



## **TRANS-URBAN-EU-CHINA**

Transition towards urban sustainability through socially integrative cities in the EU and in China

Deliverable

**D1.3 Recommendations (from social actions to design effects) as a comprehensive roadmap for community building, inclusive cities, place-making, including a catalogue of design and planning approaches.**

WP 1 Community building and place-making in neighbourhoods

<b>Deliverable type:</b>	Report
<b>WP number and title:</b>	WP 1: Community building and place-making in neighbourhoods
<b>Dissemination level:</b>	Public
<b>Due date:</b>	Month 33 – 30 September 2020



This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No. 770141. The material reflects only the authors' views and the European Union is not liable for any use that may be made of the information contained therein.

**Lead beneficiary:**

POLITO - UNIMC

**Lead author(s):**

Michele Bonino, Alberto Bologna, Francesca Frassoldati, Maria Paola Repellino (POLITO)

Fabrizio d'Aniello, Carla Danani, Pamela Lattanzi, Elisabetta Patrizi, Stefano Polenta, Francesca Spigarelli (UNIMC)

Chen Yulin, Hamama Badiaa, Lei Yanhui, Liu Jian, Liu Jiayan (TSHA)

Casper Boks, Marius Korsnes, Ida Nilstad Pettersen, Lisbet Saualia, Thea Marie Valler, Wang Yu (NTNU)

Xu Zhuqing (CASTED)

**Reviewers:**

Anthony Colclough (Eurocities), PENG Jang (CCUD)

## TABLE OF CONTENT

<b>1</b>	<b>INTRODUCTION .....</b>	<b>5</b>
<b>2</b>	<b>TOOLS.....</b>	<b>7</b>
<b>2.1</b>	<b>Space .....</b>	<b>7</b>
2.1.1	People-centered urban regeneration in historic district .....	7
2.1.2	Common space co-building.....	10
2.1.3	Adaptive reuse .....	13
2.1.4	Participatory urban gardening .....	16
<b>2.2</b>	<b>Revitalization of the sense of community.....</b>	<b>20</b>
2.2.1	Community Mapping.....	20
2.2.2	Storytelling .....	23
2.2.3	Education festival.....	26
<b>2.3</b>	<b>Funding.....</b>	<b>28</b>
2.3.1	Participatory budgeting (PB) .....	28
<b>3</b>	<b>HIGHLIGHTS.....</b>	<b>32</b>
	<b>Appendix. A focus on key tools in the City of Prato.....</b>	<b>34</b>



## 1 INTRODUCTION

This deliverable provides “Recommendations (from social actions to design effects) as a comprehensive roadmap for community building, inclusive cities, place-making, including a catalogue of design and planning approaches, as part of the online compendium elaborated in WP6 (M33)”.

Leveraging activities, initiatives, meetings and desk research developed so far, we provide suggestions for key stakeholders of TRANS-URBAN-EU-CHINA to promote a transition in urban contexts towards inclusive and participatory cities.

We started the preparation of this deliverable from relevant contributions of D1.1, D.1.2.

Specifically, we built on the 8 pragmatic tools for community building explored in D1.2 – including the “good practice examples” linked to relevant places identified and studied for each tool explored - and started an interaction with stakeholders and policymakers in EU and China, as well as with all consortium partners.

Tools have been divided into 3 sections or categories linked to space, revitalization of the sense of community and funding resource as key levers for transition. See table below.

<b>CATEGORY</b>	<b>TOOL</b>
1. SPACE	Upgrading of historic district (NTNU)
	Common space co-building (TSHA)
	Adaptive reuse (POLITO+TSHA)
	Participatory gardening (TSHA+UNIMC)
2. REVITALIZATION OF THE SENSE OF COMMUNITY	Community mapping (TSHA+UNIMC)
	Storytelling (NTNU+TSHA)
	Educational festival (UNIMC+CASTED)
3. FUNDING SOURCES	Participatory budgeting (NTNU)

After a desk analysis to define a more pragmatic version of the tools (as reported in par. 2), we started interaction with stakeholders, including on line webinar with policy makers and experts in Macrolotto 0 (Prato, Italy) and Wenjiang (Chengdu, China).

Because of the Covid-19 pandemic, seminars and face to face interviews were cancelled and data collection postponed until after the summer break, when stakeholders were available for online meetings.

The following web seminars were held:

- September 28<sup>th</sup> 2020. The case of Macrolotto: learning from a case. Interaction with European policymakers and experts. Participants were the following:
  - Local stakeholder: Marco Wong, Wang Liping CAN Italian association of artisan firms, Deng Jiying - Zhejiang Association
  - From the Municipality of Prato: Simone Mangani (Councilor for culture and citizenship), Benedetta Squittieri (councillor for budget, economic development, innovation, digital agenda and staff), Simone Faggi (Chief Staff Secretariat of the Mayor), Valentina Sardi (Social Services and Immigration Manager), Rossanna Tocco (Culture, Tourism and Territory Promotion Manager), Francesco Caporaso (Urban Planning and Civil Defense Manager), Valerio Barberis (Councilor for Town Planning and Environment).
- October 23<sup>rd</sup> 2020. The Chinese case: learning from Wenjiang and other initiatives in China. Participants were the following:
  - Lijie FANG researcher, Chinese Academy of Social Sciences (CASS) (ULL Wenjiang)
  - Jianyi LI, Ph.D. candidate Arizona State University (ULL Wuhan)
  - Qi ZHANG, researcher, Wuhan land use and spatial planning research center (ULL Wuhan)

Thanks to those rounds of consultations, a deeper understanding of the practical technicalities, difficulties and benefits linked to the use of tools was derived.

To better finetune the definition of recommendations for policymakers, a draft version of the enriched tools was discussed with the consortium members. In order to have another round of consultation and further improve the deliverable, three key questions were asked with relation to key recommendations: how to involve people, target groups, stakeholders; how to create engagement; and where to start. Experts of the consortium sent their specific comments and a final list of policy recommendations was delivered.

We highlight once again that examples and case studies are not reported in this deliverable, as they are already analysed in D1.2.

## 2 TOOLS

For each of the tools included in the analysis, we provide below a table that summarizes the content of the tool (what it is), the transition processes it activates, benefits and ultimate goals, as well as difficulties in implementation. Recommendation for implementation are listed at the end.

### 2.1 SPACE

#### 2.1.1 PEOPLE-CENTERED URBAN REGENERATION IN HISTORIC DISTRICT

<b>What it is</b>	<p>This type of urban regeneration can balance the protection of historical values and the modernization of neighborhoods, bringing new activities, improving the quality of the building environment in historic districts and keeping the district competitive and attentiveness in the fabric of urban areas.</p> <p>Policies should ensure that multiple stakeholders can be involved and play an important role in all the process of conservation and regeneration projects in historical districts. Small and undeveloped neighborhoods can share the results of urban development and narrow the gap of the living standards between old and new modern neighborhoods.</p>
<b>Activated transition processes</b>	<ol style="list-style-type: none"> <li>1. A people-centered upgrades approach benefits the local residents via improving their living standards;</li> <li>2. the tool ensures the rights of living of local inhabitants via exploring a win-win plan to make a harmonious coexistence of heritage conservation and high-quality habitation;</li> <li>3. it brings the neighborhood new opportunities for open innovation with local authorities, developers and conservation experts;</li> <li>4. it favors open innovation and involvement of the end-users: local communities which will minimize the negative impacts of urban regeneration.</li> </ol>
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• People-centered conservation and regeneration in historical districts provides an approach to keep the dual identities of heritage site and living environment: coexistence of habitation and physical historic living environment ensure the living historic districts;</li> <li>• it can create a harmony of protecting the heritage value and a better living space;</li> <li>• it invites the local community into the decision-making process in urban regeneration of their own neighborhood which can build trust between local inhabitants, heritage conservation practitioners</li> </ul>

