



Strategic Design

more complete solutions

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@marcolsteinberg
www.snowcone.fi

*Nel mezzo del cammin di nostra vita
mi ritrovai per una selva oscura,
ché la dritta via era smarrita.*

CONTEXT

Mia Farrow
Rosemary's Baby
Roman Polanski

WE ARE MOVING

FROM **EFFICIENCY**
TO **REDESIGN**

WE ARE MOVING

FROM **RISK**

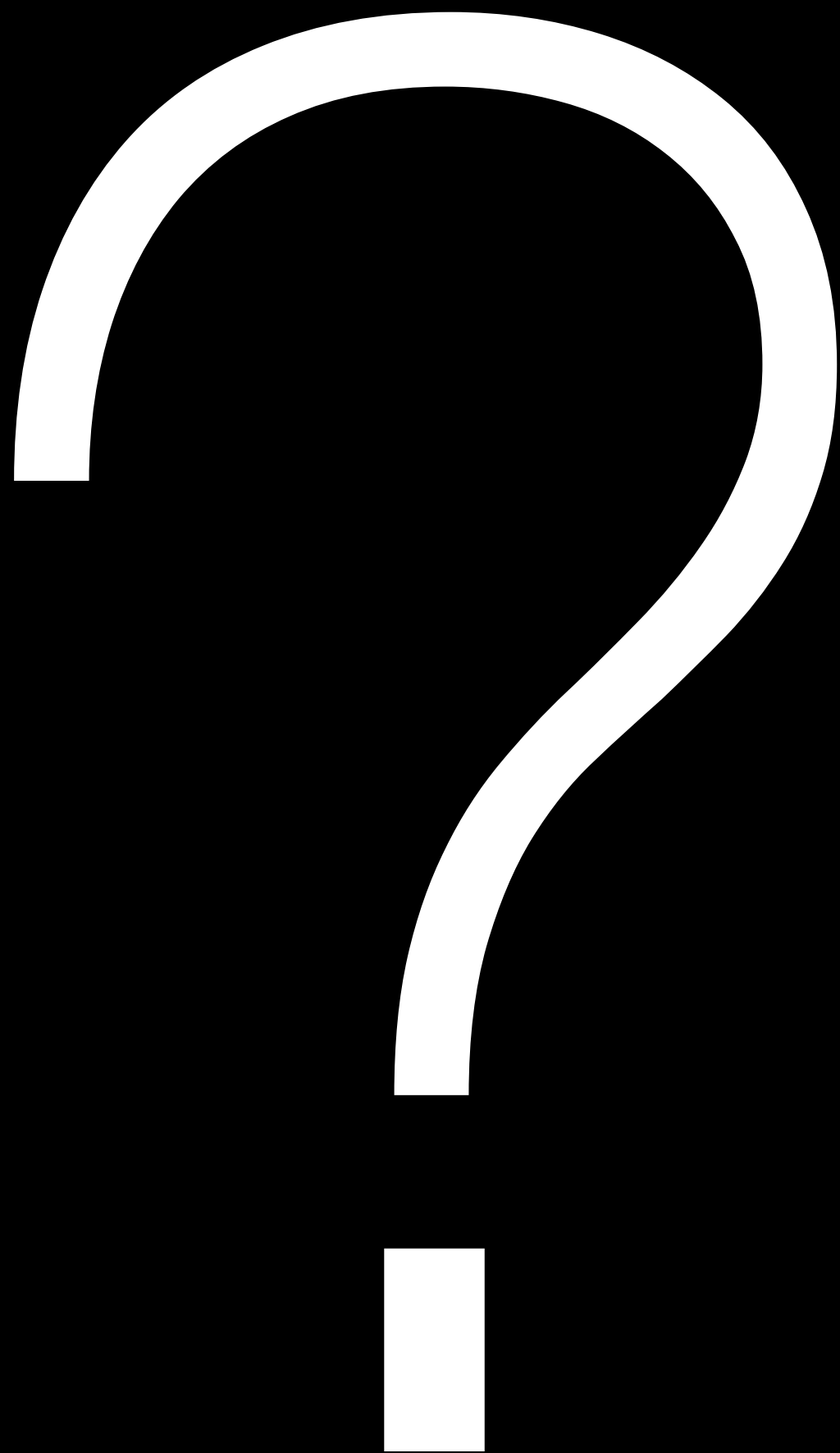
TO **UNCERTAINTY**

The current system is not aligned with its purpose

BETTER **ENGAGEMENT**

through

BETTER **DESIGN**



A DIFFERENT WORLD

18th CENTURY INSTITUTIONS
in a
21st CENTURY WORLD



POLITICIANS and EXPERTS

ROLES & EXPECTATION

plan-implement-change



