PILOT JOURNEYS

Narratives of collaboration and prototyping in participatory meanwhile

DELIVERABLE TABLE

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Abstract	This document presents an in-depth analysis of the T-Factor pilot prototypes conducted in Amsterdam, Bilbao, Kaunas, Lisbon, London, and Milan. These prototypes were undertaken to explore innovative approaches to sustainable urban regeneration, with a particular focus on participatory meanwhile use: the creative reuse of spaces during periods of transition or redevelopment. This study provides a comprehensive examination of how each pilot city's unique historical, cultural, and socio-economic context influenced their respective approaches to participatory meanwhile.
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Version	Date	Change
V0	15 November 2023	Deliverable Structure
V1	31 January 2024	First Draft of the Report
V1.1	5 February 2024	Formatting fix repeated section
V1.2	25 September 2024	Conclusion added to the end of document

NOTE ON TERMINOLOGY

At European level, the topic of temporary uses in urban regeneration is a field of practice, policy-making and research that still lacks consolidated concepts and terminology. Historically, the terms used to describe the reuse and reactivation of vacant, leftover and unused spaces in cities have been many, such as 'temporary use', 'interim use', 'pop up use', 'transient use' and the more recent term 'meanwhile use'. In this document, we mainly adopt terms such as 'temporary use' and 'meanwhile use' interchangeably to refer to temporary projects and interventions that take place in the context of urban regeneration plans and processes. Therefore, we refer to a specific type of spaces - that is, spaces that are transitioning to new uses, functions, and meanings, as well as to a specific type of 'temporality' - that is, the time in between the decision to redevelop an area on the one hand, and the delivery of the regenerated spaces on the other hand.

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EXECUTIVE SUMMARY

This document presents an in-depth analysis of the T-Factor pilot prototypes conducted in Amsterdam, Bilbao, Kaunas, Lisbon, London, and Milan. These prototypes were undertaken to explore innovative approaches to sustainable urban regeneration, with a particular focus on participatory meanwhile use: the creative reuse of spaces during periods of transition or redevelopment. This study provides a comprehensive examination of how each pilot city's unique historical, cultural, and socio-economic context influenced their respective approaches to participatory meanwhile.

Through narrative interviews with the pilots, feedback and reflections from collaborators, and causal loop diagrams, the document offers a detailed understanding of some of the complexities involved in urban regeneration processes. It explores the strategies employed by each city, the specific challenges they faced, and the best practices that emerged from their experiences. The findings from these pilot prototypes are not only critical for understanding the dynamics of urban regeneration in these cities but also provide valuable insights and transferable strategies for other cities globally facing similar challenges.

Beginning with a pilot-by-pilot overview, this executive summary aims to highlight the key aspects and learnings from each city's pilot project, offering a concise overview of the collective experiences and lessons learned. The executive summary ends with challenges and best practices, conclusions and recommendations, and future implications of the study.

Pilot Overviews

Amsterdam Science Park Pilot: A Model for Urban Ecology and Community Collaboration

Overview: The Amsterdam Science Park Pilot focused on enhancing urban ecology through a blend of science, art, and community involvement. This pilot was structured around three core strands of prototyping activity: "Wild and Cultivated Spaces," "Do-It-Together (DIT) Eco-Practices," and the "Field Atlas: Alternative Masterplan." Each of these components played a vital role in fostering a deep appreciation and understanding of urban ecology.

Prototype Development: The Amsterdam Science Park pilot developed three prototypes: Wild and Cultivated Spaces, Do-It-Together Eco-Practices, and the Field Atlas: Alternative Masterplan. These initiatives combined scientific and artistic approaches to enhance urban ecology and biodiversity.

Collaboration: The pilot fostered collaboration between diverse stakeholders, including local communities, scientists, and artists. It aimed to merge scientific research with artistic practices, engaging the community through innovative eco-practices and interactive digital approaches.

Key Themes and Achievements

- **Cultural Integration and Community Focus:** The pilot emphasised blending scientific methods with community and artistic engagement, aiming for a cultural shift in urban ecology appreciation. It highlighted the significance of interdisciplinary collaboration, uniting artists, ecologists, urban planners, and local communities.
- **Challenges in Governance and Stakeholder Engagement:** The pilot navigated complex governance structures and the challenges of aligning with the Science Park's master plan and the city's broader ecological policies. It underscored the importance of engaging diverse stakeholders and balancing innovative ecological interventions with bureaucratic processes.
- **Policy Advocacy and Future Directions:** The pilot advocated for policy involvement to integrate project insights into urban planning and environmental policies. This proactive involvement aimed to drive systemic change and ensure enduring influence.

