

D.C.6.1

DEFINITION OF FORMAT FOR LOCAL WORKSHOPS AND PUBLIC EVENTS

PP06 - LINKS FOUNDATION

Version 2

09 2020





A	INTRODUCTION	2
B	CONCEPTUAL BACKGROUND	2
	B.1 Urban Environmental Acupuncture concept	2
	B.2 Public support and Citizen science	3
	B.3 Urban Living Labs	3
	B.4 Civic participation and the management of urban green spaces	6
	B.5 Some inspiring examples	8
C	STRUCTURE OF THE LOCAL WORKSHOP	11
	C.1 Objectives of the workshop	11
	C.2 Materials	11
	C.3 Workshop preparation	12
	<i>C.3.1 Recommendations based on the above rules</i>	
	<i>C.3.2 Special Attention</i>	
	C.4 Organisation and Timing of the Workshop	14
	<i>C.4.1 Workshop organization</i>	
	<i>C.4.2 Workshop Implementation</i>	
	<i>C.4.3 Workshop Evaluation</i>	
	C.5 Pre workshop activities: preparation and organization	15
	<i>C.5.1 Data Gathering and Elaboration</i>	
	<i>C.5.2 Selection of Participants</i>	
	<i>C.5.3 Reserve a Venue</i>	
	<i>C.5.4 Online Preparation Meeting</i>	
	C.6 Workshop for Stakeholder Involvement	17
	<i>C.6.1 Proposed Agenda Structure</i>	
	<i>C.6.2 Enhance the Discussion</i>	
	<i>C.6.3 Satisfaction survey</i>	
	C.7 Workshop Evaluation	22
	<i>C.7.1 Assessing the Outcomes of Workshop and Survey</i>	
D	STRUCTURE OF PUBLIC EVENT	24
	D.1 Main goals of the public event	24
	D.2 Documents and material	24
	D.3 Preparation of the event	25
	<i>D.3.1 Organization of the event</i>	
	<i>D.3.2 Special Attention</i>	
	D.4 Assessing the Outcomes of event and Survey	26



A. INTRODUCTION

The SALUTE4CE project includes the organization of local workshops and public events for developing and implementing action plans within FUAs, based on application of Urban Environmental Acupuncture (UEA) through the involvement of local communities. The present ‘Format for local workshops and public events’ collects hints on content and process for involving local populations in different transnational contexts, and it is based on the Living Labs approach.

Due to the structure of the project, it will not be possible to run a complete Living Labs process, but we have to cope with a short timing, only one local meeting foreseen in the project, and a high level of details regarding intervention design that was already required in the candidature phase of Interreg program. Therefore, we propose a simplified structure for Living Labs, that should be seen just as the first step of the involvement phase, and should be followed by other actions to actively involve the local population in the foreseen Urban Environmental Acupuncture interventions.

Specifically, the following Format will define:

- “Local workshops” as part of the Urban Living Labs process in WP.T.2 with local residents, private enterprises, and authorities of administration units of FUAs, led by scientific project partners, to discuss the implementation of UEA.
- “Public Events”, in WP.T.3 partners will be asked to organize public events in order to show to the residents the implementation of the pilot actions. The aim of the events will be to bond the residents with the areas, which raise the attractiveness of the neighbourhood and improve local conditions.

This format is therefore provided to the SALUTE4CE partners so that the local workshops and public events are planned according to a common structure.

B. CONCEPTUAL BACKGROUND

We present in the following paragraphs the fundamental concepts that are the pillars of SALUTE4CE approach, and that inform about the design and implementation of pilot interventions. These concepts should lead the progress of the involvement process, and are the basis for the general presentation during the local workshops. They have to be fully understood and shared by the project partners, so that they would be passed on to the workshops participants.

B.1 URBAN ENVIRONMENTAL ACUPUNCTURE CONCEPT

Urban Environmental Acupuncture (UEA) is an innovative approach to shaping green public spaces in Central Europe cities. The precondition for the successful implementation of long-term UEA activities (an Action Plan) is the integration of various planning and action scales - from the FUA scale to the scale of the place. Such integration requires close cooperation between urban entities representing various sectors and various interest groups, including professionals from various specialties (botanists, gardeners, urban planners, sociologists, civil engineers), local stakeholders as well as decision makers. In order to build solid foundations for cooperation in FUAs, it is necessary to jointly understand and accept the UEA goals and ways



of implementation. This will determine the success in creating urban Action Plans and in undertaking the first practical ventures, followed by the process of consistent development and implementation of this plan under the FUA development policy. The key and, at the same time, a very difficult task in the creation process of urban Action Plans is the recognition of needs, a competent selection of UEA sites, and a good choice of suitable solutions for individual sites.

B.2 PUBLIC SUPPORT AND CITIZEN SCIENCE

Important to the success of any urban intervention is the cooperation of the planning experts with the public and other interest groups. The public may include residents, interest groups and relevant experts and stakeholders. This is particularly important where the public should be involved in planning, building, maintaining or monitoring small green spots. It is important to reach out to and involve the public and other important stakeholders from the very beginning of the design process. The public should be included throughout the process and be kept informed about the progress of planning and design, including the development of planning procedures.

Additionally, the public can contribute to building visions by making the needs of the community known. By getting to know local residents or the future potential users of the respective small green spot, one can gain knowledge concerning the local situation, including the needs of various groups and their expectations of a small green spot (i.e. what ecosystem services are particularly needed). The public can participate in planning small green spots in a variety of ways, including both formal and informal collaboration, and can propose and activate innovative ideas about the places and their management and use. Specifically, as part of the SALUTE4CE project, the public will be invited to participate in living labs. Other possibilities include public events, goal-oriented workshops, or as part of the communication of the SALUTE4CE project via PR campaigns, websites or social media channels.

Moreover, the UEA foreseen within the SALUTE4CE project can support and stimulate Citizen Science. The aim of Citizen Science is to undertake research and discovery, which involve active and thoughtful contributions from non-scientists. Their contribution is often realised during crowd-sourcing, data analysis and data collection. They can contribute because the research tasks are broken down into digestible components that anyone can perform. The participation of the public in these projects demonstrates that ‘everyday’ people want to and are able to make a valuable contribution to science and in the case of SALUTE4CE also to their local community.

Workshops and public events will stimulate Citizen Science and **active involvement and contributions from non-experts**, which is fundamental to shape, live and maintain public green spaces as foreseen in the various pilots.

