

URBiNAT

Healthy Corridor Participatory Process Toolkit

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Project Report on pilot participatory workshop on community-driven process for the co-creation of healthy corridors and NBS

Acronym URBiNAT - Healthy Corridor Participatory Process Toolkit

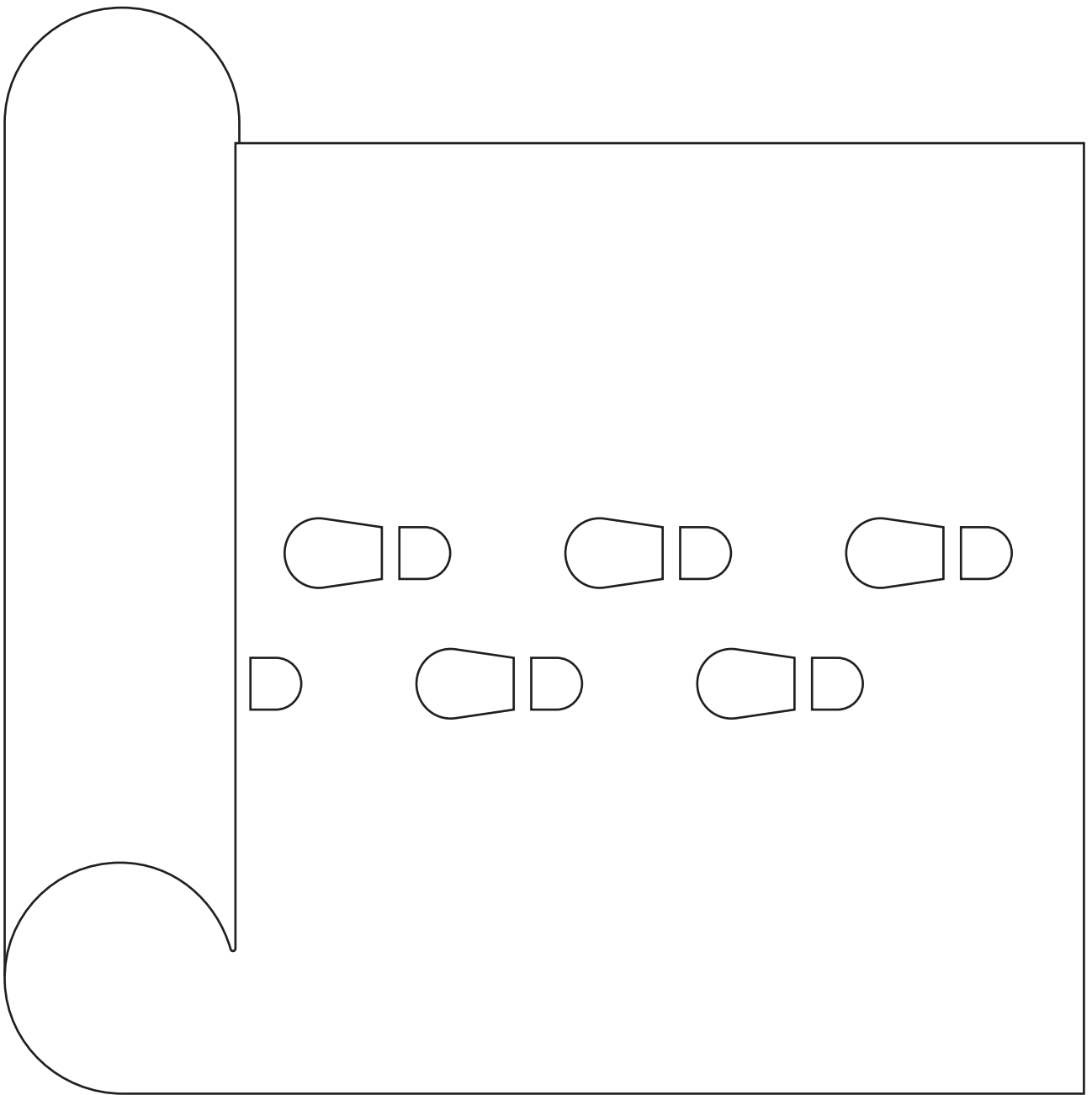


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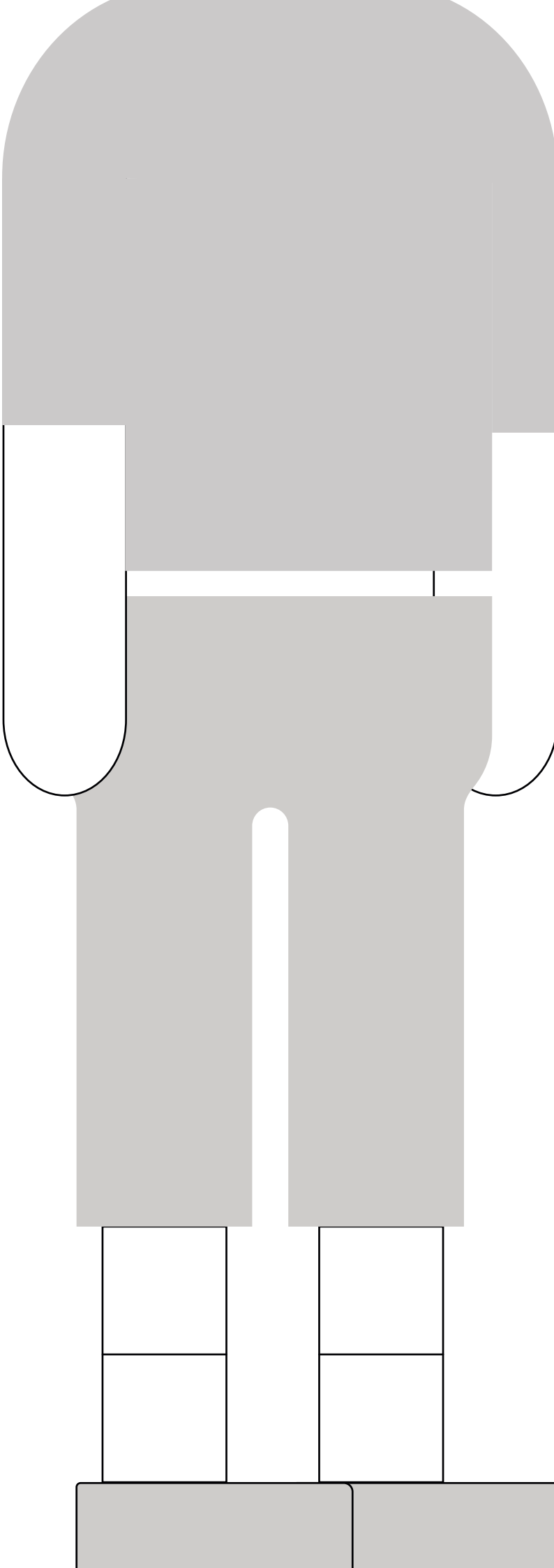
PILLARS AND FOUNDATIONS

**CHANGING ROLES OF
CITIZENS, STAKEHOLDERS
AND POLITICIANS**

**SETTING UP THE LOCAL
TASK FORCE**

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What´s URBiNAT?

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**Types of NBS
(Territorial, Participatory,
Technical and/or solidarity
and social economy)**

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WHAT'S URBiNAT

URBiNAT focuses on the regeneration and integration of underserved city districts. Project interventions focus on public spaces and the co-creation, with citizens, of new social and nature-based relations within and between different neighborhoods. Using a holistic approach, considering the full physical, mental and social well-being of citizens, URBiNAT aims to co-create a Healthy Corridor as an innovative and flexible nature-based solution (NBS), which itself integrates a large number of micro NBS emerging from community-driven design processes.

URBiNAT consists of a worldwide consortium of academic and business partners in 7 European cities. Each URBiNAT city will act as Living Lab for the implementation of Healthy Corridor solutions. Cities are supported by local partners, associations and research centres, and other European centres, universities, and companies.

Together partners are developing a participatory process, an NBS catalogue and a Healthy Corridor, while monitoring impacts, and disseminating and marketing results. Together, they form an inclusive community of practice (CoP), collaborating with partners from Iran and China, and NBS observers located in Brazil, Oman and Japan.

Partners contribute their innovative NBS experience deployed through an array of transdisciplinary knowledge, methodologies and tools, as nature-based solutions. This is supplemented by 'smart' digital tools, citizen engagement, solidarity and social economy initiatives, social innovation for value-generation, incubation for business development and

capacity building, and ICT governance platforms.

The social, economic and urban impacts will be measured and replicated by URBiNAT Observatory.

WHY ARE WE DOING THIS

Since the very beginning, the foundations were gathered around four main pillars, building an URBiNAT approach to urban regeneration based on:

- » An active citizenship, from the perspective of a project grounded on a participation that values as a mean, to co-create better physical, social and economic solutions for the urban space, and as an end, by itself co-creating participatory solutions that reinforce the presence of citizens in public and community life.
- » The public space as the privileged urban space to fight physical and social fragmentation and to regenerate ties among environmental, social, cultural and economic dimensions in the city.
- » A social and solidarity approach to economy, introducing sustainable logics of cooperation and solidarity in complement to profit logics.
- » Cross-cutting dimensions, oriented, on the one hand, to human rights and gender approaches which transversely cross the project with inclusion and intersectionality lens, and on the other hand to international cooperation that leverages European interchanges and interlearning on NBS to other non-European contexts.

An URBiNAT concept of urban regeneration is taking shape and, at this early stage, it can be defined as the process to address urban sustainability in deprived districts and their integration in the broader city by intervening in their public spaces and linking them with other public spaces from other districts. Fragmented areas of the city, inside districts and among districts, are object of a co-creation process aiming to originate new links that transform tangible and intangible barriers into corridors for social cohesion.

In the context of urban regeneration and especially in URBiNAT project, active citizenship is at the heart of social innovation, as it was pointed out by the panel of experts who evaluated URBiNAT's project proposal:

"The proposed work reflects the current knowledge of NBS and social tools to foster inclusive urban regeneration. It is the introduction of 'active citizenship' that elevates the proposal beyond the state of the art, demonstrating a high social innovation potential".

PURPOSE OF HEALTHY CORRIDOR

The Healthy Corridor concept and strategy is based on the clustering of nature-based solutions that are selected in a process of co-design and co-creation with local residents.

A Healthy Corridor is more than a piece of urban green infrastructure intended to improve the quality of the urban environment and mitigate climate risks. It is also a social and cultural infrastructure that has been co-created by citizens and stakeholders for the purpose of promoting the well-being of the community having a positive impact on health. In this sense, URBiNAT is working to extend the concept of nature-based solutions to integrate participatory solutions as well as solutions that relate to the social and solidarity economy.

The Healthy Corridor is a 'GREEN ARTICULATION' designed as a pedestrian walkway or viaduct in the public space to integrate neighbourhoods into the urban structure. Each URBiNAT Healthy Corridor will integrate and link diverse NBS developed by project partners, using NBS featured in the URBiNAT NBS Catalogue and appropriate methods and tools for monitoring and evaluation.

This will be achieved by focusing on citizens' well-being in relation to energy, water, food, nature, mobility, participation, behavioural change, digital democracy, social cohesion and the solidarity economy.

HEALTHY CORRIDORS, with a customised NBS catalogue, will be co-created and co-planned for the frontrunner and follower cities, testing an innovative and inclusive urban model to regenerate deprived districts, specifically within and linking social housing neighbourhoods.

Participative-design will be the cornerstone approach in achieving new models of urban development. Design thinking processes and methods will underpin the creation of Healthy Corridors with NBS.



TYPES OF NBS

TERRITORIAL, TECHNOLOGICAL, PARTICIPATORY and SOCIAL & SOLIDARITY ECONOMY NBS that citizens can co-select and co-create according to their needs and aspirations, and local environmental conditions.

URBiNAT has compiled a set of Nature-Based Solutions (NBS) can be co-selected and co-created and, in some cases, turned into New NBS, by citizens in URBiNAT intervention areas.

The URBiNAT NBS Catalogue consists of four categories of NBS:

TERRITORIAL and TECHNOLOGICAL NBS, including nature-inspired products and services, and urban infrastructure projects.

PARTICIPATORY and SOCIAL & SOLIDARITY ECONOMY NBS including processes and services, putting in dialogue the physical structure and the social dimension of the public space. In combining physical and infrastructural solutions with social and economic practices the aim is to build collective awareness on commonalities, both material and immaterial and, and to raise collective understanding of the human and non-human urban dimensions.

The aim is to promote the co-creation, co-development, co-implementation and co-assessment of solutions that are inspired by nature and human-nature.

Technological NBS

Technological Nature-Based Solutions are characterized by the use of advanced techniques and materials for their design and manufacturing processes and by the integration of ICT systems for their maintenance and monitoring.

Territorial NBS

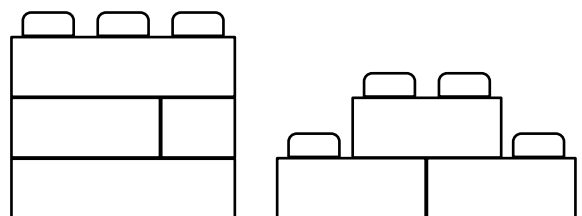
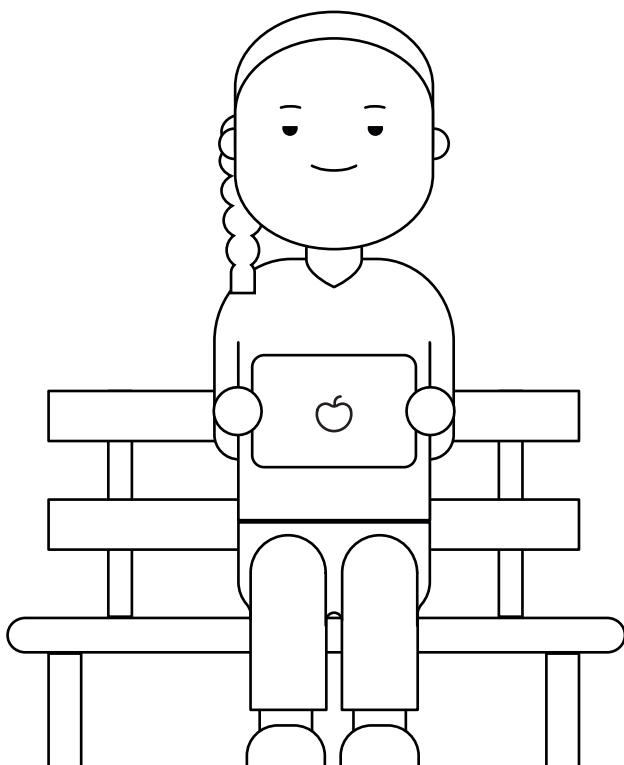
Territorial NBS are interventions sustained by nature that will make a significant contribution towards urban biodiversity, urban resilience to climate change, and storm-water management. These solutions promote urban regeneration and entail social and economic benefits through locally adapted implementations of a wide range of ecosystem services.

Participatory NBS

Participatory NBS aim to address the needs, aspirations and knowledge of residents and users of public spaces in URBiNAT intervention areas. The aim of Participatory NBS is to operationalize the co-creation process by putting in dialogue those needs, aspirations and knowledge with political, technical and scientific views. As URBiNAT operates within an urban governance framework, the main actors to design and implement participatory NBS are residents and users, municipal actors and academic practitioners.

Social & Solidarity Economy NBS

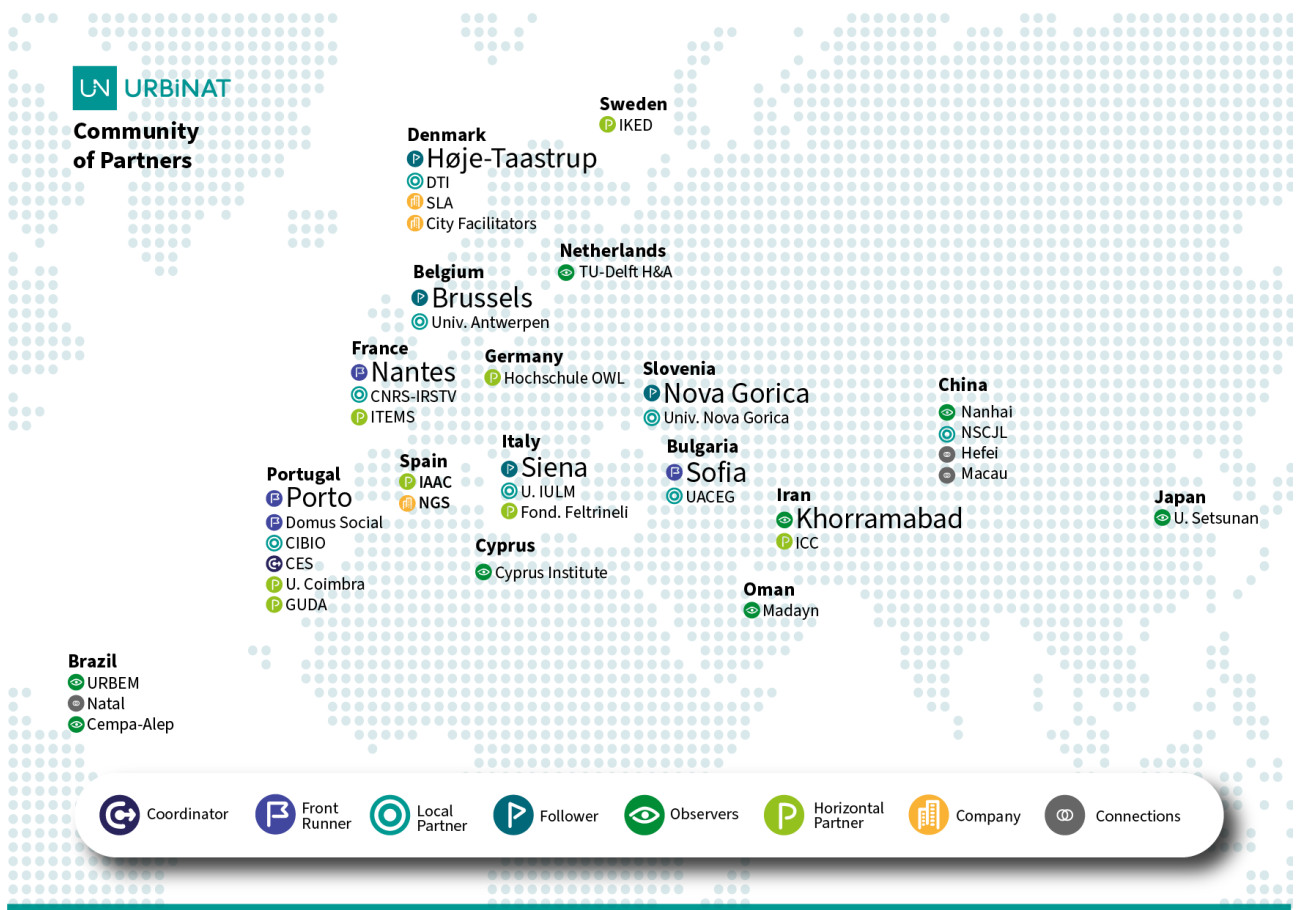
Social and Solidarity Economy NBS are defined by URBiNAT as opportunities for changing social, political and economic relations among people who live in the neighbourhoods covered by the project. The project recognizes this as part of a broader socio-economy dimension based on practices whose ultimate goal is not profit (or its absence), but solidarity and cooperation.



GEOGRAPHICAL SETTING AND DEMOGRAPHICAL TARGET AUDIENCES

From West to East, the cities of Porto, Nantes and Sofia act as frontrunners based on their demonstrated experience in the innovative use of public space with NBS. From South to North, the cities of Siena, Nova Gorica, Bruxelles and Høje-Taastrup share and replicate URBiNAT concepts and methodologies, acting as ‘followers’.

Each city is supported by local partners, associations and research centres, as well as by ‘horizontal’ centres, universities and companies which link between cities. The collaboration with non-European partners, including in China and Iran, as well as with NBS observers based in Brazil, Japan, Oman and the vibrant cities of Shenyang in China and Khorramabad in Iran brings international experiences and dimension to the project.



ETHICS AND CONCLUSION

URBiNAT Ethical Principles

The URBiNAT Consortium has adopted a collaborative model to define a set of ethical principles and values that seek to promote integrity in all its practices. Walking through the way of building, appropriating and implementing the ethical principles/guidelines for URBiNAT project was not and will not be a simple task. Firstly, due to the inherent complexity of ethical concepts. Secondly, by the different perceptions and cultural matrices. And thirdly, by the challenges in adopting concrete measures that effectively put them into practice.

The adoption of an open, inclusive and dialogic model is assumed in the project as a strategy to respond to these challenges. We assume that any normative orientation or framework on ethical issues must start from a bottom-up process of respect among different levels, different actors and institutions, regardless of their contexts.

In fact, adopting a collaborative model has a double objective: to reinforce the plural perspective that must be taken, to make the document as close as possible to reality, and to promote the adoption of ethical guidelines by individuals and by community institutions. This means that the URBiNAT project expects people to adopt the principles and guidelines not by imposing objective obligations, but all partners believe that these principles and guidelines are necessary and adequate to the communities, to the citizens and powerful for the expected results the project model.

Attributes and indicators:
access and equity

Democraticity

URBiNAT adopts an extended vision for democracy, including but not limited to the following: (i) access to and use of goods and services supporting social welfare, reduction of inequalities, (ii) access to public space and forms for effective participation, in line with the principle that every citizen is capable of making a societal contribution, (iii) promote elimination of barriers and inequalities, to adopt instruments for communication and interaction with a view to the influence of cultural identities, and (iv) access to knowledge and resources for co-creation based on plurality of knowledge. This approach is based on the notion of democracy as a process, evidencing its dynamic component, and at the same time, the critical dimensions for underpinning it (intensity, extensity).

Solidarity

The most adequate meaning of solidarity within the framework of URBiNAT is one which articulates forms of mutual assistance in the fulfilling of ethical duties and philanthropic relations in favor of societal welfare, as well as a principle of societal democratization resulting from collective actions (Laville, 2009). Social inclusion URBiNAT considers that for appropriate and effective social inclusion, measures should be taken to reduce citizen participation barriers, particularly those of priority groups, under more vulnerable conditions.

Intersectionality

Taking into account URBiNAT's goals and the relation with communities and the context of the public sphere, the intersectionality is more than a principle for the work, it is the approach whereby the work is constituted. The notion of intersectionality to be adopted by URBiNAT considers that the specific modalities of oppression and discrimination act in an integrated manner. Therefore, adequate responses require sophisticated mechanisms capable of capturing the consequences of the interaction of different forms of subordination. Attributes and indicators: inclusion

Territoriality

URBiNAT recognizes social and physical complexity of the territories. Territoriality deals with the impact of human behaviour in the places and physical environment they are in, in order to integrate the diversity of social and cultural contexts as a fundamental principle when acting in housing neighbourhoods. Interculturality URBiNAT consists of an intercultural dialogue across the different countries, partners, institutions and civil society involved in various actions and tasks of the project.

Research

Subject Under its research component, URBiNAT recognises the humanity, subjectivity and autonomy of all citizens involved in the project. As opposed to the usual terminology of 'research object, the adoption of "research subject" terminology establishes a direct relation between the researcher and the person he/she is interacting with, and the protection of their individual and social rights. The "research subject" are individuals who decide to participate in

research on a voluntary, informed and conscientious basis, to whom URBiNAT recognises the condition of subjects of rights.