Conclusion: The Amsterdam Science Park pilot sets a standard for how urban areas can function as ecosystems, promoting both human and environmental wellbeing. The pilot not only transformed physical space but also nurtured a community and a mindset deeply rooted in sustainability and ecological awareness. It presents both opportunities and challenges for future participatory meanwhile initiatives, reflecting key learnings and outlining next steps for continued growth and impact.

Zorrotzaurre, Bilbao Pilot: Collaborative Urban Regeneration and Community Engagement

Overview: The Zorrotzaurre pilot in Bilbao emphasised collaborative governance, community engagement, and the integration of cultural and social dynamics. It explored the power of collaborative governance and community engagement in transforming urban spaces.

Prototype Development: The Zorrotzaurre pilot in Bilbao initiated prototypes that triggered collaboration between universities and grassroots organisations. These prototypes served as tangible manifestations of collaborative governance.

Collaboration: The pilot emphasised the importance of collaborative events and partnerships among universities, grassroots initiatives, and public bodies, focusing on community engagement and bridging social divides.

Key Themes and Achievements

- **Integration of Cultural and Social Dynamics:** Recognising the unique cultural and social fabric of Zorrotzaurre was crucial for the project's success, emphasising context-sensitive approaches in urban development.
- **Trust and Community Engagement:** Building trust and genuine connections with the community was central to the project. Initial scepticism from residents highlighted the need for deeper community involvement and understanding for successful outcomes.
- **Challenges in Bureaucratic Frameworks:** The project navigated complex bureaucratic structures and internal disagreements within the city council, which sometimes hindered progress and innovation.
- **Human Aspect and Engagement:** The project emphasised the human element, focusing on the resilience of local residents, commitment of students, and dedication of professionals. It faced challenges in engagement and legitimacy, particularly in gaining high-level public policy support.

Conclusion: The Zorrotzaurre pilot highlights the importance of integrating diverse voices and concerns, balancing innovative approaches within bureaucratic frameworks, and fostering a culture of flexibility and adaptability in public administration. The pilot's legacy lies in its commitment to achieving cultural and community resonance, thereby enriching the broader discourse on sustainable urban regeneration and equitable meanwhile use.

Aleksotas, Kaunas Pilot: Bridging Art, Technology, and Community in Urban Regeneration

Overview: The Aleksotas pilot in Kaunas, Lithuania, focused on integrating artistic initiatives, digital technology, and community engagement in urban planning and regeneration. The pilot aimed to transform public spaces into vibrant areas for cultural exchange and community interaction.

Prototype Development: The Aleksotas pilot focused on bridging artistic initiatives

with urban planning. It included prototypes like the Kaunas Fortress Community Space and the Sandbox Space, integrating arts, culture, and technology into urban spaces.

Collaboration: This pilot involved diverse groups such as universities, cultural operators, and communities in a co-creative approach, emphasising the significance of involving communities in urban development projects.

Key Themes and Achievements

- **Bridging Gaps and Creating Opportunities:** The pilot worked on bringing together various stakeholders, aiming to bridge the traditional divide between artistic initiatives and urban planning. This effort was aimed at breaking down communication barriers and fostering collaboration.
- **Dealing with Complexity and Challenges**: The pilot faced several complexities, including legal issues related to temporary land use and the challenges of aligning the large-scale project with T-Factor aims. Despite these challenges, it managed to showcase new approaches.
- **Empowerment and Community Engagement:** The pilot empowered stakeholders to question existing practices and seek better communication and alignment. It emphasised genuine community engagement, despite challenges in aligning with municipal and external stakeholders.
- **Challenges and Future Prospects:** The pilot faced strategic planning and funding constraints, which posed substantial obstacles. However, it has laid the foundation for future urban development in Kaunas, with an optimistic outlook for realising its initiatives.