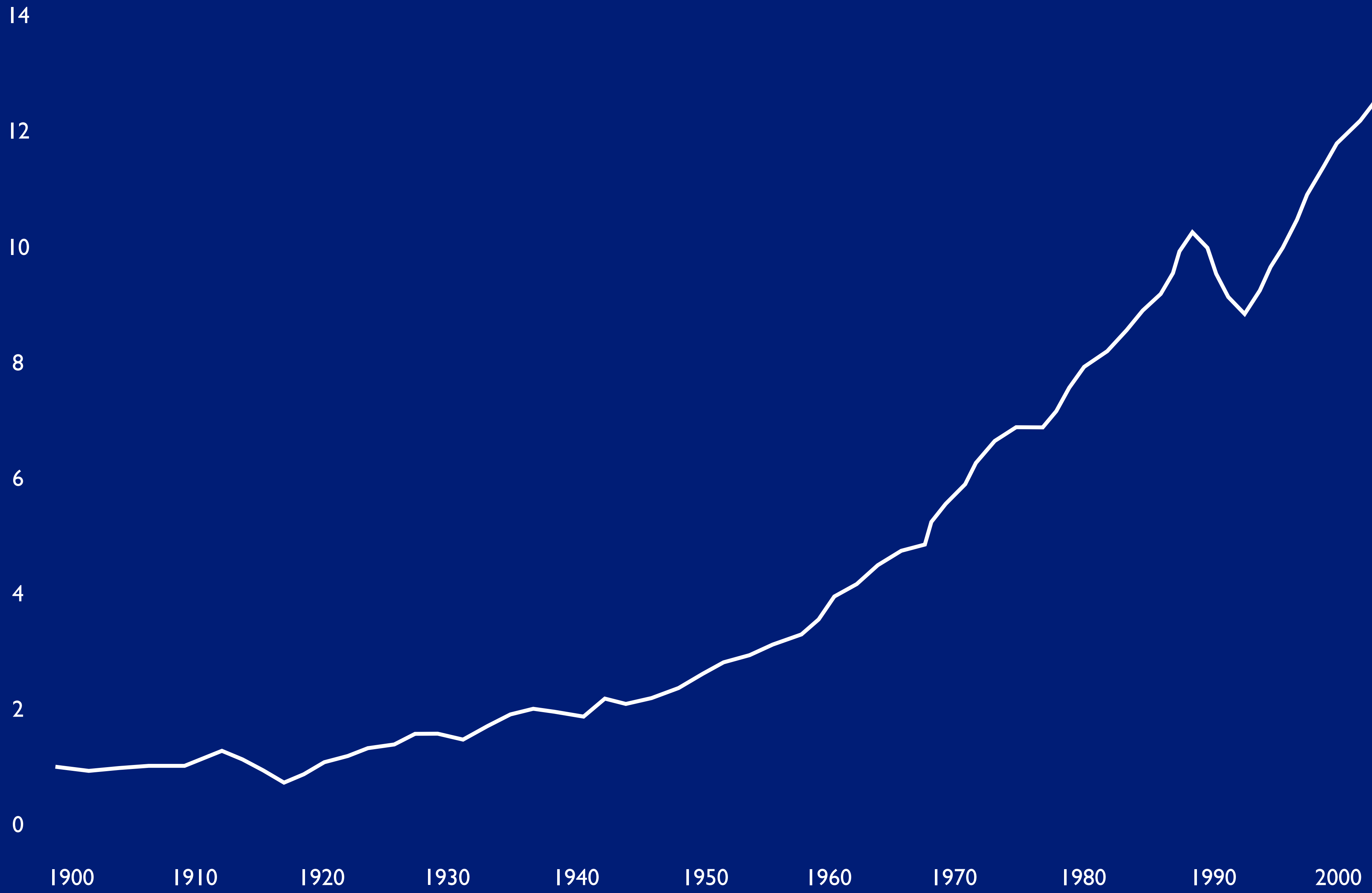
plan
implement
change



A GOVERNMENT
FOR THE

FARMS to **CITIES**

TRANSFORMATION











*Tapiolan puutarhakaupunki
Tapiola Garden City*





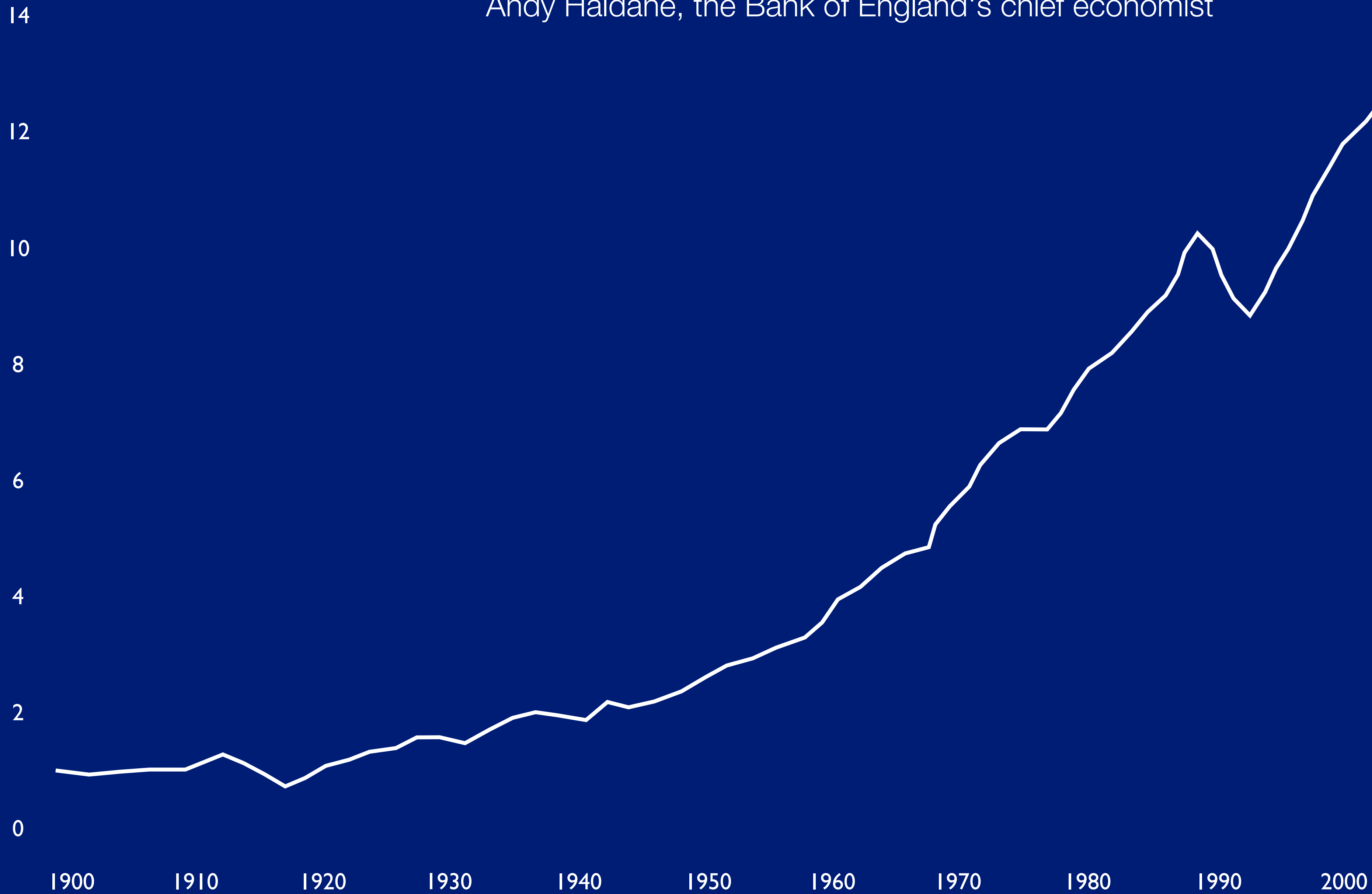
SM P:n EDUSKUN-
TARYHMÄ

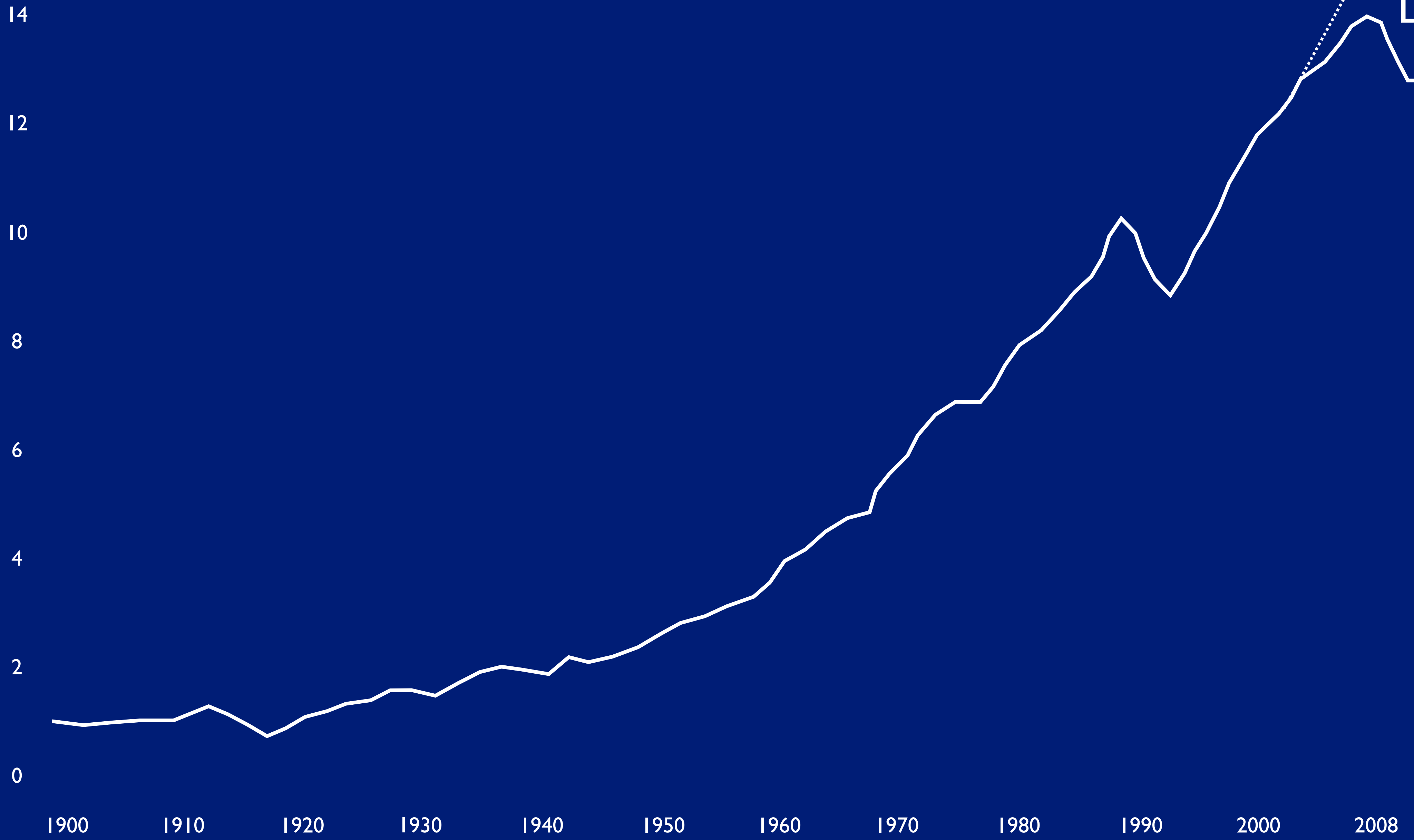
Etelä

Etelä-Suomen

“Since 1750, it has taken around 50 years for living standards to double. Prior to 1750, it would have taken 6000 years.”

Andy Haldane, the Bank of England's chief economist





The Cultural Delta

Memory

Reality

WHAT IS THE PURPOSE
OF GOVERNMENT
IN THE 21st CENTURY?

DOES FINLAND HAVE
THE WORLD'S BEST...

NEW SCHOOL?

or

OLD SCHOOL?