B.3 URBAN LIVING LABS

The concept of a living lab means many different things to different people, and various definitions abound. However, we are not on a quest to an ultimate definition here, but rather want to investigate the innovative approaches to city making and implement them in each one of the pilot cases, adapting to specific circumstances. For that purpose, we have found a common understanding of two central characteristics. First, **living labs involve stakeholders and citizens in a process of ‘open innovation’**. That means that users (or citizens) play an important part in the design process. Not merely as ‘product testers’ at the end of a development cycle, but as co-designers in various parts of the design process. This is a shift from a



‘user-centric’ model to a ‘user-driven’ one, meaning that users are not just ‘objects of the product development cycle, but ... active subjects ... - equal partners with the public sector academia and business.’

This involvement in the first stages of the process, namely in the definition of the problems, is a peculiar characteristic distinguishing living labs from traditional participatory planning. It’s not only about listening and consulting users once professionals or politicians decided to tackle one problematic issue, but it’s about finding out together with all the actors involved what’s wrong with our living environment and organizing a process for finding and realizing solutions.

Second: **the design process takes place in an actual, physical environment.** That is: a new technology or service is not developed in the lab, and then brought to the street. Rather, it is developed through iterative prototyping in the setting where the final product is to be implemented.

In the literature on Living Labs, the term ‘living lab’ is predominantly used to refer to one or more of the following attributes:

1. A space for designing and validating projects involving technological, social and/or cultural innovation
2. A type of structure dedicated to Research, Development and Innovation (R&D&i).
3. A legal entity designed to make it possible to work on a single level with stakeholders from the public and private sectors and citizens (PPPP-People-Public-Private-Partnership)¹.
4. A variety of participatory methodology based on active collaboration and cooperation between the various agents of a system.
5. A set of fundamentally qualitative research techniques.

Living Labs are therefore spaces for the coordination, research, design and validation of innovation projects. They are instruments created to assist innovation processes from start to finish. This capability of providing holistic support and follow-up is fundamental to Living Labs. As a type of laboratory, Living Labs have a singular characteristic: **they are set up to document, generate and experiment with ideas, concepts and/or prototypes of new products and services, and they do this in real situations.**

Living Labs are thus linked to the worlds of:

- user experience research,
- usability4research (to make products and services more user-friendly),
- information technology (to democratise access to and the use of new technologies),
- creativity (to generate ideas and ideas, creating designs and prototypes and validating them), and
- innovation, in any of its types (technological, social and/or cultural), in any of its forms (innovation in products/services, in processes, in organisations, in business models or in the way of marketing products/services) or in any of its degrees (incremental, radical or disruptive innovation).

¹ PPPP -People-Public-Private-Partnership. A concept that is used when public, private and social entities (e.g.NGOs, associations and citizens’ networks) collaborate and cooperate in projects.

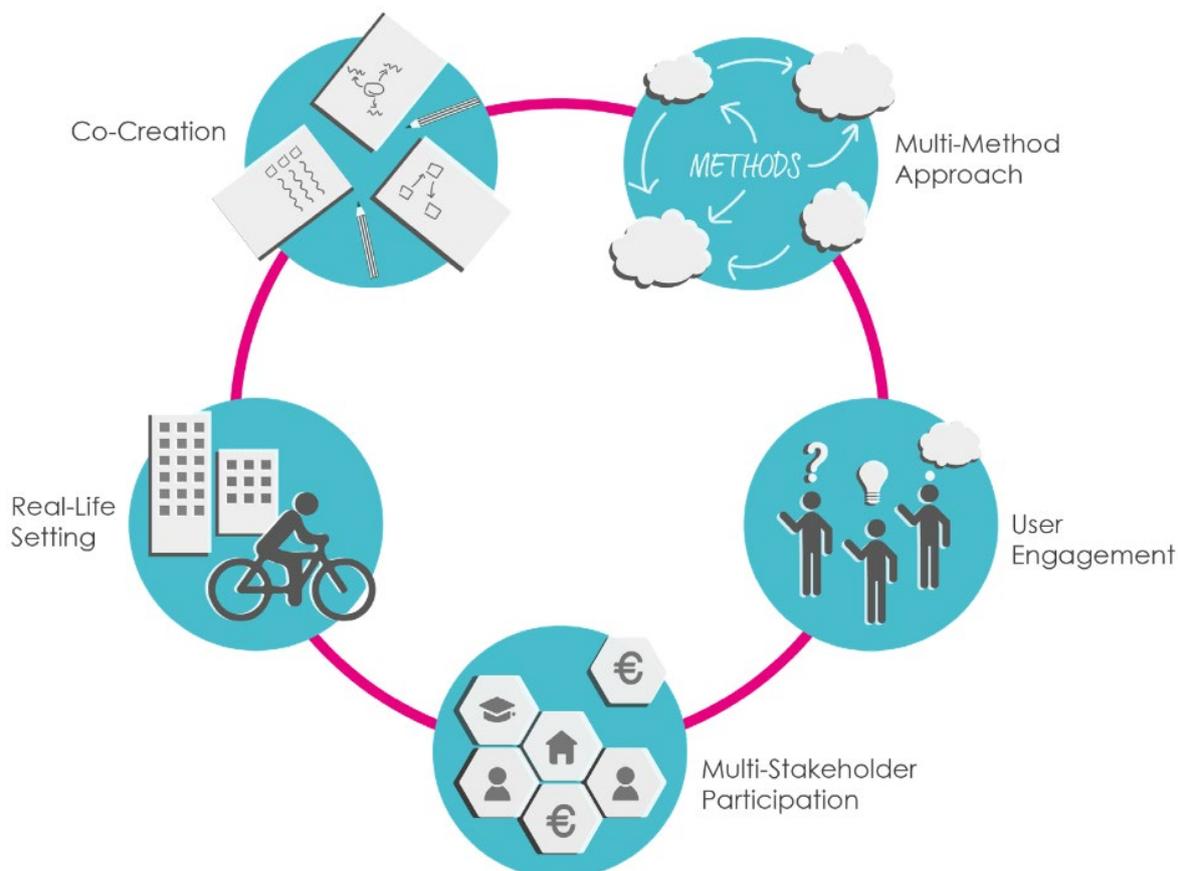


Figure 1- Fundamental elements of LL (Image source: Living Lab Methodology Handbook, U4IoT 2019)

As such, Living Labs are presented as a way to overcome the top-down/bottom-up dichotomy. The living lab approach merges institutional organization with the knowledge of situated communities. However, when comparing various projects where this approach is adopted, there is also a large variation in the actual level of citizen and stakeholder engagement, and various visions on the role divisions between professional designers and institutions and citizens. In a comparative study of close to 50 living labs, Concilio, Puerari and Rizzo define living labs as ‘design laboratories ... led by professional designers’. Many of the examples described in the literature underpin this point. It is usually institutions or companies that take the lead and set the stage, asking citizens for their input, or aiming to harvest the ‘wisdom of the crowd’ to develop a solution for a problem that they have put on the agenda. Living lab approaches are often connected to broader innovation strategies such as ‘Public-Private-People-Partnerships’ and the Quadruple and even Quintuple Helix, again meaning that various stakeholders (private companies, research institutions, governments and citizens) work together in an actual environment.

