



FROM GOVERNMENT TO GOVERNANCE A NEW PARADIGM OF TERRITORIAL MANAGEMENT

Francisco Serdoura¹, Helena Almeida²

Abstract

Western world is changing to a new Era, where there is global accessibility to information which is permanently updated: the 'Feedback Society'. Now, people can work and live anywhere, so each city has to prove it's the ideal choice to live, visit, invest and work (Morgan, Pritchard & Pride, 2011; Ascher, 2010; Allan, 2007:3; Winfield-Pfefferkorn, 2005:11).

Also, social mobility increase is changing people's reality (Freire, 2005). In reaction to globalization and Information and Communication Technologies (ICT) evolution, there's no need to integrate a group anymore, leading to a sense of '*dislocation*' and '*unspontaneousness*' and, therefore, to a fragmented society. Today, democracy, government and decision making processes have to be reinvented, due to the disappearance of the common sense of public interest (Ascher, 2010).

Complementarily, people are getting more conscious on equity and political decisions, and consequently, their opinions are getting more consistent. As the society is fragmented, no longer homogeneous, decision-making processes need a real involvement of the largest possible number of representatives of society (van Gelder, 2008a).

Traditionally, decision-making was centered on public administration ('top-down' process). Ongoing changes have opposite values, empowering people on decision-making process and reducing hierarchic relations, but also sharing responsibilities with all agents ('bottom-up'). It is necessary to ensure a constant motivation from the agents and decision-making focusing on developing life quality and civic pride, but also place's position on global markets. The objective is to enhance democratic processes with impact on communities, to involve people with community's problems and other larger scope issues, as well as to engage them with public administration and all the head-agents (van Gelder, 2008a).

The study discusses some cases that have already begun the changing of the paradigm and discusses about experienced good practices and problems.

¹ Centro de Investigação em Arquitectura, Urbanismo Design – Faculty of Architecture, Technical University of Lisbon, Lisbon, Portugal - fs@fa.utl.pt

² Centro de Investigação em Arquitectura, Urbanismo Design – Faculty of Architecture, Technical University of Lisbon, Lisbon, Portugal - almhelena@gmail.com

The key-question is: how to manage territories and improve them towards a better productivity, success, attractiveness and equity in the third modernity context?

The aim is at contributing to the development of a theoretical and methodological framework to optimize democracy and trust relations between all agents of urban development, considering that the best way is to elaborate equitable, sustainable and inclusive socio-economic and urban solutions.

Keywords: Globalization, Governance, Democracy, Society, Territorial Management.

1. Introduction

Western world is changing to a place where information is permanently spread and updated and where global accessibility is increasingly easier. In consequence of globalization and ICT development, nowadays it's possible to work and live 500km away, which results in an increasing of competitiveness between cities.

People are now able to share, analyze and use information over time and space, which strongly influences performance and growth of economies. (Yigitcanlar, 2009:6). However, there is a common posture of not being part of a group anymore, which leads to a sense of '*dislocation*' and '*unspontaneousness*' and to the fragmentation of society. Nowadays, democracy, government and decision making processes have to be reinvented, as there is no more sense of common good, or public interest (Ascher, 2010).

In order to reflect the deepness of the changes society is facing, the concepts of 'public space', 'place' and 'common good' are now redefined, in line to what François Ascher calls the third modernity Era.

Cities are the incubators for technological innovation, as they have always attracted urban 'in-migrants', which caused an increased stress both on the urban labour and housing market and on the urban environment (Cohen, Geenhuizen & Nijkamp, 2001:1). 'Smart Cities' is a concept that emerged as an answer to problems of overpopulated places, meeting their challenges through the strategic application of ICTs to provide new services to citizens or to manage its existing infrastructure (The Climate Group, 2011:7). 'Smart Growth' is another concept which emerges with the aim at giving new uses to vacant and underutilized land left in older communities by decades of disinvestment and real estate speculation, therefore creating compact development patterns with efficient transportation links. More than anything else, smart growth is about a more deliberate and sensible allocation of land and development (Benfield, 2012).