INNOVATING GOVERNMENT

define the upstream

PROBLEM

Strategic Design

deliver the downstream

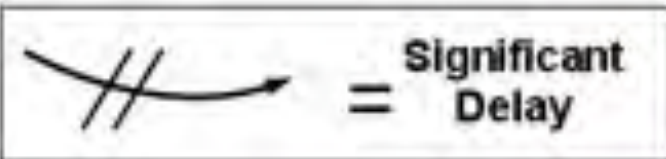
SOLUTION

Service Design

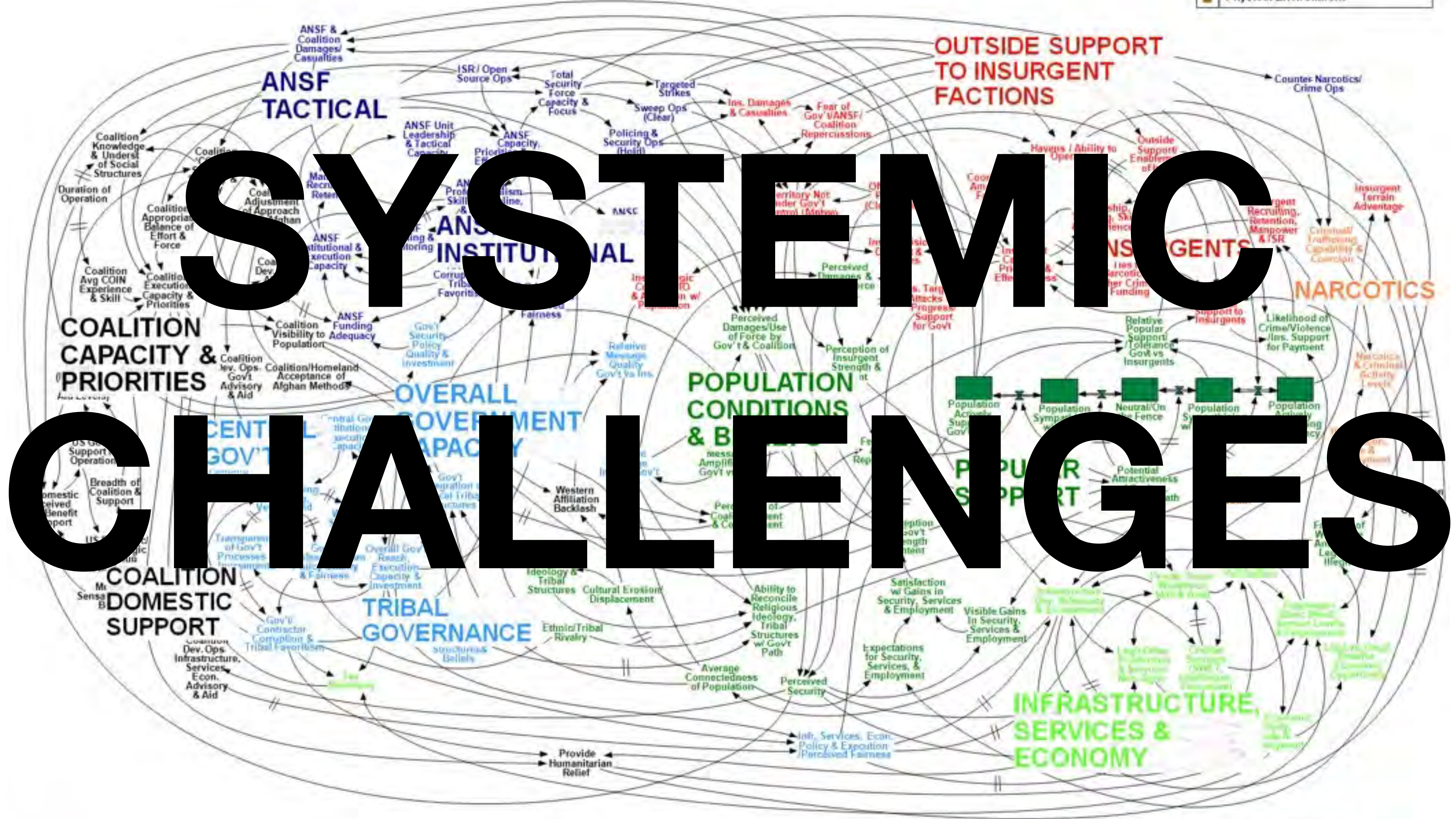


Innovation starts by asking the right questions

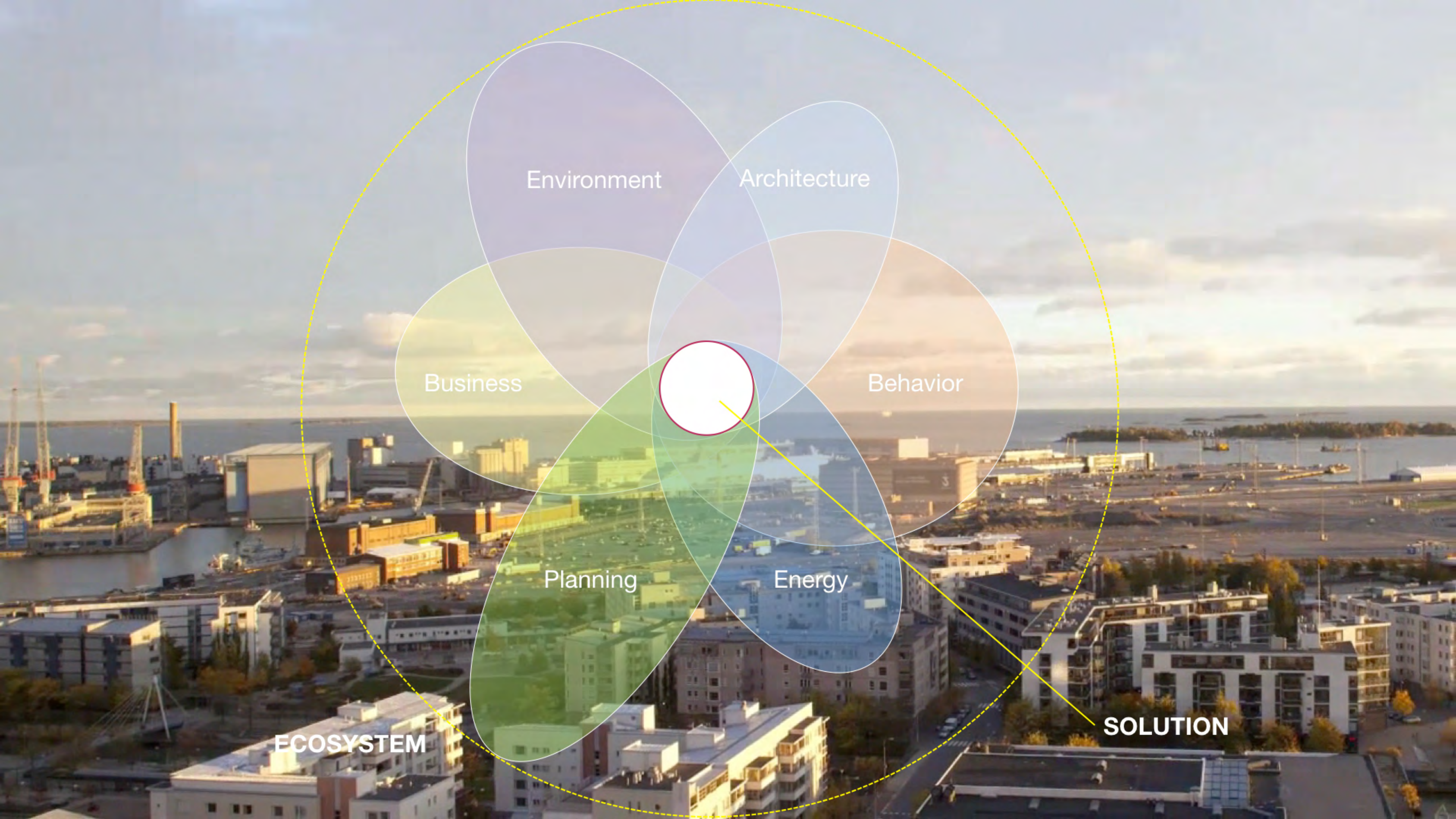
Afghanistan Stability / COIN Dynamics



- Population/Popular Support
- Infrastructure, Economy, & Services
- Government
- Afghanistan Security Forces
- Insurgents
- Crime and Narcotics
- Coalition Forces & Actions
- Physical Environment



**THE
ARCHITECTURE
OF THE SOLUTION**



Environment

Architecture

Business

Behavior

Planning

Energy

ECOSYSTEM

SOLUTION

on-site

Jätkäsaari

offsite



timber

the embodied carbon in materials and structure from construction is reduced by around 20-25% by using a timber structure where possible. This has added social and environmental benefits as well as helping to reduce the carbon impact of the low2no block



building design efficiency

we are exploring strategies to reduce energy demand by 40% and produce a significant proportion of our energy from renewables and low-carbon sources. In order to extend outdoor and indoor comfort periods we are considering microclimate and climate change

energy efficient office equipment

we are working with IT and behaviour specialists to explore innovative approaches to information technology, such as thin client technology



energy and compost from food waste

there is an opportunity to explore the feasibility of a biogas plant which can turn food waste from the low2no block and the surrounding area into compost and bio gas which can be used for energy



renewable energy

the use of cost effective carbon reduction measures off site allows for greater replicability and affordability



live/work lifestyle

we will explore options for live/work at the block scale and the individual flat scale



food services

food accounts for a significant proportion of the average residents' emissions. Food services such as community gardens, farmers' markets and the food hub will enable residents to make more sustainable choices and to improve their quality of life and the local supply chain



electricity grid/CHP energy supply

the site uses the local electricity grid and Helsinki's existing CHP infrastructure. If the carbon intensity of the energy supply is reduced by utilities as forecast over time, emissions for energy use across the whole site decline

On-site energy and heat generation

Optimise the use of available renewable energy by careful mapping and using leading edge energy technologies. Explore closing the grid parity gap through new financing models. Consider the relative efficacy and affordability of on-site and off-site technologies



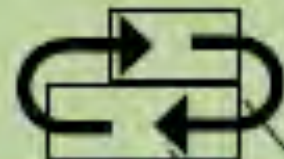
smart systems

to enable low carbon lifestyles, we will use technology such as real time display of energy use. Smart controls can improve demand side management. Both approaches contribute to building energy use reduction



Finnish forest sequestration

In addition to onsite renewables we propose to invest in sequestering carbon across Finland



a lifetime neighbourhood

we suggest exploring options for residents who are downsizing can swap their family sized apartments to residents with growing children. There is a precedent of this in the Coin Street development in London's South Bank

living laboratory

the living lab provides a space to be used to be linked to SITRA's headquarters. Key services in the lab include incubation and pilots for demonstration and experimentation with innovative design, technology and financing



low carbon mobility

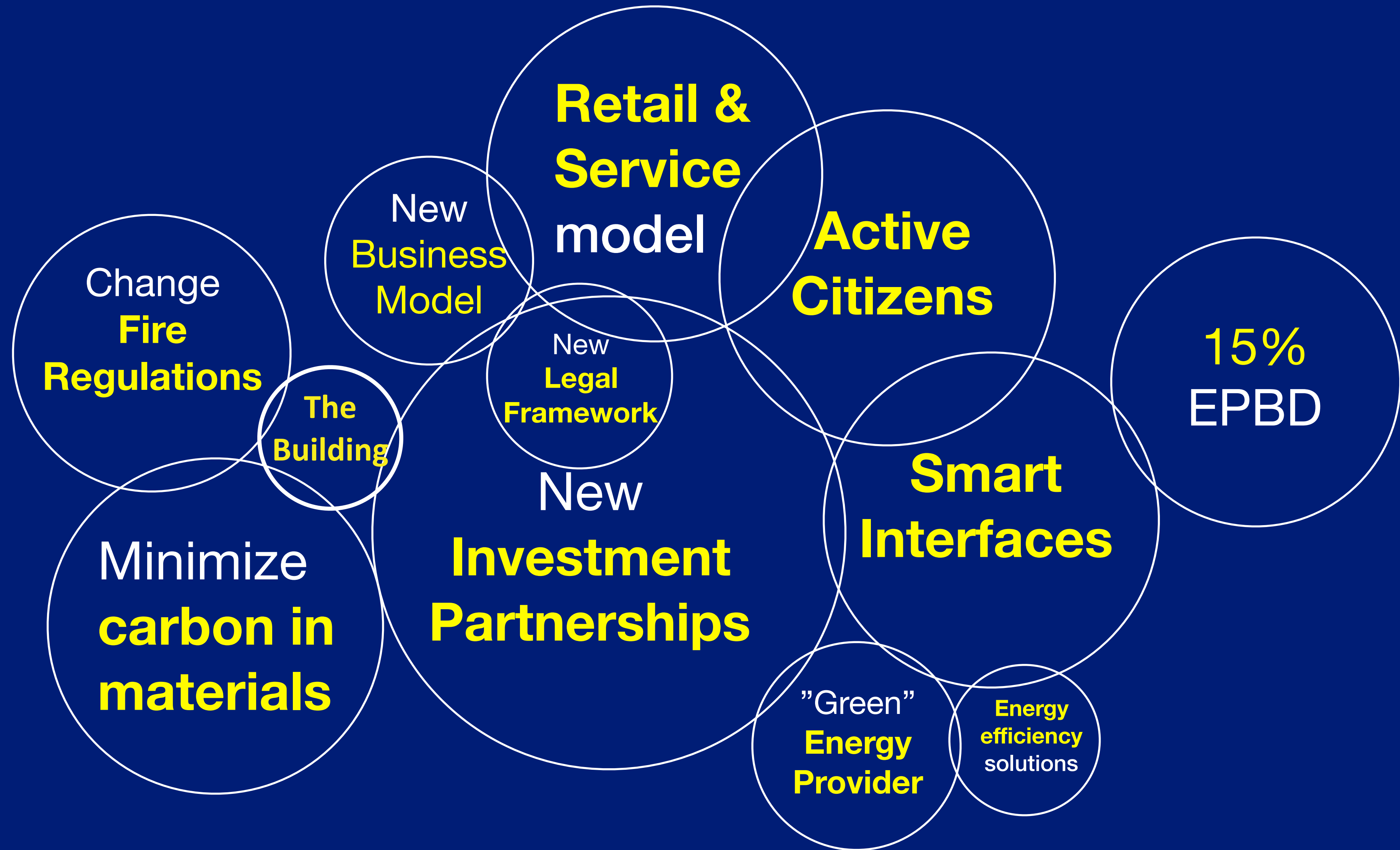
the site and the surrounding area will benefit from mobility services such as a car club, cycle repairs and a smart systems for real time travel information