Yet, few examples show that Living Labs could also be initiated by citizens, who have set up some kind of (often) online platform on which they can set the agenda themselves, sometimes in order to find solutions between the platform users, at other times aimed at ‘engaging public institutions into them.’ These could be described as ‘platform for grassroots service creation in a city’, somehow connected with a so-called ‘hacker’s ethic’. With this, we mean a DIY-culture that ‘promotes the idea that anyone is capable of performing a variety of tasks rather than relying on paid experts or specialists’. In this vision, Living Labs are platforms or events, such as hackathons, where citizens come together to take on urban issues themselves.

B.4 CIVIC PARTICIPATION AND THE MANAGEMENT OF URBAN GREEN SPACES

European cities are still in the wake of the economic crisis. Public administrations are struggling with urban maintenance and the delivery of local services. Driven by community energies, citizen participation and a multi-stakeholder approach, small-scale local development is on the rise.

“...civic participation brings along alternative catalysts, energies and resources into the design and management of urban public spaces.”

We can definitely see an increase in citizen initiated projects and this is clearly the result of the economic crisis. Often the funding mechanisms have changed; the public administration is struggling to maintain certain services and so, hopefully, in the future this will allow for urban planning to include a more locally rooted approach, rather than exclusively large-scale development projects, that usually might not really be talking to the local community.

However, in order to better understand the change, we have to consider the involvement of stakeholders that are not only the community. Frequently, there is a **local community and a city administration** working together. But, if we really want to reach a paradigm shift, even once the economic crisis is over, then the involvement of the **private sector is crucial** and all sides of public administration need to recognise the potential of including the community in certain projects.

There is an increasing number of community-led projects that are developing alternative funding mechanisms. We can see that the funding mechanisms, especially for these spaces that would have once been part of our welfare, are now no longer provided only by public subsidies, but from a combination of private and community means. They are very often co-operative models with different types of stakeholders involved.



Self-managed park at the Lago ExSnia, Rome.
Photo (cc) Eutropeian



100 Union Street in Southwark - Photo Bloomberg City

If we look at different approaches or different levels of how participation is integrated into planning, urban design and management, we can see that, depending on the city, depending on the cases, depending on the political circumstances, there are very different positions on the ladder of participation: sometimes there is real participation, in other cases we can speak of consultation or even lower degrees of involvement. Again, there are contractual or very spontaneous processes of outsourcing.

In many places where the outsourced space or service management is completely run on voluntary energies, we cannot see where it is going and we do not know whether it is a sustainable model or not. And the other big question is how can communities channel more and more professional expertise into these design and management processes, to sustain voluntary energy. On the one hand it is the responsibility of professionals, like chambers of architecture or landscape architecture. On the other hand, the municipalities can encourage professionals to take part in these processes.

In addition, we can notice that once there would have been a distinction in green spaces between pleasure and leisure green spaces (an England park for a nice walk or space for sports activities), and then productive landscape, such as agriculture, energy production, waste management or water treatment. These activities would have happened hidden and outside of the city because that is the type of green that we do not necessarily engage with too much. Now, there is a growing trend of **mixing leisure spaces with productive landscape**. This creates variety, thus supporting economic sustainability.



Prinzessingarten, Berlin. Photo (cc) Eutropian



Paris, passage 56 St. Blaise - atelier d'architecture autogérée (aaa)

There is a lot of discussion about leftover spaces in cities. Nowadays, there is big hype about the topic of **urban farming**. This has a very valuable aspect from an educational and social perspective such as taking care of public spaces and food security issues and also because it allows involvement from different segments of the community from age, ethnic background and so on. Urban gardening is maybe not necessarily the solution for self-sustainability from a food perspective for our cities, but it is definitely something very important, especially if it is part of a network of landscape and green spaces on a city scale, or a metropolitan scale.

Often Green spaces have the limit of being very isolated, as they are coming as a result of a struggle of a local community that have had to fight against construction or an abandoned plot that they had to clean up and convert into a green space. Usually, there was a struggle for taking care of that space since the very beginning so then it is very hard to be additionally part of a network of spaces around the city, especially if we are talking about large ones. The limit is that these spaces lose their strength if they are just isolated little plots in the urban tissue, so this is why it is very important to build a network. This is where the administration has a really important role, because this is where it has much more possibility of having a citywide perspective than the local communities and it also has the means of creating an infrastructure around which these communities can cooperate with one another.

The administration has the role of not only creating a network of urban gardens, but also connecting the small-scale spaces with larger plots, for example, the peri-urban landscape around cities. Usually, these spaces are bordering with peripheral neighbourhoods, which might not be the richest neighbourhoods of the city and having an agricultural area around them can allow for different



perspectives, and to find different qualities of life at the city's outskirts. This is the case for example for a growing attention towards peripheral landscapes that can combine recreational activities with production activities. In the centre, there might be pocket gardens for leisure whilst on the peripheries they could be on larger scale, which allows for having agricultural production. Looking at urban sustainability, this allows for the production of goods, maybe for recycling of organic waste, so a flow of resources within the city can really be created. Green spaces are part of an environmental network that does not follow administrative borders and this is why cities have a very strong potential of being able to create an organic system between these green spaces, while communities can take care of some parts of this system.

Communities can benefit from green spaces in terms of having recreational spaces, having a good quality of life, the possibility of having healthy environments and spaces for an increased social cohesion, but at the same time allow for a sustainable production and management of resources on a local scale.

The actors that are involved in this process are very important: the public administration, the local community, but also the private sector. Green spaces give opportunities to many stakeholders. Local farmers, for instance, are small entrepreneurs with a more pragmatic perspective of the sustainability of green space.

