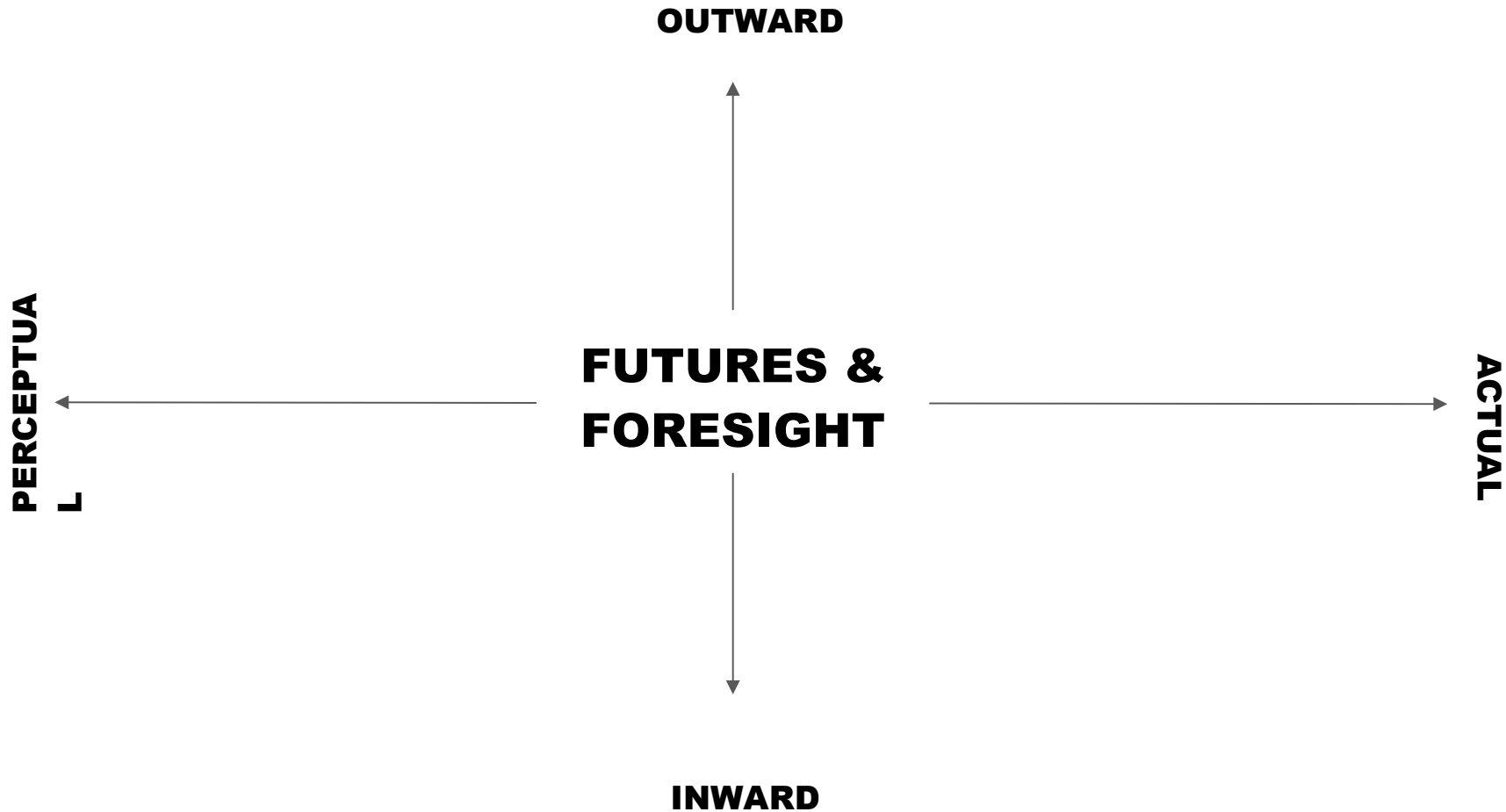
Dr. John A. Sweeney

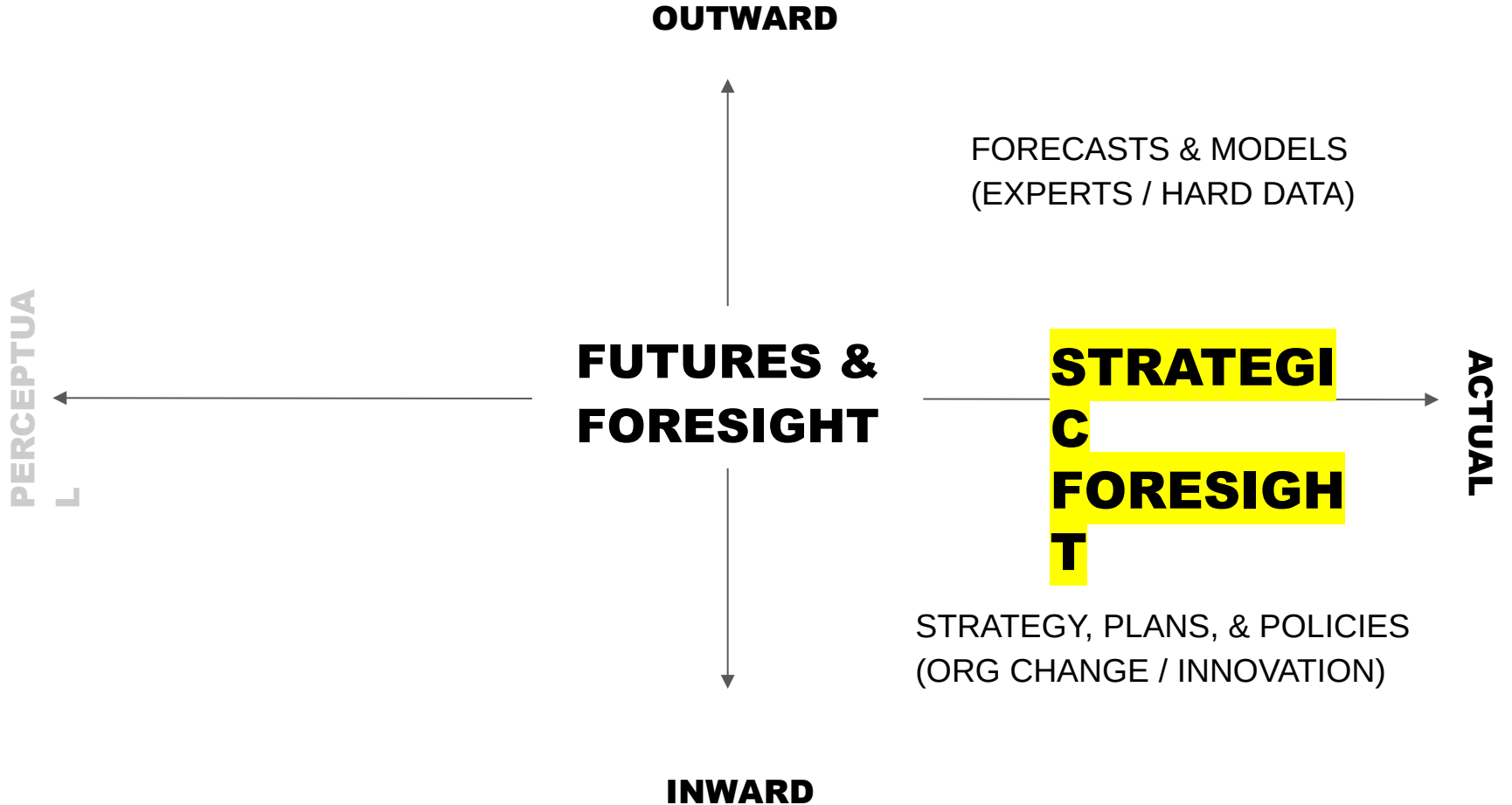
UNESCO Chair in Futures Studies for Anticipatory
Governance and Sustainable Policymaking at Westminster
International University in Tashkent, Uzbekistan





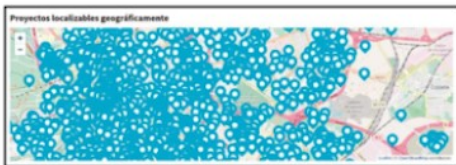
***NOT WHAT
FUTURES &
FORESIGHT IS
ALL ABOUT***







Participatory budgeting



Map of participatory budgets from 2019. Every year thousands of projects are proposed all over the city.