Globalization and Governance concepts are then analyzed, as well as explained and illustrated with several ongoing examples. Next, a critical analysis is made about

ways of implementing and the probable consequences of it, as well as a discussion on how to avoid the negative ones.

2. The new Glocal Era

The use of ICT on spatial development is one the most responsible factors for the ongoing changing meaning of space, place, distance and time. Distance and time are no longer problems, since wireless communications allow connection independently of place and time. The so-called death of distance or end of space and virtualizing everything can be an opportunity to reorganise inhabited space for diverse human purposes, as the peculiar attributes of locations play an increasingly important role in choosing location for people and companies (Talvitie, 2003:8).

However, once it's not needed physical proximity to social and economic exchanges, society is heading to its fragmentation and individualism is quickly increasing. This process is turning society's perception as a whole or by their classic sectors more difficult, because it is building extremely complex and diverse aggregations, which are still impossible to categorize or simplify. Ascher (2010:47) calls this the 'hypertext', networked, society.

Freire (2005:352) states that increasing spatial, temporal and social mobility is directly related to the way people experience the world. Each place is a freely chosen destination, increasing competitiveness between places to afford the best life quality to their users (Almeida, 2012).

Development of ICT and transportation of people, information and goods eased acculturation between exotic societies. Its impact on world evolution of social values, production and diplomatic relations has been increasingly strong. Nowadays, it can be observed deep society mutations on ways of thinking and acting, as well as on sciences, technology, social relations, economy and, in consequence, on the forms of democracy (Serdoura & Almeida, 2012). Consequently, post-industrial societies learned to valorise knowledge and information development, instead of material goods production. It's a knowledge-based society. However, local identities positioning have been hampered, influencing democratic systems with the emergence of the new 'public space' and 'common good' definition (Innerarity, 2006:9).

The new knowledge-economy Era is based on production, appropriation, selling and using knowledge, information and processes. Western industry tends to a dependency on its capacity to understand markets using science, techniques; developing creative solutions and managing the immediate; and reacting instantaneously, in order to keep its attractiveness in a mutating world.

The growth of the open-data movement has taught general population they can enhance local government, identify and solve civic problems. Therefore, the relationship between city governments and residents has been shifting.

Social media, the internet, ‘cloud’ computing, sensors and mobile phones are creating an increasing powerful digital infrastructure, allowing people to do everything from communicating with one another, to solve problems collectively, to making electricity grids more efficient, or providing new options for services such as using video conference (The Climate Group, 2011:7).

The complexity of contemporary society is the responsible for the shift in relationships between people, society, knowledge and places. The MIT Media Lab elaborated a chart (see Fig. 1) to illustrate the relationship between information and organizations (Ito, 2012). The power of networks and permeable organizations is not only applied to innovation, but especially to promote collaboration on shared ideas generation, to communicate theories and strategies and to civilly debate with the public (Bernholz, 2012).

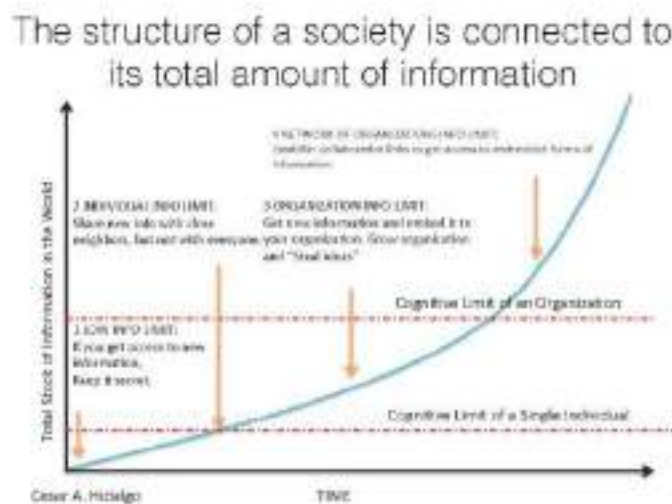


Fig. 1 – Analysis of the cognitive limits of individuals and organizations
Source: Ito, 2012