B.5 SOME INSPIRING EXAMPLES



Tempelhofer Park, Berlin. Photo: visitberlin.de

A city with interesting experiments is of course Berlin. Known as the Tempelhofer project, local community in Kreuzberg fought to prevent the former airport area from construction and today it is an amazing park with a lot of space that allows for a series of activities such as flying kites and high-speed skateboarding, which would not typically be allowed in every day public space. Another example is the Gleisdreieck, which was built as a participatory project that took over a landsite that was part of a railway area. This is again a very unusual landscape with a train going through the park raising potential

issues of safety, because typically parks are completely isolated from everyday life. In both cases the participation process has allowed for inclusion of less common activities to be recognised and to take place.



Tempelhof, Berlin. Photo © Sabine Wilhelm

A harvesting project called the Selbsternte in Vienna shows an example of a series of more productive activities. This is quite interesting, because it is initiated by a series of environmentalist associations and enterprises working together with the administration to provide plots for the local communities. Therefore, it is a sort of urban gardening, but it is with a higher level of management. There are certain associations that are taking care of the plots and citizens can rent segments to grow their products. Also in Vienna there is an energy park just outside the city. The Energiepark is a big plant in the landscape accommodating solar energy and biomass production incorporated with the agricultural activity. This is only partially accessible to the public because we are talking more about industrial use. Here the green space benefits the local community with a sustainable management of their resources.



Sommertag - Photo: Selbsternte.at



In Rome, there are a lot of initiatives of citizens that take over green space. These may concern a local garden, but also a lot of cases on a larger scale where farming becomes a political act. For example, in the '70s there were a lot of squatting initiatives in agricultural areas to prevent building speculation. So farming here is a political and civic engagement to protect the landscape, as in the case of the Cobragor cooperative. Recently there have been competitions for young farmers' co-operatives to take over public unused land (bando terre pubbliche). There is a growing intention towards green space to allow for sustainability but also to create jobs, especially considering the present level of youth unemployment.



Agricoltori di Maccarese con i loro trattori sui campi occupati nell'area di Casal del Marmo
 Le associazioni dei coltivatori manifestarono la loro solidarietà all'iniziativa dei giovani disoccupati, che costituiti in cooperativa vollero iniziare subito le attività produttive sulle terre da vent'anni incolte di proprietà pubblica.



Photo: Cobragor.org

Last case to be mentioned is that of the Transition Towns, which is a movement that started in Ireland and Great Britain, where communities work towards creating an energy self-sustaining community. It is very interesting, because we could look at it, somehow, as a 21st century implementation of Howard's garden city. Totnes in the UK is a town where a local community has decided to take on a plan for which they will go towards energy descent. So they are aiming to use their public space to promote a more sustainable development, which in practice means that green spaces for example, rather than having flowers, would have vegetables growing. This would be part of a small town strategy that synergises the energy produced by every household, the systems of recycling water combined with the system of the watering of the plants.



Suddenly, you can see that somehow there is a growing awareness of how green spaces can really become part of an infrastructure of the city that can be managed by the local communities to really develop a city towards environmentally and economically self-sufficient models.



C. STRUCTURE OF THE LOCAL WORKSHOP

C.1 OBJECTIVES OF THE WORKSHOP

The main objective of the workshop is to inform all stakeholders, specially the residents, about the on transformation of the urban spots, to get comments and opinions from them on the proposed projects. Furthermore, the idea is to involve them in the definition of possible management models of the area through the participation of citizens, associations or informal groups.

This document defines the main framework to be used by the partners for the local workshop, which are close connected to WP.T2 and the implementation of UEA in action plans. In particular, one local workshop has to be organized for each Action Plan FUA and a common “Report on activities for capacity building in integrated environmental management with UEA in FUAs” has to be produced for describing the experience of local workshops as part of the “Urban Living Labs” process with authorities of administration units of FUAs, led by scientific project partners, to discuss implementation of action plans (D.T2.4.1.)

C.2 MATERIALS

Documents for running a local workshop are:

- Local workshop guidelines (this document);
- A presentation of the area for UEA intervention, with urban and environmental data for problem framing;
- A draft of the project (in case it is already available), with sketches and rendering;
- Brochures, posters and informative materials about the overall SALUTE4CE project, the concept of UEA and examples of civic participation for the management of green spaces (see section B).
- “Post Workshop Survey” template (to be completed by workshop participants).
- Promotion materials, as provided by PP06:
 - D.C.1.2: project poster and roll-up;
 - D.C.2.1: project leaflet in English or national language;
 - D.C.2.2: paper copy of e-newsletter
 - D.C.7.1: coordinated set of promotional material composed by a bag, a notes, a pen, a lanyard and USB flash drive.





The documents and instruments required to run a SALUTE4CE local workshop are available on:

- Shared Document Center
<https://drive.google.com/drive/folders/1DZiOLQA0QIMMpDs5nmVZBYwr0kuo5zew?usp=sharing>
- SALUTE4CE project website
<https://www.interreg-central.eu/Content.Node/SALUTE4CE.html>

C.3 WORKSHOP PREPARATION

The present document are just an orientation. Each Partner involved in the organization can adapt these guidelines according to the progress level of the Living Lab.

Three golden workshop rules:

- **EASY TO ATTEND** - People lead busy lives: having the workshop at a place that is easy to get to and at a time that is suitable will increase the number and variety of participants.
- **MAKE IT FUN AND ENTERTAINING** - The participants are probably studying or working full time, the workshop should show them something they didn't know or teach them a new skill.
- **MAKE IT MEMORABLE SO PEOPLE COME BACK** -If the workshops stay in people's minds, they will talk about it with others and promote your Living Lab or organisation! This also means they are more likely to return to the second or even third round of SALUTE4CE workshops.

C.3.1 Recommendations based on the above-mentioned rules

When and where should the workshop take place?

We recommend having workshops in the evening, ideally between 5pm - 8pm (alternatively Saturday daytime); this will offer flexibility for a broad range of people to attend. However, do adjust the time to your local needs. Try to reach diverse participants e.g. businesses, local authorities, researchers as well as citizens.

The space:

- Try to create a comfortable atmosphere and avoid cold, dark or noisy spaces.
- The right space will impact positively on the number of people attending and, just as importantly, returning to the next event.
- Have enough seats, tables and workshop materials for everyone - always plan for more rather than less.
- Consider people without cars especially when they are interested in air quality - a bus or train station should be nearby.
- You could also collaborate with a local theatre, library or school that might be able to provide a free space

How to spread the word:

- First of all set up an event on Eventbrite (or similar) - this allows you and others to share and promote the workshop and it will attract people who are actually interested in taking care of their urban living environment (via the Eventbrite recommendation feature).
- Eventbrite can be easily shared on social media and the sign-up numbers will give an indication how the marketing of the event went. Based on those figures you can adjust the promotion and communication strategy.