Communication strategy

we propose to develop a clear communication strategy to raise awareness of the project, build support and increase the replicability of the project



**The
Building**











The best innovation
policy is cultural policy



EDUCATION

R&D

Infrastructure

Professionals

Leadership
culture

Regulation

Home/school
relationship

Pedagogy

Attitudes

Funding

Technology

Social background

A photograph of a busy waiting area, likely a police station or a community center. People are sitting in blue chairs, some looking at their phones, others talking. In the background, there are service counters and people standing in lines. A large white text overlay reads "SERVICE SOLUTIONS".

SERVICE SOLUTIONS

HEALTH

Design Exchange Programme
Finnish Innovation Fund



PLANNING



THE POWER OF INVERSION

DROPOUTS

AS LEAD USERS

OXO
GOOD GRIPS



**THE BEST
HEALTHCARE**
= NO HEALTHCARE

S DESIGN INNOVATION PRINCIPLES



IMPOSSIBLE

↑ CHALLENGES

Constitution⁴⁸, Chile, 2010

PROPOSITION BASED

*"THE BEST WAY TO
PREDIC THE FUTURE IS
TO DESIGN IT"*

Buckminster Fuller





CITIZENS FIRST

3





RAVINTOLAPÄIVÄ RESTAURANT DAY

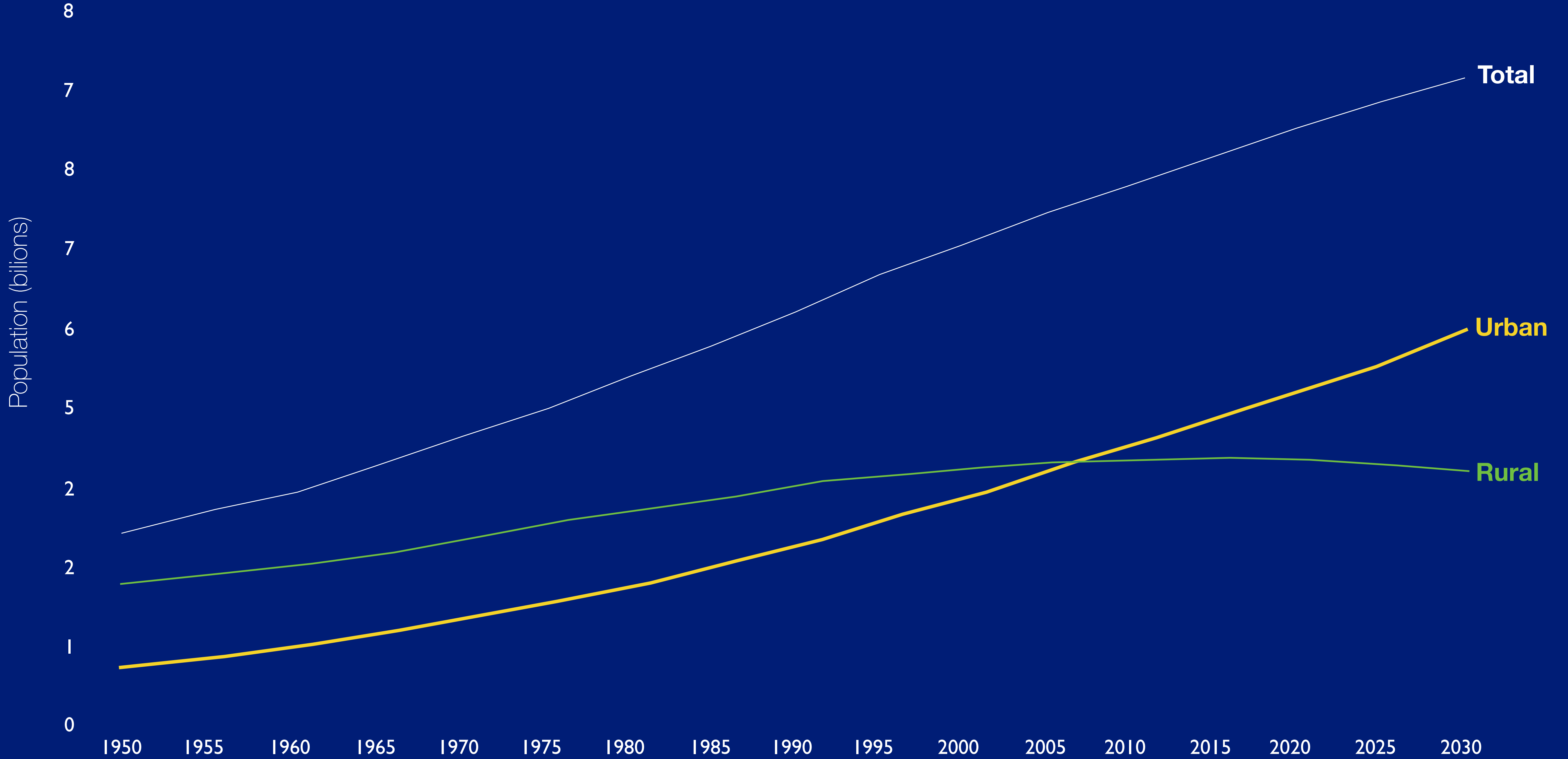
GALLERIA G12



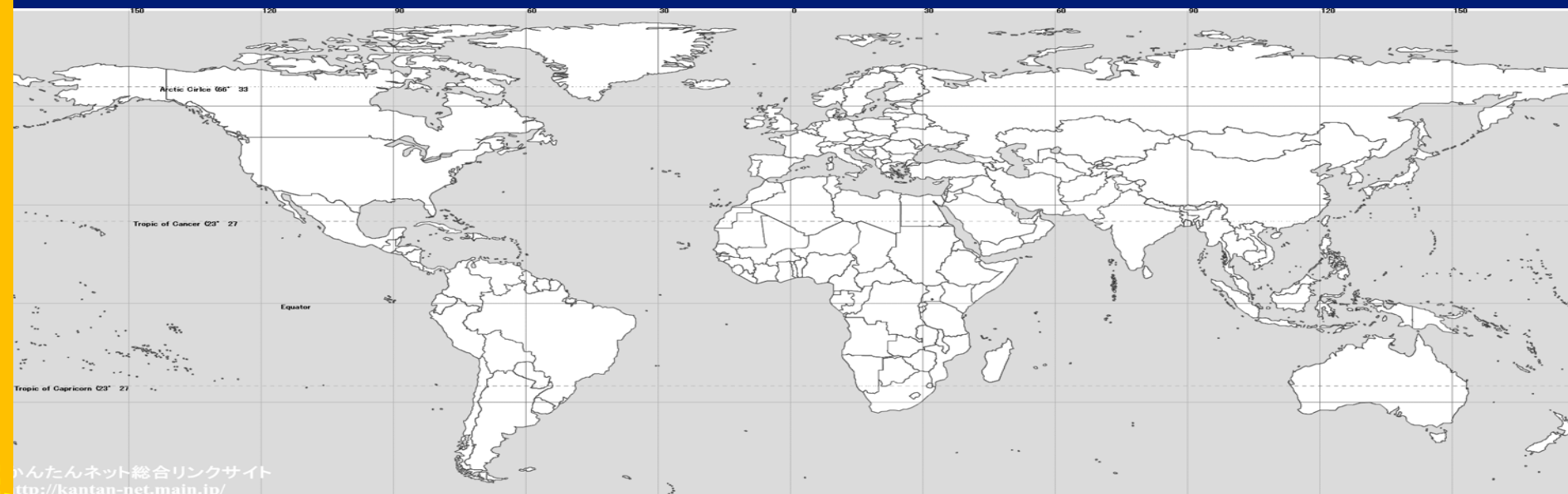
BREAK

CITIES FOR ALL

Urban and rural populations of the world; 1950-2030



CITIES



<1% WORLD

Cities as a percentage of the world's surface area



75% ENERGY

Percentage of global energy consumption attributable to cities



80% GHG

Percentage of green house gases generate by cities

NATIONS SUPPORTED
BY CITIES

to

CITIES SUPPORTED
BY NATIONS

CITIES:

**WHERE DECISIONS
ARE MADE**

+

WHERE PEOPLE LIVE

CITIES:

**BUT WHAT KINDS OF
DECISION?**

+

**WHAT KIND OF
PEOPLE?**

Be **counterintuitive**
invert the logic

FREE HOUSING

\$11,000 vs

\$16,670

TOTAL BUDGETTING
TOTAL IMPACT

1-3

BRICKSTARTER



Bryan Boyer & Dan Hill (2012) Finnish Innovation Fund




Make good things happen in your neighbourhood ^x

1/ [Start your project & build support](#) 2/ [Fund a project](#) 3/ [Volunteer your time](#) 4/ [Share your experience](#)

Brickstarter is an open platform for community projects. You can use it to kickstart and coordinate your idea, get the community behind it, find professional help and advice, and gain financial backing from others.