Accountability

In the case of project partners, it refers to the adoption of internal and external project management practices for public reader-friendly dissemination, and the detailed evaluation of attributions, expenses, management of resources and results. At the same time, URBiNAT aims to increase accountability over the implementation of decisions made through the participatory processes. Citizen participation is understood as the way to ensure effectiveness and implementation of project actions and local social policies. The adoption of accountability mechanisms as instruments and practices is a prerequisite for participation. URBiNAT undertakes to adopt measures that promote citizen engagement in different forms of collective action, including building capacities, provision of training and creating awareness of citizens' rights.

Open Access

URBiNAT will follow the open access principles defined by the EC in Horizon 2020, and also based on Article 29 "Dissemination of results - open access - visibility of EU funding" of URBiNAT's Grant Agreement (GA).

Efficiency and effectiveness

URBiNAT's actions are guided by the premise of achieving results through the most effective means. As usual, the best possible use should be made of available resources, and there should be the greatest possible "value for money". At the same time, both efficiency and effectiveness must be strived for in

tandem. Not only are resources to be used efficiently, but for the most sensible purpose. When innovation enters the picture, one cannot merely speak of optimisation, and that resources are to achieve the highest expected rate of return, but results are to go beyond that, to enter the sphere of the unknown.

Attributes and

Sustainability

URBiNAT's approach to sustainability includes four dimensions: environmental (resilience, adaptation), social (inclusion, cohesion), economic (market and collective value) and cultural (awareness, interface). By giving visibility to natural capital as a living system, the environmental dimension is valued and integrated in the urban space through technological and territorial solutions. The project's approach to the co-creation of NBS also builds on social challenges to collectively develop and implement a strategy for the regeneration of social housing neighbourhoods. The economic dimension comprises of the potential of NBS markets and public goods, and the solidarity economy approach, contributing to the inclusion of marginalized and low income social groups in the economy. Sustainability requires a comprehensive approach and management of natural and human resources on terms that combine human dignity, ecological responsibility, sound business practice and viable driving forces for innovation. The cultural dimension of each city is a channel and tool to inform, engage, promote dialogue and raise awareness of stakeholders from different backgrounds, and will be mobilized to build collective motivations and nurture a sense of identity and cohesion.

TOOLKIT - HOW IT'S BUILT



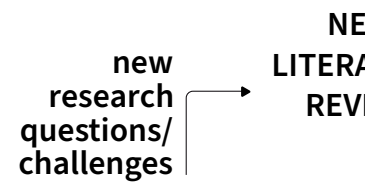
Internal Co-creation

Pilot case, Oporto

**Pilot Workshops Sofia and
Nantes**

Continuous Learning with others

INTERNAL CO-CREATION



EXPERIENCE BASED

WK 3 Partners
URBiNAT Concept
CITIES existing projects

Pi

Initial
workpackage 3
program

Pi a(1...n)

Initial program
actions&activities

Pi a(r)

Initial program
partners co-creative
results analyses
FEEDBACK
FEED FOWARD

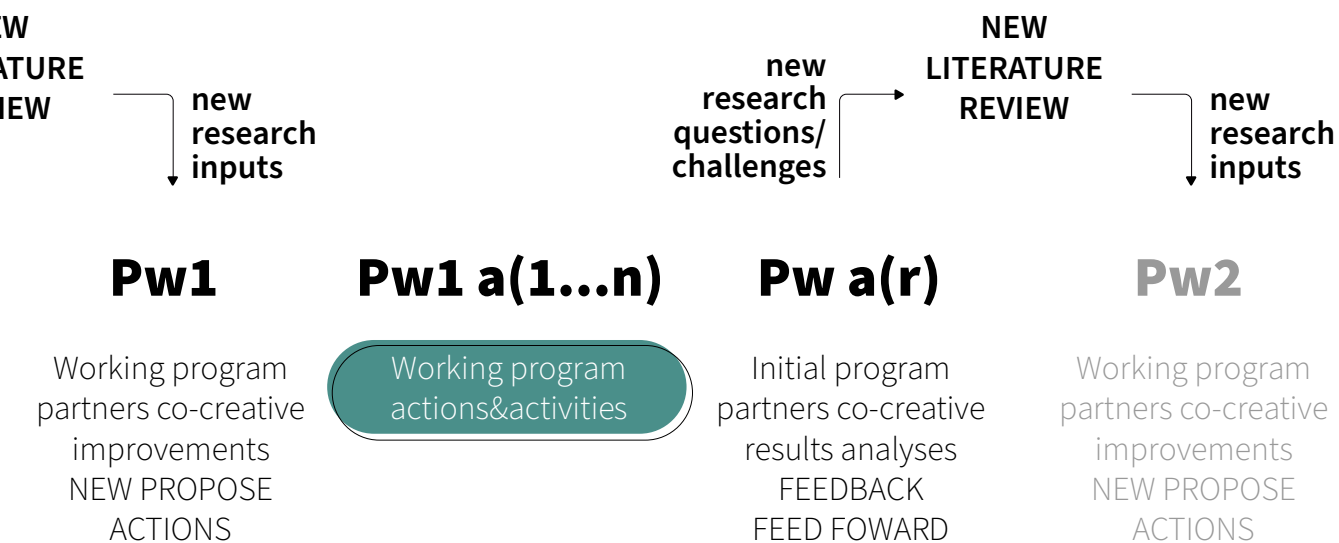
URBiNAT's work package 3 follows the applied research methodology based on an action research method. It means that our initial program was created based on three main pillars:

- » URBiNAT's participatory processes and design experience and knowledge;
- » URBiNAT's proposal, guidelines, timeline and participation concepts, as reported in deliverable D1.2 on the theoretical and methodological foundations of the project;
- » the background, experience and projects of URBiNAT's cities, learnings from citizens and other stakeholders;
- » we have also involved and listened to other URBiNAT non-experts on participatory processes.

URBiNAT's initial program (Pi) defines a clear process overview, designed according to the project's goals, objectives and milestones. The initial participatory design program (as defined in deliverable D3.1) is structured according to four main stages: co-diagnostic, co-design, co-implementation and co-monitoring.

The initial actions and activities (Pi a (1...n)) were identified, mainly focusing on the first stage of co-diagnostic. The preview/selected actions and activities were run and designed in each of URBiNAT's frontrunner cities, Porto being considered the pilot case study.

Since URBiNAT's uses an internal co-creation approach, we focus on continuously sharing and co-evaluating the achieved results from the initial program (Pi a(r)) between all partners and cities.



The results are systematically analysed according to two criteria:

- » co-evaluation of the process and implementation itself;
- » co-evaluation of the data collected (quality, depth, understanding of the context, macro and micro).

The main goal of this co-evaluation is to give feedback for improvement. The field research and the citizens always give us new challenges and ideas new research questions, for which we need to look/ research for more information bring new insights for the co-creation sessions (zoom meetings).

These co-evolution sessions help us to improve the program, respecting field and citizens feedback and challenges. As a result, we define a new working

program (Pw1) and also re-define the following actions and activities for the frontrunner cities and change the follower cities initial Program (Pi). The protocol is repeated as many times as we have citizens questions and new challenge raised, in order for our co-evaluation to find improvement points.

Beyond reporting project results, it reviews participatory solutions to co-design and co-implement NBS, mapping and engaging with existing cultures while as well as building new experience and knowledge. It further examines avenues through which local plans of cities can be used to leverage URBiNAT's co-creation process.

PILOT CASE, OPORTO

In Porto (Portugal), approaching and engaging citizens and stakeholders included mapping the local participatory culture and developing an attractive common vision for the co-development and implementation of a healthy corridor, through workshops, formal and informal meetings and semi-directional interviews, as well as developing collective actions, namely around introducing URBiNAT to a wider audience, from public institutions to local organisations, agents and residents.

The implementation and detailed planning is managed by the local task force, integrating Porto municipality, Domus, CIBIO, University of Coimbra, GUDA and CES. The piloted methodology applied in Porto benefits from the support of the horizontal partners CES (scientific, technical and logistic work in building the co-creation environment and mapping the local participatory culture) and GUDA (expertise in participatory design), involved both at strategic and operational levels for the design, planning and implementation of the co-creation process and corresponding engagement process and participatory activities. Moreover, the piloted methodology also benefits from the strategic discussions held by the working group on participation, comprised of all the participants in WP3 that have expertise in participatory tools and methodologies.

With a view to becoming part of the overall co-creation process, these continuous loops of planning and implementation work are driven in order to bridge the sharing between cities and partners around the axis of the applied research. This also helps to build upon the resulting optimization of learning through exchanges at each stage of the action.

Beyond formal and informal meetings that have been conducted since September 2018, the fieldwork performed by the local task force resulted in a series of workshops aiming at creating synergies with existing initiatives, and kick-off events to launch the co-creation process in the intervention area, from February to October 2019:

- » one meeting with councillors and municipal directors;
- » one workshop with technicians of Porto municipality;
- » three workshops with non-profit organizations and local associations;
- » two workshops with schools;
- » three kick-off events in schools;
- » one kick-off public event in a central and emblematic square of the intervention area.

Within the broader methodology of mapping participatory culture, a set of methodologies, techniques and approaches were applied, including:

- » semi-directive interviews;
- » exploratory interviews;
- » direct observation;
- » motivational interviewing;
- » design thinking;
- » cultural mapping;
- » photovoice;
- » walkthrough;

other participatory activities that emerged from co-creation by the local task force, used in the kick-off events, such as:

- » gaming and performance (posters and discussion a round a tree or a hanger of NBS posters, board game to introduce the concepts of NBS);
- » sharing visions and drawing (dreams hanger);

- » subjective geography (mapping of what is most liked and done in the territory);
- » measurement of perceptions (feelings about the place, nature and people).

The ecosystem of stakeholders that was approached and engaged in the process included several departments of the municipality of Porto, schools, non-profit organizations, local associations and champions, i.e. leaders in the intervention area who lead the way and mobilise other citizens. At different levels, these stakeholders also play a role in addressing specificities, requirements and limitations experienced by the various segments of citizens.

PILOT WORKSHOPS SOFIA AND NANTES

Sofia and Nantes – “co-influence”, retro inspiration, cross fertilization

In Sofia (Bulgaria), the local task force (Sofia Municipality and UACEG) drew on the project meeting in January 2019 to combine a series of internal and external workshops, thereby introducing URBiNAT to a wider set of actors and audiences. In this context, URBiNAT partners had the opportunity to meet and engage with various city representatives, including at district level, which was positively reflected by local media based on press conferences.

Moreover, a technical visit was conducted in the intervention area of the project, meeting and engaging with non-profit organizations, local associations and other actors in effect serving as champions for the project activities. A workshop applying motivational interviewing was further conducted, helping to mobilize invited citizens and stakeholders.

These activities were preceded and followed by fieldwork performed by the local scientific partner, consisting of formal and informal meetings and semi-directional interviews. They further resulted in a kick-off public event in April 2019.

Beyond the local diagnostic and review of URBiNAT's NBS catalogue, the local task force has been preparing various activities in connection with the co-creation process, notably regarding the co-selection and co-design of NBS. The city and local partner focused specifically on engaging schools, non-profit organizations and local associations in the planning of participatory activities, as

well as the NBS interaction with citizens and stakeholders, including through the organization of an exhibition.

In Nantes (France), a technical visit was organized by the local task force (Nantes Métropole, Villede Nantes and IRSTV/ CNRS) in December 2018, enabling URBiNAT's partners to meet and engage with other departments of the municipality at the city and district levels, as well as with both local public and non-profit organizations and associations. This visit was preceded by an exploratory visit by the coordination of the consortium in March 2018.

URBiNAT activities in Nantes are part of the wider urban regeneration initiative of the municipality for the intervention area, Project Global Nantes Nord, which started in 2016. The engagement of citizens is organized in the context of citizen dialogues, Dialogues Citoyens, consisting of a roadmap and a range of communication tools applied in five stages: communication, information, consultation, participation and co-building. This framework organizes the exchange, feedback and collaboration between citizens, technicians and politicians.

In short

Participatory culture embeds a number of key elements, such as how a culture is created, facilitated, nurtured and maintained. Culture is not a static concept, but evolves over time.

In the case of Sofia, the culture of citizen participation has developed through a series of phases. During the Soviet-influenced era, residents were expected and at times forced to participate in activities involving community work, maintenance and cleaning of common

areas in neighborhoods. The mandatory aspect made individuals engaged by force in areas which at times did not coincide with their interests and/or vision of societal value creation. As a consequence, after the fall of the Berlin wall, when the orientation of governance shifted, became both less structured and less directive, residents soon showed less interest in community activities. The prevailing culture became more individualistic and active participation declined sharply in voluntary projects characterized by voluntarism and care for the common good. Reflecting this state of affairs, the generation of residents in the Nadezhda neighborhood, who carry memories of the mandatory participation, display little readiness to engage in citizen projects.

However, the younger generation which was born in the 90s, and also the millennials, who do not share the history of the older residents are more prone to active participation. At the present time, when the younger generations increasingly influence local sentiments, a novel participatory culture is on the rise. At the same time, there is risk of resistance and counter-reactions from the elderly. It is thus important for key stakeholders with an interest in participation to be able to tap into the younger cohorts, while also understanding the broader cultural context and how to relate to the different categories of residents. Of particular importance is to put in motion a process, where those who at this stage display an eagerness to be involved in neighborhood activities, including planning of public spaces and a common agenda, can be attracted and engaged, while those who are less active and perhaps outright skeptical, can be enticed to accept the process and gradually join in.

In Nantes Nord, the participatory culture similarly evolved overtime, but within a different cultural context. The Nantes Municipality, Nantes Metropole and the local district, all acknowledged since 2014 the importance of citizen involvement. They have been largely successful in implementing a number of measures and tools to facilitate active and genuine engagement by people living in the neighborhood. Many initiatives have led to the activation of cross-generational groups building upon their interests and the ideas expressed by the residents themselves. Despite this progress in some districts, certain distinct groups remain inactive - the two most significant ones representing single-men households and teenage girls. In the future it will be important to seek ways to involve these two groups more actively. The single-men households represent a group which has a rather low degree of well-being and are prone to developing chronic diseases such as depression and/or metabolic disorders. The risk of leaving teenage girls behind in important participatory processes will, on the other hand, lead to a male-biased decisions and a less balanced neighborhood environment.

CONTINUOUS LEARNING WITH OTHERS

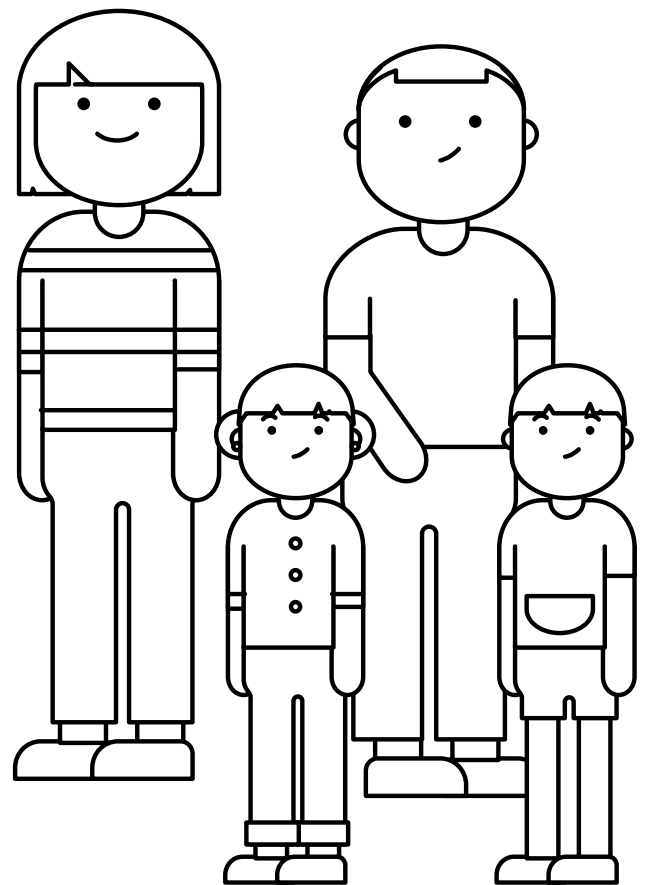
In URBiNAT and for this Toolkit, we aim to continuously develop the content and the support provided in the exchanges and learning activities taking place.

We collaborate with other EU NBS projects on common guidelines for co-creation of NBS and actively encourage the critical review of our proposed interventions. Also, at city level in core URBiNAT and associated municipalities, we will continue to evolve and adapt the toolkit to allow for new insights to influence the recommended application of tools, practices and methods.

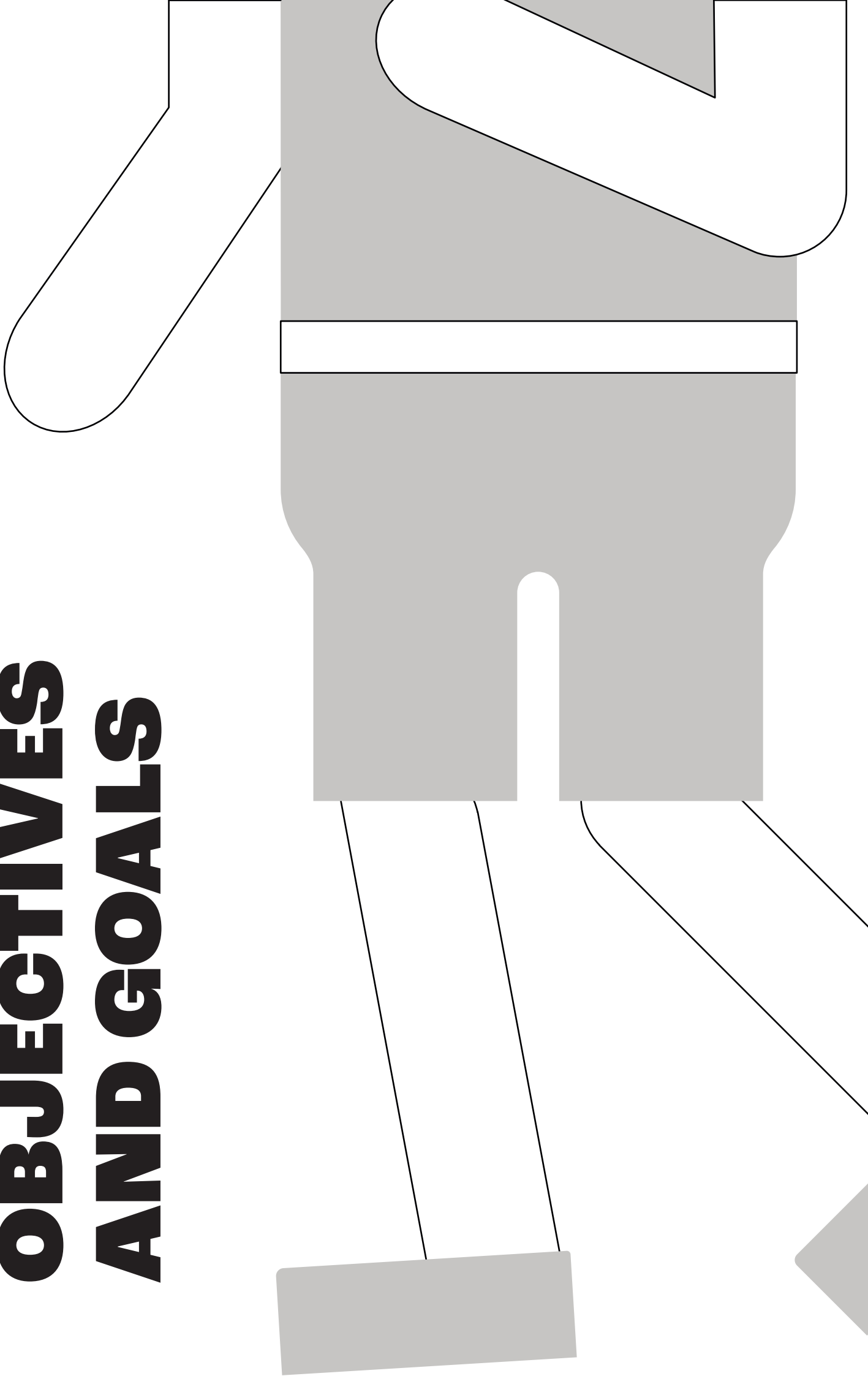
The continuous learning and development hence will take place at the following levels:

- » In workshops and exchanges with URBiNAT frontrunner, follower and associated cities focusing on the participatory activities;
- » In further test and piloting training workshops at individual and multiple city levels (online as well as off-line);
- » In interviews with city and stakeholder representatives, who will be tasked with reviewing the toolkit material;
- » In workshops and exchanges with Taskforce 6 members while developing common guidelines for co-creation of NBS.

Furthermore, research into additional case studies will continue to inform and improve the toolkit with further experiences and possible contexts being introduced to the toolkit framework.



OBJECTIVES AND GOALS



**What we want to achieve
and for whom?**

Performance KPI´s

**Empowering local teams
and citizens**

**Target audiences for this
manual**

WHAT WE WANT TO ACHIEVE AND FOR WHOM?

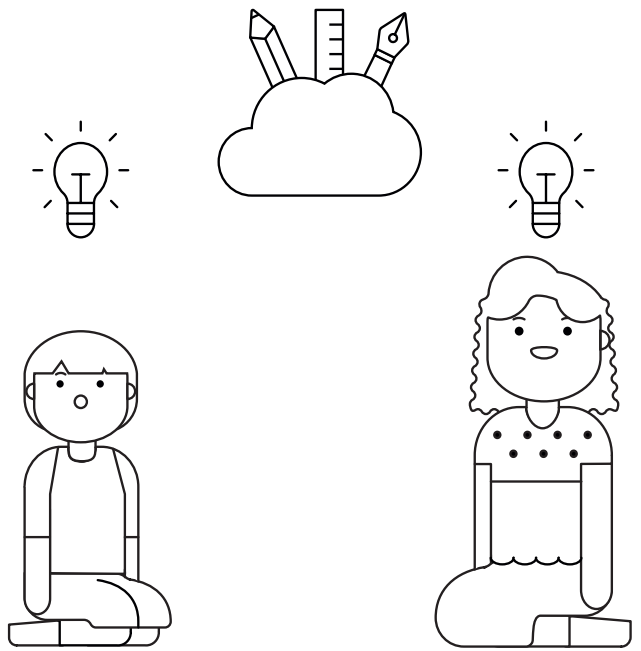
We propose an urban inclusive and innovative nature for our neighbourhoods

The main locus of URBiNAT's activity is the Living Lab of each city (WP2), which is a platform and ecosystem for the other WPs to take place. It is populated by people as participating stakeholders (WP3), who then develop the Healthy Corridor with its NBS (WP4), that is measured and evaluated by the Observatory (WP5), leading to the dissemination of results (WP6) and marketing (WP7).

We activate living labs and inclusive communities of practice

In frontrunner cities, the living labs will co-design, co-develop, co-implement and test NBS. In follower cities, living labs will follow the same processes of co-creation and co-development, replicating and adapting NBS to their own urban contexts within an urban plan. The living lab story for a follower city, as well as other projects and non-European partners, is generally one step behind, learning from the frontrunners. However, all cities are learning and sharing with each other, so that follower cities may lead on some tasks or activities, depending on the spread of specific expertise, experience and resources.