Refreshments:

- Besides creating an interesting and insightful workshop, make sure you provide participants with nice snacks and beverages advertised on the Eventbrite. Having drinks and nibbles at workshops increases both attendance and return rates. Don't worry that people come just for the catering - a welcoming atmosphere is the surest first step to engage your audience. An informal drink and snack with fellow participants helps the warm-up phase.
- The number of people signed up gives you an indication of how many people will actually turn up, which helps with the overall workshop and shopping preparation (always prepare for a drop-out rate of 25-40%).
- A small buffet table (for the snacks and beverages) also enables conversations between participants who are not placed on the same table.

Documentation & Gathering Feedback:

- Photograph the sessions - try to use a high quality camera (or mobile phone) so pictures can be shared on a website or social media. Don't forget to ask for consent - this can be mentioned at the start of the workshop - and get in touch with parents when working with young people).
- Document and collect the worksheets - photograph or scan the worksheets, organise them perhaps using Google Drive or Dropbox.
- Use Twitter, Instagram, Facebook, LinkedIn and Medium to share the outcome of the workshops with the general public (get to know your audience to find the right channels).
- Refer to PP06 (Communication manager) about your activity so to spread your initiative across project channels.
- Use the simple feedback sheet provided to collect feedback from facilitators after the workshop ("Post Workshop Survey" template, see paragraph C.5.3).

Piggybacking on other events:

- Use every opportunity to collaborate with partners to reach a wider audience and get citizens excited about your Living Lab/local workshop.
- It's a great opportunity to get local authorities and stakeholders involved. Invite them to join the local workshops - reach out in advance so they can plan ahead.

C.3.2 Special Attention

Disabilities have to be taken into account and specific measures should be carried out in advance.

- Access to the venue for those of limited mobility has to be ensured.
- Psychological disabilities should be considered as well.
- In general a field of mutual trust and respect should be maintained throughout the entirety of the workshop.
- Technical support for elements which would, for example, help those with minimal or no visual ability are to be secured.
- A skilful combination of both visual and audio usage is preferred.
- A list of allergenic ingredients should be present at buffet table



C.4 ORGANISATION AND TIMING OF THE WORKSHOP

The main steps of the workshop are summarized in the following table.

Preliminary activities -----			Event	----- Post-workshop activities
Step 1	Step 2	Step 3	Step 5	Step 6
Gathering and elaboration of urban and environmental data relative to the case study area / preparation of materials for each UEA intervention (see section C.4.1)	Physical or virtual pre-meeting (see section C.4.4)	Preparation of local workshop (see section C.2)	Assessing the outcomes of workshop and post-workshop survey (see section C.5.3)	Evaluating the results and writing the report/guidelines for UEA interventions (see section C.6)
Selection of participants and invitation (see section C.4.2)		Send the workshop material to participants by e-mail (see section C.4.2)		
Choice of place and date for the workshop (see section C.4.3)				

Table 1. Time schedule for activities before and after the workshop event

The three steps for workshop organization, implementation and evaluation are outlined here.

C.4.1 Workshop organization

4 weeks before the workshop

- Prepare the materials and documents to be distributed, check and print (if necessary)
- Organize and elaborate on urban and environmental data, problems and case studies presentation.
- Arrange for a date and location and reserve a venue as soon as possible.
- Select the participants to be invited and contact them asking for their participation. Together with the invitation, send information on SALUTE4CE goals and concepts (D.C.2.1 - Leaflet)

1 week before the workshop

- Organize a physical, or better virtual, meeting with participants for:
 - provide background information on SALUTE4CE and specific workshop goals
 - introduce the case study
 - stimulate curiosity and attendance.
- Finish preparing spatial data and case studies' presentation
- Secure all workshop materials (handout information, project poster, presentations, etc.)



C.4.2 Workshop Implementation

During the workshop

- Provide an overview of the SALUTE4CE project concepts
- Present problem framing, urban and environmental data and local project (UEA)
- Explain clearly what is expected by participants
- Enhance the discussion:
 - Breaking ice opening
 - Plan for time to hold an open discussion with participants
 - Ask questions to gather feedback
- Conclude the group discussion to reach a shared vision, with the proposition of innovative ideas supported by all the participants
- Distribute the SALUTE4CE “Satisfaction Survey” (according to the format provided)

C.4.3 Workshop Evaluation

Up to 2 weeks after the workshop

- Assess and document the outcomes of workshop and post-workshop survey
- Write a report for the UEA implementation and management using the feedback gathered

This is a guideline based on earlier experiences and it should be considered as a protocol to be followed as strictly as possible. However, due to the large variety of local contexts in SALUTE4CE, each partner is allowed to make adaptations to it where necessary. It is very important that each adaptation or change is reported to the Communication manager in order to keep track of different needs.

C.5 PRE WORKSHOP ACTIVITIES: PREPARATION AND ORGANIZATION

C.5.1 Data Gathering and Elaboration

Project partners have to confirm the boundaries of their 4 action plan areas. The case study will consist in the application of the concept of urban environmental acupuncture for the FUA. Spatial and environmental data on the case study should be organized as soon as possible. This entails preparing maps which are easily understandable and relatable to the audience members. These maps will be presented and elaborated on during the workshop and given as a basis for informed discussion. For data gathering, please refer to institutional sources, which are responsible for creating and publishing relevant information to ecosystem service threats. Prepare a factsheet with main issues and problems for each area.

C.5.2 Selection of Participants

Each SALUTE4CE partner has to invite residents living in FUA and stakeholders, especially residents, from the FUA to join the workshop.

In-between 15 to 30 people should be involved in the workshop as effective participants. Therefore, you should send the invitation to at least 50 persons. It is strongly advised that the group consists of different target audiences (see table 2 on target groups - Full Application Form) with particular focus given to involving local actors who live the urban public space in different ways.



Table 2. Description of target groups

Target groups	Description of target groups see examples page 70 of the Application Form
Local public authority	Representatives of municipalities and inter-municipal organisations in the selected FUAs responsible for economic environmental and spatial development.
Regional public authority	Representatives of regional councils or planning bodies from various regions of PL, DE, IT, CZ, SK regional councils where the project FUAs are located and of other regions which want to be informed about the application of SALUTE4CE methods.
Sectoral agency	Environment Agencies, Local Development Agencies
Higher education and research	Representatives of University faculties and research institutions dealing with urban planning and environmental protection departments in universities from various regions of Poland, Germany, Italy, Czech Republic, Slovakia.
Infrastructure and (public) service provider	Contractors and companies responsible for maintaining investments
Interest groups including NGOs	Foundations and voluntary association, associations of citizens willing to learn about FUAs management methods
General public	Inhabitants of functional urban areas, local community associations, future users of revitalised areas.