Cities shall now be able to access benefits from economies of scale, combining resources across projects, promoting their international competitiveness, improving existing services, mitigating risk through better planning and prediction, and engaging citizens in the process (The Climate Group, 2011:8). However, while there has been a tendency to cultural and social values homogenization, pressing places to enter the competition for economic and human capital (Morgan, Pritchard & Pride, 2011:7; Allan, 2007:3; Winfield-Pfefferkorn, 2005:11), competitiveness also led to a valorisation of affording the best life quality possible and of building a common civic culture (Innerarity, 2006:11-12), therefore seeking to recover local values against other society’s domination, which is heading to an urban development based on the efficiency of decision-making systems.

On the other side of the globalization, acting as a reaction, information-intensive nature of technological activities leads, unexpectedly, to a need for face-to-face communication, favouring places that offer a high level of competence, many fields

of academic and cultural activity, excellent possibilities for communications, a widely shared perception among interest groups of particular, underused opportunities, and a general business environment facilitating a synergistic development. It is an emergent need for the materiality of relationships, at a local level. The condition for promising urban opportunities is life quality. In general, an attractive urban climate is a *sine qua non* factor for life quality (Cohen, Geenhuizen & Nijkamp, 2001:3) and locals are aiming at playing a fundamental role in their communities.

So, these times' phenomenon can be called 'Glocalization', as a seek for balance between a global economic society, making some pressure for social values acculturation, and a development of local identities, communities, revitalization of traditional activities and an increasing involvement of locals in decision making processes.

'Smart Cities', as an urban answer to the new Era, is an unfinished concept. It's about technologies to improve public services, but also civic empowerment enabling technologies when to new forms of digital intervention in the collective creation of the city. This vision is on street level, whether the first one sees the city from above as the generic idea, allowing to recognize some needs (energy distribution networks, traffic flows, etc.), but doesn't achieve real life and its citizens.

Life takes place on street scale, where we can understand what are the real needs to use more public transport, what real obstacles exist to creating viable business models for automated real-time parking information systems. The street is a dynamic space where we can find more justifications to use the full potential of the city in its interaction between the physical and the digital (Fernandez, 2012).

ICT and social positive evolutions promoted a more conscious and critic view of decision-making from the population. Better qualifications of middle class gave people a more realistic view of society's course. The new paradigm and its new concepts of 'reflexive society' and 'public space' have the aim at long term implementing an open policy culture, as well as a constant assessment and reviewing of the practices (Ascher, 2010:33), so that it can be built the new 'common good'. Today's governance and society complexity demand more stakeholders involvement in decision-making process; it is no longer possible to decide the future with only public realm and some private partners involved, but with representatives of all society (van Gelder, 2008b:3).

The counterpoint to place global positioning is local development through the promotion of active participation, thus increasing civic pride. These are the necessary tools to deal with an increasingly aggressive global competition and to create defensive plans to avoid annulation of the identity of people and places as an investment, residential and tourism destinations (Rainisto, 2003:234). On the other hand, digital revolution brought co-responsibility of decisions to local population, Public-Private Partnerships (PPP) and the municipality. Therefore, risks that

population used to delegate only to public administration and economic groups are now distributed by all sectors of society.

Humanity innovates and switches to new rule sets in times of transition, creatively finding new ways of being. Whichever they will be, Being requires always face to face contact, randomness, unplanned encounter, interaction of groups.