Beyond the specific aims of the project, URBiNAT is committed to the establishment of a broad-based, international and interdisciplinary Community of Practice comprised of citizens, researchers, urban planners, environmentalists, policy makers, city administrators and private sector entrepreneurs.



PERFORMANCE KPI's

Participatory Design Metric System - PDMS.

The metric philosophy applied is a key factor to control performance and measures the participatory design results. The metric system is based on micro and macro key performance indicators (KPIs) according to a blended metrics system.

Being Urbinat participatory Design a methodological approach for a complete holistic system of co-creation and co-design for innovation aimed at the sustainable development healthy corridors, it is, so far, composed by a sequence of 4 stages, 4 milestones of validation, 23 actions and several operational activities (to be defined case by case). Each stage works according to a continuum based on a "dynamic funnel" philosophy (from macro to micro) to obtain, filter, select and cluster ideas, establish connections, test and ordinate/ select preferences (by voting) among these constructs, and then integrate and systematize them (e.g. visual mapping) and obtain a final consensus of all participants. The fact that the system is perfectly designed and structured allowed the research to define clear key performance indicators along the process (see figure).

This process is measured in a continuous flow, by macro and micro objective and subjective indicators (KPIs) - and textual expressions as well as anthropological evidence (life stories and experiences) gathered by the participants - which are therefore related with each other at each stage/action and are analysed (by content analysis), and evaluated (rated) according to the gap calculated by the difference between an expected baseline value and the real value measured. The differences calculated between these two

values (Gaps) supply the performance measurement separately for each of the stages, and by adding all KPI Gaps for the global process.

Each stage is established with an initial baseline, a KPI performance objective (i.e. in Ideation the number of ideas generated, etc.), and measured after its application thus the final value is obtained.

The equation algorithm for the performance metric is given by: KPI baseline (expected) minus KPI obtained. The complete set of measures are a summated scale averaged index of all indicator's gaps (baseline minus real values) according to the following equation:

$$\text{Kpi PGI (Performance Gap Index)} = \text{Kpi1} + \text{kpi2} + \dots + \text{kpin} / N$$

According to the process, the KPI for each stage is based on three types of measurements from interaction observations and personal self-administered questionnaires evaluating:

- » Technical quality and self-expressive aspects;
- » General Satisfaction, Recommendation and Emotional states after the experience;
- » The level of consensus obtained.

Metric System Processes and Procedures

We hereby also present the designed macro and micro processes:

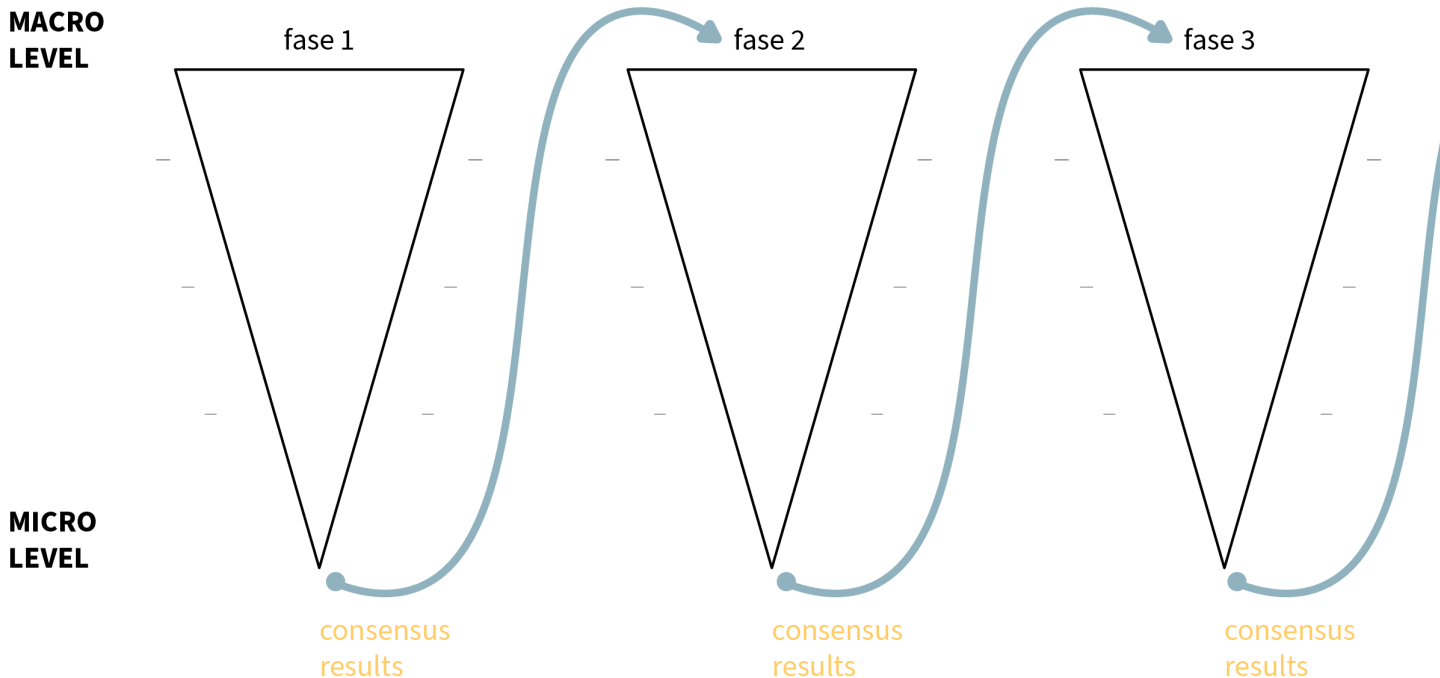
A- Macro Processes/ Information Flow

The Macro processes are composed by the full set of sequences of micro processes for each stage and the aggregation of all stages that generate a final continuous flow of information. The consensus generated produces a final result (deliverables report) for each stage that will be used to start the next stage, with its own set of tools and micro processes, and so forth, leading to the accomplishment of the total flow of information generated and the final result of the innovation process.

B- Micro Process – Consensus generation

Regarding the methodology's eleven sequential micro processes applied according to a "dynamic funnel" philosophy, each sequential micro process and associated tool (stimulus) is chosen for each project (innovation challenge) and applied for information generation and discussion using divergent and convergent thinking techniques and are continuously clustered by the participants in order to obtain consensus. First the participants, organized in small groups of no more than five people each, start using divergent thinking to obtain as many ideas, concepts and insights as possible about the problem/case in hand.

Secondly, using convergent thinking, they tag and "cluster" the constructs produced, reducing the information to common categories until reaching an acceptable clustered agreement between all participants. The third sequence is accomplished by the creation of logical hypotheses and links, by identification of cross connections and dependencies between the clusters reaching a final consensus about the information obtained.



As regards the measures within the dynamic funnel concept:

Measures

A- Macro- The full set of results for each stage (milestone) generates a consensus and performance evaluation (e.g. deviation KPI Gap from baseline) thus generating the PGI (Performance Gap Index).

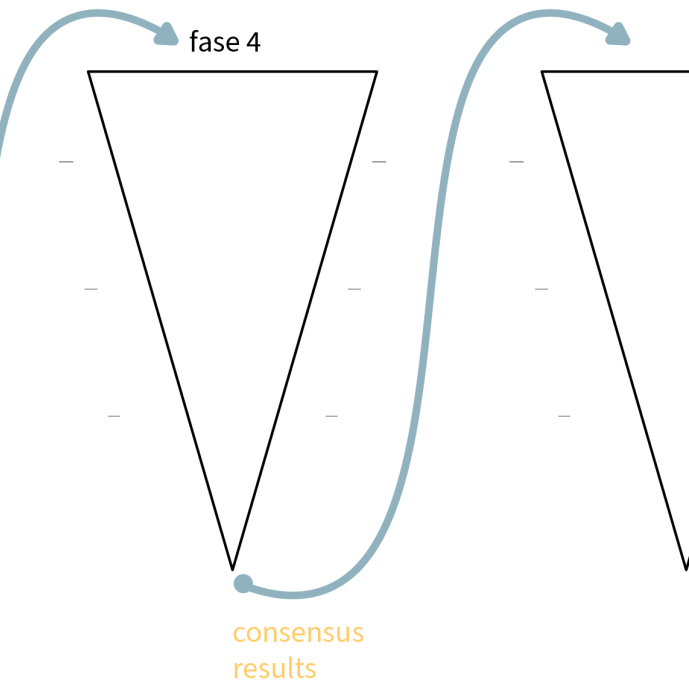
B- Micro- Measures of the results for each step calculates a performance deviation from baseline (KPI Gap) that allows for a continuous control, adjustment and performance improvement after each event.

As regards the instruments and measurement scales used for the questionnaires: Instruments and measurement scales.

So far, the full set of instruments validated are:

- » Evaluation Ratings for importance attributed to inputs: ideas, concepts and visual stimulus/evidences (self-administered rating scales);
- » Emotional state and degree of feeling (based on Ekman face typology);
- » Self-expression and Technical quality evaluation (self-administered evaluation questionnaire);
- » General satisfaction with the participation and recommendation (self-administered evaluation questionnaire);
- » Consensus and contradictory problem-solving voting (Dephi and Triz matrix formularies);

The Integrated Metric System will be a tool to support the URBiNAT participatory design research team in the tasks. The planning, implementation



Dynamic funnel -
Continuous Metric System

and monitoring of actions triggered interaction and communication, internally and externally, will be activated in the system by the actors of each action. This system is supported by two main functions:

- » Telecommunication and web and face2face interaction with users and stakeholders;
- » Data analysis, deviations and alerts.

The main objective is to provide, in real-time, a systematization of information for each implementation / action ongoing, with features of management (recurrent parametrization), quality and process indicators within the overall performance control.

All projects must be assigned performance targets as a specific baseline set of objectives for each stage (i.e. the minimum number of ideas/concepts or clusters to be generated should = 10, etc.), and similarly for the full process. These assignments are to be defined by local facilitators teams and URBiNAT WK Observatory leaders.

EMPOWERING LOCAL TEAMS AND CITIZENS

Five steps to citizens engagement

1. Communication - The message is appealing, it is about self promotion. The objective is to deliver a political message about the activity of the institution.

2. Information - The message has to be known and understood by the people: for instance about constructions that imply circulations changes, or a change of organization at school.

3. Consultation - The project is almost set, but the institution needs to have an exchange with the people who are concerned, in order to check there will not be a mistake. We do it a lot with small changes in public spaces, such as the parking lot organization, or picking the games for kids: there is some flexibility.

4. Participation - You seek for the opinions and proposals of citizens on a subject elected want to work. It implies you do not know yet where you want to go, except for the frame: political principles, technical necessities. It can be a "Call for projects" about social link, nature in urban environment, new ways of doing sports in public spaces, or other ways to discuss with people: workshops, collective walks, and soon. This is the most current way of involving citizens within the participatory decision making process in Nantes.

5. Co-building - A project is decided and financed, but we do not know yet its futures hape. This kind of process is very demanding, needs involvement from the citizens and can put elected people in a sensitive situation if the frame is not well set because the inhabitants involved are of course very careful about what is happening afterwards and how their opinion is taken into account.

Good practices

Offering more transparency means we can explain most of the decisions -

Technicians and elected people have the feeling that inhabitants will have impossible and expensive demands. Most of the time they totally understand. They, as well have to choose between buying a car or going on holidays and the more honest we are, the more credible we are. We use as well a digital platform where every participatory work is published, which shows citizens that they do not work for nothing.

Always explaining: Yes: when? No: why? - Citizens always receive an answer from Nantes Métropole in response to their suggestions. If a project cannot be implemented citizens receive explanations; if it can be implemented, then we have to communicate a calendar.

How to manage expectations - The question of time is always as subject: we have to offer different delays that “proves” to the citizens their opinion is taken into account. If the project is to build something it will be very long for the people. So it is necessary to show in advance some signs: it can be symbolic with some painting on the floor for example. If a place is going to change radically, we can make some collective planting to imagine what it will become.

Different scales - This question is also central: if you have very ambitious participatory process, people have to believe in sincerity. So, the credibility of a metropolitan project will be increased if you realize a very small project in proximity, like a common garden, or a swing chosen by families.

Different public - The natural public of participation is a 60 years old owner. If you seek for different public, i.e. young people, vulnerable people, kids, migrants, women, working age people, then you should develop a strategy for each group, even if the objective remains to have different people exchanging.

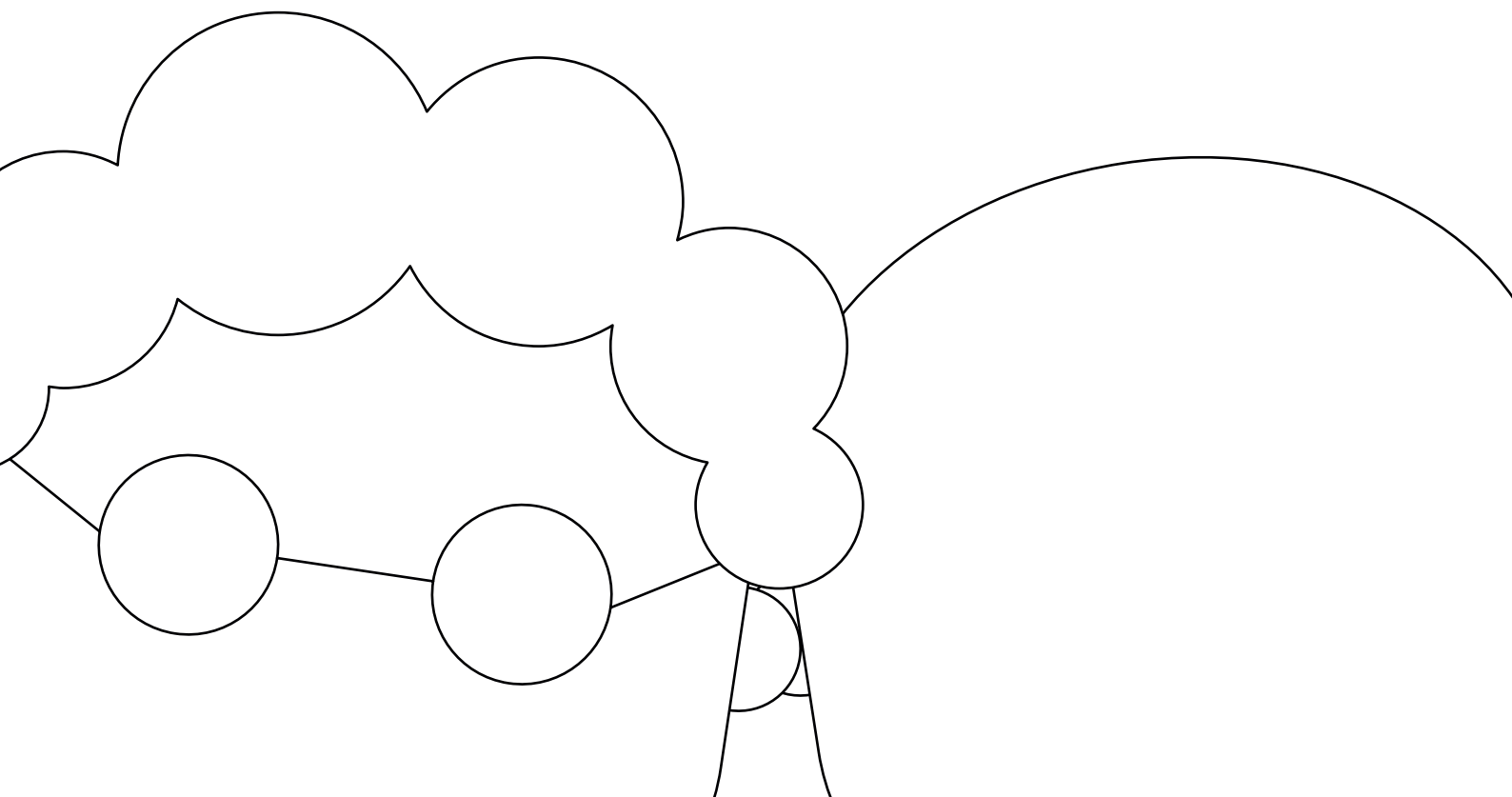
Different forms - To have these different and various people in the process and so have projects that fit for them, you need to imagine different forms, alternatives to workshops and meetings.

TARGET AUDIENCES FOR THIS MANUAL

This toolkit is aimed at persons that are tasked with the job to engage citizens and stakeholders in the process of co-examining, developing and implementing nature based solutions in city settings.

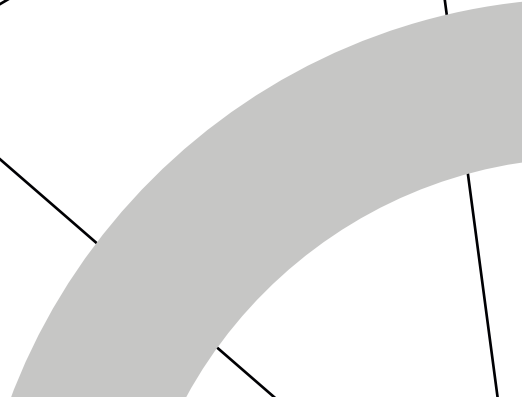
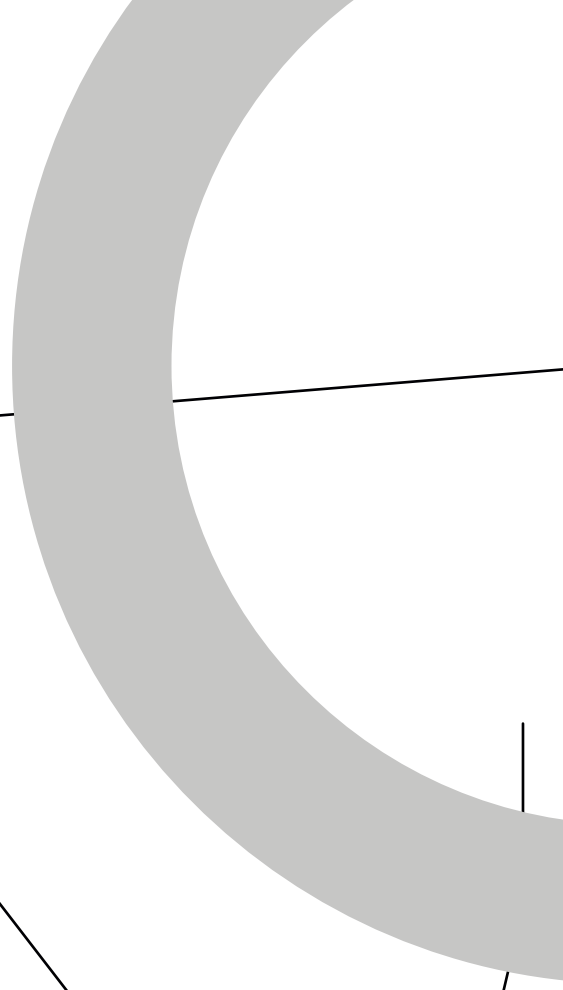
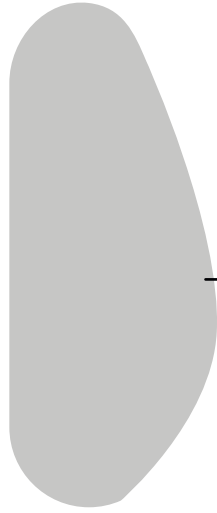
These target audiences include:

- » Local URBiNAT Partners at city level who may be part of the city task force or indeed playing a vital role in the URBiNAT city NBS project either as a representative of a stakeholder or indeed part of the city administration. The key need of these partners addressed by the toolkit is to provide an overview of the process, steps and interactive tools.
- » Participation Facilitators both at URBiNAT project level or indeed external to the URBiNAT project with the need to select, understand and practice good practice participation facilitation methods and tools.
- » Citizens & Project managers/ champions/ambassadors who often randomly through their enthusiasm or knowledge end up in the role of promoting a certain NBS initiative and through that need to understand how to mobilize a smaller or larger community to successfully achieve stakeholder driven NBS development.
- » Participatory Design Experts (dissemination) who will be relevant as commentators as well as likely adopters of the toolkit and or elements of the toolkit and ensure wider dissemination.
- » Politicians interested in the purpose, benefits and possibilities of co-creation of NBS at a city level and in relation specifically to socially deprived city districts. Some politicians may require insights that can give them the confidence to introduce citizen engagement and co-creation for NBS introduction for the socio-economic benefits of citizens.
- » Researchers that operate with participatory research and evaluation methods may benefit from the structured guideline and the practical examples of the toolkit to understand the different steps and dynamics in a broader perspective



PILLARS

AND FOUNDATIONS



**Setting the Co-creation
scenario**

Defining Co-creation

**Why and how to build the
Co-creation communities**

Why, purpose of participation

**Involvement in Co-creation
and implementation
of habitat and environment**

**Involvement in decision
making**

**Implementation and making
it happen**

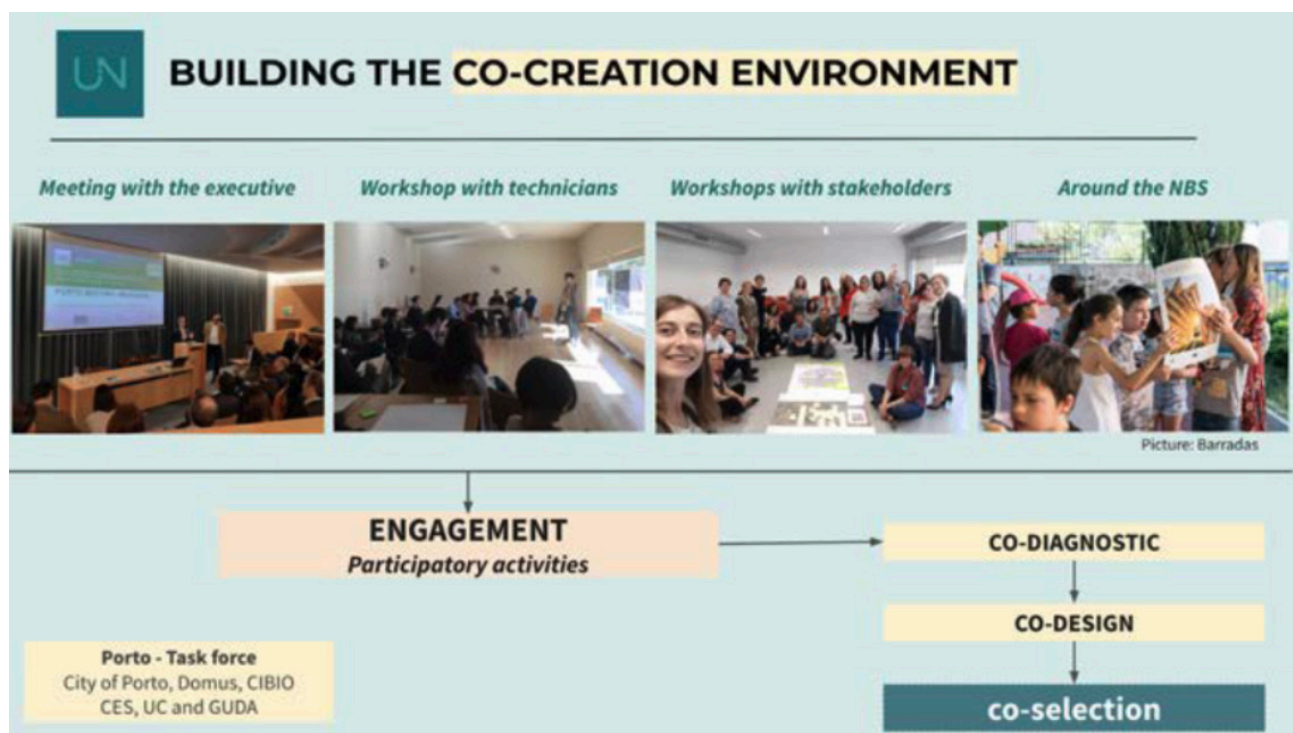
SETTING THE CO-CREATION SCENARIO

Frameworks of co-creation

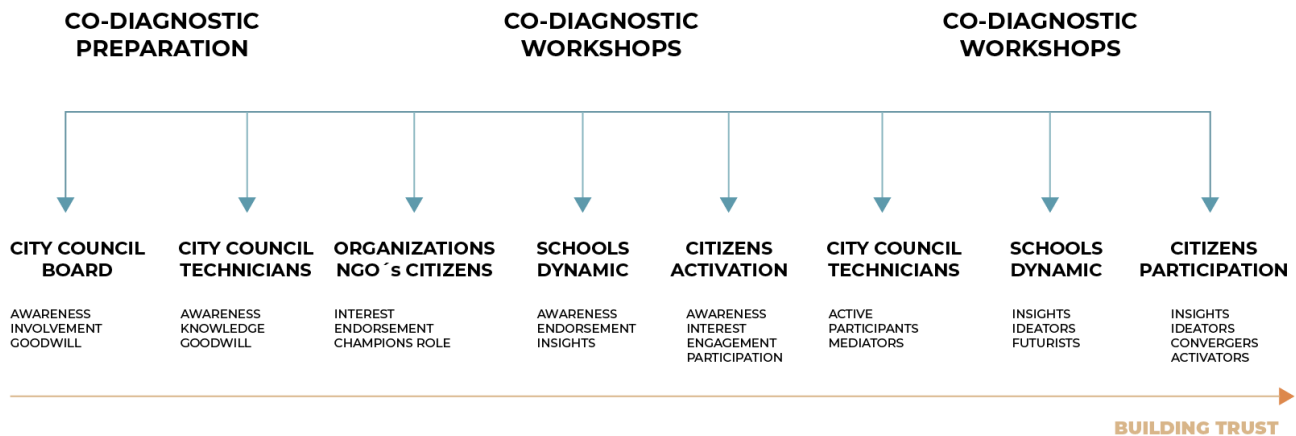
The co-creation process requires openness to introduce change, even in advanced cultures of participation. In the context of urban governance, this openness must follow three parallel approaches to:

- » municipality staff and elected politicians;
- » stakeholders, including informal organizations and initiatives; and
- » organized and unorganized citizens.