	<p>and local authority via working together on the projects of upgrades in historic districts;</p> <ul style="list-style-type: none"> <li>• it elevates the bond of the community in the upgraded historic district that tend to become a friendly neighborhood.</li> </ul>
<b>Ultimate goals</b>	<ul style="list-style-type: none"> <li>• The involvement of local community in the projects of urban regeneration can unite the members of the community and let them know each other giving a space to practice teamwork;</li> <li>• it improves the relationships between neighbors and creates a friendly local community;</li> <li>• it provides a solution which can balance the demands of all stakeholders and creates maximum profits, which is a challenge, achieved in an open innovation system where a powerful and effective cooperation mechanism can be created with local communities.</li> </ul>
<b>Difficulties to consider</b>	<ul style="list-style-type: none"> <li>▪ As a living space, historical residential buildings provide limited functions and also mismatch the comfort to modern lifestyles;</li> <li>▪ the movement of regeneration in the historical district might do harm to the original inhabitants and force them to move out of their houses;</li> <li>▪ the upgraded infrastructure and improved living quality after urban regeneration can increase the cost of living, so some original residents – especially low-income families – could be forced to move out their neighborhood;</li> <li>▪ past living culture and prevailing lifestyle might be disconnected: daily activities can be disrupted when the large modern infrastructure is upgraded in neighborhoods, and living culture and custom are vaguely merged with social memory;</li> <li>▪ the cultural heritage showcase in the regenerated area and heritage-based commercial behavior might interfere and conflict with the high-quality living environment. The privacy of living and social life in the community can be interrupted or altered by the tourism flows in historical districts.</li> </ul>
<b>Recommendations</b>	<ol style="list-style-type: none"> <li>1. A series of debates and workshops between experts (conservationists) and local inhabitants should be organized to identify the scope of the projects, which can balance the conservation with the heritage's value and fulfil the requirements for upgrading the living condition;</li> <li>2. a cost-benefit analysis is crucial to give the local inhabitants an idea of the economic consequences of the regeneration process in their</li> </ol>



	<p>neighborhood. Based on the analysis, a regeneration plan in historical neighborhoods should support the low-income inhabitants to reinforce their position and remain at their own neighborhood;</p> <p>3. a detailed documentation of traditional daily activities is required. Together with a proper demonstration and presentation of those activities, it will help to keep the social memory after the regeneration.</p>
--	---

## ACTIONS ON RECOMMENDATIONS

Key stakeholders to include in the process are: experts (heritage conservationists); local inhabitants; civic organizations; real estate developers; project team (designers, construction teams etc.); local government.

1. *A series of debates and workshops between experts (conservationists) and local inhabitants should be organized to identify the scope of the projects which can balance the conservation with the heritage's value and fulfil the requirements for upgrading the living condition*

Engagement can be created as follows: Institutional guarantees of involvement with the local inhabitants is necessary for ensuring the consultation with the local community in every phases of the project. Also, it helps raise awareness of the importance of local consultation, the role of local residents in the project, and the importance of the project for the future of the community.

Where to start? Start with rulemaking which will guarantee the participation of local community in the project.

2. *A cost-benefit analysis is crucial to give the local inhabitants an idea of the economic consequences of the regeneration process in their neighborhood. Based on the analysis, a regeneration plan in historical neighborhood should support the low-income inhabitants to reinforce their position and remain at their own neighborhood*

Engagement can be created as follows: explain the importance of indigenous inhabitants to the historic district; disclose the benefit distribution model with clarity on the volume of investment and revenues.

Where to start? Start with communication and make a proper cost-benefit analysis.

3. *A detailed documentation of traditional daily activities is required. Together with a proper demonstration and presentation of those activities, it will help to keep the social memory after the regeneration*

Engagement can be created as follows: documentation work needs to be part of the project and be carried out by dedicated people and supported by relevant funding.

Where to start? Start with budget making in the project.

## 2.1.2 COMMON SPACE CO-BUILDING

<b>What it is</b>	<p>Common space co-building is an important tool, not only for improving the physical environment but also enhancing social cohesion in the community. When people themselves contribute to the design and building of their local environment, they will be more invested in taking care of it in the future.</p> <p>Public space or common space projects are dependent on volunteering, while sometimes initiated or organized by a paid project leader or an NGO.</p> <p>A key part of community co-building lies in the cooperative aspect of creating something together: while upgrading infrastructure, bringing colour, plants, and playgrounds, the tool may have important benefits in itself.</p>
<b>Activated transition processes</b>	<ul style="list-style-type: none"> <li>• Co-building of common space provides neighbours a chance to meet, discuss and explore the potential function of public space together: it's a process of local knowledge construction, individual experience sharing and mutual trust building;</li> <li>• with the improvement of common space, the co-building process also evokes residents' sense of community ownership, fosters a distinct community identity, and thus unites the community;</li> <li>• increased economic activity can be generated by an increased number of visitors, which also opens up for more customers in cafés, restaurants and shops;</li> <li>• upgrading of common spaces can encourage people to spend more time outside and socializing with others.</li> </ul>
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• Common space provides a potential public place for residents' daily activities such as community gathering, children's play and elderly people's exercise;</li> <li>• the cost of common space co-building could be relatively low because everyone contributes efforts and share furniture;</li> <li>• it can have educational benefits, such as spurring interest in art, learning about edible plants, and learning how to use new tools.</li> </ul>
<b>Ultimate goals</b>	<ul style="list-style-type: none"> <li>• In its ability to get people together, common space co-building, bears with it a potential to connect people across backgrounds, ages, and differently abled bodies;</li> <li>• fostering a culture of sharing through community projects may contribute to positive environmental impacts</li> </ul>

<p><b>Difficulties to consider</b></p>	<ul style="list-style-type: none"> <li>• After being launched, common space co-building also needs a mechanism to attract neighbours to engage in the process. No matter whether the process is automated or organized, its progress relies on the communication between neighbours and consensus reached through interaction;</li> <li>• as these projects are directly connected to volunteering, it also makes them more vulnerable: this may not only be related to the willingness to contribute, but also depend on the time or energy to spare;</li> <li>• as a continuation of this, common space co-building shares a weakness with many urban upgrading projects, namely the risk of gentrification.</li> </ul>
<p><b>Recommendations</b></p>	<ul style="list-style-type: none"> <li>• Common space co-building must take as a starting point human resources, culture, and resources at the given place;</li> <li>• common space co-building fits common space with relatively high accessibility and the potential to receive broad attention;</li> <li>• common space co-building is often initiated by a catalyst entity, which could be a resident, a volunteer, an expert, a grassroots organization or the government;</li> <li>• community art projects can contribute with economic revitalization;</li> <li>• in an area with a high percentage of elderly people, projects should be designed in a fashion that invites their participation: importantly, there is no one size fits all;</li> <li>• it can also be organized through shared facilities such as workspaces, laundry rooms, waste and recycling facilities: such facilities can in turn be built in a cooperative manner;</li> <li>• it should centre around low threshold activities: such activities can therefore be organized on a quite spontaneous level - in this regard, social media can function as a useful tool for organization;</li> <li>• to avoid such projects being simply a middle-class pass-time, but truly serve as a social integration mechanism, the tasks and goals at hand must be well suited to the residents; if not, risk might appear, for example, some groups gain increased definitional power, while other groups simultaneously alienate others;</li> <li>• it is key that such projects should be regarded as an <i>addition</i>, rather than a supplement to social policy and public maintenance.</li> </ul>

## **ACTIONS ON RECOMMENDATIONS**

1. *Common space co-building should take the human resources, culture, and resources at the given place as a starting point. Therefore, the mapping of local needs is key. Mapping can be done through interviews with residents or/and identifying other resources where needs already have been expressed (such as reports, newspapers articles etc.)*

Key stakeholders to include in the process are: local residents, owners of shops and restaurants, and people with specific knowledge of the area such as community workers, teachers, social workers, officials, members of neighborhood committees, and NGOs.