3. Governance

Cities have long since adopted the internet. However, the rise of the web 2.0 is again requiring updates. Today, there are two categories of web services public administration that can be used for local development: websites, which provide useful information for general population and visitants and customizable tools for collecting resident ideas and opinions. Both of them can be tremendously empowering, but can also complicate things, as the sense of easiness for self-expression can be distractive. City project websites have to take into account the ABCs: applicability, brevity, and clarity, to avoid that effort for transparency end up obscuring the process (Doyon, 2012a).

François Ascher's third modernity Era promoted a greater role for population in local communities and neighbourhoods for enhancing sustainable urban development, through public advisory boards, task forces and round tables, and implementing other forms of participatory democracy. Sustainable development can only be achieved through active partnership between all stakeholders and by capacitating communities to direct change. It's a process of managing change by making training and resources available to different communities. It involves developing and organizing local constituencies to take part in community involvement programmes. Local governments and a variety of volunteers can play key roles in supporting capacity building, driving communities to a more mature state by being able to establish commitments for the common good. These processes involve meeting community needs, merging natural resources, linking interest groups, creating investment opportunities and connecting social and economic priorities. The basic schema is presented in Fig. 2. The top three elements represent the main focus. Community-oriented planning projects are regarded as central to the planning process. The three rectangular boxes at the bottom represent key components of development plans (Yigitcanlar, 2009:8-9).

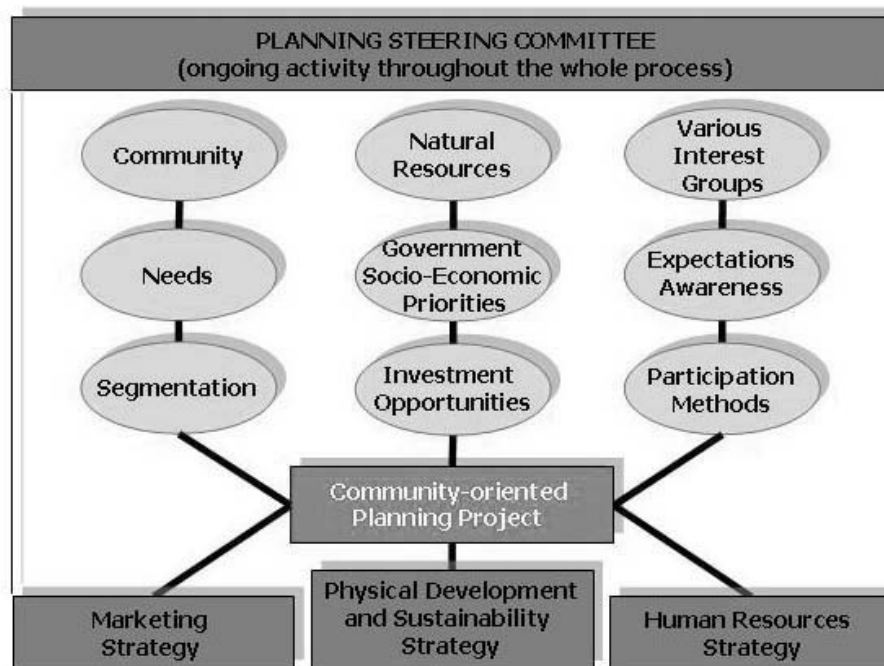


Figure 2. Community-oriented planning process
 Source: King *et.al.*, 2000 in Yigitlancar, 2009:9

Community-based territorial decision making is a holistic and collaborative approach that brings together public and private stakeholders to identify concerns, set priorities, and forge comprehensive solutions. This is a place-based ecosystem approach, where stakeholders consider environmental protection along with social needs, working towards achieving long term ecosystem health, economic prosperity and well being (Yigitcanlar, 2009:9).