The piloted methodology in Porto followed these three approaches, though meetings, workshops, presentations of the project and participatory activities with the municipality staff, citizens and stakeholders, as illustrated in the following figure:



BUILDING CO-CREATION ENVIROMENTS



The piloted methodology applied in Porto also enabled to formalize the following information flow, as illustrated in the figure below, based on what is expected to achieve with the municipality staff, citizens and stakeholders, mainly building trust: awareness, good will and trust in the case of the municipality; awareness, knowledge, engagement and trust with experts/technicians; involvement, interest, trust and insights with citizens and stakeholders in first level, as well as the identification of needs, opportunities and concepts in a second level.

As a result, the individualized approaches will make it possible to address the specific challenges of each segment, working on internal perceptions, obstacles and ambitions to “do together with”.

Once each of the segments has validated a co-diagnosis on its own participatory norms, values and codes of interaction, it will be time to introduce new elements in the processes of interaction among the three segments. So, it’s an approach of separating first to unify later, rearranging the dialogue among technicians, politicians, citizens and stakeholders in order to create new legitimations within public participation.

Together, the three frontrunner cities, Porto, Sofia and Nantes, offer a diversity of contexts and local participatory cultures, which have paved the way to different formats to build the co-creation environment, that can inspire each other and all URBiNAT’s cities in general, as it will result in setting a knowledge-based collaborative platform for the co-creation of healthy corridors and NBS, in the scope of task 3.5.

DEFINING CO-CREATION

Co-creating within an urban regeneration process has the main challenge to produce solutions that are collectively imagined, discussed, planned, designed and implemented. URBiNAT's goal to have healthy corridors that contribute to social cohesion demands for an inclusive approach in which co-creation is a pathway to gather the community around solutions for common needs and ambitions.

Those solutions are material, focusing in the co-creation of territorial and technological solutions that better help to support the diverse community activities within the public space. Moreover, they are also imaterial, focusing in co-creating a new legitimacy to citizens' engagement in the urban regeneration process, by both activating new codes of conduct for individual and collective dialogues, initiatives and decisions in and for public space. For both, URBiNAT aims that they are the result of shared visions elaborated within different formal and informal experiences, ideas and competences.

Co-creation is generally being referred to as bringing various parties together in one or more stages of an innovation process. A compilation, analysis and smart fusion of all the insights of citizens, users, producers, and other stakeholders is necessary to create successful products, services, and concepts being characterized by a considerable amount of added value (Grönroos et al, 2013).

Co-creation is about creating a participatory, open-mindset and sharing culture. Those are co-innovation layers that positively affect the success of co-design / community of practice approaches. Hidden innovation layers are connected to what is being called "deep co-innovation culture".

The term "Culture" originally meant "cultivation of the soul" in Latin. In the 17th century, it was re-introduced in Europe, referring to it as "the betterment or refinement of individuals, especially through education" (Mateus et al, 2012).

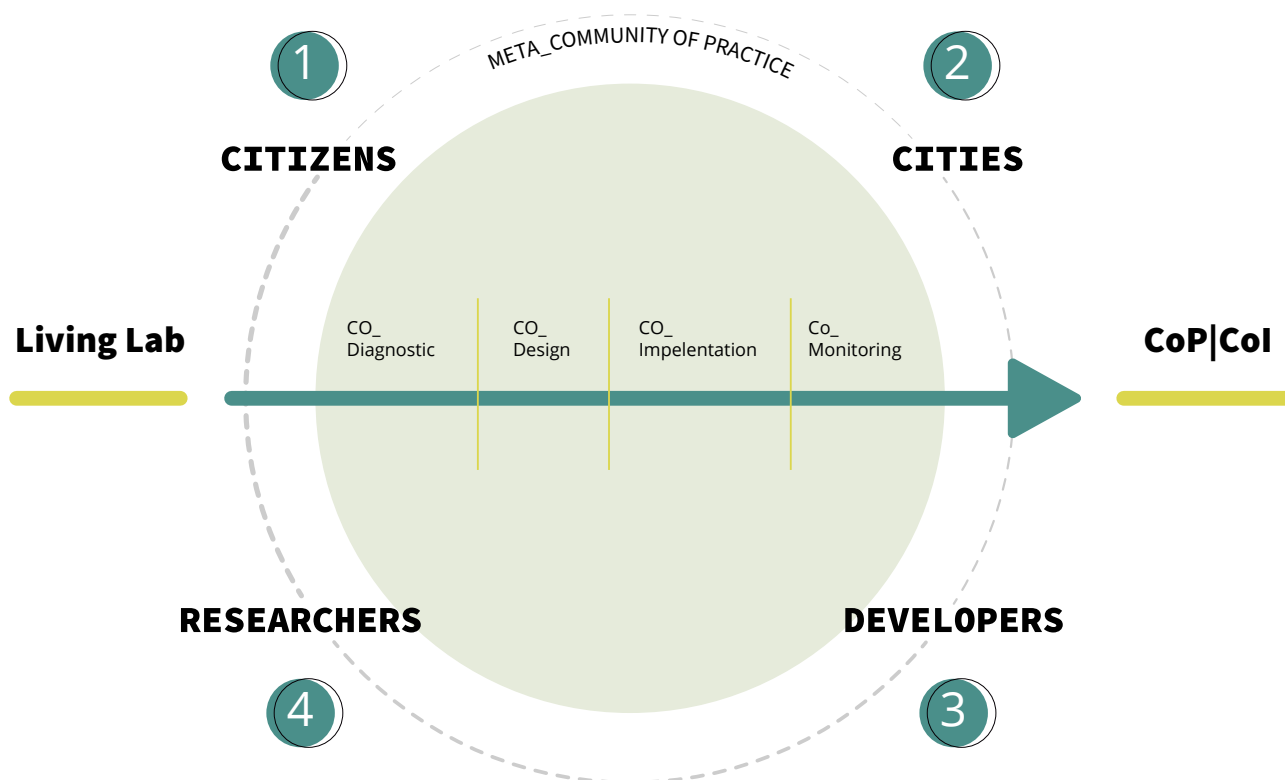
In short, a "co-creation culture" is related to ethics, experiences, human relations, the way people act within a creative environment, process, codes and symbols, behavioural patterns, language and customs, as well as the way the URBiNAT communities of practice interact and engage in the world around them. A co-creation culture thus encompasses the project's values, visions, environments, beliefs and habits.

Co-creation in URBiNAT have to address the dogmas connected to co-innovation processes and create the positive ways (new models, new tools, new systems) to change them, for example:

- The way people relate to each other;
- The way knowledge flows within and outside the co-creation group;
- The way knowledge is being managed;
- The way stakeholders are connected and interconnected;
- The power relations and the equilibriums;
- The way trust and confidence are being built up;
- The way competences and skills are valued and promoted;
- The way the co-creation group must be more result-oriented instead of task and/or control-related;
- The value of your “solutions” and/or products/services as it is being perceived by your fellow citizens and the cities.

WHY AND HOW TO BUILD THE CO-CREATION COMMUNITIES

As proposed by GUDA in the deliverable D1.2 on the theoretical and methodological foundations of the project, the following Vortex model can contribute to state a vision for building an URBiNAT conceptual model regarding the harmonization between the Living Lab and CoP processes and approaches.



The Vortex model (see figure above) consists of a meta-modeling system because it combines several different perspectives:

- » a URBiNAT perspective – unifying the Living Labs and the Communities of Practice models to measure, compare and monitor results in each city and between cities;
- » the local cities perspectives – to provide the best solutions to their contexts, urban need sand citizens;
- » the project different stakeholders and “actors” perspectives – the researchers, the developers, the citizens.

This meta-modelling concept implies that even within each of these “different perspectives”, there are always local dimensions of understanding, as well as the need to cross information, examples, cases, mistakes, good practices, for example with the others cities’ CoP.

That is the main reason why it is proposed to call this model Vortex, considering that all these perspectives imply continuous movement and fluxus, some controlled or induced but focusing on achieving more “natural”, bottom-up and self-produced ones.

WHY, PURPOSE OF PARTICIPATION

The active participation of citizens is today at the center of the planning theories of cities. Participation in urban governance has a direct relation with the game of forces and power among politicians, technicians, civil society, stakeholders and communities and is a pathway for more accountable policies, for the development of mechanisms of engagement in the decision-making process and for feedbacks about the effectiveness of ongoing policies and projects. So, overall, participation improves the governance processes by introducing direct inputs coming from the policies and projects beneficiaries.

The integration of citizens in urban governance requires democratized political mechanisms, based on an active participation in the decision-making processes. Local governments need to continually adjust the management model of their own power, to reaffirm the community interests over the political or parties agendas and to fight for their specific interests in front of the national governments who, by representing cities networks, may act as active collective agents in the global economy (Borja & Castells, 1997).

The partnership, set within the consortium, includes the municipalities, the researchers, the companies and the citizens from the neighbourhoods (all having seats at the General Assembly of URBiNAT). As the municipalities are the political and executive leaders of the interventions in each of its corresponding neighbourhoods, the planning of citizens engagement must address the challenges and cultures of doing participation within an urban governance context.

INVOLVEMENT IN CO-CREATION AND IMPLEMENTATION OF HABITAT AND ENVIRONMENT

Involving citizens in the transformation of existing settlements is today considered a not only a virtue or an added value of requalification projects, but a pivotal need, provided that intervening in inhabited areas affects (temporarily and permanently) the life of people and their relations with the place they live in.

Participation of citizens in the physical transformation of the territories where they live in, means not only discussing about spaces, but dealing with justice, equality and equity, and their relations with space and available resources (Soja, 2010). Indeed, talking about participation of inhabitants in the reshaping of their daily quality of life could be seen as less about seeking results in the physical transformation of spaces, and rather more about generating a civic pedagogy that can make these transformations more adequate to inhabitants desires, and sustainable in time.

INVOLVEMENT IN DECISION MAKING (CO-GOVERNANCE)

While participation of citizens in urban regeneration is quite mainstreamed as a principle, it is still far away from being a mainstreamed reality. Participation is frequently integrating programmatic formulas for urban regeneration and the revitalization of public space (Ferreira, 2011). However, this integration rarely means opportunities to citizens “taking part in action” and the real possibilities for citizens to engage in urban policies is dominantly a mirage (Sennet, 2018; Fortuna, 2019).

Scope and recognition of legitimacy of citizens’ engagement in urban policies are the result of participatory culture, but also from very circumstantial aspects of urban politics that frame variable enabling contexts for participation. Cultures of local participation are quite diverse and even in countries where participation of citizens in urban governance has a long tradition and is a regular practice, the terms and extent in which it is designed and implemented is quite variable. Processes in which participation is intense and of high involvement of citizens correspond less to a pattern of factors and more to mutable combinations of organizational arrangements driven by funding, political and technical agendas and, more rarely, by citizens agendas.

In URBiNAT, the partner cities have committed to a co-creation process of NBS and urban regeneration of specific neighborhoods. So, since the beginning of the project, scope is quite well delimited in space, target groups and stakeholders and the level of desired engagement is extended from diagnostic and design to implementation and monitoring stages. Even so, the possibilities for citizens to participate in the process of urban regeneration planning is quite diverse among the cities. This diversity is related

to different governance structures, resources and team composition allocated to participation on the side of municipal culture, but also to different norms, values and practices on the side of civic culture.

URBiNAT aims to raise the level of influence of citizens in the co-creation of NBS and experiment, in the context of municipal governance, a co-governance approach. There is a number of criteria that informs the scope of co-governance, aiming to highlight its collaborative nature with citizens, stakeholders and civil society (Elstub & Escobar, 2019): 1) enabling processes for cooperation and coproduction between citizens, public authorities and stakeholders; 2) interaction is fundamentally based on discursive expression and 3) consensus building by means of negotiation and/or deliberation.

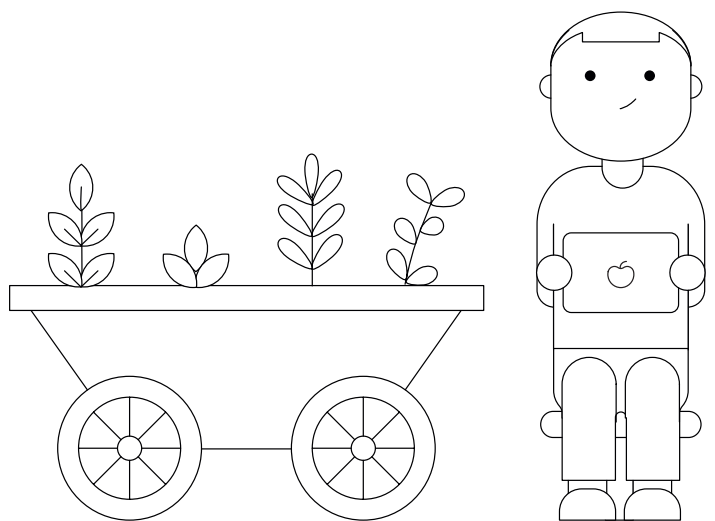
During the co-diagnostic and co-design stages, some of these criteria have already been accomplished in the participatory processes of URBiNAT cities. However, possibilities of negotiation, consensus building and deliberation are still very variable among URBiNAT cities. To address the challenge of improving collaborative approaches, a municipal roadmap strategy has been developed, as a result of a preliminary analysis on the local participatory culture, including new governance structures for co-creation.

These structures have been developed as municipal committees, designed as spaces for interaction and intermediation, and proposed to integrate citizens, politicians and technicians. By improving the commitment from the municipal decision-makers (political and technical) to qualify the participatory experiences under URBiNAT, the committees aim to extend the opportunities to influence

the decision-making process by citizens (Ferreira et al, 2021). The three front-runner cities have adapted this proposal according to their own local participatory cultures:

- » COT-CS and Working Groups in Porto- activation of a Working Commission for the Healthy Corridor COT.CS , predicted to be launched during November /December 2021, and planned to meet every 3 months; and activation of Working Groups (1. Education and Environment; 2. Culture and Sports; and 3. Solidarity Economy) to develop the implementation of NBS proposals, which have been meeting every 15 days since September 2021.
- » Sofia Advisory Board - launch of Sofia Advisory Board (SAB) in June 2021 by open call for citizens, over 30 applications, several online meetings already conducted.
- » Nantes work with existing groups of citizens - evolution of the Working Group on access to healthy food to the URBiNAT municipal advisory board (meetings every 3 months), launched in September 2021; general assembly of the district for the feedback from elected representatives to the inhabitants; local district meeting (as needed) for feedback to elected representatives; and thematic working groups for the implementation of the NBS (Food, Education and Environment, Sports, Social and Solidarity Economy).

The ongoing monitoring of the municipal committees will give more insights and lessons learnt about its possibilities to expand participation till a co-creation intensity, but also to help the transition from a governance to a co-governance approach.



IMPLEMENTATION AND MAKING IT HAPPEN

The URBINAT participatory design process is setting the ambition towards an “hands On” make it happen approach. All project partners and all city stakeholders have a role to play, their experience and motivation to “experiment” is well accepted and welcome. We have a hearth set for Design Doing, involving all stakeholders in the process final design and validation.

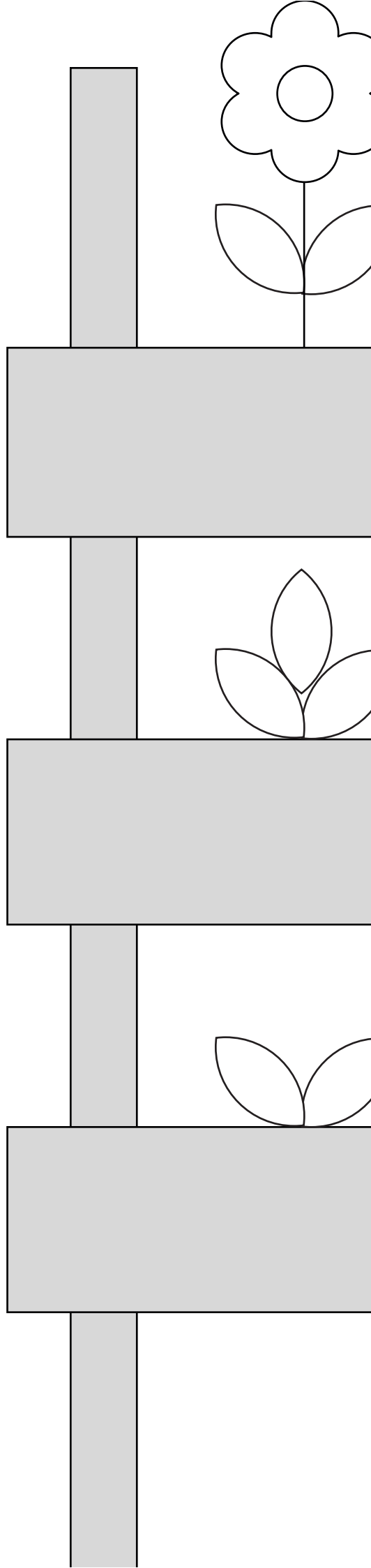
The URBINAT participatory design process is the arm for developing and sustaining the citizens lead Communities of Practice in each city. To achieve this goal, targetting the healthy corridor life after the EU financing, our overall participatory design process its a living systems that learns and changes with the implementation positive results as well as the mistakes and errors during the stages, actions and activities. Maybe it was these resilient initial approach that aallow us to adapt to COVID19 challenges and obstacles.

We propose to start the “house” by the foundations, meaning that each city should stablish a initial purpose and strong reason why for the participatory process focused on the common benefits for all stakeholders. It can be achieve by Setting the co-creation scenario meaning defining material and Immaterial goals.

Make it happen and share all along the journey its our motto for the URBINAT participatory design process.

**Setting the ambition
towards “hands On”
make it happen, be
involved and doing it!**

CHANGING ROLE OF CITIZENS, STAKEHOLDERS AND POLITICIANS



Different roles to be taken

**Adapting and evolving the
five roles of participation**

**Politicians - How and Why
could they change
for participatory processes**

**Changes in terms of skills
and competences required**

How to achieve a Co-Why?

**How to implement URBINAT
Participatory Design Process**

DIFFERENT ROLES TO BE TAKEN

It is possible to differentiate between four role types undertaken by citizens in participatory processes. These are interacting role; group-oriented role; task-oriented role & production role (Barcellini, Prost & Cerf 2015). The roles represent different levels of resource commitment and requires different types of skills and immersion in the co-creative processes.

The interacting role concerns participation in discussions in meetings and workshops and interacting via digital platforms, taking initiative in opening and closing remarks. The interacting role and activity is important for all five stages of URBINAT's co-creation process (co-diagnostics, co-selection, co-design, co-implementation, co-monitoring):

- » for expressing needs, wants, observations, dreams and wishes during the co-diagnostic phase;
- » for formulating pros and cons, for voting and for expressing reasonings behind choices during the co-selection phase;
- » for formulating proposals, design criteria and expressing emotional, social and functional desires and commenting on outline design proposals during the co-design phase;
- » for involvement and participation in the activities that constitute the co-implementation of NBS in the healthy corridor;
- » for contributing with observations, opinions and reflections during co-monitoring and evaluation activities.

The interacting role should be carried out by and with a group of people that give voice to all citizens groups and individuals in the local community in order to safeguard a representative interaction allowing all groups to be heard and involved.

The group-oriented role concerns the coordination of others in groups, participation in decision-making processes and offering support to other participants. For each of the five stages there are important coordination and support roles to be conducted in order to mobilise citizens for the co-creative processes. Persons taking on these roles may already be associated with formal or informal organisations where they have a group coordinating role. Equally, they are able to see a strong link between what they do and aspire towards in their other daily activities and the goals of co-creative process. Persons taking on these roles have strong motivational skills and are very well networked in the community. As such they play a vital role in setting the scene for the interacting activities across all five phases of the co-creative processes.