Engagement can be created as follows: emphasize bottom-up aspects, and people's ability to have an impact on their own local community.

Where to start? Identify key individuals in the local community (gatekeepers) with good knowledge of local conditions and trust within the society, who can help recruit people for interviews/surveys.

2. *Cooperative efforts to upgrade the local community or creating something new*

Key stakeholders to include in the process are: individuals who have a sense of belonging to the place who wish to contribute with their expertise or resources, for example, local artists or artisans, in addition to people who are willing to volunteer their time.

Engagement can be created as follows: Make sure volunteers have a sense of ownership and influence of the process and outcome. It is important to ensure participation, fun, educational and social engagement, to keep the process motivating in itself.

Where to start? Start at a very small scale before scaling up (a wall, a bench, a park) as this will make the outcome clear to residents and increase the chance of more people getting engaged.

3. *While costs of such projects often are low, it is central to identify sources of economic support, as well as other forms of support and resources such as personnel and access to spaces*

Key stakeholders to include in the process are: local officials, neighborhood committees, educational institutions etc.

Engagement can be created as follows: emphasize how the projects can have positive benefits for the local community and maybe even for economic activities.

Where to start? Apply for funding from local governmental bodies or even private funds.

4. *Establish forums and channels for communication, for example, local councils, social media groups etc.*

Key stakeholders to include in the process are: volunteers, or paid organizers, perhaps someone in the local community with knowledge of communication.

Engagement can be created as follows: social media channels have the possibility of creating more spontaneous, low-threshold activities. But it is vital to make sure more significant decisions are made in proper forums and that, for example, seniors are not left out of the information loop.

Where to start? Involve people with high levels of trust or make use of extensive social networks to recruit broadly.

### 2.1.3 ADAPTIVE REUSE

<b>What it is</b>	<p>Adaptive reuse consists in design strategies and practices for the active preservation of physical and cultural heritage, as well as the active reuse of industrial buildings and sites.</p> <p>Technical terms to define those strategies/practices: “brownfield redevelopment”, “retrofitting”, “refurbishment”, “conversion”, “renewal”, “adaptation” and “rehabilitation”.</p> <p>New functions, values and meanings into old buildings/sites are promoted also with the idea of fostering the recycling use of land resources and the sustainable development and the liveability of communities.</p>
<b>Activated transition processes</b>	<ul style="list-style-type: none"> <li>• Reduce urban sprawl and preserve the territory;</li> <li>• reshape and promote new images of old spaces;</li> <li>• help the protection, conservation and reactivation of the national heritage, while giving value to the physical traces of the past and maintaining the cultural continuity with the urban community;</li> <li>• attract new real estate investments (shopping malls, housing complexes and recreational facilities).</li> </ul>
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• Efficiency gains, in terms of: <ul style="list-style-type: none"> <li>▪ energy savings, more efficient use of land and raw materials, lower carbon dioxide production and greenhouse emissions compared to completely new structures, short and incremental realisation;</li> <li>▪ minimize needed resources and budget, thanks to the incremental logic of the transformation process.</li> </ul> </li> <li>• social wellness (protection of heritage and its adaptation in accessible and functional spaces, considering that interventions of adaptive reuse in consolidated residential areas often offer new public spaces, infrastructure and sharing facilities to the community);</li> </ul>

	<ul style="list-style-type: none"> <li>• economic development and touristic valorisation (improvement of accessibility, visibility, proximity to large existing urban infrastructure, availability of public transport services, connection of new functions with surrounding neighborhoods).</li> </ul>
<b>Ultimate goals</b>	<ul style="list-style-type: none"> <li>• Economic and social-environmental improvement;</li> <li>• increased quality of urban life;</li> <li>• “well-being” of urban communities and consolidation of local identities.</li> </ul>
<b>Difficulties to consider</b>	<ul style="list-style-type: none"> <li>▪ Obsolete building stock need to be adapted to new functional and socio-economic requirements as well as to existing building regulations. Accessibility and safety are two potential critical elements in the process of transformation;</li> <li>▪ interventions of adaptive reuse must pay attention to some performance indicators for the renovation of the existing building stock (fire resistance, structural strength, sound and thermal insulation, and so on). An accurate design strategy can facilitate the construction process, thus avoiding unexpected issues and costs;</li> <li>▪ in the case of abandoned industrial sites, practices of adaptive reuse can be made more difficult by the (real or potential) presence of pollutant or contaminant substances. Environmental pollution makes unsafe the development of new functions and the decontamination cost can be higher than the possible return on initial investment.</li> </ul>
<b>Recommendations</b>	<ul style="list-style-type: none"> <li>• Pay attention to the relationship with local communities, in order to enhance a sense of belonging, ensure an active participation of the inhabitants to preserve the place, support activities that respond to the real needs of the place and foster a vibrant social and territorial alliance;</li> <li>• promote a gradual and incremental logic of the transformation process to avoid budget constraints. The existing heritage can be gradually revitalized without large amounts of funding in the initial phase of place-making, through bottom-up and temporary activities such as community events, cultural and artistic festivals, local markets and so on. The active participation of the local community in the realization of some first interventions, which normally developers have to undertake with relevant costs, can trigger the the transformation process;</li> <li>• the construction of public support is a key factor for a successful transformation of the existing physical heritage. The involvement of</li> </ul>

	<p>the community in the decision-making process or in the use of the new facilities is essential to ensure that the intervention meets the new demands of authenticity and city life expressed by the population. Since urban transformation has an important impact on the daily life of the inhabitants and the users of the area, projects of adaptive reuse can help to collect the consensus of the community in the transformation of other parts of the city;</p> <ul style="list-style-type: none"> <li>• It is important to promote participatory and co-design processes in order to achieve a better knowledge of the citizens' needs;</li> <li>• from the point of view of policy makers, it is important to give a relevant role to urban adaptive reuse in the general vision of a city, because of the possibility of citizens' deep involvement, temporary and quickly measurable results;</li> <li>• the national legislative framework should promote the adaptive reuse of buildings and spaces.</li> </ul>
--	--

## ACTIONS ON RECOMMENDATIONS

1. *Pay attention to the relationship with local communities around the intervention site, in order to enhance a sense of belonging and foster a vibrant social and territorial alliance*

Key stakeholders to include in the process are: developers, entrepreneurs, local community, owners, policy makers.

Engagement can be created as follows: active conservation of industrial buildings and sites; support new activities that respond to the real needs of the place.

Where to start? Insert new public spaces, infrastructure and sharing facilities in the community.

2. *Promote a gradual and incremental logic of the transformation process to avoid budget constraints*

Key stakeholders to include in the process are: artists, developer, entrepreneurs, local community, owner, policy makers.

Engagement can be created as follows: the active participation of the local community in the realization of some first interventions, which normally developers have to undertake with even relevant costs, can trigger the transformation process in this way.