4. Solutions to improve civic empowerment in a sustainable urban development framework

One example of Smart City project is the ‘Connected Urban Development’ (CUD). It will support the development of data, voice, video and mobile communication platforms to be used in local and national policy and other efforts to enable anywhere/anytime work. It will also be created an IP-enabled framework for commercial and business real estate and IP-enabled civil infrastructure that connects roads, railways, gas / electricity / water utility networks, and other city assets such as traffic lights (CUD, 2011). These technological improvements are believed to promote innovative practices for an environmental improvement, such as:

- Developing broadband-based urban communication and services infrastructures;
- Making use of these infrastructures for congestion charging;
- Developing intelligent, IP-based solutions for dynamic traffic management and rerouting for private transport and highly responsive, on-demand public transport practices;

- New uses of public sector data, enabling more creative thinking and action by key players to survey staff and students (CUD, 2011).

In December 1999, North Denmark decided to become a national IT Lighthouse. The objective was to create the future networked society (Larsen, 2003:2). The project “The Digital Municipality” was a democracy project and educational/skill developing project. It focused on three goals:

- Involving citizens in democracy on a community level;
- Developing the IT skills of the citizens;
- Obtaining new knowledge of IT potentials and limitations in relation to democracy.

Several initiatives has been put into action in order to pursue these goals, like giving computers to the senior citizens followed up by courses in how to use the computers and construction of discussion forums on the internet. As a secondary objective a digital version of the local municipality plan was under development (2003), in order to obtain a higher level of information amongst the citizens and to support the discussions in cyberspace (Larsen, 2003:5).

An example more focused on governance and civic empowerment is Neighborland, a collective online urban planning platform. Neighborland allows the kind of organic conversations started by the stickers to happen online, where they can build group ideas and facilitate connections. Neighborland users post what they want for the city overall or for a specific neighbourhood, and others can click “me too” or comment. Ideas can be sorted by most recent or most popular. (Thompson, 2012).

In result, people are feeling their voices can be easily heard by public officials, because Neighborland shows what people want and their priorities. It provides a concrete, but continuously evolving, record of the needs and desires of the residents. Neighborland also recognizes public spaces are important venues for communication, especially for E-illiterate citizens. So, there were installed physical posters at New Orleans’ streets, distributing stickers with the web address on the bottom (Thompson, 2012).

It is important to remember that there can be some practical and ethical problems associated this kind of civic empowerment webbased networks. Community life can be harmed if electronic communication replaces face to face contact and if difficulties on accessing ICT contribute to a different type of social segregation. Moreover, the conflict between privacy and data availability is concerned with public access without discrimination (Yigitcanlar, 2009:18). It is also important to realize that these platforms might confuse people about knowing the difference between collecting ideas and building consensus. Questions posed like ‘What would you like to see?’, can lead people to naturally assume that anything is possible, allowing appealing but unrealistic ideas to rise to the top, subsequently disappointing people and leading to the judgement that “government isn’t listening to the people”.

Constructive ideas are those held to standards of viability, not wishful thinking (Doyon, 2012a).

Another example of the power of social media in community-based urban development is the creation of crowdfunding platforms like 'Kickstarter', 'Indiegogo', 'Ioby' or 'Brickstarter'. These are spaces created to let people expose what they want to make and how much money they need to implement their idea. The goal is to spread the word and be supported in several ways: voting "me too", which is a kind of "like" button of 'Facebook and expresses approval and shared purpose for the same space; commenting in the project page; collaborating and discussing constructive ideas to improve the project; and micro-funding it. The goal of micro-funding is to share responsibilities, risk and involvement on ideas' implementation. 'Kickstarter' and 'Indiegogo' are focused on several areas of innovation, but 'Brickstarter' has as its only focus the territory.

Crowdfunding has been so successful because it solves the problem of taking a big risk on investing on a project which it is not certain whether there is market demand for it. These platforms give a trustful and rapid answer, cheaply and quickly. The public enjoy it as well, as they know their money is going straight to the people who deserve it (Hon, 2012).