BACK THIS PROJECT



The Stables

33% FUNDED
€27 432 PLEDGED
3 DAYS TO GO

» A co-working space, café, shop and community garden in what is currently a parking garage «

NEW PROJECT




Cloud City

NEW PROJECT!
HELP SHAPE THIS PROJECT
60 DAYS

» A sustainable block and public space built on top of Merikortelli «

BACK THIS PROJECT



Jätkäsaari windmill

89% FUNDED
€117 312 PLEDGED
23 DAYS TO GO

» A community-owned wind turbine on the tip of Jätkäsaari «

BACK THIS PROJECT




Uusikioski

43% FUNDED
€1 432 PLEDGED
17 DAYS TO GO

» We will grow herbs on the roof and vegetables in the square behind, and serve you fresh, local produce with a smile «

BACK THIS PROJECT

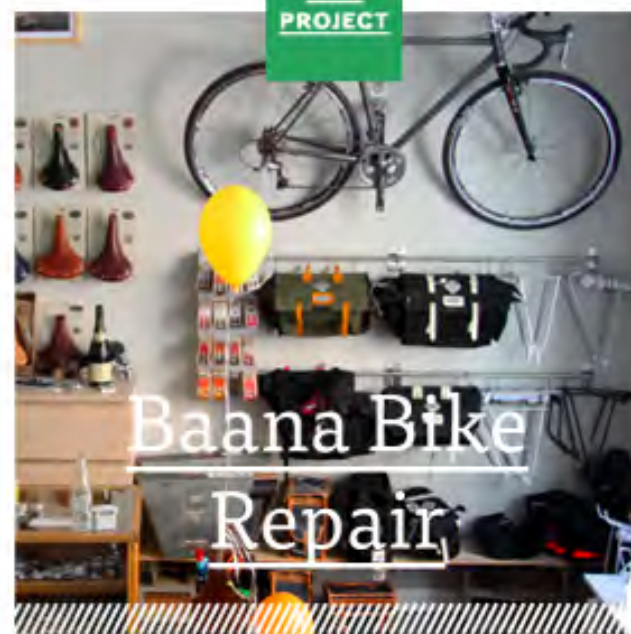


Aaltogrotto

62% FUNDED
€27,931 PLEDGED
9 DAYS TO GO

» A co-working space in the disused Aalto-designed stairs on Mannerheimintie «

NEW PROJECT



Baana Bike Repair

98% FUNDED
€9,942 PLEDGED
52 DAYS TO GO

» Infrastructure for Baana cyclists «

NEW PROJECT



BACK THIS PROJECT





CURRENTLY

GET INVOLVED

€22,145

Target €30,000 /

24 days left

PROJECT

Aaltogrotto

INVEST

VOTE

SUGGESTION

"A [co-working](#) space in the [disused](#) Aalto-designed staircase on [Mannerheimintie](#)" backed by [Johanna Karjalainen](#) and [142 others](#)

WHAT WE NEED

[Medium-size Brickstarter development package](#)



BADGES EARNED



MUNICIPALITY APPROVED



PRO BONO PRO USER



RENEWABLE ENERGY



Watch pitch

Aaltogrotto



Aaltogrotto

Get involved



YOU CAN JOIN THE NEXT MEETING

WHERE? Brickstarter South, May Forum
Designmuseo, Helsinki [Map](#)
WHEN? 16 May 2012 18:00
RSVP? Via [Facebook](#)

PREVIOUS MEETINGS

[Open project file](#) to read the story so far



YOU CAN INVEST IN THIS PROJECT

You can [make a donation](#) to help fund this project. Invest between €5 and €10,000.

Currently €22,145

Target €30,000

€22,145

TARGET IS
€30,000

143

INVESTORS
SO FAR

INVEST!



YOU CAN ALSO INVEST YOUR TIME

This project currently needs:

- 7 hours of a [lawyer](#)
- 6 hours of an [electrical engineer](#)
- 3 hours of a [structural engineer](#)
- 3 hours of a [builder](#)
- 3 hours of a [plumber](#)



OR, YOU CAN VOTE FOR THIS PROJECT

[Add your vote](#) to help make this happen.

2022

VOTES
SO FAR

843

ARE
LOCALS

VOTE!

Like 4 Tweet 131 +1 0

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- 7 hours of a [lawyer](#)
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- 3 hours of a [plumber](#)

[Add your vote](#) to help make this happen.

2022 — VOTES SO FAR	843 — ARE LOCALS	VOTE!
--	---	--------------

Like 4 Tweet 131 +1 0

Project backers

COORDINATORS



[Johanna Karjalainen](#)

[Robert Bringhurst](#)

[Hannele Timonen](#)

ASK A
COORDINATOR
A QUESTION

INVESTORS



[Anna Raittu](#)

[Johanna Kuittinen](#)

[Saku Toimisto](#)

[Kalle Sandberg](#)

[Juha Klinge](#)

AND 138
MORE

YOU CAN
INVEST
TOO

VOTERS



[Katrine Stenmark](#)

[Jukka Hirvonen](#)

[Timo Häppölä](#)

[Jyrki Myerson](#)

[Sarah Turner](#)

AND 2017
MORE

YOU CAN
VOTE
TOO

VOLUNTEERS



[Tuula Soininen](#)

[Gabriel Marquez](#)

[Feva Engeström](#)

[Anne Mikoleit](#)


YOU CAN
VOLUNTEER
TOO

Project details



PROJECT FACT-SHEET

NAME? Aaltogrotto
WHAT? A [co-working](#) space in the [disused](#) Aalto-designed staircase on [Mannerheimintie](#)
WHO? First suggested by [Johanna Karjalinen](#)
TYPE? [Public space](#)
GOAL? [Medium-sized Brickstarter package](#)
TARGET? €30,000
TO GO? 24 days

 [Open project file](#) to read the story so far



THE GOAL

BADGES SO FAR



MUNICIPALITY APPROVED

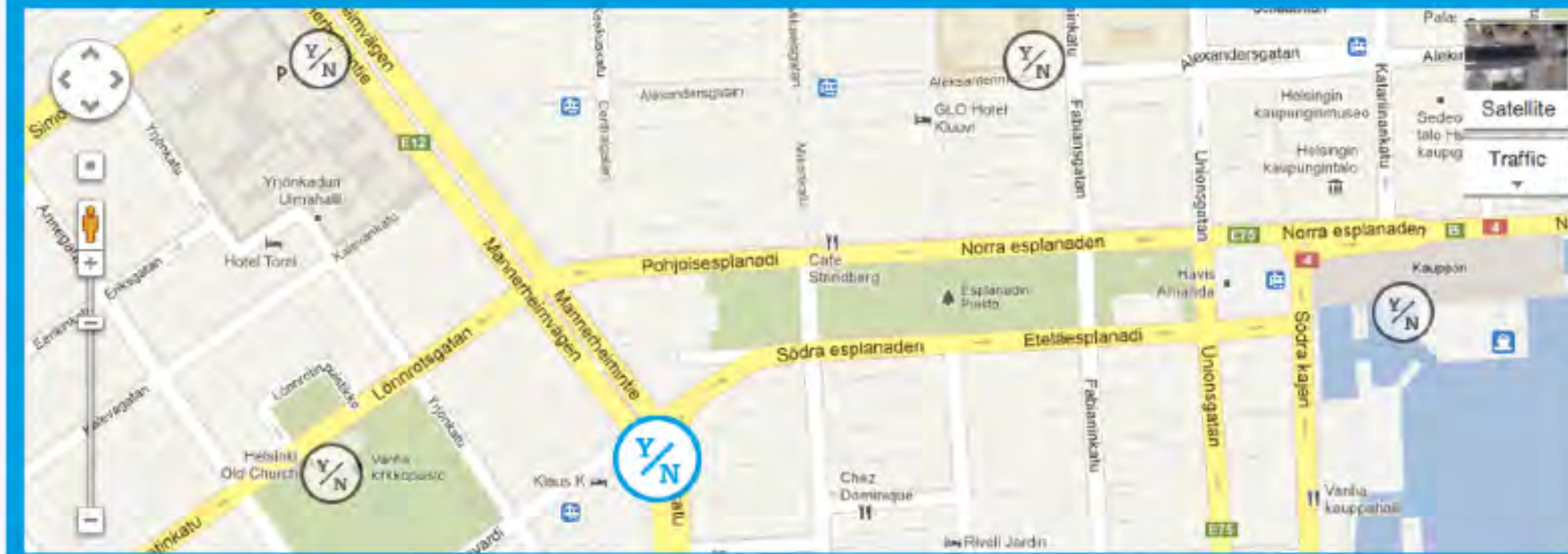


PRO BONO PRO USER



RENEWABLE ENERGY

PROJECT LOCATION



2-3

SCHOOLS

Helsinki city



SERVICE NETWORK STRATEGIC QUESTIONS



ONE HELSINKI

3-3

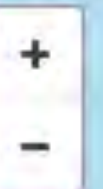
“BEST CITY”