Where to start? The existing heritage can be gradually revitalized without large amounts of funding in the initial phase of place-making, through bottom-up and temporary activities such as community events, cultural and artistic festivals and local markets.

3. *The construction of public support is a key factor for a successful transformation of the existing physical heritage. Since urban transformation has an important impact on the*

*daily life of the inhabitants and the users of the area, projects of adaptive reuse can help to collect the consensus of the community for the transformation of other parts of the city.*

Key stakeholders to include in the process are: developer, entrepreneurs, local community, policy makers.

Engagement can be created as follows: the involvement of the community in the decision-making process or in the use of the new facilities is essential to ensure that the intervention meets the new demands of city life expressed by the population.

Where to start? It is important to promote participatory and co-design processes in order to achieve a better knowledge of the citizens' needs.

**4. *The national legislative framework should promote the adaptive reuse of buildings and spaces***

Key stakeholders to include in the process are: authorities (at different levels), policy makers, scholars.

Engagement can be created as follows: policies and strategies for the protection and adaptive reuse of spaces and buildings, in order to maintain the cultural continuity with the urban community.

Where to start? Definition of indicators at urban scale in charge of the strategies for the adaptive reuse of spaces and buildings.

**2.1.4 PARTICIPATORY URBAN GARDENING**

<p><b>What it is</b></p>	<p>Different from urban farming, which has the main purpose of producing food, urban gardening mainly focuses on social goals.</p> <p>In its environmental dimension, urban gardening is aimed at contributing to create green spaces and infrastructures, enhance natural capital and increase biodiversity, so as to help regulate urban ecosystems and improve the urban microclimate, which could not only improve the quality of the living environment but also mitigate human impact on climate change at city and community levels.</p> <p>In terms of economic issues, urban gardening intends to provide economic opportunities for urban growers and further income for disadvantaged people, as well as increasing property value which benefits from the improvement of landscape quality of urban places.</p>
<p><b>Activated transition processes</b></p>	<p>Participatory urban gardening contributes:</p> <ul style="list-style-type: none"> <li>• to improve the urban natural ecosystem and biodiversity</li> <li>• to safeguard the territory (the constant presence of gardeners protects from degradation and removes unwanted activities)</li> </ul>



	<ul style="list-style-type: none"> <li>• to recovery derelict land</li> <li>• to create green areas.</li> </ul> <p>Participatory urban gardening is an occasion for physical activity and it offers opportunities for intergenerational and interethnic social aggregation, for strengthening the sense of community and the neighborhood interaction and bonding.</p>
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• Participatory gardening requires a relatively small amount of space and investment, since it could be applied in backyards, vacant land, public rights-of-way and boulevards or rooftops;</li> <li>• the technology threshold of participatory urban gardening is relatively low, as it's easy for community members of all ages to learn and operate;</li> <li>• it is beneficial to the regeneration of residual space;</li> <li>• urban gardening can contribute to improving both physical health and mental health of participants.</li> </ul>
<b>Ultimate goals</b>	<ul style="list-style-type: none"> <li>• Urban gardening is developed with the purpose of addressing economic disparities that stem from food access;</li> <li>• it deals with health inequality, as well as enhancing social capital and civic engagement;</li> <li>• it provides access to fresh fruits and vegetables, which can lead to an overall increase in nutrition;</li> <li>• it allows for physical activity, especially for the elderly, as well as benefits in mental health, so as to promote active ageing;</li> <li>• the sharing of knowledge and cultural values and skills gained through gardening serve as a social bridge to increase social interactions between citizens and consequently foster social inclusion and reduce social problems;</li> <li>• participatory urban gardening can be attractive to the public, especially to children and the elderly, who may be the key groups in community involvement, so that it may further help promote public engagement.</li> </ul>
<b>Difficulties to consider</b>	<ul style="list-style-type: none"> <li>• Health issues for food growers because of the exposure to pesticides and herbicides and to waste and because of the use of contaminated soil;</li> <li>• health risks could also arise for consumers because "urban produce" could contain high levels of heavy metal and chemicals as a consequence of cultivating contaminated soils or of the incorrect use of pesticides and herbicides due to lack of skills and competences of food growers;</li> </ul>

	<ul style="list-style-type: none"> <li>• it has start-up and maintenance costs (water, permits, infrastructure, etc.) that must be correctly managed. Therefore, a lack of experienced skilled management poses several risks to the economic sustainability of the participatory urban gardening projects;</li> <li>• legal issues: labour law issues, permits and license regulation, food safety legislation, food sales legislation, rules on the use of pesticides, access to vacant land;</li> <li>• a lack of participation poses a threat to the success of urban gardening initiatives.</li> </ul>
<b>Recommendations</b>	<ul style="list-style-type: none"> <li>• By getting urban growers more involved in food transactions, they are able to generate income through the sale of high value produce such as fruits and vegetables;</li> <li>• relying on participatory mechanisms, participatory urban gardening can empower the local community in the management of public goods, promote shared responsibilities for obtaining the best possible environmental, social and economic outputs, and foster new models of co-decision-making and co-governance in the local community;</li> <li>• through the experience of sharing knowledge and labor, interaction between different community members can be enhanced and the lack of competences and skills can be overcome;</li> <li>• at institutional level, there is a strong need for intersectoral coordination of the activity of different sectors and actors;</li> <li>• at community level, it is necessary to have a truly engaged and dedicated group of community members from the beginning of the project.</li> </ul>

## ACTIONS ON RECOMMENDATIONS

1. *By getting urban growers more involved in food transactions, they are able to generate income through the sale of high value produce such as fruit and vegetables*

Key stakeholders to include in the process are: garden members, neighbors, local retailers, local inhabitants, food banks, charities, citizens' associations, civic organizations, municipalities, visitors of the garden.

Engagement can be created as follows: organizing markets periodically in the garden, especially on the occasion of social events; establishing relationships with potential buyers (such as citizens' associations, neighbors, local retailers, food banks, etc.); emphasizing how the selling and buying of garden produce have benefits for the local community.

Where to start? Organizing meetings with gardeners for planning markets and social activities.

2. *Relying on participatory mechanisms, participatory urban gardening can empower local community in the management of public goods, promote shared responsibilities for obtaining the best possible environmental, social and economic outputs, and foster new models of co-decision-making and co-governance in the local community*

Key stakeholders to include in the process are: local inhabitants (families, seniors, kids, migrants, people with disabilities, etc.), citizens' associations, volunteers, educational institutions (schools, universities, etc.), local governments, social service providers, etc.; facilitators work with people involved in the participatory garden.

Engagement can be created as follows: Involving people (especially nearby residents) in the planning process since the beginning and increasing the sense of belonging and commitment.

Where to start? Dedicate the first community meetings to understanding the goals and objectives of the participatory gardens.

3. *Through the experience of sharing knowledge and labor, interaction between different community members can be enhanced and the lack of competences and skills can be overcome*

Key stakeholders to include in the process are: citizens' associations, volunteers, garden members with specific skills, experts.

Engagement can be created as follows: organizing workshops on specific topics, events for sharing experience with each other.

Where to start? Identifying the needs through a survey; organize meetings with garden members.

4. *At institutional level, there is a strong need for intersectoral coordination of the activity of different sectors and actors*

Key stakeholders to include in the process are: authorities (at different levels), municipalities administrations, policy-makers, participatory garden leadership team.

Engagement can be created as follows: creating a Food Council at municipal level.

Where to start? Learning from best practice, nationally and internationally; inviting experts; organizing public meetings.