Conclusion: The Aleksotas pilot in Kaunas contributes valuable insights to the field of participatory meanwhile, offering a model for other cities facing similar challenges. The pilot's experiences underscore the importance of long-term monitoring and evaluation, the potential for scaling and replicating successful strategies, and the need for policy advocacy informed by the project's learnings. The integration of artistic, cultural, and technological initiatives has established a foundation for sustainable activities, emphasising the value of community involvement, inclusivity, and innovation.

Trafaria, Lisbon Pilot: Fostering Cultural Engagement and Community Revitalisation

Overview: The Trafaria Lisbon Pilot project focused on revitalising Trafaria as a cultural hub. This initiative serves as an exemplary model demonstrating how

community-focused projects can blend cultural heritage, education, and technology to create sustainable communities.

Prototype Development: In Trafaria, Lisbon, the pilot developed the prototypes of "Public Cultural Programming" and "Critical Futures." These initiatives included a range of cultural activities like artist residencies, festivals, and educational workshops.

Collaboration: The pilot fostered creative collaboration within the community, involving local fishermen, artists, and residents in various cultural and artistic projects, bridging social divides and enriching cultural appreciation.

Key Themes and Achievements

- **Cultural and Community Focus:** The pilot aimed to foster community engagement, preserve local heritage, and promote sustainable economic practices through various cultural activities.
- **Resource allocation** was a significant concern, with constraints in funding and territorial limitations.
- **The pilot has established a foundation**, with potential for expanding upon the prototypes and translating theoretical frameworks into practical applications.
- **Continued stakeholder engagement** is recommended to enhance collaboration among universities, communities, industries, and cultural operators.

Conclusion: The Trafaria Lisbon Pilot has made a contribution to the cultural and community life of Trafaria. It highlights the power of collaborative innovation in urban community development, and the transformative impact of integrating arts, culture, and community engagement in participatory meanwhile. The pilot's legacy lies in its commitment to creating a vibrant cultural atmosphere and fostering community interaction.

Euston, London Pilot: Collaborative Community Engagement and Cultural Preservation

Overview: The Euston pilot focused on community interactions, the achievement of shared goals, and the preservation of cultural heritage. The prototypes aimed to leverage local insights and form partnerships based on a deep understanding of communities, aligning with the area's rich historical and cultural context.

Prototype Development: The Euston pilot focused on collaborative practices

preserving cultural heritage through initiatives like the digitisation of local artworks and public art installations, and improving quality of life through a circular market and Story Trail.

Collaboration: The pilot involved collaboration with community organisations, local government and stakeholders, emphasising financial transparency, clear resource allocation, and the importance of preserving cultural heritage and community identity.

Key Themes and Achievements

- **Collaborative Community Engagement:** The pilot emphasised collaboration with community organisations and stakeholders. It focused on financial transparency and clear resource allocation to ensure residents understood the tangible benefits of funding.
- **Iterative Learning and Adaptation:** The prototypes faced complexities and obstacles, highlighting the need for adaptability and resilience in managing diverse stakeholder interests. It focused on continually refining initiatives based on real-world feedback.
- **Value of Visible Outcomes:** Public art installations and other visible outcomes were crucial in fostering trust and sustained community involvement. The pilot also stressed the importance of preserving community identity.
- **Synergy and Alignment of Activities:** The pilot highlighted the importance of harmonising diverse activities, integrating various projects to avoid overlap and foster mutual enhancement. It aimed to unite diverse stakeholders' strengths and objectives for a common goal, emphasising respectful collaboration.

Conclusion: The Euston pilot's journey offers valuable insights and lessons, presenting both opportunities and challenges for future participatory meanwhile initiatives. The significant involvement of local communities played a crucial role in aligning the pilot's initiatives with community needs and aspirations. The project's legacy lies in its commitment to collaborative innovation, cultural preservation, and community-centred urban development.

MIND Milan Pilot: Pioneering Sustainable Urban Development and Community Integration

Overview: The MIND (Milan Innovation District) pilot represents a significant effort in redefining urban development paradigms. The initiative underscores Milan's potential to lead in sustainable urban development, driving innovations in technology, community integration, and environmental conservation.

Prototype Development: The MIND Milan pilot included prototyping towards a Herbula Wild Garden, integrating educational, ecological, and community engagement aspects. Other activities related to the establishment of a community house and dissemination.