HELSINKI: A NICE PLACE TO LIVE



HELSINKI: A GREAT PLACE TO DIE





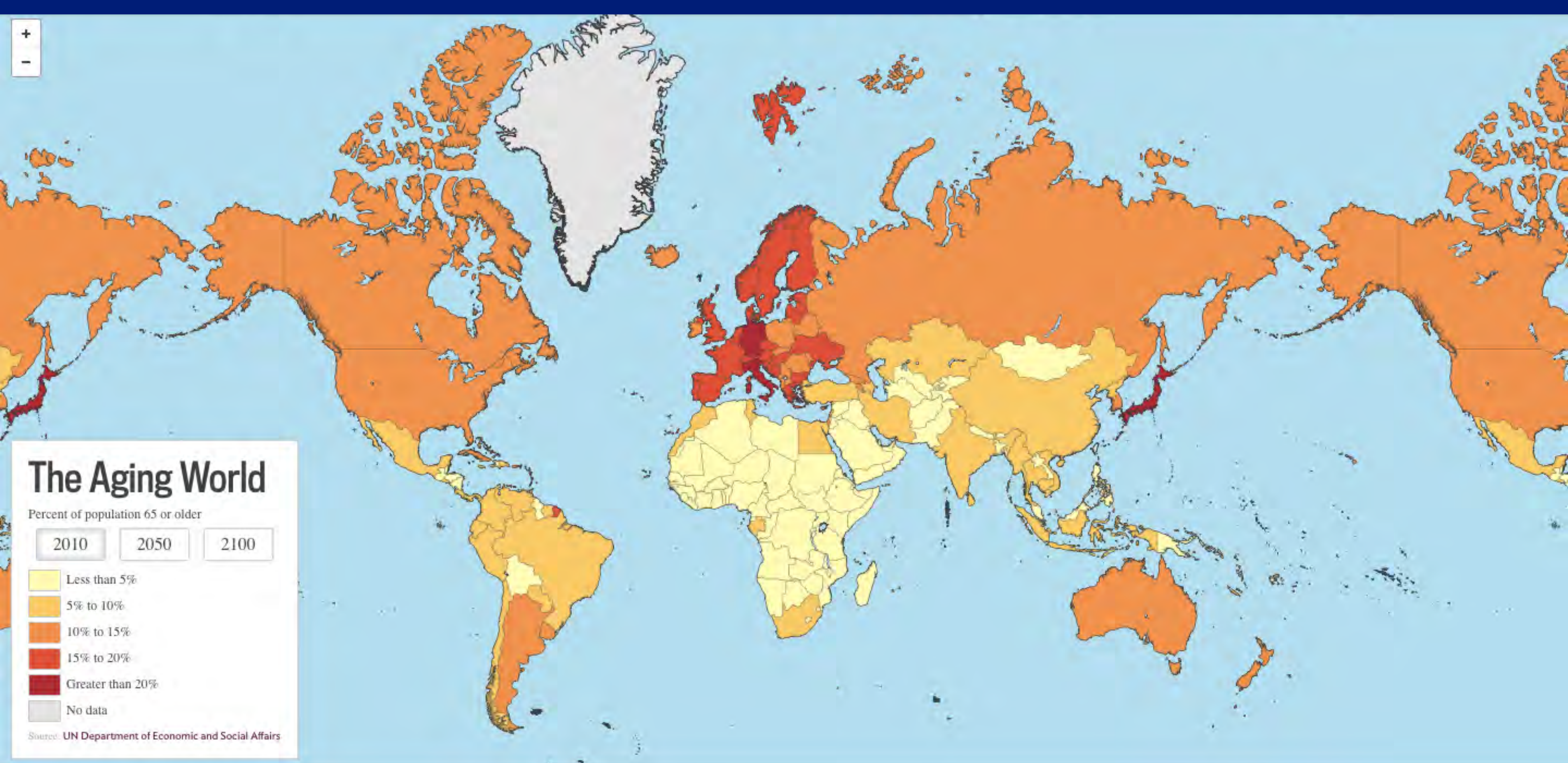
The Aging World

Percent of population 65 or older

2010 2050 2100

- Less than 5%
- 5% to 10%
- 10% to 15%
- 15% to 20%
- Greater than 20%
- No data

Source: UN Department of Economic and Social Affairs



+
-

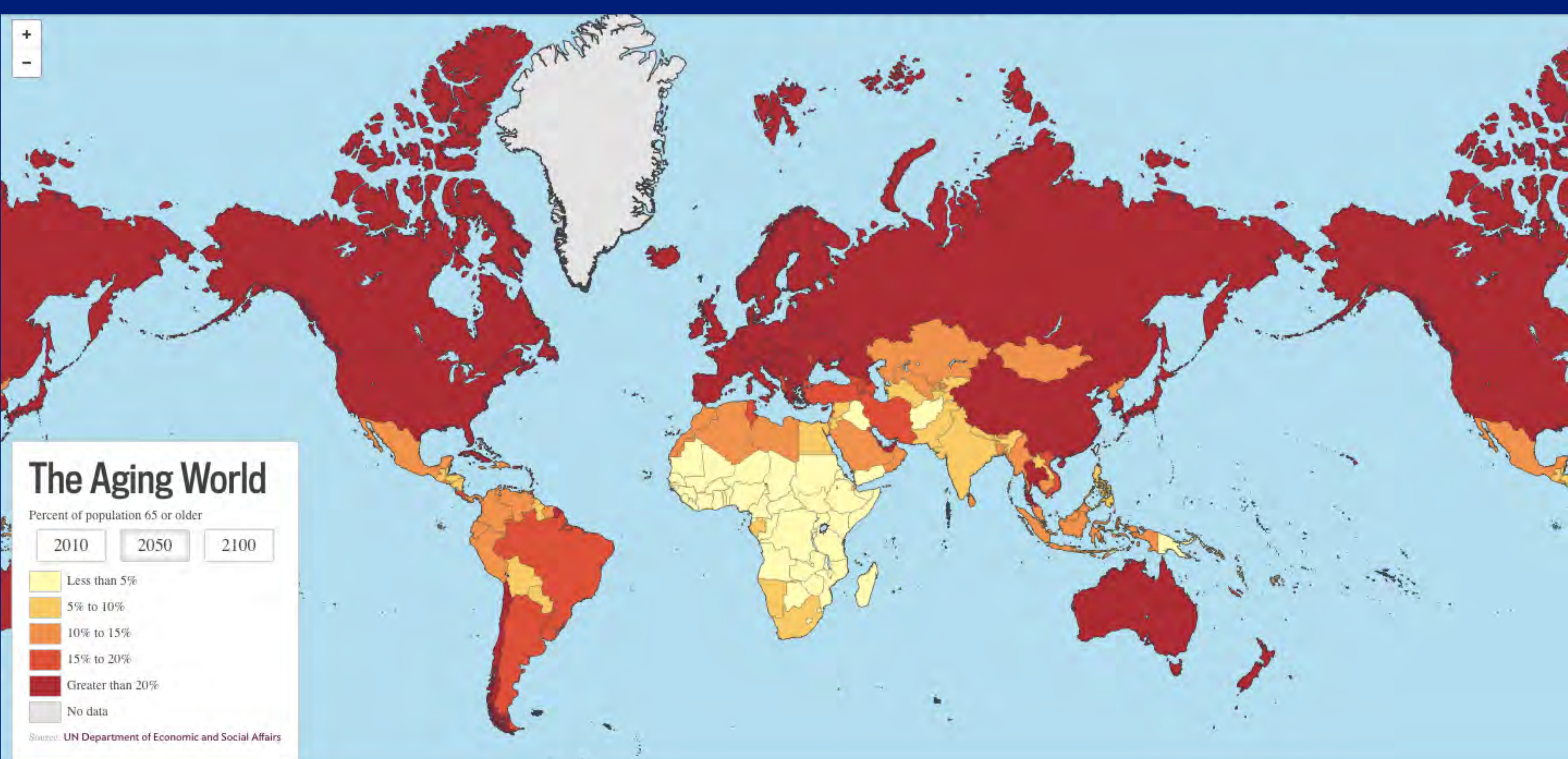
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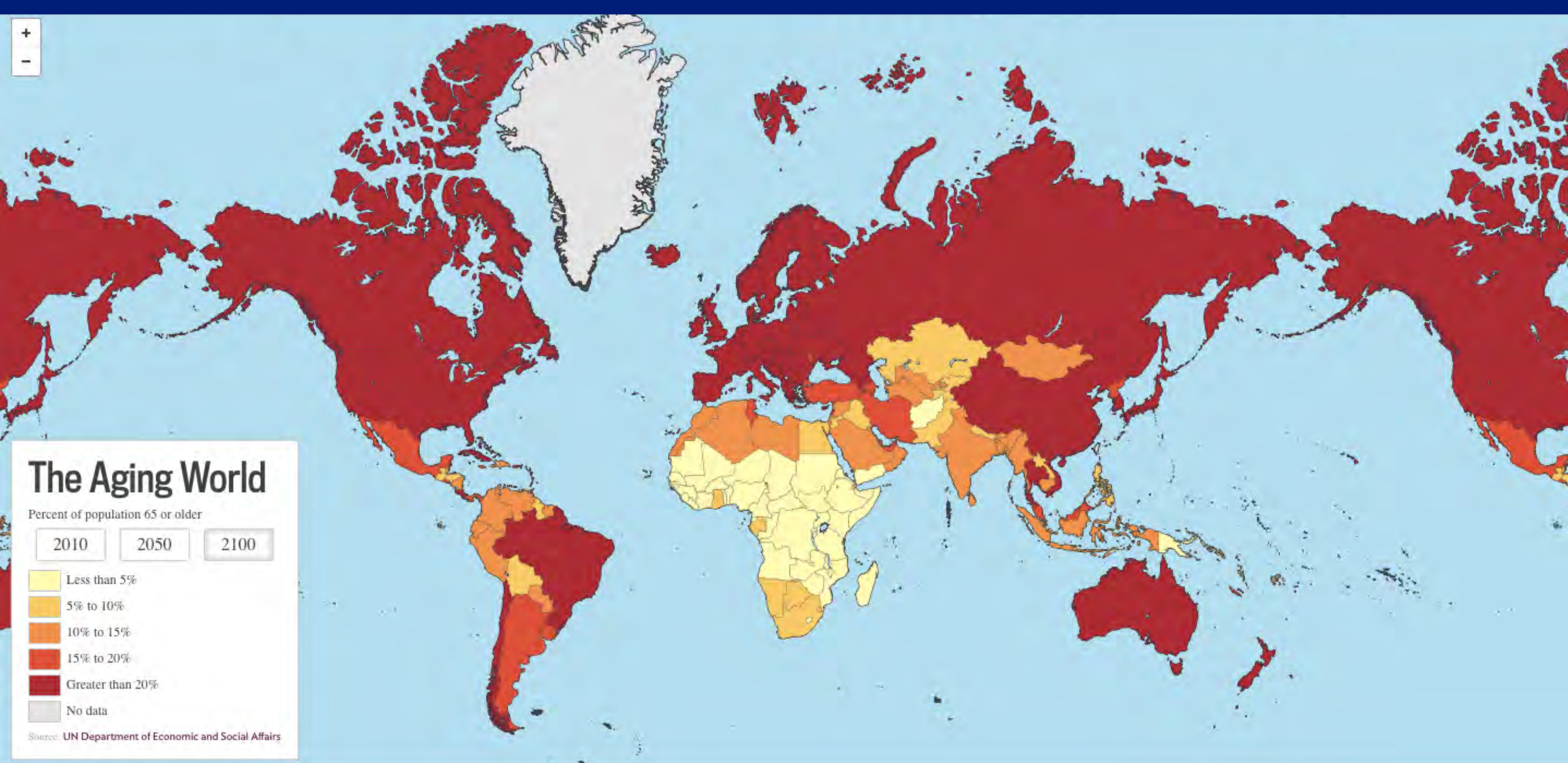
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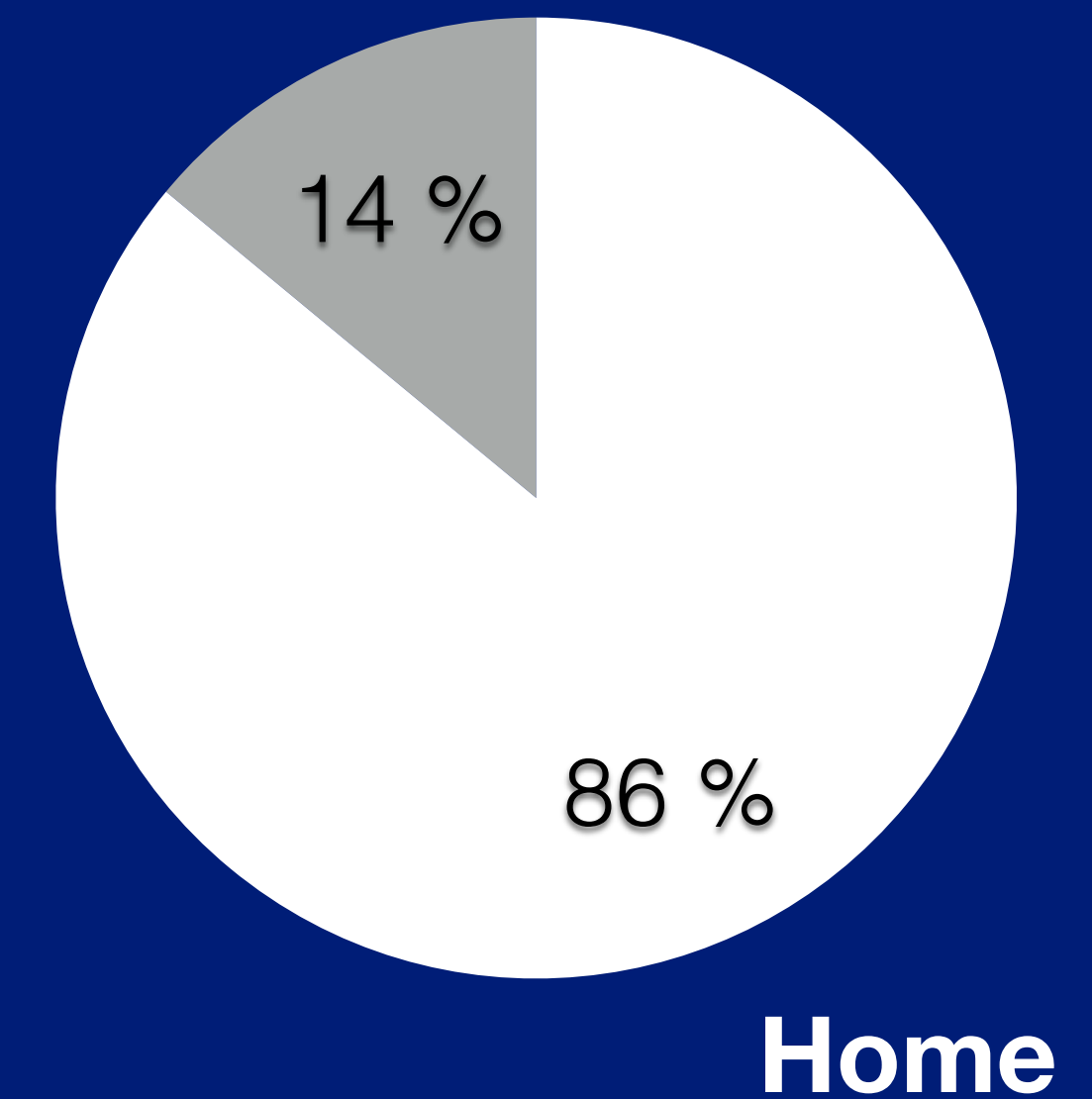
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Source: UN Department of Economic and Social Affairs