In the UK it's been suggested that they should even eliminate all public funding of TV, movies, arts, products, and services, and let the market sort it out. However, it is not going to happen, but a hybrid version of public/crowdfunding system, which means that, if organizations set aside, for example, 1 per cent of their budgets, to matched funding or prizes to qualifying crowdfunded projects in specific areas of interest this would combine the best of public funding and crowdfunding, distributing risk amongst more parties, providing more choice to the public, saving money from wrong investments. This could be a genuinely democratic boost for the new Era; and it would also be a very direct form of economic stimulus. Funding would go directly to the producers as decided by the market, bypassing middlemen, would allow to build a bridge between public and private worlds and to give the public a say in what they want for the future of society (Hon, 2012).

Also crowdfunding platforms have their limits and problems to solve, in spite its potential. As Lange (2012) notes, this is a great first step, but it may cause an illusionary sense that everything is possible to implement on public space, as long as its supported by an important part of the community. However, the bureaucracy involved in realizing such a dream usually becomes a nightmare, leading to frustration and difficulties on implementing supported ideas, which can run against public administration.

An example is the idea for the LowLine to take a 1.5 acre abandoned trolley terminal on the Lower East Side of New York and to turn it into what co-founders were initially calling a park. They raised those funds with a visually attractive idea, first shown in New York Magazine in September 2011. When the LowLine launched on

Kickstarter in February 2012, it proved to be unfeasible as their dream was years, thousands of dollars and bureaucracies away (Lange, 2012).

More recently, Seisdedos (2008:7) verified a new obstacle to sustainable urban development, emerged in 2007: the 'surprise' before the turbulence and subsequent accelerated changes that begun to happen, after the collapse of Lehman Brothers Inc. Suddenly, ongoing mega-plans to promote cities, trying to repeat the 'Bilbao Effect' gone (Rybczynski, 2002).

In consequence, population started to believe in less ambitious development models. Seisdedos (2008:10) states that, due to this sudden political, social and economic change, it is important to create a new development model which establishes how leaders will meet citizens' expectations. Municipal stakeholders have to promote a real and effective involvement with each citizen. The idea of an active and decisive public administration, serving passive and dependent citizens is already outdated, as society is even more made by unique citizens (Seisdedos, 2008:13).

Seisdedos (2008) identified five trends in spanish cities reactions to the ongoing paradigm changing:

- Assuming a radical change in citizens' needs;
- Establish a monitoring system to observe citizens' needs and compare their city with the other competing cities, in order to direct a territorial development and reputation management;
- Change policies towards the new paradigm, avoiding investments in heavy infrastructures, but implementing social and care policies, more focused on a professional recycle of citizens and on local jobs active policies, in order to attract specific clusters investments (Winfield-Pfefferkorn, 2005:14). To achieve success in these policies implementation, local organizations have to establish partnerships, and to avoid traditional territorial marketing, which is about generic and massive approaches, based on public diplomacy and on the creation and integration in strategic alliances networks;
- Combine ICT's utility to urban planning and management and digital marketing;
- Work on the necessary policies changes (Seisdedos, 2008:14-16).

Stakeholders and population knowledge fusion is the basis for developing a strategic plan, in order to better meet the needs set out by all the actors. Such a plan can lead to a place identity redirecting, justified by combining stakeholders and locals' development goals and, additionally, with international markets' objectives (Laurenson, 2002).

The model Seisdedos (2008) proposed is called 'Estrategia de Desarrollo Urbano' (EDU) and it is already considered a positive evolution of Territorial Management Instruments (TMI), because it converges a deep and objective urban analysis with the

recognized needs of general population, stakeholders and the markets, towards a serious commitment (see Fig. 3).