Although Decide Madrid's citizen proposals are their most ambitious political endeavour, this was not the participatory process that made them so popular. On 21 March 2016, the City Council of Madrid created the first participatory budgets, constituting 60 million euros, an amount that was raised to 100 million in 2017. This number has been maintained into 2019, the term's fourth and final years.

Participatory budgeting, invented in 1989 in Porto Alegre, began as an in-person process of assembly and has continuously evolved, taking on many new forms. In 2011 the participatory budget of Reykjavik was activated through a digital platform that in turn inspired Madrid. Currently Madrid and Paris boast the largest participatory

_the City Council of Madrid allocates 100 million euros to participatory budgets every year.

budgets in the world, and both cities use digital platforms to receive and screen projects.

Under the City Council of Madrid's participatory budget, the majority of the available resources (70 million) are distributed among the 21 districts of the city for almost any kind of expense; the rest (30

8 See the *¿Qué proyectos puedo plantear?* (What projects can I suggest?) section on Decide Madrid's website.



_844 projects, of the more than 16 000 proposals have been successful.

Voting by shopping basket

The 'shopping basket' method is based on the selection of projects in a consecutive way. Each time one is voted for or selected, its cost is added to a total that is shown on screen, just like when we shop online. This lets us follow along, adding projects until we reach the total of the allocated budget for the district or the city. In this way, we grant one vote to each project that we can 'fit' into the total budget. The projects that have the most votes are selected as long as they fall within the available budget; if they do not, they are discarded. This method ends up rewarding projects that cost less.



Two volunteers at a final voting table for the 2018 participatory budgets.

million), for expenses for projects that reach the entire city. Projects can gather support and those that are most popular will be reviewed by a technical commission made up of employees from different areas of the administration. The unviable projects are then rejected and the viable ones are assigned a cost. A project may be deemed unviable if it is determined to be too expensive, exceeding the total amount of money available, or because it conflicts with an existing contract, norm or law. The projects that make it through the final technical filter are then put to a vote in a kind of 'shopping basket' format.



Local government officials in **Plock, Poland** wanted to consult residents on the near-term future of the cycling infrastructure in the city. Past infrastructure investments had triggered numerous controversies, as a result of poor public consultations. This project was aimed at responding to that issue and so the Town Hall partnered with the Polish Society for Futures Studies.

*When (and how) to go beyond
the comfortable and familiar
strategy / policy / planning
cycle time horizons?*

OUTWARD

“IMAGES OF THE FUTURE(S)”
(HOPES / FEARS)

PERCEPTUAL

**TRANSFORMATIVE
FORESIGHT**

**FUTURES &
FORESIGHT**

ACTUAL

MINDSET & PRACTICE
(AWARENESS / REFLEXIVITY)

INWARD





A community-focused project centered within Almaty, Kazakhstan aimed to contribute (informally) to the city's master plan. This engagement involved a series of workshops and seminars in which the public designed and redesigned the city thinking about the needs and dynamics of 2038.

CITYZEN SPACE

future
city
manifesto

QRIFS
GRAPHIC RESEARCH INSTITUTE
FOR FUTURES STUDIES



Q-LAB

АЛМАТЫ 2038:

интерактивная экскурсия в будущее города

4 Мая с 12:00 - 17:00, балкон Q-LAB,
в здании Алматыгенплан, Абая 90



future
city
manifesto

Future Design uses temporal role play and asks citizens to imagine their lives in the future - 2060 to be precise - where they can design plans, policies, and strategies for their hometowns. According to Saijo's research, individuals who took on a role as an imaginary future generation proxy (made tangible by the donning of colorful gowns) ended up being more transformative in their thinking and willing to make decisions to enrich future generations, even if that means foregoing current gains. At present, Future Design is being employed across multiple cities and municipalities in Japan. It has led to the creation of a Study Group on Future Design Policies in Japan's Ministry of Economy, Trade and Industry, the creation of a Future Design Office in Yahaba, and the use of the technique in other municipalities in Japan, including Kyoto.