Collaboration: The pilot emphasised adaptability and collaboration with partners like Lendlease, supporting the establishment of a community house prototype as a unifying element for dialogue among diverse actors in the innovation hub.

Key Themes and Achievements

- **Inclusive Identity and Community Engagement:** The pilot aimed to forge a new inclusive identity for MIND, emphasising community engagement as a key priority in participatory meanwhile. The prototypes' adaptability was crucial, responding to changing relationships, funding structures, and realities on the ground.
- **Adaptability and Flexibility:** The project demonstrated the importance of being flexible and adaptable, modifying approaches to meet evolving needs and challenges. This adaptability was essential for building trust and effective collaborations with potential partners.
- **Stakeholder Engagement and Trust-Building**: Early engagement and trust-building were crucial, especially in collaboration with partners like Lendlease. The community house prototype emerged as a unifying element, fostering collaboration and dialogue among diverse actors in MIND's innovation hub.

Conclusion: The MIND pilot's journey in Milan offers valuable insights and lessons, presenting opportunities and challenges for future urban development initiatives. Its approach notable for its emphasis on community engagement, adaptability, and innovative practices. The pilot sets a precedent for how meanwhile use can contribute to environmental and societal well-being. Future steps for the project include strengthening and diversifying community engagement, ensuring that local voices and needs are integral to the development process, and establishing robust partnerships and funding models to sustain and scale the pilot's impact.

Challenges and Best Practices across the T-Factor Prototypes

Each pilot city faced its unique set of challenges, from stakeholder alignment and community engagement to legal and logistical issues. However, they also established best practices for participatory meanwhile that can be leveraged by other cities facing similar urban regeneration challenges, such as effective stakeholder collaboration, innovative use of spaces, and community-focused

strategies.

Amsterdam Science Park

- **Challenges:** Navigating the complexities of integrating scientific and artistic practices, and engaging a diverse community in ecological initiatives.
- **Best Practices:** Successful merging of science and art to enhance urban ecology, creating innovative spaces like "Wild and Cultivated Spaces," and fostering community involvement through eco-practices.

Zorrotzaurre, Bilbao

- **Challenges:** Aligning the interests of universities, grassroots organisations, and public bodies; navigating the intricate dynamics of diverse stakeholder visions and expectations.
- **Best Practices:** Effective collaborative events that bridged divides between different groups, and the integration of community insights into urban regeneration strategies.

Aleksotas, Kaunas

- **Challenges:** Bridging the gap between theoretical planning and practical implementation, and dealing with strategic planning and funding constraints.
- **Best Practices:** Development of outdoor spaces for artistic display and cultural exchange that integrated into the urban landscape, and the innovative use of digital technology for community engagement.

Trafaria, Lisbon

- **Challenges:** Building community trust and involvement, especially in working with the municipality and external partners.
- **Best Practices:** Diverse cultural programming that included artist residencies, festivals, and workshops, effectively fostering community involvement and cultural appreciation.

Euston, London

- **Challenges:** Managing diverse stakeholder interests, financial transparency, and aligning project objectives with community needs.
- **Best Practices:** Preservation of cultural heritage through digital archiving and public art installations, and fostering sustained community involvement through visible outcomes.

MIND, Milan

- **Challenges:** Engaging a well-defined local community, navigating legal and logistical challenges for establishing physical space prototypes, and maintaining a cohesive vision amidst diverse stakeholders.
- **Best Practices:** Innovative approaches in urban biodiversity and sustainability, adaptive strategies for community engagement, and collaboration with partners for effective prototype development.

Conclusions and Recommendations from the T-Factor Pilot Journeys

Conclusions

- **Innovative Participatory Meanwhile:** Each pilot city demonstrated the potential of innovative participatory meanwhile, blending art, culture, technology, and community engagement to revitalise urban spaces.
- **Importance of Stakeholder Collaboration**: Successful participatory meanwhile requires active collaboration among a diverse range of stakeholders, including local communities, governments, educational institutions, and private entities.
- **Community Involvement:** Engaging local communities is crucial for the success of participatory meanwhile projects. This involvement can foster trust, ensure that projects align with local needs, and enhance the cultural and social fabric of the area.
- **Challenges in Implementation:** Common challenges across the pilots included aligning diverse stakeholder interests, navigating bureaucratic and legal frameworks, and ensuring sustainable funding and resource allocation.
- **Best Practices as Learning Tools:** The best practices identified in each pilot city provide valuable insights for other cities facing similar challenges, demonstrating the effectiveness of innovative, collaborative, and community-centric approaches to meanwhile use.