Note: If you think that your team cannot comply with these recommendations, please contact PP6 as soon as possible with an alternative solution that approaches the advice as close as possible.

TIPS: Management of user communities

One of the keys to ensuring that a community of users works properly is the care put into its design, its gestation period, its growth and its consolidation as a productive community (in other words, that it generates experiences and knowledge in a regular fashion).

In order to attract users, they will need to be offered some incentive, for example, content (some type of information with which they can provide feedback to the designers, researchers, etc.). Entries in blogs (texts, videos, provocative or suggestive images) and getting debates going can be good tools. This requires a content creator and a community manager. Another solution, simpler and less expensive, comprises using email groups. A more dynamic method involves organising events and periodic consultations (crowdsourcing). All these strategies are designed in accordance with the problem for which people are being involved. The ideal profile for running these tasks is that of a researcher-catalyst; a person who, as well as researching, devotes part of its time to catalysing the relationship with the researchers.

To start catalysing a community of users, content and activities are required to attract people. For this, however, it is important to have a particularly motivated group of users in each campaign of consultation (Von Hippel calls them ‘Lead Users’14). This lead group may need a boost of additional coordination from the community administrator. This group is engaged in a parallel manner and operates as an animating, encouraging and motivating group for the general group activity. This ensures that less effort is spent in getting debates going and the group’s participation is greater.



C.5.3 Reserve a Venue

In order to run the workshop, firstly a place and a date need to be set and communicated to workshop participants. Please make sure to arrange a venue which will be suitable for holding the workshop. This means that the proper technical equipment will be provided for (presentation wall or canvas, adequate electricity outlets, access to Wi-Fi if required, and similar situations). Make sure the participants are informed about the best access routes to the venue where required.

Note: If the workshop will be run with on-line tools, check the availability of Wi-Fi in the room.

C.5.4 Online Preparation Meeting

Each SALUTE4CE partner should arrange and maintain contact with the selected workshop audience members before the workshop takes place. Project specific material including general information on the SALUTE4CE project and an explanation of the workshop should be sent to the participants (for example by e-mail). The SALUTE4CE partners must also produce explanatory document(s) for setting the context and illustrating the SALUTE4CE goals in their national languages and the risks and opportunities present in the action plan areas.

Due to Covid emergency, we suggest to hold this preparation meeting online, thus participants will be prepared for the workshop and you can avoid wasting time.

Preparation meeting should also raise curiosity and interest in the participants, so that they are stimulated to come to the workshop and start elaborating their personal opinions and ideas in the previous days.

Note: When contacting participants, it is really important to ask for their contribution to the problem framing and innovative solutions for management. The proposals will be shared, refined and discussed during the meeting.

After the preparation meeting, SALUTE4CE partners, as workshop organizers, have to prepare the presentations and the questions to be asked to participants for enhancing the discussion and to achieve a pre-defined objective (for more details see Chapter B and C.1).

C.6 WORKSHOP FOR STAKEHOLDER INVOLVEMENT

C.6.1 Proposed Agenda Structure

The workshop will last half a day and can be organized as suggested in the following agenda:

- 15 minutes: Activity 1 - Presentation of SALUTE4CE concepts, UEA and type of interventions to be performed
- 20 minutes: Activity 2 - Presentation of FUA, framing the problem and reasoning on data and expected outcomes of the UEA
- 30 minutes: Activity 3 - Groups to be formed (one for each UEA area); breaking the ice among participants
- 15 minutes: Activity 4 - Introduce questions and stimulate conversation
- 20 minutes *Coffee break*
- 60 minutes: Activity 5 - Teamwork with facilitator
- 20 minutes: Activity 6 - Pitch about FUA (5min report)
- 20 minutes: Activity 7 - Open discussion and ideas for management
- 10 minutes: Activity 8 - Filling the satisfaction survey



C.6.2 Enhance the Discussion

Living Labs are open laboratory spaces, which act as focus points in terms of:

- Organising research to document what already exists (for example, the state of the art for existing best practice in terms of urban green spaces design and community management),
- Creating designs and prototypes of new ways of doing, thinking about and communicating things (for example, an alternative intervention programme, a specific training programme for green areas management, an association with a particular goal or a new social network to facilitate connections between institutions, companies and citizens), and
- Trying out and validating the designs and prototypes that have been devised to give shape and robustness to what may exist (the new and innovative).

Therefore, the objective of the workshop should be to create the conditions for people to express and discuss innovative ideas regarding the design and management of the UEA interventions, stimulating the active participation and community strengthening.

It is important that participants have the opportunity to openly discuss the threats and opportunities in the UEA interventions.

By the end of the workshop, participants can agree upon one or more desirable interventions and management model.

Workshop organizers can use the following questions to enhance the discussion and stimulate feedbacks:

- What do you expect from the UEA intervention in your area?
- What are the problems that the intervention should aim at dealing with?
- What would you do for this new green space once it is open?

The workshop discussion (that should already be started in the preparation meeting) should go through the stages typically followed by this kind of process and be duly documented, as has already been set out:

- **Brainstorming.** This ranges from the identification of existing solutions (through documentation, consulting experts), to the generation of new solutions (via crowdsourcing, and/or workshops employing creativity techniques). This stage concludes with a longlist of ideas. The watchword for generating ideas is “anything goes”.
- **Evaluation and selection of ideas.** This is the stage when the ideas are filtered and candidate ideas for project proposals are chosen. This is generally on the basis of originality, social desirability, economic viability, technological feasibility and security.
- **Conceptualisation.** This is the stage for developing the most promising ideas emerging from the evaluation filter and developing the concept (a community-led garden, for example, is a concept, a PPPP solution for management would be another concept). The concept will shape the design. Concepts should be validated and enhanced (improved) by the agents involved.
- **Design and prototyping of solutions.** Once the concept is established it is then drafted (blueprints) and laid out for the subsequent construction of a prototype of the product or service. In our case, the prototype would be a scenario for the future of the UEA intervention. There is not just one prototype but several, as many as are needed to ensure that the product or service is robust. The prototypes are validated with the help of the users and agents involved, with the aim to reach an agreed level of satisfaction among the parties involved.
- **Pilot.** The validation tests conducted on the prototypes are partial tests. The content, the structure, the design, the acceptability, etc. may be validated. When it becomes evident that all the partial tests with the prototypes have been passed the next step is the pilot test. In a Living



Lab, the pilot test is a test carried out in real conditions with real people and real risks and consequences. If the result of the pilot test is positive it is deemed that the project is ready and it is possible to move on to its manufacture or implementation in society. If not, any faults are remedied and the pilot test is repeated until the results are positive.