*What is the role of culture
and context in assessing
approach and outcome?*

OUTWARD

“IMAGES OF THE FUTURE(S)”
(HOPES / FEARS)

FORECASTS & MODELS
(EXPERTS / HARD DATA)

PERCEPTUAL

**TRANSFORMATIVE
FORESIGHT**

**FUTURES &
FORESIGHT**

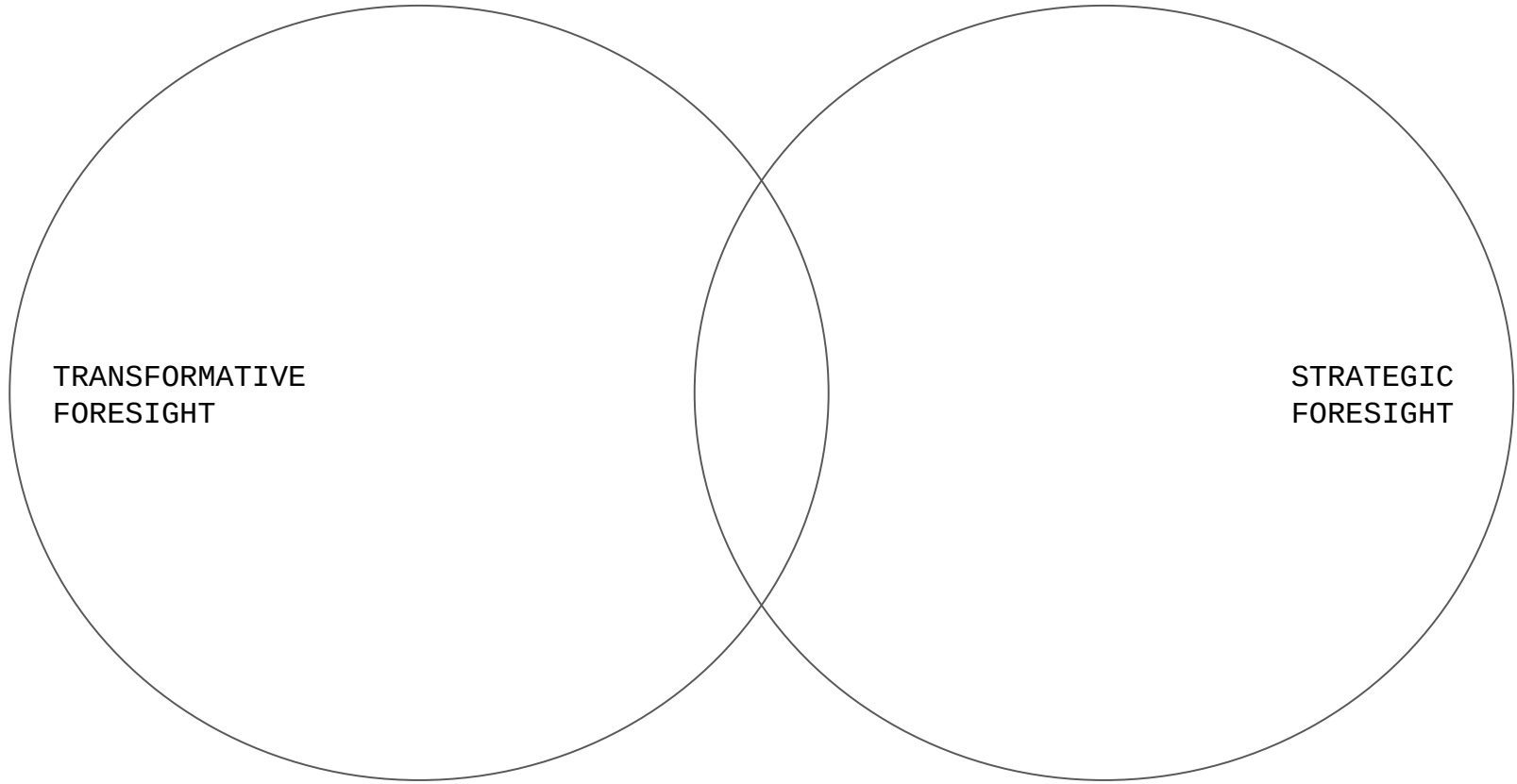
**STRATEGIC
FORESIGHT**

ACTUAL

MINDSET & PRACTICE
(AWARENESS / REFLEXIVITY)

STRATEGY, PLANS, & POLICIES
(ORG CHANGE / INNOVATION)