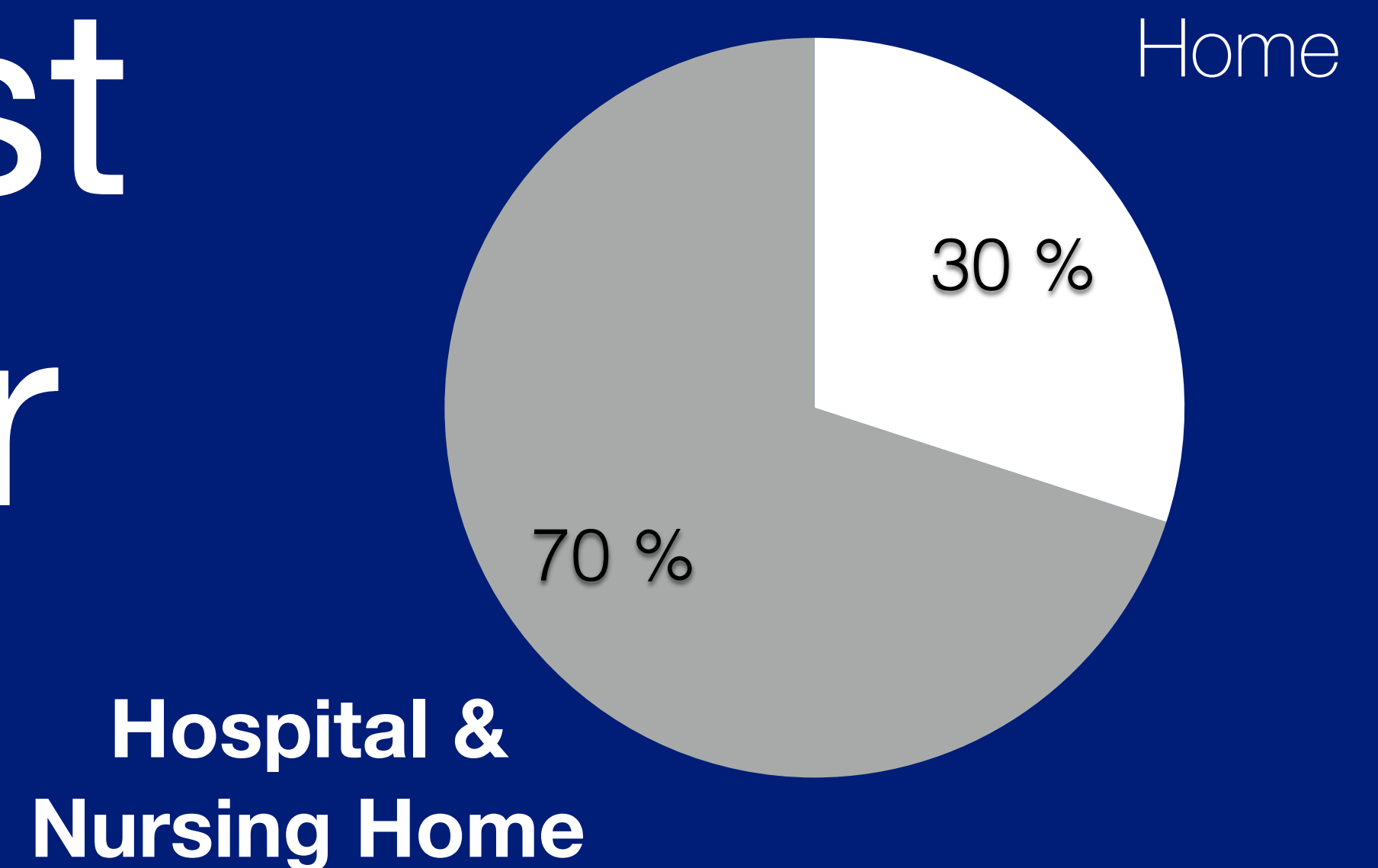
Where would you like to spend your last days?

Hospital &
Nursing Home



Source: Journal of Medical Care

Where are you most likely to spend your last days?



Source: Journal of American Medical Association

1

HEALTHCARE

Hospital in the home.
All people live in assisted living.

2

EDUCATION

From subject learning to
expeditionary learning for all ages

3

HOUSING

Shifting from owning a
house to owning a home

4

FOOD

Healthy, community-
based food and eating

5

WORK

Fluid career path.
Abolish retirement

6

ENTERTAINMENT

From distraction
to engagement

7

GOVERNMENT

Life, Liberty, and the pursuit
of happiness put back at the
center of government.