The task-oriented role concerns the transfer of knowledge from users and other participants to the design process; act as subject experts contributing with specific input to the process. There are a large range of possible tasks during the five phases of the co-creative processes and the more efficiently and smoothly they are conducted the better chance of success for the co-creative processes. Examining each of the co-creative phases identified for the URBINAT projects, a number of task-oriented roles are especially important to mention:

- » for the co-diagnostics phase, important task-oriented roles include the gathering, recording and communication of citizens observations, opinions, survey responses, etc., but also at the initiation, the promotion to citizens of the opportunity to participate in the co-diagnostic phase;
- » for the co-selection phase, important task-oriented roles include the dissemination, explanation and presentation of the NBS options, their pros and cons;
- » for the co-design phase, important task oriented roles include the explanation of the process, making materials available for the co-design process and helping with the presentation, illustration and communication of design options;
- » for the co-implementation phase, the task-oriented roles include conducting activities to sustain the NBS, maintaining the durability of the NBS and communicating the use and results of the NBS; finally for the co-monitoring and evaluation phase, the task-oriented roles include gathering, recording and communicating citizens use, evaluation and change suggestions for the healthy corridor and implemented NBS.

The production role concerns actually producing designs, prototypes and installations that can be tested, viewed, discussed and examined and evaluated. It is characterised by actual contributions to physical artifacts or representations. Again this role is relevant across all five co-creative phases undertaken within the URBiNAT project:

- » for the co-diagnostic process, the production role could include the production of possible NBS designs that can be used for monitoring citizens opinions and reflections; it may include

the production of photos and videos from the area and relevant situations;

- » for the co-selection process, the production role could include the production and tailoring of standard NBS to the geographical area in miniature size or allowing for display and communication of options for a value-adding co-selection process; finally it may also include the production of artifacts or tools (for example billboards of options) that may make the co-selection more efficient;
- » for the co-design process, the production role could include producing prototypes of new NBS solutions and activities; it may include digital reproductions of designs for promotion and further online exchange; it may also include the production of business models and cases for certain NBS;
- » for the co-implementation process, the production role may include doing physical maintenance and repair on NBS; it may also include generating other outputs from NBS including harvesting vegetables, producing an event, a story, artwork to co-create experiences associated with the NBS and healthy corridor;
- » finally, for the co-monitoring and evaluation, the production role may include production of online and off-line displays for communicating monitoring results; it may include a development of software and programs to analyse monitoring and evaluation data; it may also include documentation of actual citizens activity and experiences during the use of NBS and living in the healthy corridor.

For the first role of interaction, there are no special citizens' skill and competence requirements, whereas for the three other roles certain skills and competences may be relevant and advantageous:

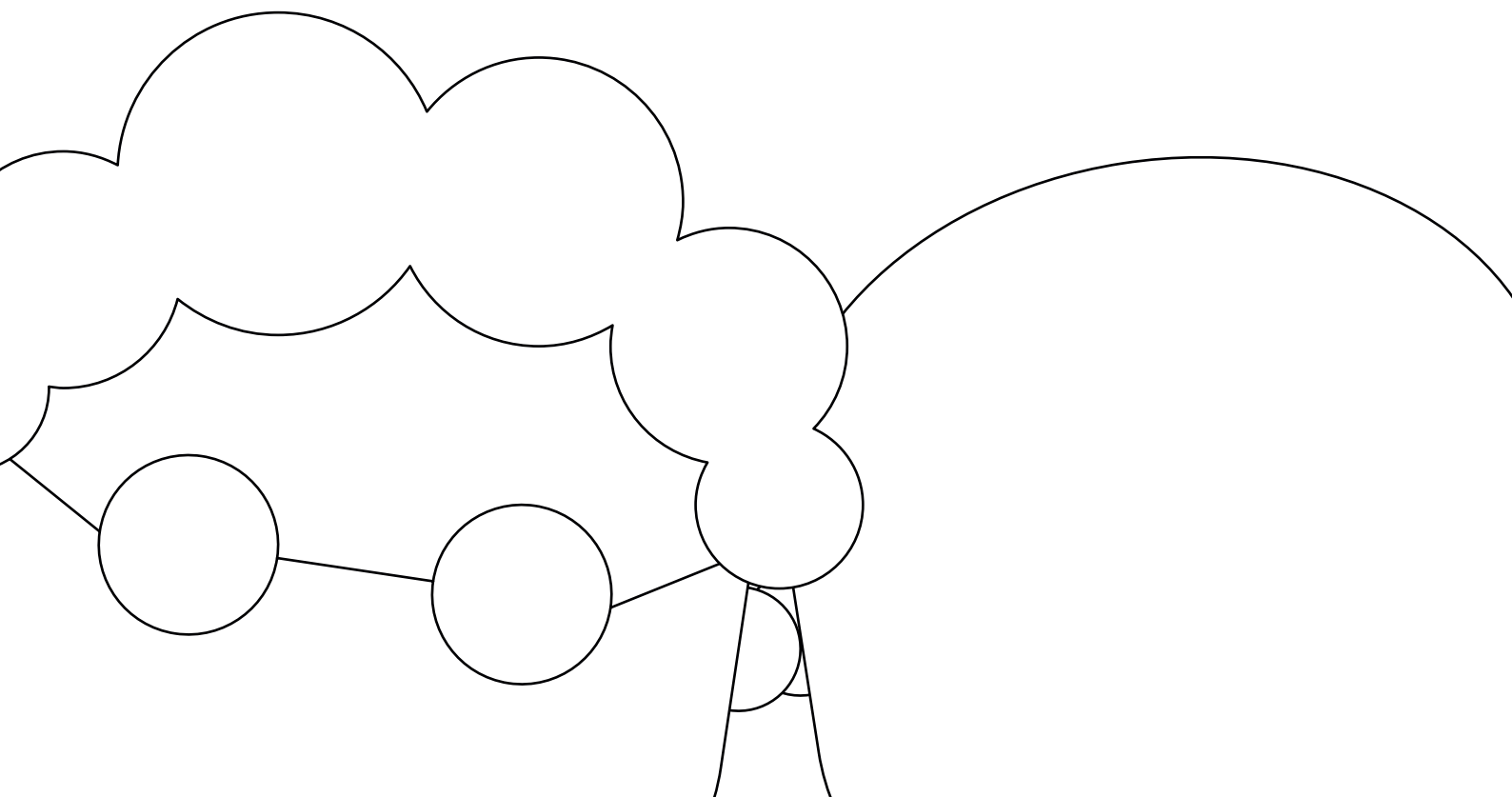
- » Group-oriented role - includes the following skills and competences: motivational influencing skills, workshop and meeting facilitation skills, experience with certain activity NBS, having access to networks and large groups of citizens in the community.
- » Task-oriented role - includes the following skills and competences: focussed on getting things done, good writing and information and communication technology skills, good administrative skills, technical, social, physiological and other expertises of relevance to the NBS.
- » Production role - includes the following skills and competences: animation and illustration skills; being able to build artifacts, being able to 3d design, production of prototypes, final products, videos, photos, websites and displays.

Depending on the requirement of the NBS development process and the ambition for the participatory process, stakeholders may engage with other participants at five levels moving from regarding the participants as passive receivers of information to empowering participants to self-govern the NBS development process.

Each of these extremes require different roles, tools and methods of both facilitators and participants in the process. It is possible across the NBS development processes to change mode of engagement and level of interaction required according to the needs of the participants and the NBS sub-processes undertaken.

However, once you have commenced with a high level of engagement of participants, it is difficult to revert

to treating participants as passive information receivers. Basically, the partnership and self-governance mode will attract certain participants that will not accept later in the process to be simply consulted or informed unless it is followed by immediate opportunities to fully engage again.



ADAPTING AND EVOLVING THE FIVE ROLES OF PARTICIPATION

Taking the Inform role you may inform about urban parks. Here you are basically sharing information and do not appeal to further communication or interaction physically or online.

Moving to the role of 'Consulting' participants are offered the chance to share information to gain services such as maintenance, cleaning, repair, upgrade, etc. Participants/users may report problems they observe in public areas, such as lack of inventory or damages in green areas, street trees, etc. This information is used by authorities or other stakeholders to correct problems that are reported by citizens. Participants will expect to see evidence of problems being solved. If this happens these citizens are likely to be consulted again.

In the 'Involve' role, facilitators will support communication and interaction between citizens, place, organisations and/or public actors, such as municipal departments or scientific entities. This is more demanding for both the facilitators as well as the participants themselves. A certain participatory code of conduct is expected from the participants which builds on mutual respect and constructive contributions. You can only involve somebody in NBS development, if they feel emotionally attached to the purpose of the NBS - do they recognise the co-why?.

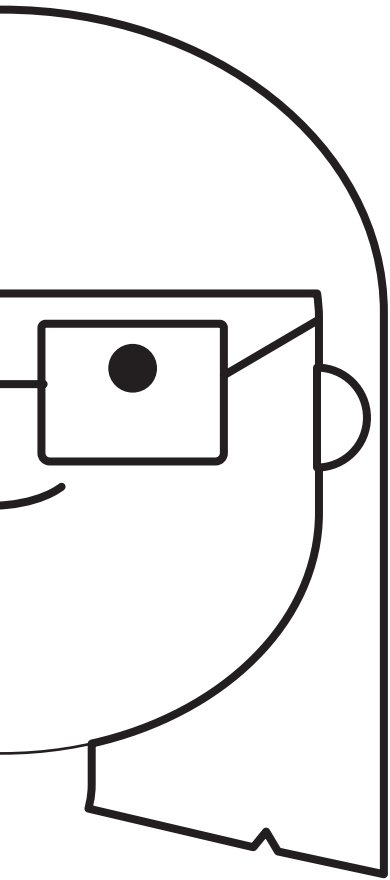
In the 'Partnerships' role, the participants commit themselves to a time and resource based collaboration. The information and resources shared are used in collaborative governance approaches, which support and help to shape NBS partnerships and promote activities. So when Hounslow borough in London partners with a community to adopt trees in their local park the citizens

engage in a community group and act in a collaborative way to maintain the trees for a period of time .

The most engaging role 'Empower' facilitates initiatives that may operate completely independently from typically municipal or governmental initiatives. However, it could also operate independently from an NGO as an empowered local or interest specific community group. The group will self-organise and govern its activities. As an example, a group of cycling enthusiasts will set up, recruit pilots and run a service of cycling elderly on daily trips around the local park.

The five roles of participation adapted model – Knud 2021 (see D3.3)– Incorporate value to the existing model

Tips



Important questions to city or NBS project leaders

Which modes of engagement will you need for your NBS project?

What modes of engagement are your stakeholders ready to take on?

Consider breaking down your NBS projects into smaller NBS activities and commit participants where possible to full engagement in those activities where possible.

Which NBS activities can you allocated for partnerships to take over or for full self-governance and at which point of co-creation?

POLITICIANS - HOW AND WHY COULD THEY CHANGE FOR PARTICIPATORY PROCESSES

Moving from “informing” and “consulting” modes to “involving” and on to “partnership” and “self-governance” modes of citizen engagement in NBS development is a major change and challenge for many local politicians.

Most politicians are not used to giving away this level of control. There are challenges involved for the politician which require new approaches to political leadership and yet there are also opportunities to record major achievements for both the local authority and the citizens in designated districts.

In order to support an intensive engagement practice, the politician must take on the role of promoting the need for a co-why (see below) and setting the political framework (mandate, resource allocation, influence of stakeholder) for full inclusive engagement NBS project activities. Once the involvement, partnerships or self-governance is up and running, the politician maintains the role of major promoter of the NBS activity and achievements also helping to remove barriers or seeking solutions for conflicts



Important questions to politicians:

What could be achieved if the NBS was co-developed and co-maintained mainly be those citizens who are also the main users of the NBS?

What do you risk by encouraging and committing stakeholders to take a greater responsibility for the co-creation of NBS?

To what extent is this risk greater than the potential benefit of true citizen engagement in the realisation?

CHANGES IN TERMS OF SKILLS AND COMPETENCES REQUIRED

For the local authorities, civil servants and politicians it requires new skills and competences to adopt a more engaging model of NBS co-creation.

For Civil servants it means understanding the implications and being able to facilitate these types of engagements or take part in collaborative projects with citizens and other stakeholders.

For Politicians it is taking on a different role and being able to promote, seek consensus and encourage stakeholders to commit as well as understand the regulatory implications of the co-creative nature.

For both the civil servants and politicians it is about being brave and patient as deliberations may take longer before action can occur and yet may go faster than the bureaucratic process can handle. In other words, flexibility, policy and administrative innovation may be required to accommodate the engagement process.

HOW TO ACHIEVE A CO-WHY?

Achieving a co-why across a number of stakeholders towards a joint NBS and healthy corridor project is often essential to obtain the best possible basis for co-development.

It concerns the greater joint purpose for the project that will act as the leading light and motivation of all participants.

The co-why is the overarching reason for the project that encompasses the goals of each of the participating stakeholders. One could argue that failing to agree on a strong co-why, NBS projects may find it difficult to recruit for co-participation as some ambassadors will be demotivated and not promote the project adequately.

Reaching the co-why requires dialogue to understand each of the stakeholders motives and expectations and to deliberate over possible joint purposes that will be attractive enough to attract co-development resources from all the relevant actors. The co-why process fits well as part of the URBiNAT co-diagnostic phase. The co-why is basically a consensus of what the NBS project should achieve, why it should achieve this and for which groups of stakeholders.

The co-why hence will always have a number of subgoals for each of the stakeholders. To give an example:

Co-why of The Finnish Biodiversity Information Facility is to promote and improve biodiversity in Finland. Key stakeholder goals: Citizens - recognition for contributing to Finish Biodiversity; Local authority: understanding the state of biodiversity in their area; Associations: promoting their specific biodiversity interest and project (eg. biodiversitystate of mushrooms); Researchers: gathering and analysing good quality biodiversity data; Ministry: achieving a coordinated

biodiversity mapping to support policy making.

As a consequence of the harmony of goals, the stakeholders all play a part in making it happen. They are all needed and all gain from it. It is a WIN, WIN, WIN, WIN, WIN.

HOW TO IMPLEMENT URBINAT PARTICIPATORY DESIGN PROCESS

In order to implement URBINAT Participatory Design Process you need to have in mind the phases and stages as well as the metric system already explained.

First of all you need have in consideration the assets that you can use along the project. This assets are **people, spaces tools, time, operational scenarios, back-office roles and field team roles.**

A1. People

They are most important asset. Without them you cannot start developing any kind of interaction, workshop or innovation process. These people need to have a set of soft and hard skills but most of all they need to be strong believers and achievers. They must be forward thinkers and be completely involved in the project. You will need to have motivated people, people really want to make the change happen; You will need emphatic people with strong capabilities to connect and create bridges with others.

You will also need to have, among your team, people with specific technical skills such as creative intelligence, the capability to transform and deal with

large amounts of information, connect the dots and transform information into something meaningful for them and for the project. Also, visual thinking skills as the ability to use schemes and communicate and the main skill, human ones.

Also it is important to identify organizational innovation champions and have clearly defined the control and management and the implementation team, a team with strongly forward looking elements that love to have hands on and create.

A2. Tools

Related to the tools you will need six basic tools, paper, scissors, glue, markers post-it, your brain and your stakeholders ones.

A3. Spaces

Your main space to be creative is anywhere indoor, outdoor, in context and outside context. We strongly believe that every space is a good space to be creative.

A4. Time

The time required needs to be fitted and parameterized to the challenge, to the organization as well as to the project team but we should advise you that must be flexible enough to achieve accurate results.

A5. Operational Scenarios

Due to its broad applications, URBINAT PD have several scenarios and working ways in order to explore and increase the outcome of the process. This involves exploring new ways of activating the stakeholders. In a total of five scenarios that are field research, desk research, workshop research, Lab Research and Cloud.

Field Research: Research or working actions taken on the field. This can involve ethnographic observations and in-depth interviews with stakeholders. The focus of the field research is to understand and get to know in a deep way the surrounding contexts of the project.

Desk Research: Research or working actions for the analysis and interpretation of primary and secondary data as well as elaboration of preliminary, intermediary and final reports, design, information study and creative development.

Workshops: Strong point and the central aspect of our methodology is the contact point of interaction between the team and the stakeholders for the co creative work.

Lab Research: Research of working action based in search, test and parameterization of ideas into tangible concepts. Is also a type of context where you will cross studies and information sources in order to develop prototypes and final ideas conceptualization.

Proximity Research: Living Ateliers where Urbinat researchers live in the intervention area during the co-diagnostic and co-design stage, helping the stakeholders and the citizens to express their ideas, and co-develop NBS solutions in a “natural” informal environment.

Team Roles

Along with the application of the methodology you will need to define roles for each team member. These roles must

be selected according to the personal and technical skills and must be divided in two main scopes, by one side the work that develops in the back office and the role that develops in the field.

A6. Back-Office Roles

Defined by roles that are related with first, the project and approach definition, the strategic decisions derived from the information analysis, the information analysis itself, the management of the project and the involvement/coordination of all parts.

Types of scenarios: Field Research, Desk Research and LabShops

Strategist: This role must be developed by a highly experienced team member and is in charge of the strategic project decisions, before (during the parameterization), during (analyzing information and defining future paths) and after (managing the project deliverables and setting up the main conclusions).

Analyzer: This role can be developed by junior team members always supervised by an experienced analyst. The main objective is to analyze, transcribe and report the information retrieved from the tools, observation and other sources of information to the senior analyst and then to the project leader. The chosen team members must be creative by one side enabling them to detect patterns and hidden insights but at the same time structured to be able to present concrete approaches merging qualitative and quantitative data.

Project Manager: This role must be developed by an experienced project manager. Is in charge of important schedules, deadlines and milestones and to be able to manage all the team members in order to take the most efficient approach.

Involver: This role must be developed by an experienced team member. Is in charge with the contact between all members in order to maintain the project running and the information flows among all members.

A7. Field Team Roles

Defined by roles that are related with the workshop itself and they can be as a field researcher, facilitator, process manager, observer, support team or logistic team. Types of scenarios: Workshops

Researcher: This role must be developed by experienced researchers and team members. They are in charge of the observation process ensuring that they follow the scientific and validated norms. They keep close contact with the analyzer and the strategist in order to search for better ways to retrieve and analyze information.

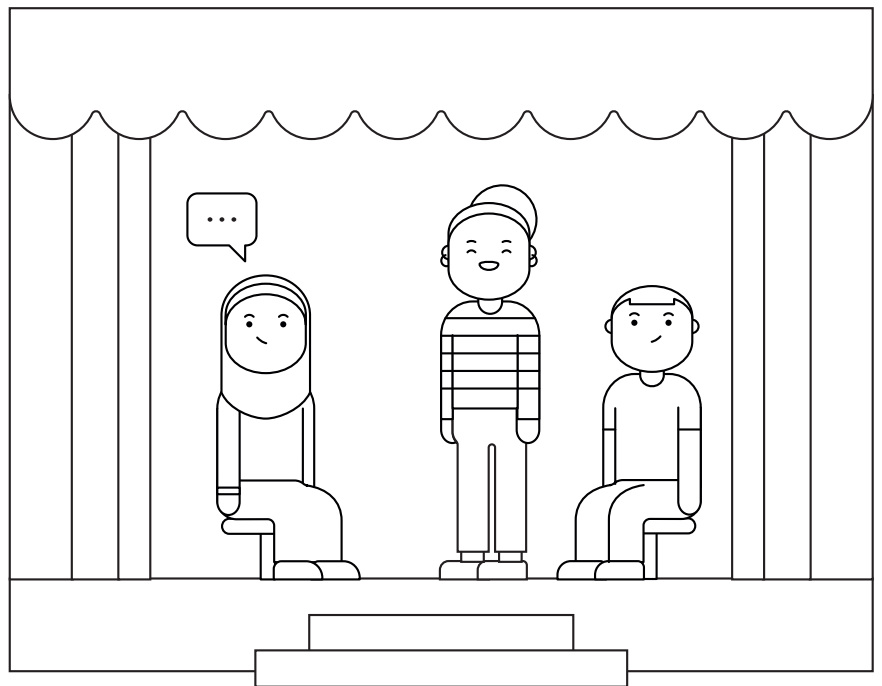
Facilitator: This role must be developed by a mix of experienced and junior facilitators. They are in charge of the workshop dynamics, involving stakeholders, managing the motivation inside groups. They are also important elements to retrieve the deepest information that are not in the tools either in the observations. They are the ones that, following the coordinator guidelines, manage the workshop.

Process Manager: This role must be developed by an experienced Manager. They are in charge of preparing, analyzing and collecting the metrics during the workshops and preparing the statistical data.

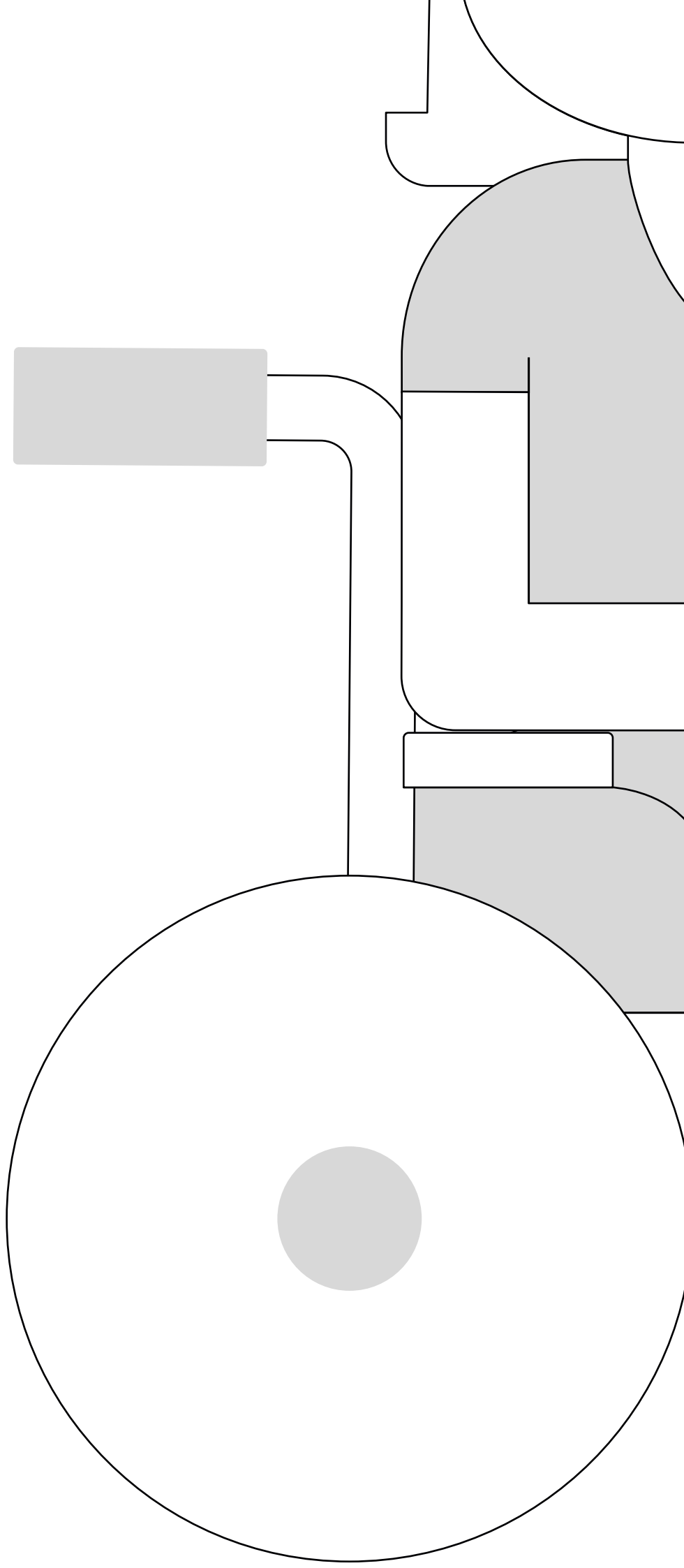
Observers: This role can be performed by a mix of experienced and junior observers. They are in charge of taking “hidden” information from the parallel conversations and discussions stakeholders groups, detect avoided subjects, identify blocking stakeholders from the workshops and also be an important part on identifying the most important stakeholders to integrate wider or closer innovation groups. They must be good and experienced listeners.