For this last step, further meeting would be needed. You can try to set the proposed scenario in a real-life setting, and make participants think about the practical sides of the proposals. Otherwise, if you are able to engage a group of enthusiast users, you could organize a second meeting once the UEA intervention is ongoing. In any case you should keep the engagement high in order to make people feel that they can have an active role.

- Next, the intervention needs to be planned and the content created that will serve to train the technicians who will carry out interventions and so that resources are subsequently available for the effective implementation of the solutions. The evaluation of this part involves examining the plan for training technicians and the documentation supporting the training process and for the subsequent intervention.

C.6.3 Satisfaction survey

At the conclusion of the workshop, participants will be asked to complete the following satisfaction survey (also available on SDC - Shared Document Center:

<https://drive.google.com/drive/folders/1DZiOLQA0QIMpDs5nmVZBYwr0kuo5zew?usp=sharing>)



POST WORKSHOP SURVEY

Location:

Date:

Event:

Dear Participant,

We would like to thank you for your participation to the meeting.

The organizing committee would like to invite you to take a moment to complete our evaluation feedback. Your feedback will enable us to improve our workshop and better meet your needs.

This evaluation will take no more than 3 minutes of your time.

Thanks for your collaboration.
The SALUTE4CE Communication Manager

1. Personal info

1.1 Gender:

- Male
- Female

1.2 Please select your age group:

- 20-35
- 36-50
- 51-65
- 66 and over

1.3 Please select your role:

- Local Public Authority
- Regional Public Authority
- Sectoral agency
- Higher education and research
- Infrastructure and (public) service provider
- SME
- Business support organization
- Local resident
- General public
- Other (please specify): _____

2. Feedback about the event

2.1 Please indicate your overall satisfaction with this workshop:

- Very Satisfied
- Somewhat Satisfied
- Neither satisfied nor dissatisfied
- Somewhat Dissatisfied
- Very Dissatisfied



2.2 What was MOST VALUABLE about the workshop?

2.3 What was LEAST VALUABLE about the workshop?

2.4 Would you participate in a second meeting if organized?

- YES NO

2.5 Would you participate to on-site activities once the intervention is started?

- YES NO

2.6 Would you actively participate to the management of the new green area?

- YES NO

2.7 How would you rate the following items?

Relevance of conference contents

- Excellent Very good Good Fair Poor N/A

Providing a forum for exchange of information with organizers and other participants

- Excellent Very good Good Fair Poor N/A

Quality of presentations

- Excellent Very good Good Fair Poor N/A

Information available online

- Excellent Very good Good Fair Poor N/A

Degree of openness and possibility to interact during the event

- Excellent Very good Good Fair Poor N/A

Conference venue/facilities

- Excellent Very good Good Fair Poor N/A

2.8 Is there anything else you would like to share with us?

2.9 Other comments:

Thank you for your feedback!



C.7 WORKSHOP EVALUATION

The performance of a Living Lab is evaluated in the same way as the performance of any project, business, programme or strategic plan is evaluated. Objectives are established at the outset that need to end up delivering certain results. In order to be able to evaluate the degree to which the initial objectives have been achieved it is necessary to create a set of indicators. The state of these indicators needs to be recorded at the start of the research and again once the project has concluded and in light of the results. Depending on the duration of the project it is also advisable to gather partial data in case it is necessary to take executive decisions about the way the project is proceeding. Comparing the initial and final state of the indicators enables the effect of the changes carried out during the project to be ascertained. These indicators are established at two levels: for the Living Lab as a whole and for each of its pilot projects taken individually.

The indicators should be defined during the design of the proposal and in accordance with the previously-established objectives. For example, suppose that prior to an intervention to discourage radicalism among young people belonging to specific groups we have identified a pertinent series of blogs, Twitter accounts, YouTube profiles or specific debates on Facebook and we have monitored the rate that content is produced over a period and its impact on social media; this figure will serve as a baseline reference enabling us, after the intervention, to repeat the monitoring and compare the increase or decrease in the digital content. Reductions in publication or the reproduction of this content will, in normal conditions (something that does not always pertain), indicate that the interventions carried out have had a dissuasive effect to a greater or lesser extent and help us to determine the impact of the initiative. Consequently we will be able to say that, by reducing the visibility or the presence of such content on the internet, it also reduces their capacity to influence. This type of factor should serve to evaluate the quality of the interventions carried out. A list of indicators may be very long or very short, depending on the number of the current project's specific and concrete objectives.

In order to assess the results of the 4 Living Labs, the indicators set out below may be used. We ask you to keep them in mind since the preparatory phase and during the workshop. Additional indicators may be added to the ones below, which are considered as the common basis for comparing the results.

Set of indicators for the performance quality of Living lab

- Has an effective consortium been created?
[Identify coordination needs and delineate the consortium's successes and failures]
- Was the UEA carried out by the established deadline, with the personnel and the resources planned?
[Compare the original planning to the actual execution]
- To what extent has a dynamic and participatory community of users been created?
[Compare the goals to be met to the community and the final attainments, identify conflicts arising and contributions generated, etc.]
- Have the insights stemming from the research been duly expressed in materials, guides, graphs, diagrams and other documents that enable the scalability and transfer of the acquired knowledge?
- Has a realistic intervention plan been designed that has given rise to observable changes?
[Compare its goals to the results obtained]
- Has evidence been collected of a change in the state of community commitment to urban public spaces?
[Compare the figures for the indicators before and after the intervention]



C.7.1 Assessing the Outcomes of Workshop and Survey

In order to increase capacity building in integrated environmental management of FUAs, SALUTE4CE partners has to gather all of the materials produced during the workshop for drafting a report about the UEA shared solutions (D.T2.4.1). This includes drawings, discussion transcripts, etc.: this material will be essential for writing the report about the local workshop as part of the “urban Living Labs and the management model for the UEA.

Statistics and charts should be produced on the basis of surveys compiled by workshop participants using the SALUTE4CE project spreadsheet template (the file is `Template_SatisfactionSurvey_WORKSHOP_ENG.xlsx` available on SDC/WP Communication/D.C.6.1 - Format Workshops and Events/).

When writing the report, you should try to answer to the questions outlined in the previous box, which will guide you in the evaluation of the LL results and outcomes.