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Hospital in the home.
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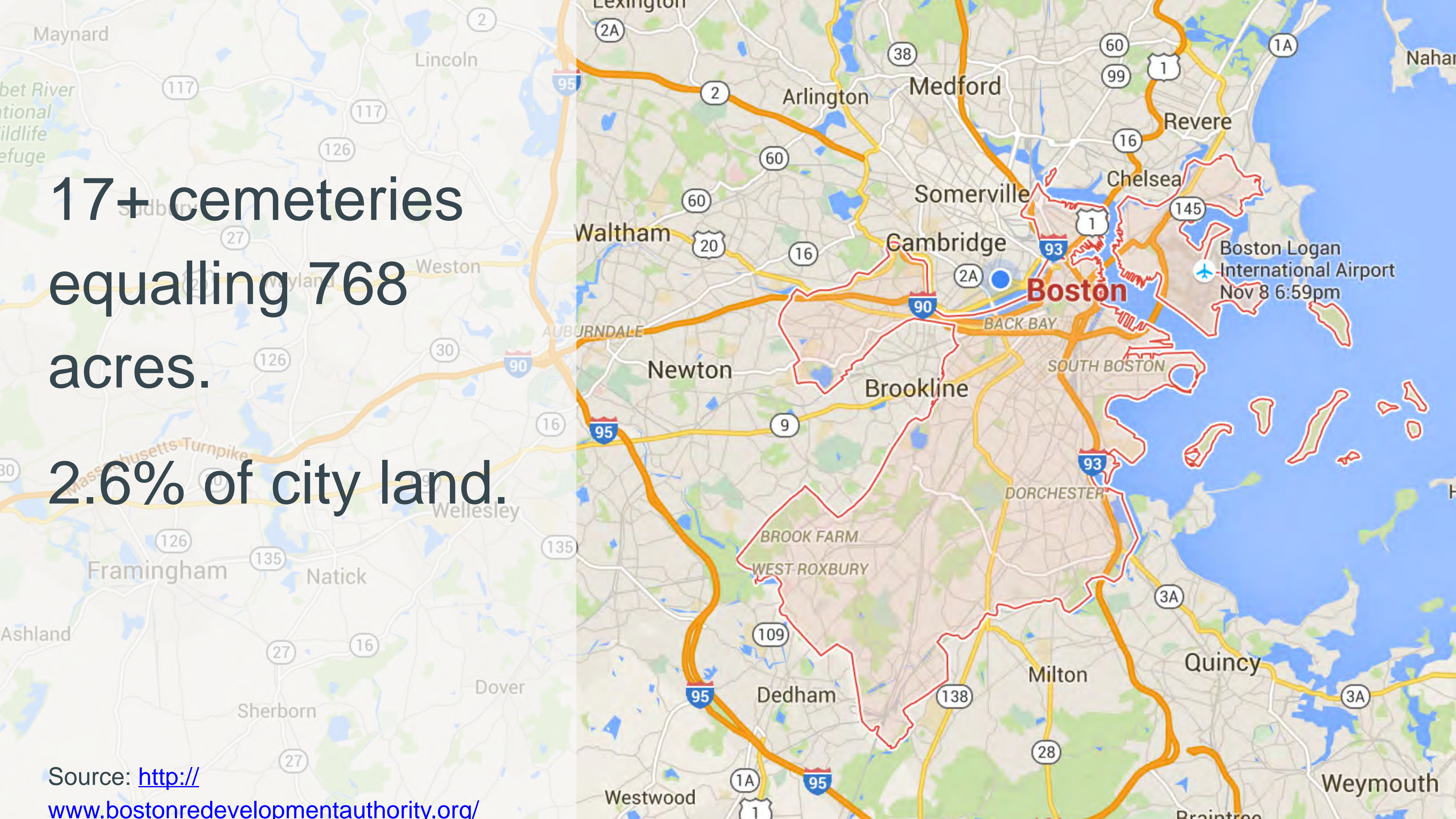
CEMETARIES AS FARMS

MIT Albright Challenge 2015
Sylvia Garcia Barnechea, Coca Cola
Lindsay Ellis, Google Analytics
Elina Lawrie, Humanfactors
Gary Lin, John Hopkins University
Nafiseh Masoumi, Langer Lab MIT
Michael Muller, IBM
Aaron Watson, Ahold USA
Nancy Wood, MD Anderson

17+ cemeteries
equalling 768
acres.

2.6% of city land.

Source: <http://www.bostonredevelopmentauthority.org/>



THE LEADERSHIP CHALLENGE

REDESIGN NOT
IMPROVEMENT

~~CRISIS IS THE MOTHER
OF INVENTION~~

**LEAD IN THIS
NEW CONTEXT**

0.015%

of Helsinki city employees dedicated to engagement

THE ECONOMIC OPPORTUNITY

from **5** to
1,200
providers

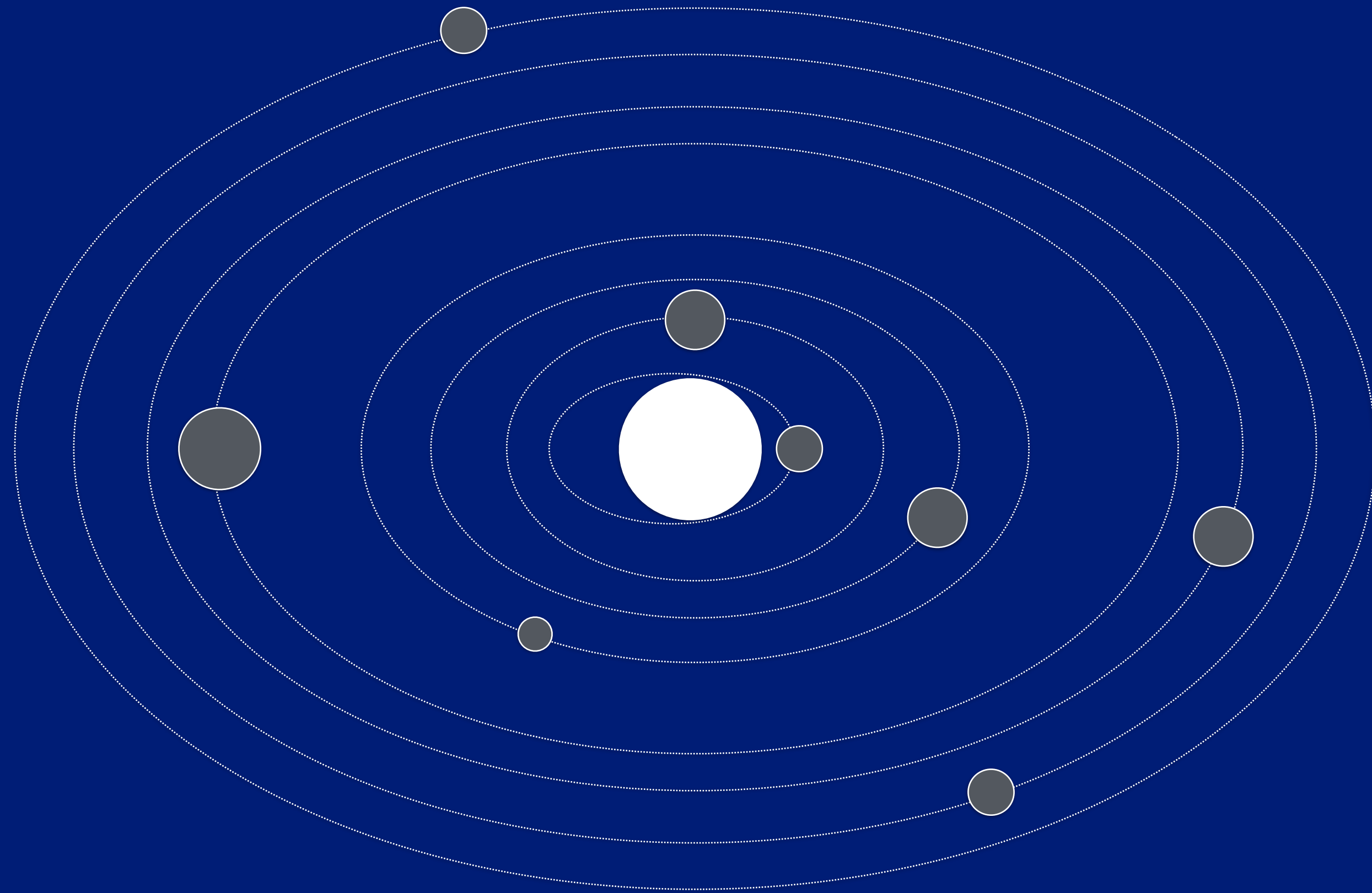
New growth areas:

Public Sector

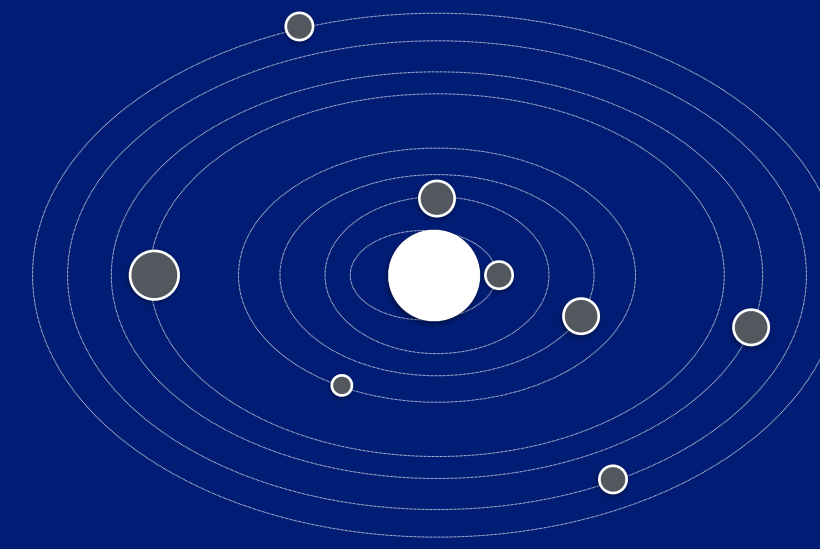
Ageing opportunity

...

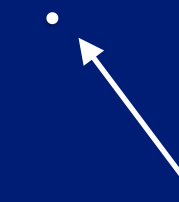
THE INNOVATION CHALLENGE



mainstream



mainstream



space dust

do we have the
capacity?

WHO'S
REDESIGNING
YOUR
GOVERNMENT?

Marco Steinberg

@marcolsteinberg
www.snowcone.fi