5. *At community level, it is necessary a truly engaged and dedicated group of community members from the beginning of the project*

Key stakeholders to include in the process are: individuals who have a sense of belonging to the place and local communities who wish to contribute with their expertise or resources.

Engagement can be created as follows: developing a well-organized leadership team with committees assigned to specific tasks.

Where to start? Identifying key individuals in the local community with good knowledge of local conditions and trust within the society.

## 2.2 REVITALIZATION OF THE SENSE OF COMMUNITY

### 2.2.1 COMMUNITY MAPPING

<b>What it is</b>	<p>Community mapping (CM) is a choral storytelling which helps a community to build itself and to become aware of its common goods. It is a way to learn, list and spatialize the elements to which value is attributed. It is a form of identity mapping, considering the territory as a choral building, as a social project enabling knowingly and judiciously, uses of the territorial heritage that are conditions for renewed care of places.</p> <p>CM is an open communicative process and shows also that places are not static but living.</p>
<b>Activated transition processes</b>	<p>The communicative dialogue that is at the basis of the process of the community mapping allows both reflective thinking and creative conflicts among different perspectives on heritage and the future.</p> <p>Participants can learn from each other and improve their capability to understand and integrate differences, and to cooperate for taking to take care of their common goods.</p> <p>Communities become aware of their relationship to the place they dwell, where place means the meaningful meeting of many located natural, cultural, social elements which developed over long historical processes.</p>
<b>Benefits</b>	<p>Common spatial story telling helps to build the community itself and to make it aware of its relationship to the place it dwells.</p> <p>CM helps strengthening intra-community ties and focus on the relationship between the community and its milieu.</p> <p>A community "appropriates" the world in which it lives, because the representation constitutes a grammar that can give (uncover) order to the lived territory and make it understandable.</p> <p>The map has a performative force. It can be understood as a social operator, which over time transmits shared messages and builds territorial stability. Conversely, its ability can also be used to encourage new reading hypotheses, by searching for solutions to environmental or social problems that a community may face.</p>

	<p>Thanks to the visualization, it is possible to connect actions and strategies to the structural and foundational dimension of the territory, enhancing local assets, memory, cultures, languages and connections that have been represented in the various figures that tell of the heritage and the connected social processes.</p> <p>The tacit power of the map, or its performative value, is both in the process of its construction and then in its affirmation as objective representation. We can therefore say the maps make the community that makes them.</p>
<b>Ultimate goals</b>	<ul style="list-style-type: none"> <li>▪ to allow communities to represent themselves spatially</li> <li>▪ to understand the identity of places by highlighting the relationships among many natural, anthropological and built elements in the space-time game;</li> <li>▪ to acquire greater resilience and release creative energies that prevent communities from folding into mere passive adaptation to external forces and events.</li> </ul>
<b>Difficulties to consider</b>	<p>The availability of limited configurative capacities can lead to a certain representational conformism that remains unable to free the prefigurative and imaginative performativity of mapping.</p> <p>Maps show interpretive information that is relevant and important for the future of the participants, but they could be “adaptive expectations”. They can imply a narrow image of the community, as well. The map obviously risks reinforcing occultly some kind of subordination.</p> <p>The knowledge of the settled community, which comes to be expressed in the map, is complex and can have conflicting features. The risk is that the mapping process leads to representing the world image of the strongest subjects in the community.</p> <p>Whereas regular maps seek conformity, CM should embrace diversity in presentation and content. However, to be seen as effective communication tools and to be useful for outside groups - such as institutional authorities – the mapping needs to follow recognised cartographic conventions, as well. It is necessary, but far from easy, to find a good balance between standardization and originality.</p>
<b>Recommendations</b>	<ul style="list-style-type: none"> <li>• It is important to promote a communication program next to every participatory and codesign process, in order to inform citizens. Finding affective and effective communication signs (colours, images, connections lines, etc.) could be of help, for making the map understandable for people inside and outside the community which build it;</li> <li>• the higher the level of participation by all members of the community, the more beneficial the outcome because the final map will reflect the collective experience of the group producing the map;</li> <li>• the impact of CM lies in the support offered to the community in terms of: 1) registration and definition of its knowledge of the natural</li> </ul>

	<p>and cultural territory, 2) conservation of its knowledge relating to the territory; 3) development of territorial care skills; 4) improvement of external communication skills on the territorial value; 5) awareness and identification of the community's rights about the territory; 6) development of skills for the activation of participatory decision-making processes regarding the use of the territory and the management of natural resources; 7) strengthening of processes of resilience, self-defence and change of management; 8) development of community conflict management skills; 9) development of conflict management skills with external actors;</p> <ul style="list-style-type: none"> <li>• devote attention to the social process which sustains the community mapping, as well as on the result, since the restitution of the community to itself, which community mapping makes possible, is not at all something which functions automatically;</li> <li>• accessibility to the process must be sustained also in order to be able to involve those who are less socially committed and towards whom the process - which however also needs their voice - can perform a civic function of education for the common good.</li> </ul>
--	---

## ACTIONS ON RECOMMENDATIONS

1. *It is important to promote a communication project together with every participatory and codesign process in order to inform citizens.*

Key stakeholders to include in the process are: communication experts, who cooperate with people involved in the project; facilitators, who work together with people involved in the project.

Engagement can be created as follows: contracting the experts, as people understand that it is not obvious to find the right way to express their points of view.

Where to start? Expert selection.

2. *The higher the level of participation by all members of the community, the more beneficial the outcome because the final map will reflect the collective experience of the group producing the map*

Key stakeholders to include in the process are: citizens, local newspaper.

Engagement can be created as follows: community leaders urge people to participate; local newspapers report information on the organization of the project; each citizen receives an invitation to participate that explains why their participation is important; in this context, is it relevant that meeting times are suitable for everyone, meeting places are accessible to all, discussions are respectful and regulated in order to give everyone the opportunity to participate.

Where to start? Disseminating information about the project as much as possible; community leaders promote the project in their groups.

### 3. *The impact of CM lies in the support offered to the community*

Key stakeholders to include in the process are: citizens.

Engagement can be created as follows: people are urged to describe the strengths and weaknesses of the places they live so that strengths and weaknesses are mapped; people are invited to express their desires about the places they inhabit so that desires are mapped; people are invited to map relations among the many elements of the places they inhabit; people are invited to find ways for improving the places they inhabit; people are invited to design an action together for improving a critical aspect of the place where they live and they are provided with resources to make it happen.

Where to start? People are invited to express and tell each other what they consider for the common good of the territory.

### 4. *Devote attention to the social process which sustains the community mapping*

Key stakeholders to include in the process are: mapping process organizers

Engagement can be created as follows: meeting with policy makers is organized and results of the process are published and made available to the public; establish relationships with other groups active in community mapping.

Where to start? Assure people that their work is taken into serious consideration.

### 5. *Accessibility to the process must be sustained also in order to be able to involve those who are less socially committed and towards whom the process can perform a civic function of education for the common good*

Key stakeholders to include in the process are: mapping process organizers.

Engagement can be created as follows: it is important to make people feel that everyone can give a unique and original contribution to the community. It is fundamental to organize the process taking into account people's possibilities and difficulties; to identify steps in which people are sent what has been processed up to that moment, asked for their opinion, invited to the next step; to facilitate participation by offering help for the time that must be devoted to the project (caring for children, the elderly, etc.).

Where to start? Each inhabitant is personally invited and asked about his/her possibilities or difficulties in order to participate.