Support Team: This role can be performed by a mix between experienced and junior team members. They are in charge of supporting and managing all the operational aspects such as video recording, presentations and other elements that can be attached to the workshop dynamics.

Logistic: This role must be performed by a mix of experienced and junior team members. They are in charge of dealing with all the aspects that are not linked with the workshop like space, materials and audio visual.



SETTING UP THE LOCAL TASK FORCE



**Role of task force and task
force participants**

**Creating the Co-creation
Environment and Mindset**

ROLE OF TASK FORCE AND TASK FORCE PARTICIPANTS

The process was designed starting by defining team roles and a co-leadership model between URBiNAT research team and the local partners according to four different levels.

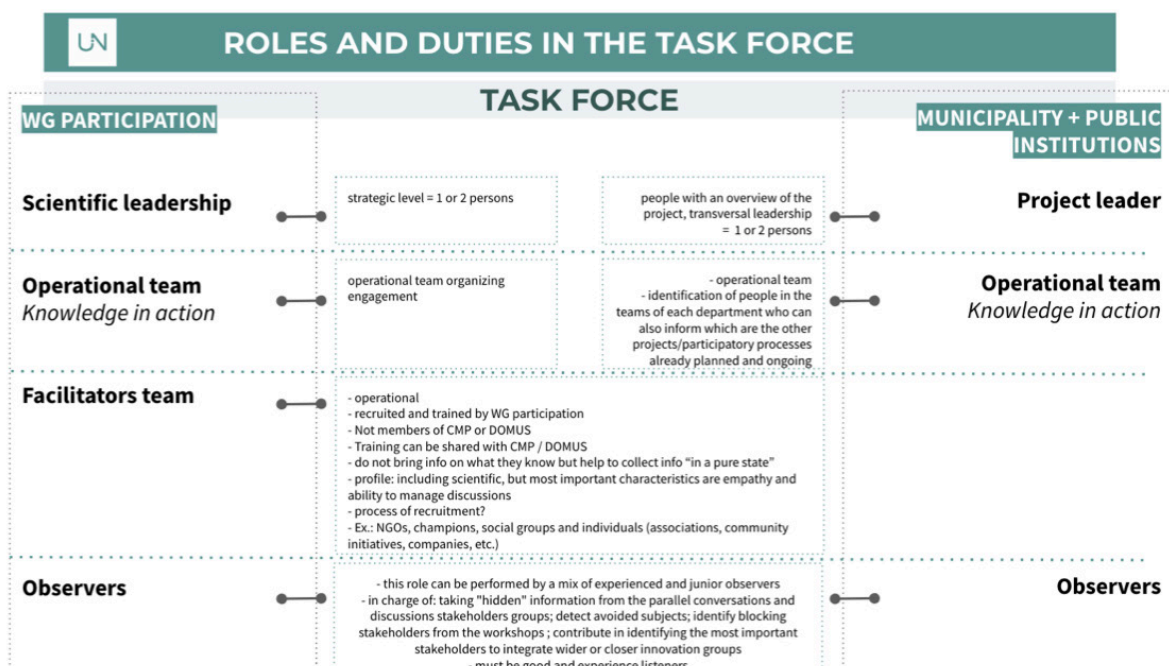
URBiNAT research team consisting of:

- » URBiNAT TEAM Scientific Leadership 1 or 2 persons
- » Knowledge in action / knowledge sharers - operational team organising engagement
- » Facilitation team at stakeholder level
- » Observers: cannot intervene but are essential to complement the facilitators role

Local partners team:

- » Project leader: people with an overview of the project, transversal leadership = 1 or 2 people;
- » Knowledge in action / knowledge sharers = operational team / identification of people in the teams of each department who can also inform which are the other projects/participatory processes already planned and ongoing;
- » Observers: cannot intervene but essential to complement the facilitators role.

The figure below illustrates this distribution of roles and duties within the task force:



CREATING THE CO-CREATION ENVIRONMENT AND MINDSET

Through our experience and expertise, we know for a fact that these assets must be IN-BALANCE in order for any co-creation culture and system to be successful. We stand for 'Slow co-creation', meaning a model that deepens the co-creation process.

This type of co-creation is thus not limited to the moment of sharing and reinforcing ideas but commences much sooner via thorough research and observation on the challenge(s) and/or the customer friction(s). When ideas are being put on the table, stakeholders will be asked to research these ideas in depth: where do they come from? Which sources do these ideas have? Where do these ideas originate from? How can we find alternatives for the original idea(s)? etc., etc.

On top of that, slow co-creation also cares about the people being involved in the process: e.g. listening to their ideas, investigating, etc. Therefore, people are being asked to express themselves in different ways: e.g. through collages, journals, mood maps, etc. (Mateus, 2016).

Slow co-creation also entails the aspect of learning (analysing emerging patterns) and jointly experimenting (creating simulations). As a result, slow co-creation processes enable people to change from within.

This brings us to the extra dimension of slow co-creation, being high ethical standards and especially the unconditional respect for them: true co-creation always happens in an atmosphere and setting of genuine respect for the original thoughts and ideas of others. E.g. never copy ideas or concepts but always validate the originators of ideas by publishing their

name and work properly; perform research on their motives and their ways of thinking. Within this sphere of slow and ethical co-creation, all parties involved are very conscious as well as conscientious about the difference between copying, sharing and creating.

To align all this "slow co-creation" and the need to create co-creation culture, we propose to co-design with all URBiNAT experts as single methodology and implementation model based on new stages into the traditional co-creation process; all of them human-based and human-centered, being (Mateus, et al, 2017):

INVOLVEMENT –

In this stage we aim to:

- » DIAGNOSTIC - Profoundly analyse and understand the specific city context, including all its layers and levels, both top-down and bottom-up.
- » PREPARATION - Improve or create trust, confidence and team dynamics between all participants involved, thus integrating all levels.
- » LEARNING PROFILES - Identify individual learning profiles to optimize and adapt the tools and group dynamics.
- » LEARNING CULTURE - Support the participants specific knowledges to constantly explore, share and learn in a motivated and autonomous way.
- » MOTIVATION - Empower, energize and motivate each participant both individually and as part of a team, to actively engage in getting into the innovation mode, focus, process and strategy.
- » MINDSET & ATTITUDE - Open the minds, break down internal barriers,

promote an “entrepreneurial” spirit and create a “makers” hands-on philosophy.

» MEANINGFUL - Turn the co-creation culture into a “catalyst”, granting and higher meaning to community of practice groups as well as to their team of participants. Meaningful actions create far greater engagement from citizens, resulting in a clearer positioning and better exposure of the URBINAT CP within the cities and the citizens.

INTEGRATION –

In this stage we aim at enlarging the scope of co-creation to validate the developed ideas, via:

- » CROSS POLINIZATION - Further integration within the external context, other knowledge areas and environmental surroundings;
- » VALIDATION - Validate the stakeholder groups’ ideas and obtain further insights from larger representative consumer groups via online tools and apps, to generate consumer narratives and feedback;
- » SYSTEMATIZATION – Transform all insights and feedback obtained in into strategic guidelines, scenario mapping and innovation outputs for decision-making visioning.
- » PURPOSE – Define a contextual environment to enhance our possible innovation outcomes, i.e. giving it a “purpose”.
- » INTERACTION – Start the dialogue to create a continuous flow of innovation, i.e.:
- » STRATEGY - Define the dialogue strategy: frequency, contents, inbounds, etc...;
- » PLAN & S ELECT – Establish multi-channel integrated touch points, from email to mobile SMS and online

collaborative platforms;

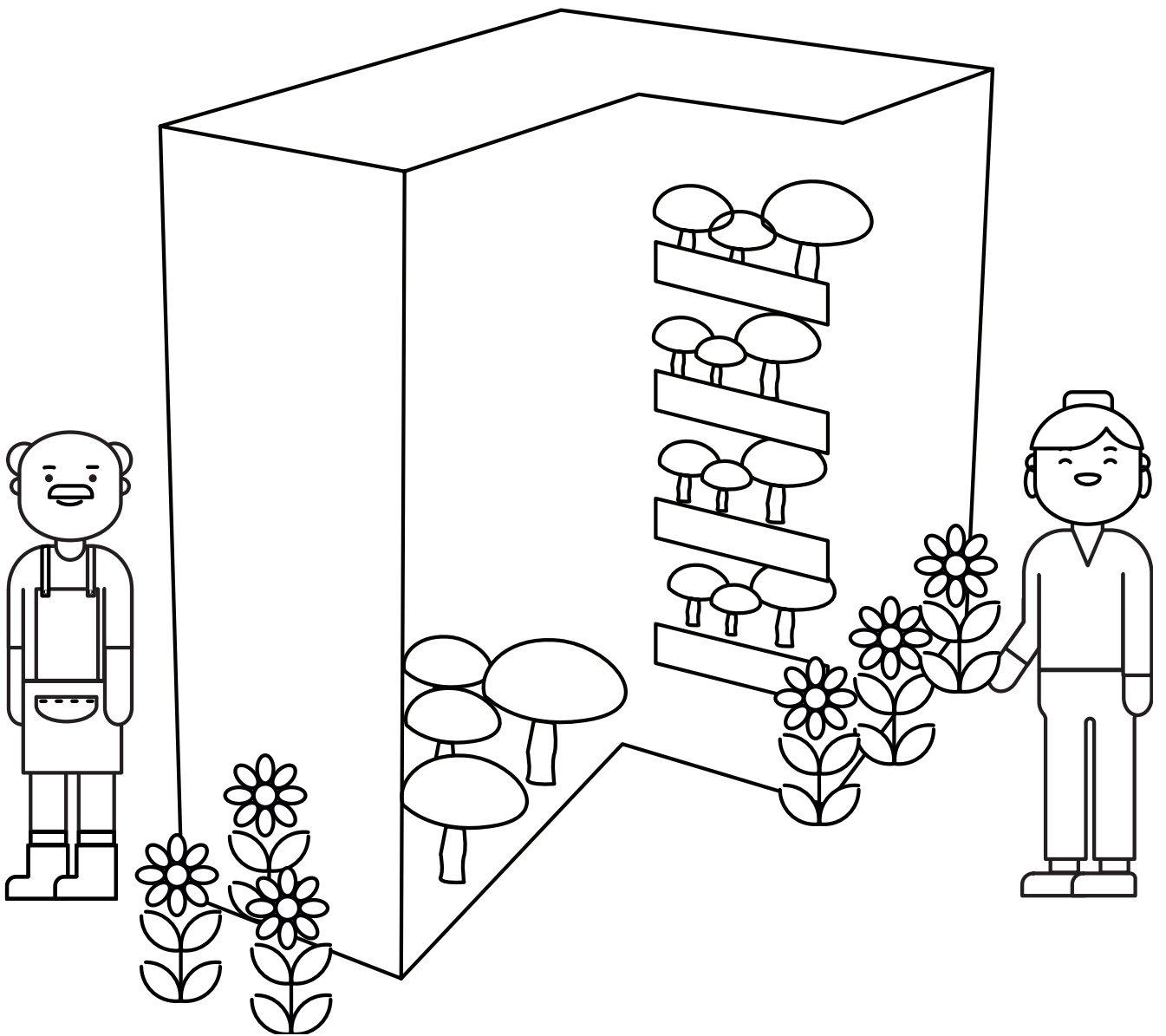
» GIVE A “FACE” - Create a “persona”, thus making the users’ interactions more personal and human;

» CREATE SPACE FOR USERS’ DIALOGUES – allow the sharing of experiences and narratives between the users, play the role of facilitator on the multi-channels platforms, observe and learn, introduce topics and tips to enrich the dialogues;

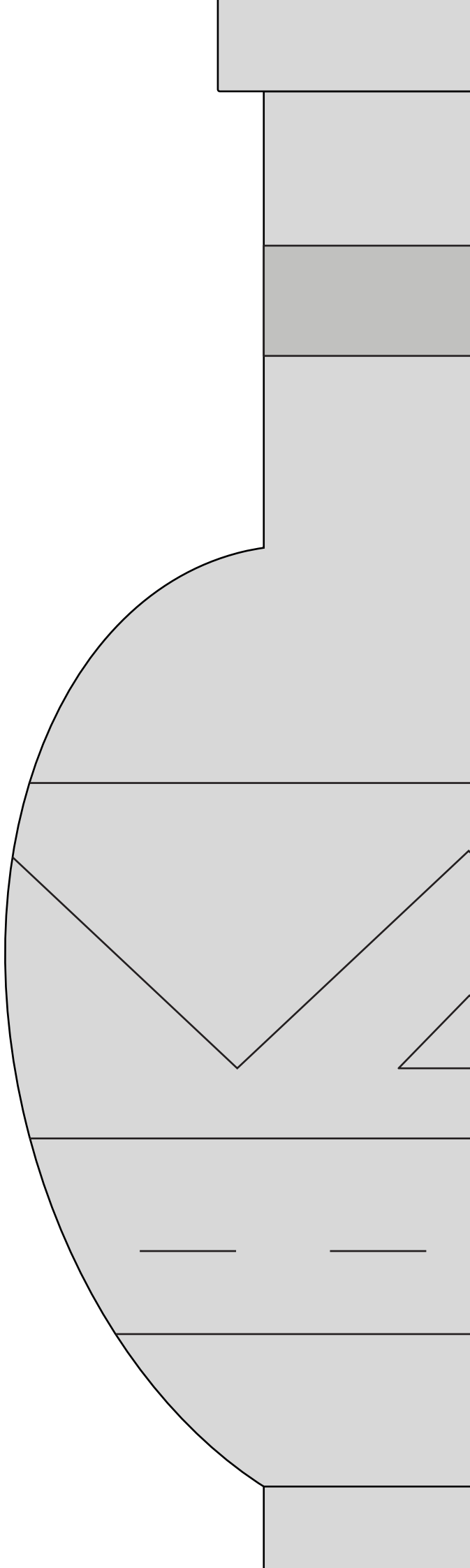
» ACTIVATION – The interaction stage definitely requires human face-to-face activation as a kick-starting point as well as to maintain and further expand the users’ interest and expectations;

» CONNECTIVITY – Start-up your own links, create your own networks, connect and make the effort to co-create and to stay in touch with your partners and consumers. Some Building Blocks on how to create a creative environment and participatory culture (Garvin, 2013);

» EMPOWERING the participants by stimulating them to express their own personality, promote diversity and freedom of behaviour.



MOBILIZATION STRATEGIES



Methods, Techniques and Tools

METHODS, TECHNIQUES AND TOOLS

Identify an important cause



What is important to the crowd?

What beauty will come easy but attract pride from many?

What cause is so important that people are willing to work for free to make it happen?

These are questions you need to ask yourselves when designing your NBS mobilization strategy.

It may well be “the Event that all have been waiting for” you need to describe. It may be a landscape and its new biodiversity you need to describe. It could also be an “activity for all” which is not possible today but could be possible tomorrow.

Organizing kick-off and mobilization events

When an NBS project is ready to go live and mobilise citizens to take an active interest, it is also the time to organize a kick-off event that can engage with people and secure participants in the coming activities. Such an event will benefit from being fun for several target groups by providing entertainment and engagement in fun activities.

Furthermore, a Kick-off event should be able to communicate in a clear way the overall vision of the NBS project while at the same time show people how and when they can contribute and with what type of contributions. Last but not least the kick-off event should allow participants to influence the final design and implementation of the NBS. Below are other ways of engaging and mobilizing citizens and stakeholders in NBS development.

Citizens and stakeholder networks

Obviously, mobilization is also about mobilizing networks of networks in the local community. The key to the mobilization success is to work on a motivating purpose for the NBS project. The more likely people are to promote the purpose via their networks the more likely to mobilize a diverse crowd of participants. In fact, if the ambassadors are able to tailor the purpose and key messages to the needs and interests of individual networks then the mobilization can really go places.

Awakening curiosity

With art and creativity, you can awaken curiosity among citizens. By creating live entertainment with a core message you can engage with people. Maybe you have invited them to the event, maybe it is organized on the fly. The curiosity can be awakened by smells, sound (music), acting (humor), setting up an interactive display that people can explore and change by moving units around.

Onsite happenings

With an onsite unpublished installation and happening you are able to show a possible future vision. Say, you bring along 10 boxes and place them in the street in a parking lot. You fill up some of the boxes with beautiful flowers and the rest you use as chairs and tables. You may bring a couple of bottles of juice that was made from apples in the nearby park to offer to those people passing by. People will stop and talk and this is when you explain your plans for the neighbourhood and how the boxes may become permanent installations. You invite people to an event and repeat the “happening” somewhere else in the area to gather more interested people. You may also set up the “happening” right outside city hall in order to attract the attention of politicians.

Show how you can make your mark – create impact with little resource

In a rundown neighbourhood in the US, two citizens started a movement when deciding to clean up, repair and decorate their front door porches. Soon the two front door porches became legendary in the neighbourhood and the two initiators were asked by others how they did it and soon many other neighbors were improving their porches.

Next step, a small task force was formed to go around and offer people, who for some reason were unable to upgrade their porch, to help them. The task force made arrangements with shops and NGOs to provide plants and materials for porch decoration projects.

The front porch project was born and had founded a community that spread to other neighbourhoods.

This story shows that with a small effort it is possible to make a significant mark and create something big.

“Carrot mob”

The first Carrotmob campaign happened in March, 2008, at K & D Market in San Francisco, California. It was organized by the founder of Carrotmob. In this campaign, they went to 23 convenience stores with a plan to transform one of the stores into the most environmentally-friendly store in the neighborhood. He promised to bring a “mob” of consumers to one store to spend money on one day. In order to receive the increased sales from this event, store owners were invited to place bids on what percentage of hypothetical revenue they would be willing to set aside and reinvest into making improvements which made their store more energy-efficient.

This approach is possible to apply to many other NBS development projects as a way of co-financing a green change desired in an Urban setting. It could be for the purchase of plant boxes in the high street. As long as the cause is right, the citizens will come and support with their little token which will multiply with numbers. Usually these numbers are mobilized via encouraging social media updates.

Participative budgets for citizens

Participatory budgeting is a form of citizen participation where they take part in the process of deciding how public money is spent. A specific amount of money is allocated to certain types of NBS projects and rules are set for the amount per project and how to apply for these. Local people are often given a role in the scrutiny and monitoring of the process and outcomes following the allocation of budgets.

Authorities could establish a forum where citizens decide how to spend a set amount of public money in their local/ devolved area;

Participative Funds would usually be applied locally but can be scaled up to sub regional/combined authority level;

NBS specific budgets can be spent in a way which better reflects the strengths, needs and aspirations of the local community. It may also improve self-confidence, increase volunteering and faith in local service providers.

It supports the establishment of positive relationships with citizens and organisations in the community.

It is likely that outward oriented civil servants will be aware of opportunities to experiment with participatory budgeting, initially on a relatively small scale;

Obviously, it will be relevant to hold talks with local stakeholders who may be interested in participating and helping recruit citizens to be involved in participatory budgeting.

Crowdsourcing

Crowdsourcing for NBS can be fantastically effective. An example: crowdsourcing online for data input as it is practiced in several citizen's science projects can create enormous value to understand problems and challenges in nature that can then lead to the co-creation or development of effective solutions.

However, crowdsourcing can also be used when co-creating and installing the actual NBS. Through crowdsourcing, it is possible to gather surplus materials (plants, building materials that are surplus to need in other projects) needed for an NBS installation.

Crowdsourcing often requires an event-based and/or online promotion of the project in order to mobilise the crowd to contribute. If the project is attractive enough, then the crowd will respond and deliver.

FRAMING

Next
SETTING

URBiNAT Healthy Corridor Participatory Process Toolkit

Leading partner	GUDA
Type	Deliverable
Dissemination level	Public
Work package	WP3
Task	3.5
Due date	20 September 2021
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Task Leader	GUDA
PackageWork 3 Leader	DTI

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Project Report on pilot participatory workshop on community-driven process for the co-creation of healthy corridors and NBS

Acronym URBiNAT - Healthy Corridor Participatory Process Toolkit



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The content of this report reflects only the authors' view and the European Commission is not responsible for any use that may be made of the information it contains.

SETTING BENCHMARKS

Participatory Design
and Benchmark

LOOKING LATERAL

**Participatory Design
evaluation timeline**

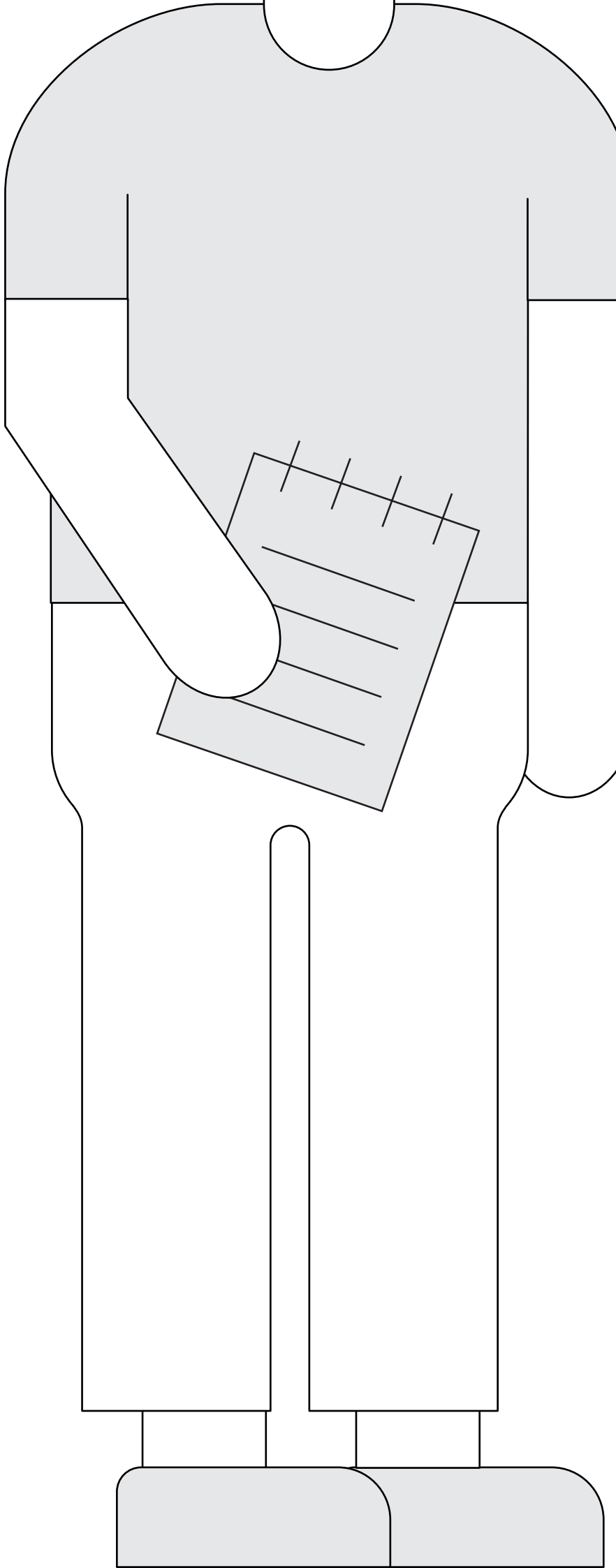
**Methods & Tools in use
(outside URBiNAT)**

**Known Pains & Gains
of Participatory Design
Processes**

**Participatory Design Case
studies**

Best Practices Analysis

LOOKING LATERAL



PARTICIPATORY DESIGN EVALUATION TIMELINE

MACRO

A basic source of benefits from wielding greater influence for citizens emanates from the basic notion that granting them “a say” brings a potential for better outcomes. This is partly a consequence of the information that citizens who live their days in the city, or in a particular district, possess, granting potential value to having that mobilised and channelled into ideas, proposals, and actual city development. Another aspect has to do with the value of opening for better linking between people and places. A third source of benefits emanates from the role of participation in shaping perceptions and thereby opening for greater appreciation of the outcomes achieved (Van Herzele 2004; Kahila and Kyttä, 2009; Greenfield, 2013; Brown, 2015).
D3.3

The notion of such benefits can be traced back to the Nordic “participatory design” (or “collaborative design”) approach, according to which the engagement of user experience provides valuable insight as well as commitment to the system by those who are to use it (many, at times conflicting, stakeholders enter the picture as well). On this basis, co-design evolved as an umbrella approach for combining the insight of the various actors who are affected by a particular problem (Bradwell and Marr, 2008). Over the years, however, sceptics pointed to lack of: i) empirical evidence that the approach works (Nicholson, 2005), or; ii) clarity when genuine participation actually works as well as when it may fail, as obstacles to nailing down the prerequisites for the approach to succeed (Mitchell et al., 2015; Kristensson and Magnusson, 2002).