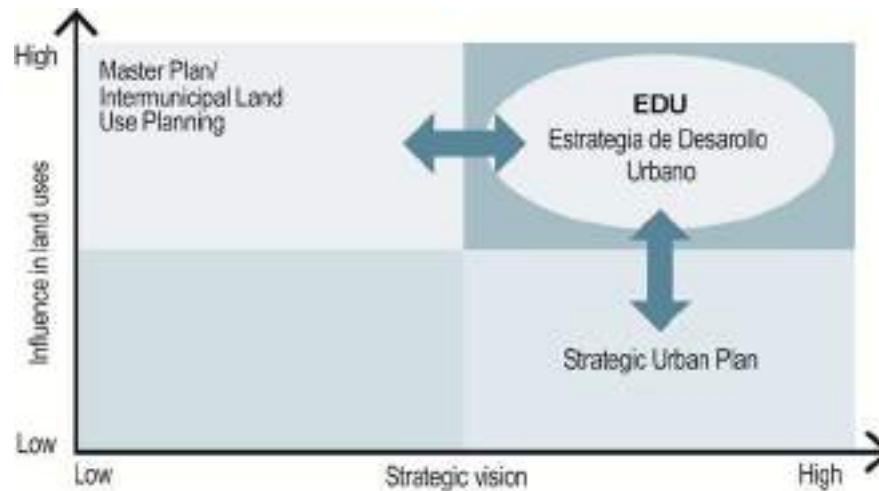


Fig. 3 – EDU tools and TMI convergence
Source – adapted from Seisdedos (2008:17)

Seisdedos (2008) states that the current separation of these two instruments (strategic plan vs. Master Plan) is due to the inconsistency between urban strategy and land uses planning. A new instrument aiming at connecting both vision and action would redefine more properly the municipal strategic positioning and transform automatically strategic vision into concrete actions, objectively selected in order to achieve strategic success.

This model defends a holistic approach in order to widely meet the identified needs. Urban planning actions would lead to structuring projects, integrating both strategy and reality. Their effects should go beyond physical space. Therefore, EDU would be a main instrument for territorial management and municipal policies, providing the graphic and systemic structure for actions coordination from the most diverse fields, which would then be useful as a communication tool with citizens and investors (Seisdedos (2008)).

In a bottom-up development process, communities are questioned about their expectations and requests on defined spaces in order to propose solutions to decision makers. ‘Lively Cities’ (2011-2014) is a European project which aims at turning misused, underused or unused public spaces into new destinations where people choose to spend their spare time. The project has three working steps, in order to achieve a successful bottom-up approach in improving public space quality:

- **Define** - partners observed, analysed the spaces and sensitised communities involved in the public space;
- **Test** - From all the observations, analyses & work with communities, partners have pointed out what to test on the public space. All the tests shall be evaluated about their users acceptance;

- **Implement** - Final actions of place making will be set up as well as long term structures to manage these new destinations on a daily basis (Bouakaz, 2012).

The practice of good urban governance calls for local authorities to direct their actions toward efficiency, effectiveness, accountability and fairness (Yaakup, Sulaiman & Bakar, 2006:3).

Nowadays, municipalities have the task of strengthening relationships with local population and users, in order to ease active sessions of civic participation in decision making processes and avoiding hostile postures from less happy social groups. So, Lindstedt (2011:42) establishes four (4) dimensions that municipalities should develop in order to approach locals and public administration towards better commitments, co-responsible decisions and better partnerships for effective implementation:

- Ability to manage place demand;
- Continuity 'related' to the place and 'congruent' with the place. This means that there is the need to maintain identity references of local population, as well as to maintain generic physical characteristics of the place, which is recognized by locals as an integral part of place's identity;
- Support in achieving the goals – by providing enough resources to achieve individual goals, people feel identified, supported and understood by the place, thus forming affective relationships with the place (Lindstedt, 2011:47);
- Distinction – sometimes people feel so identified to their places that use them to manifest belonging to a social group and to distinguish from other groups. In spite of the inherent segregation that subsists in this reaction, this is crucial as an element of human identity construction, as nobody feels identified with a place that reflects everyone /no one.

Some cities, like San Francisco, USA, are working on an urban model that identifies some areas of the city which welcome prototyping, ephemeral interventions and innovations. Like Apple's ready-made platform created to let anyone build an iPhone app, San Francisco is creating platforms of public space experimentation (Badger, 2012).