## 2.2.2 STORYTELLING

<b>What it is</b>	Storytelling has been a crucial tool for humans to pass on important knowledge from generation to generation.
-------------------	---

	<p>Storytelling plays a central role in helping humans in telling and re-telling narratives and myths that help us stick together and organize into larger collectives.</p> <p>Storytelling, as the oldest way to deliver a message, is a tool used to preserve values and communicate the qualities and attributes of a culture.</p>
<b>Activated transition processes</b>	<p>The impact that storytelling can have is wide-ranging:</p> <ul style="list-style-type: none"> <li>• it can lead to innovations and new solutions to existing problems, i.e. through a reformulation of the problems at hand;</li> <li>• it can also lead to common action to reach a goal, such as creating stronger and more inclusive and integrative communities;</li> <li>• capacity to support (learning and unlearning, empathy and conflict solving, inclusion and participation of different voices);</li> <li>• the listener is engaged to make stories easier to remember;</li> <li>• stories can engender more emphatic responses than mere presentations of facts.</li> </ul>
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• It allows relatively diverging stories and understandings to come together and be discussed in groups;</li> <li>• it has the potential to generate open, emphatic and non-judgmental environments, which can lead to a stronger sense of belonging and community;</li> <li>• it is also an important tool to reflect on the present and re-think the future in a more sustainable and human-oriented way, trying to maintain cultural identity and uniqueness in the face of rapid changes and transitions;</li> <li>• stories, beyond being a vital form of communication, have the ability to interconnect communities with each other and with their society by relaying messages, experiences and knowledge to others.</li> </ul>
<b>Ultimate goals</b>	<ul style="list-style-type: none"> <li>• It can be used as a facilitation technique to make stakeholders with different backgrounds, experiences and points of view recognize and learn from the various perspectives that exist in a community;</li> <li>• using storytelling can help to ground the different participants so that they start out from a shared experience of telling a story irrespective of political views and the like.</li> </ul>
<b>Difficulties to consider</b>	<ul style="list-style-type: none"> <li>• When a story is told and retold, some narrative building blocks become accepted ingredients, whereas others are transformed or forgotten;</li> <li>• asymmetries in participation (some people participate more than others);</li> </ul>



	<ul style="list-style-type: none"> <li>• there is also a risk that participants disagree too much to have a productive dialogue.</li> </ul>
<b>Recommendations</b>	<p>Storytelling as a tool can be applied both in workshops as well as in the context of museums:</p> <ul style="list-style-type: none"> <li>• a workshop where storytelling is used as a tool requires very good and well thought through facilitation, with around three to four people in the facilitation team, in a group of about 25-30 people. When applied in a workshop format, it is a good idea to invite stakeholders from a wide variety of backgrounds, experiences and social groups. If not, it can have a biasing effect of strengthening the points of view of a group whose views are not necessarily generally accepted;</li> <li>• in the museum field, storytelling is still a relatively new concept. For storytelling to be effective and achieve its goals and particularly communicate its message to the public, museums should ensure that the story has a clear and concise meaning to keep the visitors focused.</li> </ul>

## ACTIONS ON RECOMMENDATIONS

1. *A workshop where storytelling is used as a tool requires very good and well thought through facilitation, with around three to four people in the facilitation team, in a group of about 25-30 people*

Key stakeholders to include in the process are: depending on the particular topic in question; it is important to invite broad participation in this tool. This includes having representatives from government, public sector institutions, academia, private businesses, industry associations, NGOs, interest organisations and similar entities.

Engagement can be created as follows: Depending on the stakeholder group in question, different strategies should be used. If we want to engage younger participants, social media could be used. For the elderly, social media might not be ideal, and perhaps other channels should be sought. For public participants, official engagement tools can be used, such as through the local municipality offices and similar places. For private actors, it is important that the topic in question is relevant, which will make engagement easier.

Where to start? Start by defining an area of interest that needs to be solved, e.g. what are the main challenges that a municipality faces in terms of sustainable transport? Then the relevant stakeholder groups need to be identified; public (e.g. government or academic) and private, as well as interest groups or NGOs, e.g. representing younger or elderly people.

2. *In the museum field, storytelling is still a relatively new concept. For storytelling to be effective and achieve its goals and particularly communicate its message to the public, museums should ensure that the story has a clear and concise meaning to keep the visitors focused*

Key stakeholders to include in the process are: Government agencies, NGOs, charities, sponsors, public and private investors/developers, research institutions, schools, universities, local authorities and communities, etc. Storytelling should have at its basis a comprehensive and integrative participatory process, enabling dialogue and interaction between different stakeholders.

Engagement can be created as follows: Based on the specific theme or subject identified for the storytelling, a map of the key stakeholders to be involved could be identified with experts based on the particular goals and priorities of the project. Multiple forms of participation could be adopted targeting the various categories of participants, e.g. participation in oral history or workshops, organization of seminars, interviews, and similar forms of engagement.

Where to start? Engagement can be carried through three stages: Identify a compelling and relevant topic /theme and start with the first-consensus-building processes; identify the potential stakeholders and groups to be engaged; identify how the storytelling tool could be better used to reflect opinions and realities, to build and enrich relations bringing together the inspirations and views of the different stakeholders.

### 2.2.3 EDUCATION FESTIVAL

<b>What it is</b>	<p>Educational Festival (EF) is a tool to enhance education and all its components. EF leverages the idea of lifelong education on two pillars: that of the educating community and that of the educating city, conceived as a large classroom and an educational laboratory. Through the active involvement of its actors, and the pedagogical availability of its spaces, the educating city can free the paths of personal and interpersonal realization in a permanent perspective.</p> <p>A city that adopts lifelong education as an ethical, normative and regulating guiding idea, can be an educating city, capable of nurturing the educational and learning processes of its inhabitants thanks to the community's commitment and the integrated presence of educationally significant "places" (material and immaterial).</p>
<b>Activated transition processes</b>	<p>EF uses formal and informal educational (schools, museums, makers spaces etc.) processes to promote the inclusion and integration of its inhabitants.</p>

	<p>EF allows each person to realize its potentials, capabilities and rights to lifelong education within community.</p> <p>Each person can promote an educational experience (workshops or other forms of knowledge sharing), in order to donate his/her skills to others to trigger a virtuous circle capable of amplifying the flow of skills and knowledge possessed by adults and children.</p>
<b>Benefits</b>	<ul style="list-style-type: none"> <li>▪ To integrate people with different backgrounds (knowledge gap, regions/places, cultural differences);</li> <li>▪ to better understand the human resources of a city and to experiment with different ways of social interaction, able to involve people of different ages and interests;</li> <li>▪ let citizens become active parts of different paths of social integration;</li> <li>▪ creating social ties by means of workshops and recreational activities;</li> <li>▪ to rediscover the urban space and experience it in a different way, i.e. through the perspective of education.</li> </ul>
<b>Ultimate goals</b>	<ul style="list-style-type: none"> <li>▪ to promote the identity of the community, i.e. the self-construction of the sense of community;</li> <li>▪ to promote social inclusion.</li> </ul>
<b>Difficulties to consider</b>	Lack of long-term commitment of local authorities.
<b>Recommendations</b>	<ul style="list-style-type: none"> <li>• To activate concrete educational initiatives, a first test bench to explore the educational vocation of the community can be a festival of education. By networking various educational realities of the territory, it is possible to promote different educational workshops – within and outside the city centre – and recreational activities dedicated to children, families, teachers, educators and citizens;</li> <li>• the festival of education is planned as a tool of integration and exchanges between citizens of different ages, social backgrounds and interests. Its “effects” are not destined to be limited to the time of the event;</li> <li>• the citizens must become attached to the event, considering it as a recurrent appointment during the year in which they can meet, to recognize the educational value of significant relationships, learn about new aspects of their city and the human potential that inhabits it through the changing glasses of education;</li> <li>• the event must be planned in close collaboration with the city administration. A participatory mechanism to actively involve people and associations is necessary;</li> <li>• a map of characteristics of population (age groups, literacy levels, schooling rate, economic background, etc.) is needed, along with a list of education institutions and initiatives;</li> </ul>

	<ul style="list-style-type: none"> <li>organizers of an EF must create a network of people, coming from different work places (teachers, educators, craftsmen, entrepreneurs etc.) and voluntary associations, available to hold free workshops for their fellow citizens;</li> <li>the citizens must be informed of the festival through different tools of communication (posters, flyers, institutional sites of the municipality and schools, social networks etc.). This information campaign must be planned in time. To be effective, it must start at least a month before the event and intensify close to it.</li> </ul>
--	--

## ACTIONS ON RECOMMENDATIONS

Key stakeholders to include in the process are: people coming from different working places (teachers, educators, craftsmen, entrepreneurs etc.) and voluntary associations, as well as the city administration.