D. STRUCTURE OF PUBLIC EVENT

This document defines the main framework which is to be used by the partners for the public events which are close connected to WP.T3 and the implementation of UEA in pilot areas. In particular, one or more public events should be organized for each implementation area and a “Report on public events involving local citizens” has to be produced for each case: D.T3.1.3, D.T3.2.3, D.T3.3.3 and D.T3.4.3.

D.C.6.1 is a framework for carrying out the public event as well as for the gathering information for writing the reports.

D.1 MAIN GOALS OF THE PUBLIC EVENT

In WP.T.3 partners will be called to organize public events in order to show the implementation of pilot action to non-technical stakeholders and residents. The aim of the events will be to bond the residents with the areas, which raise the attractiveness of the neighbourhood and improve local conditions.

During public events, the solutions shared by the workshop participants and further elaborated by the design professionals should be presented to the general public.

We suggest to organize one public event for each UEA intervention, aiming at involving local residents and small private enterprises operating in the area.

D.2 DOCUMENTS AND MATERIAL

Documents for running the public event are:

- Local workshop and Public events guidelines (this document);
- A presentation of the area for the pilot (one for each UEA intervention) before and after the intervention;
- Details about the project, with images and photos;
- An explanation of the vegetation chosen;
- A presentation of the management model proposed;
- An outline of the next steps and events planned;
- Brochures, posters and informative materials about the overall SALUTE4CE project, the concept of UEA and examples of civic participation for the management of green spaces (see section B).
- Promotion materials, as provided by PP06:
 - D.C.1.2: project poster and roll-up;
 - D.C.2.1: project leaflet in English or national language;
 - D.C.2.2: paper copy of e-newsletter
 - D.C.7.1: coordinated set of promotional material composed by a bag, a notes, a pen, a lanyard and USB flash drive.
- “Post Public Event Survey” template (to be completed by participants)



The documents and instruments required to run a SALUTE4CE public event are available on:

- Shared Document Center
<https://drive.google.com/drive/folders/1DZiOLQA0QIMMpDs5nmVZBYwr0kuo5zew?usp=sharing>
- SALUTE4CE project website
<https://www.interreg-central.eu/Content.Node/SALUTE4CE.html>

D.3 PREPARATION OF THE EVENT

D.3.1 Organization of the event

Here is presented a list of elements, which can help the partners to better organize their public events.

Pre-event

- Spread the event through different and various channels in order to inform people as much as possible. Refers also to PP06 as Communication Leader for using SALUTE4CE project channels.
- Ensure the necessary technical equipment is prepared: computer with all necessary software and hardware, internet access, presentations, microphones if necessary, and preferably, video recording.
- Show Interreg CE and SALUTE4CE logos, project roll-up/posters.
- Prepare a spreadsheet for registering participants in order to collect info about their role (administrator / citizens / student / etc..), their eventual institution and an e-mail address in order to have the possibility to contact them in a future and include them in the SALUTE4CE e-newsletter.

During the event

- Briefly describe what is the main goal of INTERREG CENTRAL EUROPE programme, and why are they funding the SALUTE4CE project.
- What are your goals as a presenter and why are you doing this project? This shows authenticity which is necessary at the start.
- Try to use a language suitable to audience and engage with them. Focus on the use of pictures or other materials that gather attention and are convincing. Images are intuitive and can support the explanations.
- Show the pilot region and its boundaries on a map.
- Present the concepts and goals of SALUTE4CE and how they relate to everyday life and to everyone.
- Present how people can be involved in the project implementation.
- Mention the important transnational frame of the project.
- Q&A session.
- Clearly state how the audience members can be further involved in SALUTE4CE project.



- Clearly state how the audience members can be further informed about the SALUTE4CE project, presenting the project website, project name on social media, name of WP leaders who can be contacted.

D.3.2 Special Attention

Disabilities have to be taken into account and specific measures should be carried out in advance.

- Access to the venue for those of limited mobility has to be ensured.
- Psychological disabilities should be considered as well.
- In general a field of mutual trust and respect should be maintained throughout the entirety of the workshop.
- Technical support for elements which would, for example, help those with minimal or no visual ability are to be secured.
- A skilful combination of both visual and audio usage is preferred.
- A list of allergenic ingredients should be present at buffet table

D.4 ASSESSING THE OUTCOMES OF EVENT AND SURVEY

In order to increase capacity building in integrated environmental management of FUAs, SALUTE4CE partners have to gather all of the materials produced during the event for drafting a report about the involving of local citizens on UEA implementation (D.T3.1.3, D.T3.2.3, D.T3.3.3 and D.T3.4.3). This includes pictures, videos, presentations, Q&A, discussion transcripts, etc.: this material will be essential for writing the report about the public event.

Statistics and charts should be produced on the basis of surveys compiled by event participants using the SALUTE4CE project spreadsheet template (the file is `Template_SatisfactionSurvey_EVENT_ENG.xlsx` available on SDC/WP Communication/D.C.6.1 - Format Workshops and Events/).



POST PUBLIC EVENT SURVEY

Location:

Date:

Event:

Dear Participant

We would like to thank you for your participation to the meeting.

The organizing committee would like to invite you to take a moment to complete our evaluation feedback. Your feedback will enable us to improve our events and better meet your needs.

This evaluation will take no more than 3 minutes of your time.

Thanks for your collaboration.

The SALUTE4CE Communication Manager

1. Personal info

1.1 Gender:

- Male
- Female

1.2 Please select your age group:

- 20-35
- 36-50
- 51-65
- 66 and over

1.3 Please select your role:

- Local Public Authority
- Regional Public Authority
- Sectoral agency
- Higher education and research
- Infrastructure and (public) service provider
- SME
- Business support organization
- Local resident
- General public
- Other (please specify): _____

2. Feedback about the event

2.1 Please indicate your overall satisfaction with this event:

- Very Satisfied
- Somewhat Satisfied
- Neither satisfied nor dissatisfied
- Somewhat Dissatisfied
- Very Dissatisfied



2.2 What was MOST VALUABLE about the public event?

2.3 What was LEAST VALUABLE about the public event?

2.4 Would you participate to on-site activities planned for the future?

- YES NO

2.5 Would you actively participate to the management of the new green area?

- YES NO

2.6 How would you rate the following items?

Relevance of conference contents

- Excellent Very good Good Fair Poor N/A

Providing a forum for exchange of information with organizers and other participants

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Information available online

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Conference venue/facilities

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2.7 Is there anything else you would like to share with us?

2.8 Other comments:

Thank you for your feedback!