5. 5. Conclusion

ICT possess the potential to provide tremendous support to public by empowering them with information and web-based decision making environments can mould today's society, by providing efficient public access, supporting empowerment of the public's capacity to work with data and to participate in the discussion of community development initiatives, environmental problems and decision making. Developing virtual decision making tools may also encourage community involvement and provide focus for a community's discussion of diverse ideas as well as guiding them through the planning and design process (Yigitcanlar, 2009:18). In fact, ICT is

proved to be a powerful tool to improve democratic processes of decision making and civic empowerment; by elaborating technologically advanced solutions that can serve as a platform to lead society to a higher level. In another words, ICT are a mean, not an end, to develop a sustainable urban environment.

The first key-factor to complete the third modernity transformation is still underdeveloped, as population is only reactive to decisions come from the top decision-makers. The turning point will happen when all society representatives are truly involved, proactive and co-responsible for the decisions made together. (van Gelder, 2008b:4).

The second is related to globalization combined with deindustrialization, which transformed territory, life quality standards and economic fabric health, as they are dependent on a growing competition for human and economic resources, in order to provide any distinctive character to places and a relatively balanced location of production lines (van Gelder, 2008a:1). The co-responsibility of every sector of the society has an added onus of maintaining and growing the investment and economic activities on the respective place, in order to satisfy the life quality needs of the population and to avoid loss of competitiveness and consequent social and economic fabric exodus (van Gelder, 2008b:4).

The third factor is providing e-learning tools to share knowledge and information among collaborators and raise awareness in environmental problem solving process. This could enable effective web-based decision support systems through which individuals could express directly to the decision makers. It should provide equal access to data and information for all sectors of the community. A high degree of trust and transparency needs to be established and maintained within the public realm to give the process legitimacy and accountability (Yigitcanlar, 2009:19).

Government gives place to Governance, understanding it as a devices and methodologies system associated to civil society representatives, with the aim at implementing policies and public decisions, in order to strengthen representative democracy, through new consultation and decision-making processes (Ascher, 2010:94).

Social media is the attempt of public administration to engage with citizens in a new forum through which the public sector relationship with citizens can play out in plain sight. Then, if city leadership has built strong and trusting relationships with residents, social media can make them even stronger and help on the development of wider support. However, if the community has little or no trust in governance, then it can promote unhealthy and unbalanced discussions (Doyon, 2012b), as these platforms are also able to empower networks of discontent. It has also to be taken into account the limits of engagement systems like social media and crowdfunding platforms in particular, and try to find solutions to soften bureaucracies and effectively engage all the interested parts and authorities.

New decision-making processes needs to focus on the following objectives:

- Transparent policies, directly related to place values;
- True messages and promises;
- Creativity and innovative solutions;
- Accountability, in order to promote trust between all agents;
- Turning urban development and branding a sole strategic management, focused on enhancing governance and leadership (Anholt, 2009).

Municipalities have the role of strengthening relationships with local, by developing conditions to make better commitments, co-responsible decisions and better partnerships for effective implementation.

The objective of this new civil society is to discuss points of view, decisions, and share goals. To achieve this, it is required the constitution and skills of city management and civic representatives staffs, boards, and advisors, the way they provide access to their key decision makers, and the ways they engage with critics and supporters in the real context in which those things will happen (Bernholz, 2012).

Empowering local population by involving all sectors of the society in this plan construction and actions implementation has the aim at achieving more adequate strategies to the real needs of the population, leading on the other hand towards more cohesive and confident communities, increasing civic pride and therefore willing to contribute to place's good evolution (van Gelder, 2008b:5).

The current challenge for territorial management is how to deal with contradictory goals of such a diverse population, and how to manage the new people-led interventions in the city, in order to unlock bureaucratic barriers and boost co-responsible urban development and distribution of risks (Badger, 2012).

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