INWARD



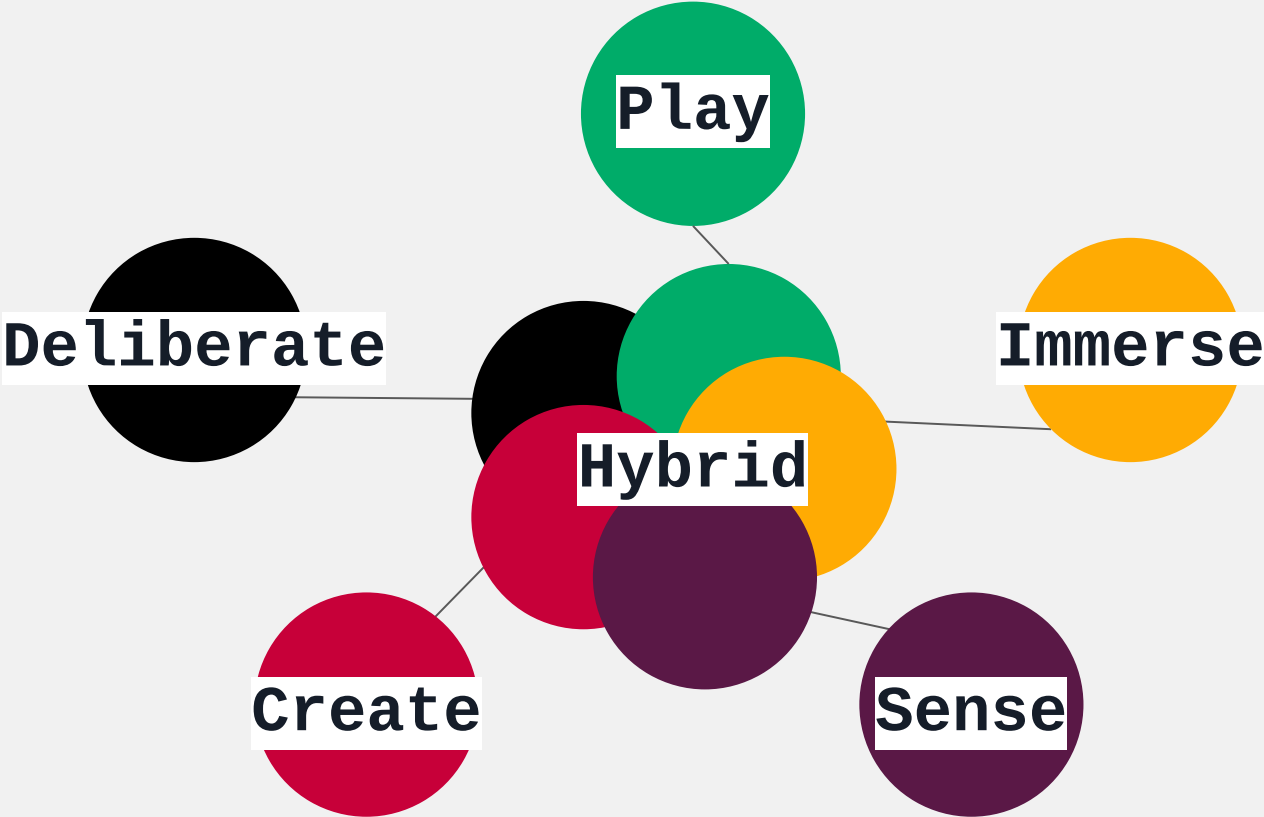
TRANSFORMATIVE
FORESIGHT

STRATEGIC
FORESIGHT

In 2019 the Global Swarm worked with NESTA to find, study, and document inspiring futures work! *We documented about 300+ examples of Participatory Futures from around the world.*



Approaches



Participation

Curated: participants do not interact with each other and the experience is prescribed.

Contributory: participants suggest and contribute ideas, but the experience is prescribed and they do not interact with other participants.

Interactive: participants make some contributions and can also interact with other participants.

Facilitated: participants make nuanced contributions, have substantial interaction with others and can alter the course of the engagement.

Constitutive: participants initiate and run the engagement in the way they want.



*“Without more serious use of participatory futures methods, too many of our most powerful institutions risk being trapped in an **eternal present**, unable to describe, let alone act on, the challenges that matter most.”*



*How can we design more
inclusive, imaginative,
& impactful
participatory futures
engagements?*

The background is a solid blue color. Overlaid on this are several concentric white dotted circles that originate from the bottom right and curve towards the top left, creating a sense of depth and movement.

Thank you!