Engagement can be created as follows:

- a map of characteristics of the population (age groups, literacy levels, schooling rate, economic background, etc..) is needed, along with a list of education institutions and initiatives;
- networking among various educational realities of the territory can be promoted thanks to different educational workshops – in the internal and above all outside spaces of the city center– where recreational activities dedicated to children, families, teachers, educators and citizens are organized;
- the use of different tools of communication (posters, flyers, institutional sites of the municipality and schools, social networks etc.) is fundamental to raise awareness of the importance of the event and to promote participation.

Where to start? Create a table of discussion held by educators and volunteers coming from different work sectors; plan a meeting with the municipality to present the project of the EF; immediately start with organizing a campaign of dissemination to inform the citizens of the ongoing project.

## 2.3 FUNDING

### 2.3.1 PARTICIPATORY BUDGETING (PB)

<b>What it is</b>	It is a government-driven (top-down) institutionally embedded mechanism aiming to promote citizen participation in policies. In PB, citizens are directly involved in budgeting decisions and allowed to decide how to spend parts of a public budget.
-------------------	--

<b>Activated transition processes</b>	<ul style="list-style-type: none"> <li>▪ PB lets individual citizens voice their interests and preferences and vote on specific policies;</li> <li>▪ it contributes to delegating real authority to citizens, improving public administration and how citizens interact with authorities and with each other;</li> <li>▪ PB empowers citizens, creates engagement and builds skills and knowledge that make it possible for them to hold public servants accountable.</li> </ul>
<b>Benefits</b>	<ul style="list-style-type: none"> <li>▪ PB leads to increased spending on social goods, civil society mobilisation and well-being improvements (such as increased municipal spending on healthcare and sanitation, reduced infant mortality, etc.);</li> <li>▪ PB leads to institutionalisation of new forms of governance. Representative democracy has a bias towards middle- and upper-class groups whereas PB programmes are often designed to focus on poorer underserved neighbourhoods and the social services aimed at them.</li> </ul>
<b>Ultimate goals</b>	<ul style="list-style-type: none"> <li>▪ To improve the system's ability to secure citizens' rights to information, supervision, advice, and even decision-making;</li> <li>▪ to reduce information asymmetry, to implement government information publicly, and to improve government transparency;</li> <li>▪ to strengthen democracy and to contribute to social justice.</li> </ul>
<b>Difficulties to consider</b>	<p>PB's focus on specific public projects or goods may limit participation and learning to the short-term and as mainly instrumental.</p> <p>PB depends on committed government leaders, with the associated risk that it can be used to advance other agendas.</p> <p>The focus on the short to medium term makes it difficult and time-consuming to generate discussions and build skills needed to engage in complex, long-term planning, and limits the time citizens and communities have available to address such issues. With a focus on annual investments, the risk is also that long-term investments can be side-lined.</p> <p>Poorly executed PB programmes can fail to transform decision-making processes or involve citizens directly in policy making, possibly influencing citizens and civil society organisations negatively. PB programmes that are only symbolic may undermine citizens' trust in public administration.</p>
<b>Recommendations</b>	<ul style="list-style-type: none"> <li>• The political party in charge and the number of years PB is used influence the robustness of the results and the associated broader, structural changes that take place. Therefore, a medium to long term commitment to implement PB is fundamental;</li> <li>• authority delegated to citizens through PB should not be too limited, otherwise it further becomes difficult for people to hold government officials accountable and use PB to exercise their rights;</li> </ul>

- new technologies can be used to implement online participatory budgeting platforms. The sense of virtual community that can be built thanks to those platforms can result in a success factor for PB. The positive relation between the sense of virtual community and the use (and continuous intention to use) e-participation technologies in the post-adoption stage provides evidence that citizens have a level of a sense of community when using online participatory budgeting platforms to pursue a common goal. Even though citizens using e-participation may not know the other citizens that use a PB platform, they share a common goal of contributing to the community. The perception that others support the same projects may influence other citizens to participate for a common goal;
- in the case of e-government and online participatory budgeting platforms, key factors for keeping citizens satisfied not only depend on the technological aspects of e-services that support participatory budgeting, but also on the quality of the back offices and services offered by local governments.

## ACTIONS ON RECOMMENDATIONS

1. *The political party in charge and the number of years PB is used influence the robustness of the results and the associated broader, structural changes that take place. Therefore, a medium to long term commitment to implement PB is fundamental*

Key stakeholders to include in the process are: local government; citizen (interest groups); PB experts.

Engagement can be created as follows: secure agreement across political views to acknowledge implementation of PB results regardless of voting outcomes; committed (local) government leaders who can be held accountable; develop transparent processes for both politicians and citizens; secure independent auditors of the system.

Where to start? Integrate in long-term agendas for decision making on which democratic tools will be used; secure broad political support for PB based decision making and for what type of projects this is relevant and feasible; plan thoroughly; do not implement before a well-tested infrastructure is in place; learn from best practice, nationally and internationally, invite experts; start with voting on specific projects before including more complex portfolios of issues.

2. *Authority delegated to citizens through PB should not be too limited, otherwise it further becomes difficult for people to hold government officials accountable and use PB to exercise their rights*

Key stakeholders to include in the process are: local government; citizen interest groups; communication specialists; PB experts.

Engagement can be created as follows: publication and dissemination of opportunity to participate in PB, and of results, using multiple channels; transparent processes; make different platforms available, both physical and online, for discussion; invite broadly for proposals.

Where to start? Map prior experience in online discussions about local issues; involved PB expertise; organize public meetings.

3. *New technologies can be used to implement online participatory budgeting platforms*

Key stakeholders to include in the process are: local government; citizen interest groups; communication specialists; designers; PB experts.

Engagement can be created as follows: communicate visible results of citizen influence; announced deadlines for proposals and for voting widely and in a timely fashion; invite voters to observe follow-up process to verify implementation; consider social media (but not only social media) for dissemination of information, and keep the PB process itself within the PB platform.

Where to start? Communicate clear objectives, both regarding the projects to be budgeted, and the vision of the PB process itself; secure accessibility for all potential participants.

4. *In case of e-government and online participatory budgeting platforms, key factors for keeping citizens satisfied not only depend on the technological aspects of e-services that support participatory budgeting, but also on the quality of the back offices and services offered by local governments*

Key stakeholders to include in the process are: local government; citizen interest groups; communication specialists; technical infrastructure specialists, designers; PB experts.