Conventional methods to enact citizen participation arose in the 1960s,

including a whole range of tools and tactics: referenda, public hearings, public surveys, conferences, town hall meetings, public advisory committees, and focus groups (Rowe and Frewer, 2000). The emphasis used to be placed on “public” participation”, referring mainly to administrative decisions (Creighton, 2005). Here, the concept of participation is applied more broadly to incorporate the overall framework of social and political influence, placing the focus on the ability of citizens and relevant stakeholders to exert an impact on their spatial context in the urban environment.² The term further presupposes two-way interaction and an actual process, although it may be formal or informal, going beyond coincidental exchanges.

MICRO

Along the years a discussion has been continuing around the definition of the designer and his role (Alexander, 1964; Archer, B., 2004; Cross, 1982, 1999, 2001; Dorst & Cross, 2001; Findeli, 2010, 2018; Manzini, 2009; Schon, 1983), the authors Nelson and Stolterman (2012) conceptualized it in four designer personas. Being one of them the Designer Facilitator as a designer that lose his creativity declining it on the user/client that knows precisely what he needs and which outcome he wants. The authors recognized the significance of the facilitator inside the process but as part of the designer role in the design process. Which relates to Sanders (2008) view that sees the expert in the design process, in the capability of the designer with participatory mind-set has a different perspective on people, and the knowledge that brings to the process on their multidimensional experiences, taking on their role as co-creators.

Sanders concepts guide us to the participatory design as the practice established, as a medium and instrument for participatory application (Dalsgaard, 2012; Luck, 2018; R. C. Smith et al., 2017). The interpretation of what Participatory Design (PD) and how it is practised is fluid and depends on the conception of all parties involved, influenced by the contexts, the disciplines are called to intervene, domains and communities (Luck, 2018).

Some principles and guidelines stand from the original stages of participatory design models (Greenbaum & Loi, 2012; Luck, 2018): Equalising power relations — giving a voice to everyone inside organizations or communities, concentrating the efforts on the lower or silent voices endeavouring for social transformation (Jones, 1971; Luck, 2018; Rachel Charlotte Smith & Iversen, 2018); Situation-based actions — going to the field and work with all parties for deeper understanding of their actions, personalizing interactions and taken accountability for the practice, experiences and final result (Luck, 2018; Simonsen et al., 2014); Mutual learning — creating harmony among participants validating all knowledge as important and complementary (Luck, 2018; Simonsen et al., 2014); Tools and techniques — as a mechanism to facilitate the participants expression of their needs, allowing reflection to take place in action making tangible concepts or experiences (Ehn, 1993; Luck, 2018); Alternative visions about technology — in the technology domain, different and context of experience is important for fairness, looking for the impact of this technologies in the present aiming to design the future of human experience and the impact on society and environment (Karasti, 2014; Luck, 2018; Rachel Charlotte Smith & Iversen, 2018);

Democratic practices — creating fairness among stakeholders through practices and role models (Greenbaum & Loi, 2012; Luck, 2018).

In the Genuine Participation concept, Luck resumes a consistent definition of what ought to happen in the process and with the participation in PD. Luck (Luck, 2018) uttering Robertson and Simonsen (Robertson & Simonsen, 2013) calls for a legitimization and acknowledge of participants role in the design process, where epistemic knowledge comes from the iterative process of reciprocated learning and respect (Greenbaum & Loi, 2012; Luck, 2018).

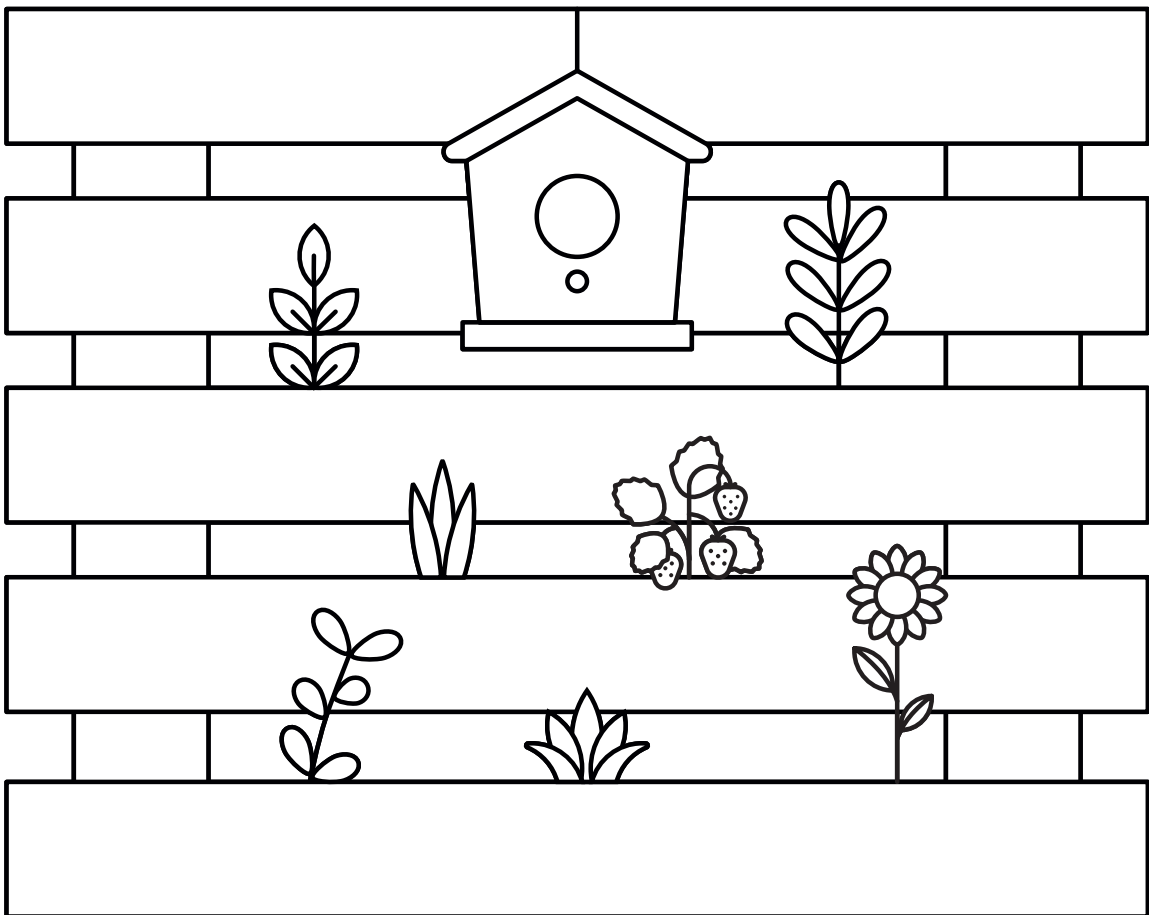
Like mentioned the PD has different domains, areas, fields and communities where it is introduced and applied (Falanga, 2020; Luck, 2018; Rachel Charlotte Smith & Iversen, 2018): “architecture, cities, civic protest movement, changing IT/digital education, healthcare at different scales, to advance the genuine inclusion of people (homeless, youth groups, people with communication difficulties) in design” (Luck, 2018).

From the bibliography research is understood that authors reflexions on the emergent and demanded openness off PD for wider and deeper participation along with the need to take responsibility for the different roles within the process (Iversen & Dindler, 2014);

Luck, 2018; Rachel Charlotte Smith & Iversen, 2018), is demanding for a sense of values and meanings of ‘participation’ (Rachel Charlotte Smith & Iversen, 2018), this being the state of the art on the research and practice of Participatory Design. One of the areas of implementation of PD is in Public

Administration, more precisely in the territories, intending the democratization in design of cities and experiences inside the territory (Falanga, 2020; G. Smith, 2009).

The territorial implementation of PD requested the diversification and the amplification of the roles inner and outer the process, PD strode in areas that need regulation, for the propensity of Public Institutions to comprehend and apply the PD in an experimental approach without structuring or regulating its form, method and time, compromising the results and the transparency of the process (Falanga, 2020; Hoppe, 2011)



METHODS AND TOOLS IN USE (OUTSIDE URBINAT)

Affinity diagramming

According with (Holtzblatt & Beyer, 1998; Kawakita, 1982; Kuniavsky, 2003) affinity diagramming is a method employed in order to cluster information during research. It helps to compile tacit knowledge that emerges from data collection. Affinity Diagram is performed groups that denote research themes.

During contextual inquiry, some interviews must be conducted and after that some observations must be recorded. The design team can later cluster related notes (sharing the same issue, problem or intent) in a movable way so that they can be relocated easily. This sequence results in the emergence of a story about the user, his or her problems and tasks. Affinity diagramming is applied to all phases and helps to cluster information from the workshops.

Automated Remote Research

Stands for the practice of employing web-based research tools to gather statistically relevant data and can be triangulated with behavioral information. There are a large number of tools available for this purpose (both qualitative and quantitative) so the design team should carefully spend some time in planning this activity (Bolt & Tulathimutte, 2010; Tullis & Albert, 2008; Tullis, Tedesco & Albert, 2010).

Automated Remote Research techniques are used mainly in ideascloud platform to strive collaboration, increase stakeholders involvement and transfer knowledge among the community, group or stakeholders' group.

Content Analysis

Is employed for systematically analyze lengthy qualitative record, such as interview transcripts. Depending on the type of the analysis to be conducted, it can be done using two approaches: inductive or deductive. The codes are derived from reading samples of the original material and they are used in subsequent analysis, while the later a preset of codes is defined through a theoretical framework.

Content analysis results in quantitative reports and support the identification of themes and patterns emerged from the original data. This technique can also report on the form of the content, relationships between images and text size or position (Robson, 2002; QSR International, 2015; Sommer & Sommer, 2002). This technique is transversally used among the methodology as a way of interpreting the produced content throughout the workshops, video recording transcriptions and other sorts of collected information.

Experiments

Measure the effect that an action has on a situation by demonstrating a causal relationship or determining conclusively that one thing is the result of another. They determine cause and effect by meeting three conditions: the presence of two observable and measurable actions or events; the cause event occurring before effect; and elimination of all other possible causes. (Sommer & Sommer, 2002; Larson & Loschky, 2002). Within the methodology this technique transversally applied and define the overall application.

Graffiti Walls

Provide an open canvas on which participants can freely offer their written or visual comments about an environment or system, directly in the context of use. This technique encourages participation through natural means of facilitating casual, anonymous remarks about an environmental space, system, or facility. Large-format paper is adhered to a wall or other surface, with markers tied to a string or otherwise made readily available for open-ended comments to be posted.

The paper may be left blank, or a guiding question may be positioned to direct comments on a particular theme. The method can be used almost anywhere, but it is particularly useful in environments or for situations in which it may be challenging to collect information through traditional methods such as interview or observation.

Image Boards

Is a collage of collected pictures, illustrations, or brand imagery can be used to visually communicate an essential description of targeted aesthetics, style, audience, context, or other aspects of design intent. Image boards, or mood boards are used to build inspiration and serving to inspire (Hughes, 2008). Within the methodology this technique is used to retrieve information throughout the methodology.

KJ Technique

Help teams working through a problem space and prioritize what should be focused on first. The KJ Technique is a consensus-building exercise that helps teams organize a complicated range of ideas and information. The KJ Technique is an effective way to externalize information and then organize and prioritize the data in a way that builds group consensus (Kawakita, 1982; Spool, 2004). Within the methodology this technique is used in each work tool and working sequence in order to create consensus for a subsequent phase.

Think-aloud Protocol

Is a method to verbalize what participants are doing and thinking as they complete a task. Helps to reveal aspects of an interface that delight, confuse, and asking people to articulate what they are thinking, doing, or feeling as they complete a set of tasks that align with their realistic day-to-day goals.

Also identifies the aspects of a digital or physical product that delight, confuse, and frustrate people so that they can be corrected or improved. There are two common experimental procedures for the think-aloud protocol: Concurrent Think-aloud, the participant works through tasks while articulating what he or she is doing, thinking, and feeling where the focus of the test should be on what is happening, as opposed to why; Retrospective Think-aloud begins by asking participants to complete a task in silence. (Albert & Herbert, 1972; Ericsson & Herbert, 1993; Zhiwei, Lee, Cuddihy & Ramey, 2006). Within the methodology the think-aloud method is used to retrieve information to all the phases as they happen.

Brainstorm Graphic Organization

Is used to help creative teams to unveil new connections between components within a problem space in order to come up with unconventional alternatives against old patterns for a specific domain.

They are graphically organized and examples are Brainstorming Webs (parting from / converging to a central concept through related information); Tree Diagrams (bottom-up or top down hierarchical communication between central and supporting ideas); Flow Diagrams (documents sequential events, representing actions or processes in a system) (Osborn, 1993; Hyerle, 1996; Ausubel et al., 1978; Clarke, 1990; Sinatra, 1990). This visualization and system thinking are used in our methodology in order retrieve information from the stakeholders and lead ideation sessions.

Collage

Is a method that facilitates the process of self-expression from research participants through the usage of a set of tools like cards, paper sheets, images, words and shapes. Employing these artifacts, participants can visually tell a story about present, past or future contexts of their lives when they present each result for the rest of the group. Moderators must record these presentations so they can later conduct a qualitative analysis where patterns or themes emerge within or among collages (Sanders & Colin, 2001; Stappers et al., 2003). This is a transversal technique and is used for visually represent, promote personal and group creativity as well as for moodboard creation.

Mind Mapping

Is a visual thinking tool that can help generate ideas and develop concepts when the relationships among many pieces of related information are unclear.

It provides a nonlinear means of externalizing the information in our heads so that we can consolidate, interpret, communicate, store, and retrieve information. Because of its visual, diagrammatic nature, it is a powerful mnemonic device, and can be used to promote understanding and enhance recall of a problem space (Hyerle, 1996). Within the methodology this technique is used to explore and systematize ideas.

Word Clouds

Are a method of information visualization and organization text-based into interesting spatial arrangements. The most frequently used words or word pairs in just about any text-based source document. Words are assigned different font sizes based on word frequency, the bigger the word, the more frequently it occurs in the source document. Is a visual summary of the textual data that serves a function and provides the reader with enough information to form a general impression of what the content is about.

Word clouds can serve as helpful communicative artifacts for design teams, as visual representations of research data to clarify and highlight the content (Jonathan, 2010; Rivadeneira, Gruen, Muller & Millen, 2007). Within the methodology word clouds are used to analyze information from contents as a way to visualize it to the project promoter.

Thematic Networks

Are step-by-step processes that identify, organize, and connect the most common themes in rich, qualitative data. Thematic network analysis analyzes textual data using a formulaic, step-by-step methodology to summarize the themes by constituting a piece of text and organizes the information into a weblike illustration.

Thematic networks have three classes of themes: Basic Themes segments of text derived from the textual data and they represent the most obvious concepts that recur within a text. Because basic themes often cannot communicate anything meaningful and they need to be considered within the context of other basic themes that combined begin to illuminate one another, basic themes from organizing themes; Organizing Themes are a middle-order theme, and they serve to organize basic themes into clusters of similar issues.

As an organizing theme takes a group of basic themes under its umbrella connecting to other and organizing themes can form a higher order premise. Global Themes serve as a summary and they articulate the deeper meaning and complexity of the data. The

global theme can be seen as the heart of the thematic network. (Toulmin, 1958; Attride-Stirling, 2001). Within the methodology this tool is a way of organize and present information about the overall project.

Mental Model Diagrams

Is a rigorous framework for analysis that aligns the behaviors, beliefs, and emotions people have as they set out to accomplish a task (the top half of the diagram) against your features, product, and service offering (the bottom half of the diagram).

The goal is to help teams make appropriate product development strategies that align with how people already approach problem solving in their daily lives, as opposed to building a product that neither resonates with them nor augments their existing patterns of behavior (Johnson-Laird, 1983; Young, 2008). Within the methodology this technique is used to replicate mental model in the information analysis and treatment.

Creative toolkits

Stands for packages containing artifacts through which participants of co-creative sessions can express themselves. It intends to stimulate creativity by using and constructing objects with elements such as: paper interfaces, velcro modelling, collage, pencil, markers, etc., they must be selected properly according to the planned results of the session (Make tools, 2015; Lego, 2015; Sanders, William, 2001). This technique is widely used in order to stimulate stakeholders creative thinking and exploration, as well as a mean of ideation.

Customer Experience Audit

This technique provides a framework to obtain real-time feedback (good or bad) from consumers regarding their experience with a particular product or service regularly over its life cycle. It works by segmenting the whole experience in before, during and after, so designers can identify variations in terms enjoyment of it.

It should be used in conjunction with qualitative data that reflects people's life, so that a complete understanding can be developed of the consumers' point of interaction. This way the technique helps isolate which improvements can be done either in terms of research or in the product/service itself. (Martin & Hanington, 2012).

Diary Studies

This technique helps to create a timeline of information provided by users. Users can apply it at random or at specific time of the day when they encounter a desired situation. It does not have a predefined format, it will depend on the goals of the research so it goes from textual to drawing and sketches (digital or manual tools).

The result of this technique can serve as input for generative methods in order to identify specific topics to be developed or provide guidelines for a solution. Besides generation, diaries results can also serve to evaluate certain products usage over time. This technique is used for information collection from the stakeholders of a particular project.

Direct Storytelling

This technique provides a framework to obtain real-time consumer feedback regarding their experience with a particular product or service regularly over its life cycle. It works by segmenting the whole experience in before, during and after, so designers can identify variations in terms enjoyment of it. It should be used in conjunction with qualitative data that reflects people's life, so that a complete understanding can be developed of the consumers' point of interaction.

Shadowing

Is an observational method that involves tracking someone in his or her role to experience the situations of his or her daily life or work in parallel with him or her, collecting insights through the detailed nuance of firsthand, real-time exposure. Shadowing observations should be well documented, with photographs, detailed notes and sketches, or audio.

As it is primarily intended to help the designer-researcher gain a true sense of the user's actions, decision patterns, and routines, shadowing is an exploratory research method, contributing to a baseline familiarity of the user group and possibly suggesting early design implications (Booth, Wayne, Colomb & Williams, 2008).

User Journey Maps

A user journey map is a visualization of the experiences people have when interacting with a product or service, so that each moment can be individually evaluated and improved.

Tells a story about an individual's actions, feelings, perceptions, and frame of mind, including the positive, negative, and neutral moments and as he or she interacts with a multichannel product or service over a period of time. The user journey map helps developing a shared vision about an existing user behavior within actual contexts use following, personas and scenarios documents (McInness, 2010; Browne, 2011).

Bodystorming

Is a type of brainstorming where ideation and prototyping takes a physical form, role-playing and experiential simulations. Its execution team can be comprised of designers or wider audience where they insert themselves in a context of simulation and can look for decisions, interactions and emotional feedback of the users.

This enables a parallel development and test of concepts for products or services the integration of environmental features or objects is also stimulated in this technique. (Burns et al., 1994; Stanford, 2015; Oulasvirta et al., 2003; Schleicher, 2010).

Generative design

Generative design exercises engage users in creative opportunities to express their feelings, dreams, needs, and desires, resulting in rich information for concept development. Is typically informed by exploratory research, and may even include similar methods, with a consistent emphasis on developing empathy for users.

Participatory methods in generative research include co-design activities—a collaborative process between user and designer—such as creative tool kits, card sorting with images or text, collages, cognitive mapping or other diagramming exercises, drawing, and flexible modeling (Sanders, 2000; Hanington, 2008).

Role-playing

Role-playing consists of exercises where participants takes role of the user, assuming the routines and behaviors that he or she might experience in actual scenarios of use. It is a relatively low-cost, low-investment method; however, a certain amount of work is necessary to make the role-play credibly connected to the real lives of users (Sommer & Sommer, 2002).

Stakeholder maps

Stakeholder maps help to visually consolidate and communicate the key constituents of a design project for user-centered research and design development. It is critical to the key constituents are and stakeholders' maps serve to be a visual reference for planning user research activities, and guiding appropriate communication with stakeholders. Stakeholders should be identified by general roles, specific roles or by actual people (Robert, office manager; Linda, resident physician).

However, stakeholder maps can take on a variety of forms, casual or formal, with a mix of text, photos, and graphics. There is no one right way so long as it serves the purposes of identifying key players and their relationships (Martin & Hanington, 2012).

AEIOU

The method stands for a framework used for categorizing data as it is collected during observations and it uses the taxonomy of: Activities, Environments, Interactions, Objects, and Users. Activities represent a sequence of actions towards a specific goal that people take.

Environments inform about the private or shared space where people take their action. Interactions represent internal transactions within activities between people or something else. Objects are components of the environment and sometimes are put into use, even if that happens in an unintended way. Users are the observed subjects, which act through their behaviors, values, roles and needs (Robinson, 2015; Wasson, 2000).

Cognitive Mapping

This method is used to expose how people think about a problem space and ends up being a visualization technique. It represents the connection of ideas with many input / outcome (cause and effect) associations. Its differentiation from similar techniques is that it does not require a central node (concept), images are rarely used and new nodes are created as words are spoken by participants.

This way, participant's reasoning patterns come to life. It can help agenda and strategy building, and when several maps are grouped it can also serve as a consensus-making tool (Kelly, 1955; Ackermann, Eden & Cropper, 1998; Banxia, 2015; Gomes, Rangel and Jeronimo, 2010).

Personas

Personas consolidate archetypal descriptions of user behavior patterns into representative profiles, to humanize design focus, test scenarios, and aid design communication.