Engagement can be created as follows: develop a user-friendly PB interface; have a secure process for authentication and authorization of voters; use software that ensures data protection.

Where to start? Learn from best practice, nationally and internationally; invite experts; thorough preparation for prototyping and testing of digital infrastructure and connected services; provide technical support and FAQ throughout the process.

### 3 HIGHLIGHTS

Community building, inclusive cities and place-making can be promoted leveraging a set of tools included in a well-planned process, where long-term commitment of local authorities and active involvement of citizens are constantly ensured.

The process involves many steps, among which we choose to focus on: (A) the definition of key interventions on space; (B) the revitalization of the sense of community, (C) the definition of participatory tools for budget allocation. In all the steps, the aim is to promote participatory mechanisms, empower local community in the management of public goods, promote shared responsibilities for obtaining the best possible environmental, social and economic outputs, and foster new models of co-decision-making and co-governance in the local community.

Some transversal recommendations can be summarized as follows:

1. local government should ensure the comprehensive involvement of all offices/units in the process. Participatory mechanism must be created from “inside” the administration, to have the full commitment of the administrative bodies;
2. clear policies should ensure that multiple stakeholders are involved and play an important role in the whole process;
3. make use of planning and monitoring measures to clearly express the whole picture of goals of place-making and community building and constantly check the achievements;
4. make use of a full set of communication tools, to promote active participation, to constantly update citizens, to report about ongoing results. Communication helps building consensus through interaction;
5. leverage the use of technology for consultation and for communication with citizens;
6. learn from best practice, nationally and internationally;
7. invite experts to discuss with policy makers and citizens.

#### ***A. Space***

**Conservation and regeneration projects** in the historical districts can become one of the key aspects of the renewal process of the city, along with **adaptive reuse** projects. They can be the starting point of community building processes grounded on active participation of citizens. Working together on the projects of upgrading the historic districts or in the definition of new functions, values and meanings of old buildings/sites, can promote trust between local inhabitants, heritage conservation practitioners and local authority.

Indeed, the community building process can only start with the broad participation of people: local residents, owners of shops and restaurants, and people with specific knowledge of the areas such as community workers, teachers, social workers, officials, members of neighborhood committees, NGOs, local associations.



**Common space co-building** can be an important tool to promote active engagement and commitment, not only for improving physical environment but also enhancing social cohesion in the community. When people themselves contribute to the design and building of their local environment, they will be more invested in taking care of it in the future.

Sustainability and green growth can be enhanced thanks to diffuse promotion of **participatory urban gardening**. This is an occasion for physical activity and offers opportunities for intergenerational and interethnic social aggregation, for strengthening the sense of community and the neighborhood interaction and bonding.

### ***B. Revitalization of the sense of community***

**Storytelling** can be used to generate open, empathetic and non-judgmental environments, which can lead to a stronger sense of belonging and community. It helps to reflect on the present and to re-think the future in a more sustainable and human-oriented way, trying to maintain cultural identity and uniqueness in the face of rapid changes and transition. **Community mapping** is a choral storytelling which helps a community to build itself and to become aware of its common goods. Indeed, accessibility to the process must be sustained also in order to be able to involve those who are less socially committed and towards whom the process – which, however, also needs their voice – can perform a civic function of education for the common good.

**Festivals and educational events** can promote inclusiveness, attachment to the city and commitment to preserve the values of communities. A city that adopts lifelong education as an ethical, normative and regulating guiding idea, can be an educating city, capable of nurturing the educational and learning processes of its inhabitants thanks to the community's commitment and the integrated presence of educationally significant "places" (material and immaterial).

### ***C. Funding***

To promote citizen participation in policies, it is fundamental to involve them to some extent in **budgeting** decisions on how to spend parts of the public budget. It is particularly relevant to involve poorer underserved neighbourhoods thus involving lower-class groups in the design of the city and of related social services aimed at them.

The opportunity to join the process of decision making must be duly advertised on multiple channels so that transparent processes are set since the beginning.

The use of different platforms, both physical and online, for discussion can support the democratization of the process and promote broad participation.

## Appendix

### A focus on key tools in the City of Prato

#### *Common Space Co-Building*

The City of Prato has been working since 2017 as coordinator for Italy in the Partnership on Circular Economy, a priority theme of the program Urban Agenda for EU (<https://ec.europa.eu/futurium/en/circular-economy>). The partnership developed an important research with the ESPON program on collaborative economy in EU cities:

<https://ec.europa.eu/futurium/en/circular-economy/final-report-espon-targeted-analysis-urban-circular-collaborative-economy>

In 2019 the city of Prato launched a project called POP UP LAB for the **reuse of unused shops** in the city centre. The project promoted a call of ideas for new temporary commercial activities, that should be different from existing activities, and the municipality was in charge of coordination and communication in partnership with PIN, the seat of the University of Florence in Prato. The main aim of the project was to help the beginning of new commercial activities giving economic support for 2 months. The project was successful at the beginning with the opening of more than 20 new activities, but at the end of the project very few remain active. The final report underlines that in order to keep new activities alive, it is very important to give economic support for a longer period.

<https://www.cittadiprato.it/IT/Sezioni/329/POP-UP-LAB/>

#### *Adaptive Re-use*

The City of Prato has been working since 2017 as coordinator for Italy in the Partnership on Circular Economy, a priority theme of the program Urban Agenda for EU (<https://ec.europa.eu/futurium/en/circular-economy>). One of the actions coordinated by the city of Prato is the **reuse of urban underused or unused spaces and buildings**. The action focuses on the definition of indicators at urban scale and the need of an Agency for Urban Reuse in charge of the strategies for the adaptive reuse of spaces and buildings in EU cities. The final output is the “Handbook – Sustainable and Circular re-use of spaces and buildings”:

<https://ec.europa.eu/futurium/en/circular-economy/handbook-sustainable-and-circular-re-use-spaces-and-buildings>

In the same partnership an action has been implemented on the theme of Urban Resource Centres, focused on adding collaborative economy strategies for the reuse of existing buildings, fostering social innovation and inclusion:

<https://ec.europa.eu/futurium/en/circular-economy/final-report-european-approaches-urban-resource-centres-available>

The partnership developed important research with the ESPON program on collaborative economy in EU cities:

<https://ec.europa.eu/futurium/en/circular-economy/final-report-espon-targeted-analysis-urban-circular-collaborative-economy>

#### *Participatory urban gardening*

An important project, called **Prato Urban Jungle** is now in development: an urban forestry program accompanied by a co-design process. Information can be found at:

<http://www.pratourbanjungle.it/home893.html>

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

<https://www.instagram.com/pratourbanjungle/>

The city of Prato is promoting a program for the transition to circular economy called **Prato Circular City**, based on a participatory process with local stake holders.

<http://www.pratocircularcity.it/home625.html>

One of the themes developed by the program is on **Food Strategy and Urban Agriculture**:

<http://www.pratocircularcity.it/it/temi/sistemi-agricoli/pagina942.html>

In 2016 the city of Prato developed a project for the Bisenzio river park called Riversibility: an ongoing project for better **use of the river banks** and the surrounding green areas developed in order to sustain healthy lifestyles.

The project is based on an ongoing co-design program with NGOs, stake holders and citizens.

<http://www2.comune.prato.it/riversibility/pagina742.html>

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

### *Community mapping*

The city of Prato has been involved in the last 5 years in a series of important participatory and codesign processes.

The **new Operative Plan of the city** (the urban planning document) was the occasion to give a picture of the requests of the city and a coordination of all the participatory processes already done:

<http://www.pratoalfuturo.it/>

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