Personas are typically presented in page-length or shorter descriptions, providing a name for the person, a photograph (use stock photography to avoid connection to a real identity) or sketch, and a narrative story describing in detail key aspects of his or her life situation, goals, and behaviors relevant to the design inquiry (Cooper, 2003, 2004; Djajadiningrat, Gaver & Frens, 2000).

A design charette

A design charette stands for a workshop that creates collaborative opportunity for designers and other stakeholders that allows ideation and cross-pollination of design solutions.

It goes by the standards of natural selection functioning where the most prevailing qualities are the ones to keep for future iterations. The team must acknowledge that the goal of this technique is to generate and discussion and comparison of many solutions, but it occurs on top of very low-fidelity concepts of prototypes, which must ideally improve at each iteration (McGrew, 2001; Nielsen, Faber, 1996; Tohid, Baecker, Sellen, 2006; Nielsen & Dussurville, 1993).

Storyboards

Storyboards provide visual narratives that generate empathy and communicate the context. Storyboarding visually capture the social, environmental, and technical factors that shape the context of how, where, and why people are engaged. Illustrates contextually rich narratives storyboards are used to build empathy. (Truong, Gillian & Gregory, 2006; McLoud, 1994; Vertelney & Gayle, 1990).

Origami

Early in the design process this method enables multiple stakeholders to discuss current and prototype future business scenarios. It does so by physical modeling through paper cut tokens that represent agents (actors, artifacts, environments and technologies) and whiteboards for stages to represent interaction spaces.

The main objective is to visualize value exchange between these components across time, it can be drawn as arrows in the whiteboard. Although the documentation of the final result is important, the main deliverable is the conversational process of building the scenario model. (McMullin, 2015).

KNOWN PAINS & GAINS OF PARTICIPATORY DESIGN PROCESSES

Pains

Usual suspects - it does happen that the participatory Design process only attracts the usual suspects and no new stakeholders. This could be because the NBS purpose is not attractive enough to attract other actors or indeed that the project has been unsuccessful at tailoring the message to a diverse group of participants.

Lack of Citizens - if the message and the purpose of the NBS project is not attractive enough for citizens then few will show up and it may not become a meaningful participatory design process. To avoid this, it is recommended to get representatives of citizens groups to help develop and communicate the purpose and the key messages talking directly to potential participants.

Not meeting Expectations - When people show up they have come for a reason. They expect the participatory process to deliver on this expectation. If organisers fail to deliver on these expectations, they may not see these participants for future activities. If in doubt about expectations, ask the target groups and adapt to fit prior to running the events.

Personality conflicts/organizational priority differences - At these participatory process events people will represent different points of view and may have conflicting interests. It is important to communicate how conflicts are dealt with ahead of the event and again at the beginning of the event. It is also relevant to test whether the purpose of the NBS project can be interpreted in different ways.

Different Approaches - some facilitators may attend NBS events facilitated by others and may wish to change the facilitation approach. In these situations, it is important at the beginning either invite others to facilitate or to insist that for today's event it will be organised with these methods and tools.

Different Lexicon/languages - In a NBS project certain terms are used which are not normal for all people. In order to avoid confusion and misunderstandings it may be necessary to agree at the beginning on the definition of certain key terms and to ensure that all understand these definitions.

Budgetary constraints - NBS projects can be extended in scope and content without limits and it is often experienced that dreams do not match the budgets allocated. In this situation, it makes sense to state the overall budget right at the beginning so that the wish list for additional NBS installations can be considered with consideration to possible other funding sources.

Gains

A diverse crowd with diverse ideas - if you are successful at attracting a diverse group from different background and parts of the community, you are more likely to get diverse ideas, diverse recruitment of participants for future events.

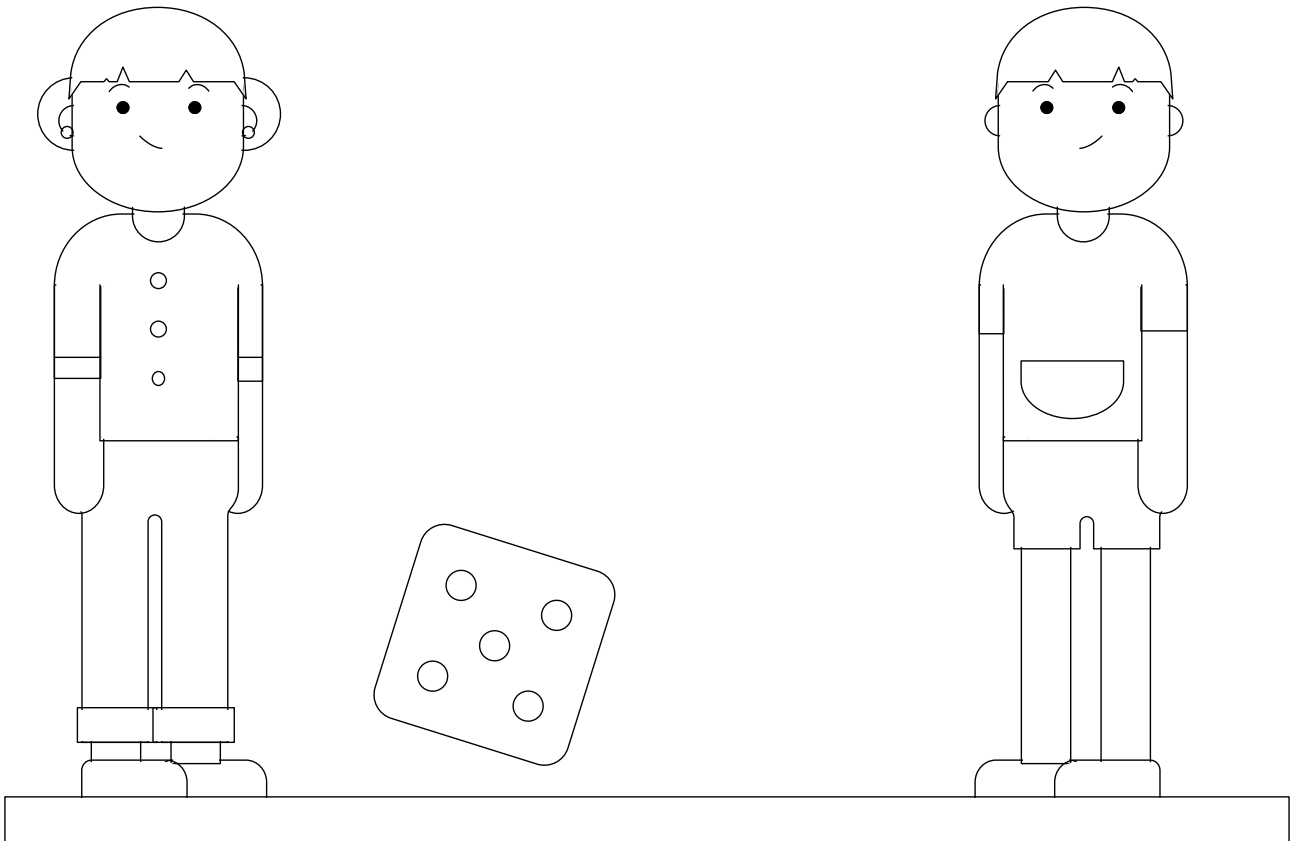
Relevant insights into experienced needs - real people have real problems and often they come to life when people can show how these problems affect them. This is vital input to understanding the NBS designs needed.

Relevant project linkages -Your NBS project is not likely to be the only one taking place in your neighbourhood. Real synergies can be obtained by linking up projects and getting collaboration going between projects.

Tapping into undiscovered networks and resources - many participants are part of networks and have access to resources. Now, if the question is not asked, you may never know how this can help, but if the question is asked such links can be exploited for the benefit of this NBS project also.

Unexpected creativity & innovation. Attendees at participatory design processes may possess certain creative skills and innovative ideas that will come out in the exchanges and enrich the NBS development process.

Identification of ambassadors. In the dialogue, you will quickly find out who are moved by the project and are willing to walk to fire for the success of the project and who are not. These ambassadors can be vital as central players in the project team. They can recruit, represent and motivate others to move the project to a higher level.



PARTICIPATORY DESIGN CASE STUDIES

BEST PRACTICES ANALYSES



Cycling without Age

Participatory NBS

<https://cyclingwithoutage.org/>

Purpose features/ explanation

The purpose is to allow elderly citizens despite their limited mobility to be active in the community through cycling trips and building bridges between generations. The purpose of Copenhagen Cycles as a founding partner is 1) to get trishaws out to all corners of the world, and 2) to fund Cycling Without Age.

Recruitment to activities

The recruitment takes place at many levels - at municipality level, at social media level and through mouth to mouth. At elderly homes and support services, the administrators equally recruit interested elderly people for rides. On top of that, it may be necessary to identify and negotiate with sponsors (public and private). Recruiting Champions is important at local levels to boost national or even regional expansion.

Comprehensive vision of the project

(social, economic, environmental, well-being dimension)

CWA dreams of creating a world together, in which the access to active citizenship creates happiness among fellow elderly citizens by providing them with an opportunity to remain an active part of society and the local community.

Governance and decision-making model

(Project and action leadership)

The initiative is based on an association with links to municipalities, nursing homes and local associations. At country levels national associations are formed to facilitate expansion. It is governed by guiding principles (see website). Decision making is from there mainly at local level and around recruitment strategies.

Tension and conflict management

Tensions can occur around insurance issues and require an applicable insurance policy. The guiding principles are important to guide and set rules for co-governance at local level.

Method or approach for keeping the engagement to the project

Relations are established between generations and cycling trips are often repeated when lasting relations are built. The community of practice is supported via the Hood and local social media stories.

Stages of development in relation with Urbinat process

Co- Diagnostics: Primarily around mapping the culture and the organisations and structures that can make it work incl. paying for and delivering the bikes.

Co-design: Organising the local group to run it, incl. where to put the bikes and who should maintain them. Plus the locals organise the rides.

Co-implementation: Local organisers planning and setting up cycling events and coordinating with elderly sector workers.

Co-monitoring: Reporting centrally and locally and promoting rides.

Group interaction actions and practices (art/creativity as expression and union)

Interactions are necessary to make available and maintain adequate numbers of trishaws. From there it is about promoting the opportunity via workers in the elderly sector and between pilots to recruit and train more pilots. In addition, it may be necessary to identify and have dialogue with local sponsors that will finance the trishaws.

Guideline issues*

Cycling Without Age has been keen to challenge discrimination based on a person's age. It does so by creating relationships between generations, between pilots and passengers, care home employees and family members. During covid 19 normal operations have been suspended but instead pilots have organised shopping trips for vulnerable elderly.

The CWA hopes to see greater empathy from people toward those living in isolation or with restricted mobility. The movement is also actively seeking to meet SDGs 3, 10 and 11.

Digital Tools implemented

It runs an online community- the hood, where chapters can access knowledge, inspiration and networks. It started out as a Podio Collab but is today run on . The local operators use different booking systems to organise the rides (sign-up, google calendar, zendesk, rostify, etc.). Promotion is via FB and social media. As a new development Trishaws from Copenhagen Cycles is offered as open source design for download and assembly locally.



Be SpectACTIVE

Participatory NBS

<https://www.facebook.com/bespectACTIVE>

Purpose features/ explanation

Be SpectACTIVE! is a large-scale cooperative project, it operates in the performing arts sector through the creation of artistic productions and the promotion of participatory practices designed to involve citizens from different communities in creative processes.

Producing new cultural initiatives it included on the first season 19 partners spread through theatres, cirque nouveau, international theatre and dance festivals, and universities and research centers in 15 EU countries are collaborating.

Recruitment to activities

They had participants that were part of the audience from the cultural facilities. And the non-audience most often “the young,” amateur artists, people with social problems or disabilities, and finally refugees or migrants.

Comprehensive vision of the project

(social, economic, environmental, well-being dimension)

The process is bottom-up and becomes itself an artistic product and therefore no less enjoyable or artistically measurable. In this relational exchange, the spectator / citizen assumes the role of a creative user, no longer restricted to being a passive consumer of content but empowered to be an active actor who adds value and collaborates in the creation with her/his interests, desires, and stories.

Cultural democratization. Participation is most often used to pursue the objectives of cultural democratization and audience development.

Social impacts. Participation can also be justified by social objectives. Many studies have been published on the personal and social impacts of arts and cultural participation.

Cultural democracy. Some cultural actors also consider that participation can contribute to cultural democracy.

Artistic quality. Other cultural actors consider that participation must, above all, be put to the service of creation and artistic quality.

Governance and decision-making model (Project and action leadership)

They have opened their doors to groups of citizens by sharing power and allowing them to enter their intimate creative sphere: in some venues new social groups were also reached, and they have shed new light on cultural programs.

The need to establish the legitimacy of a cultural institution within its territory (in order to receive funds or to be approved by local authorities) has brought some partners to reinforce their leadership in reproducing conservative cultural and political elements.

Tension and conflict management

In the tension between local culture and cooperative approaches, they have observed varying reactions to the notion of leadership. The co-programming process has offered new opportunities for some cultural institutions to challenge the way they design a theatre or a festival program.

Method or approach for keeping the engagement to the project

The use of participatory actions has been conducted involving a homogeneous

social group of spectators (mostly the white middle class) to interact in a given and framed cultural space and thus according the power to indicate the aesthetics for the entire community to this social group.

Stages of development in relation with Urbinat process

Co-Diagnostics: closer collaboration with the local networks: cultural institutions facilitate dialogue between the artists and the citizens, thus fostering 'cultural civil action'

Co-design: Each production is the result of 3 residencies in 3 different cities which are conceived not only as a pure moment of creation but also as a place of interaction with the local networks of a given territory. Spectators and/or citizens collaborate on programming (participatory programming groups) and artistic creation (participatory residences, involving participation at different stages or levels of the artistic process) - and sometimes even in other decision-making processes.

Co-implementation: Participants are involved in the production of 15 new theater and dance performances; Some participants are part of the shows; 50 groups of active spectators involved in co-programming and co-management activities were created (1500 participants will select 350 shows over 4 years).

Co-monitoring: In its second season has been defined as a peer-learning network characterized by a process of the continuous exchange of visions, skills, and practices.

1) identified a professional figure, the community manager, who is a privileged interlocutor for artists in residence and a facilitator in creative exchanges between citizens, spectators, artists, and the network itself;

2) introduced an internal qualitative assessment system to observe globally the various actions carried out between the partners;

3) strengthened the action-research process with the aim of gaining a critical understanding of the processes in progress.

Group interaction actions and practices (art/creativity as expression and union)

The project is itself a project of performative arts. During the process several cultural facilities are included bringing their expertise to the process.

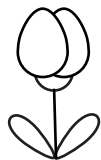
Guideline issues*

The creation of relationships of trust between the partners, the artists and the local communities was an issue explored in the participatory practices enacted in the production of the shows.

The project is guided by art as a form to let people experience their surroundings differently, looking for the “place” where both cultural institutions and artists overcome the urgency of a delivery date of a pure product but experiment a process-oriented approach.

Digital Tools implemented

4 editions of the European Spectator Day, a face-to-face and virtual event that brings together and interacts communities from various countries through facebook.





Meio no Meio

Participatory NBS

https://www.artemrede.pt/pt_pt/project/meio-no-meio/

Purpose features/ explanation

“Meio No Meio” is the Artemrede project selected under the 3rd edition of the PARTIS program of the Calouste Gulbenkian Foundation. Designed for a period of 3 years (2019 - 2021), the project for social inclusion through artistic practices has the artistic direction of choreographer Victor Hugo Pontes and the partnership of Nome Único, of RUMO-Cooperativa Social (social support) , from CIES-IUL | Center for Research and Studies in Sociology of the University Institute of Lisbon (impact study) and 4 municipalities associated with Artemrede: Almada, Barreiro, Moita and Lisbon.

Recruitment to activities

The entire route was framed by a team of trainers and cultural mediators, in conjunction with the culture and social action services of the four participating municipalities. Some participants

and team members came from other Artemrede projects.

Others were direct contacts with people who participated in other activities of the municipalities. An open call was held with physical communication in cultural and social places, as well as direct contact with cultural and solidarity associations in the territory. Several presentations were given in schools. Open meetings after the contacts for a more in-depth presentation of the project and registration.

The municipality’s mediators, people from the community who had the responsibility to think of strategies to recruit more people and apply them in the territory, did a word of mouth work.

Comprehensive vision of the project

(social, economic, environmental, well-being dimension)

The project “Meio no Meio ” aims to promote training, the creation of opportunities and skill learning, but also to build spaces for intergenerational socializing and sharing for people living in different territories.

Governance and decision-making model

(Project and action leadership)

“Meio no Meio” is an Artemrede project from four municipalities associated: Almada, Barreiro, Moita and Lisbon, in a partnership with Nome Proprietário, RUMO-Cooperativa Social, CIES-IUL | Centro de Investigação e Estudos de Sociologia do Instituto Universitário de Lisboa.

The project was under the general coordination of Artemrede, responsible for monitoring and supervising the project. Each municipality had a double coordination team, a social area technician and a cultural technician. A responsible from Artemrede and the local coordinators were always in contact for the organization and decision of events, meetings, activities, etc. In line with regular meetings with the artistic direction to discuss how the activities were taking place and if they were within their expectations.

Throughout the project, sharing meetings were held, where all project stakeholders, including participants, met for two days to understand the project and share issues/needs that needed a resolution, being reached through techniques and exercises that they sought sharing, solving, deciding and defining strategies.

Tension and conflict management

The municipal coordinators identified the points of tension either in the organization or in the participants and held meetings between them and the coordination and/or the artistic director of the project, after this meeting the trainers spoke with the participants in order to find a solution.

Method or approach for keeping the engagement to the project

In addition to the courses and the research activities in five artistic disciplines (theater, cinema, visual arts, Hip-Hop music and dance), divided into two groups, the project has two annual “sharing meetings”, in which participants from the four territories come together to share the work they developed.

Stages of development in relation with Urbinat process

Co-Diagnostics: In the first phase of the Meio no Meio project, participants were challenged to discover themselves and (re)think themselves through various artistic expressions. Who am I? Where do I come from? Where I go?

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Co-Design: Creation of the show that integrates learning and content acquired in training and research processes by a multidisciplinary team composed of professionals and amateurs. In the third year, the show was created articulating all the subjects learned in the formations of the previous 2 years. Meio no Meio

was conceived as a show focused on dance and cinema, but the idea was to mirror the creation process and include the testimonies of the participants themselves, in an exercise in documentary theater.

The creative process was in charge of the creative direction, which throughout the process of creation developed exercises with the participants, either dance or texts, and which were integrated in the construction of the show.

Co-implementation: Tour of the show through different territories.

Co-monitoring: Impact study and project evaluation. The São Luiz Teatro Municipal, which hosted one of several meetings to share the process, as well as the final show. The entire training and creation process was recorded and featured on a documentary, directed by Maria Remédio, released during the presentation tour.

Group interaction actions and practices
(art/creativity as expression and union)

Cinema, theater, dance, Hip Hop music and plastic arts: five artistic disciplines that are at the heart of the project. Over the first 2 years, different meetings and training were held, first in person, then online, adapting to the Covid-19 pandemic.

Guideline issues

Promote instruments and habits for the participation of the population, contributing to a more solidary and resilient community.
Increase the number of young people who started/continued the training/developed professional activity in the areas of theater, dance, visual arts, cinema or hip hop music.

Develop the participants' capacity for initiative, organization and communication.

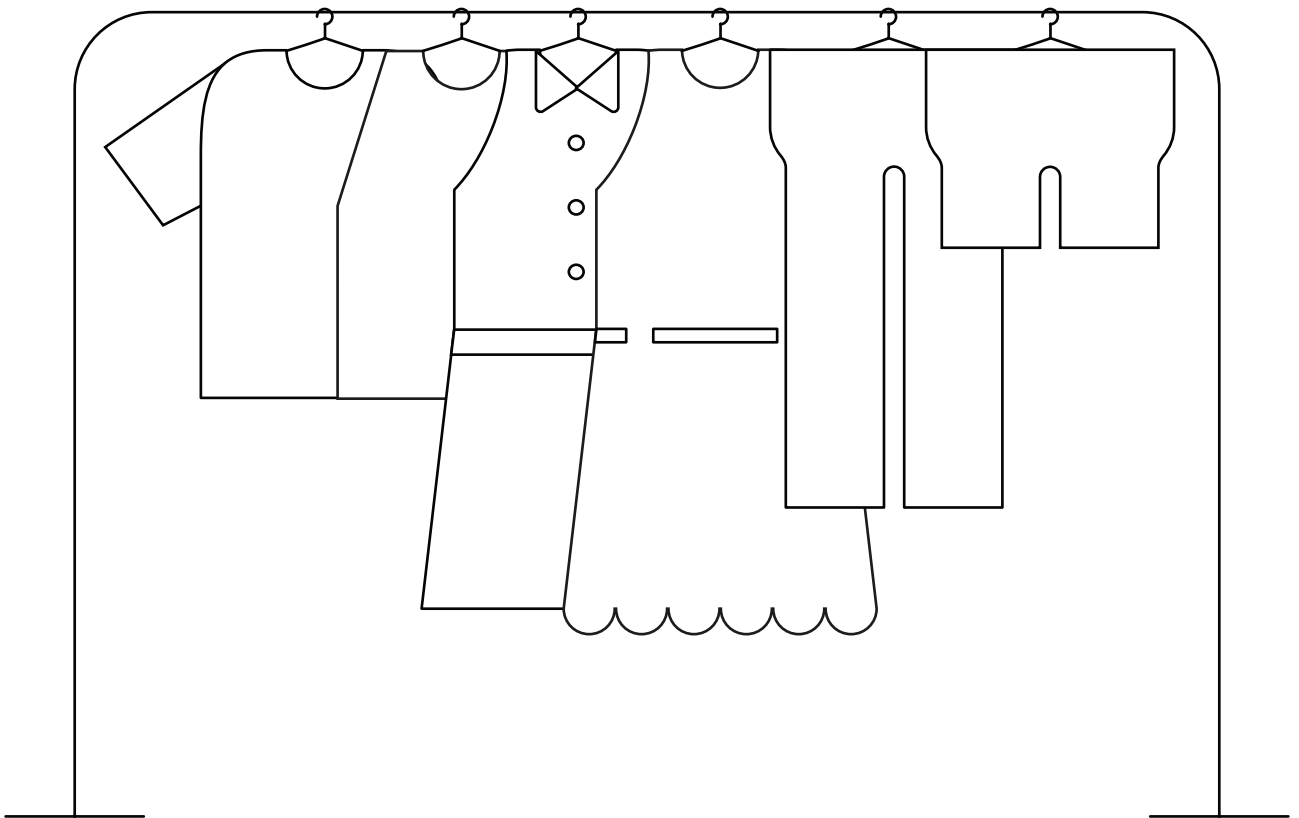
Raise the level of intergenerational empathy

Reduce the dropout rate of at-risk youth.

Increase the number of adults in the labor market.

Digital Tools implemented

During the training phase that was scheduled for the first two years, the project faced the Covid-19 pandemic and decided to adapt to the physical isolation that everyone was living in. After the suspension of the course, they embraced digital solutions, the platform Zoom started being used to promote their encounters and to keep the project going. The first consequence of this "new normality" was the deconstruction of the idea of territory: from one moment to another, every participant from the different areas of the project was present in these weekly agglutinating sessions, from their homes, in different territories and regions.





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