Recommendations

- **Enhanced Stakeholder Collaboration:** Future participatory meanwhile use projects should prioritise establishing strong, inclusive platforms for stakeholder collaboration, ensuring diverse voices and interests are represented.
- **Flexible and Adaptive Strategies:** Participatory meanwhile use initiatives should adopt flexible and adaptive strategies that can respond to changing circumstances and feedback from stakeholders.
- **Sustainable Funding Models:** Developing sustainable funding models is critical. This might involve exploring diverse funding sources, including public-private partnerships, grants, and community funding initiatives.
- **Community-Centric Approaches:** Projects should continue to focus on community-centric approaches, ensuring that regeneration efforts align with the needs, aspirations, and cultural identity of local communities.

- **Knowledge Sharing and Dissemination**: Investment needed in knowledge sharing platforms to disseminate learnings from participatory meanwhile use, allowing other cities to replicate successful strategies and avoid common pitfalls.
- **Integrating Technology and Innovation:** Leverage technology and innovation in participatory meanwhile use, utilising digital tools for engagement, data collection, and enhancing the accessibility and sustainability of projects.
- **Policy Advocacy and Legislative Support:** Advocate for supportive policies and legislative frameworks that facilitate participatory meanwhile use, especially in terms of land use, community engagement, and environmental sustainability.
- **Long-Term Monitoring and Evaluation:** Implement long-term monitoring and evaluation mechanisms to assess the impact of participatory meanwhile projects, ensuring they deliver lasting benefits to communities and urban environments.

By embracing these recommendations, decisionmakers, practitioners and publics can effectively navigate the complexities of participatory meanwhile use, fostering more sustainable, inclusive, and vibrant urban communities.

Future Implications: Potential Impact of Study Findings

Implications for Studied Cities

- **Model for Sustainable Participatory Meanwhile:** The pilot cities can become models for sustainable participatory meanwhile. The innovative strategies and best practices developed can guide future community involvement, cultural preservation, and environmental sustainability.
- **Policy Reform and Urban Governance:** The findings highlight the need for policy reform and more agile urban governance structures. These cities can lead by example in creating more flexible legal frameworks and funding models that support innovative participatory meanwhile use.
- **Replication of Successful Models:** Elements of successful prototypes, such as integrating arts and technology in urban spaces or creating multifunctional green areas, can be replicated or scaled within these cities to enhance their urban environments further.

Implications for Other Urban Contexts

- **Blueprint for Participatory Meanwhile Use:** The lessons learned from these pilots can serve as a blueprint for other cities facing similar urban challenges. The strategies can be adapted to different cultural and socio-economic contexts, providing a foundation for participatory meanwhile use efforts.
- **Strengthening Urban Resilience:** The focus on sustainability and community resilience in the pilots presents a pathway for cities to enhance their resilience against environmental, social, and economic challenges.
- **Catalysing Innovation and Collaboration:** The pilots demonstrate the value of collaborative and interdisciplinary approaches, encouraging cities to foster

partnerships between various stakeholders, including local governments, private sectors, academia, and residents.

- **Redefining Urban Spaces:** The pilots offer insights into redefining urban spaces as dynamic, multifunctional, and community-focused areas. This approach can inspire a shift in how urban spaces are perceived and used.
- **Empowering Local Communities:** The emphasis on community engagement and empowerment can inspire other cities to adopt more bottom-up approaches in urban planning.
- **Integrating Technology in Urban Development:** The successful integration of technology in some pilots can encourage other cities to leverage digital tools for enhancing community engagement, data-driven decision-making, and sustainable urban practices.
- **Influence on Urban Policy and Planning:** The findings can influence urban policy and planning on a broader scale, advocating for policies that prioritise sustainable, inclusive, and community-driven meanwhile use.

In summary, the potential implications of the study's findings extend far beyond the pilot cities, offering valuable insights and models for participatory meanwhile that can be adapted and applied in diverse urban contexts.

INTRODUCTION

This deliverable explores T-Factor pilot narratives of collaborating and prototyping in Amsterdam, Bilbao, London, Kaunas, Lisbon, and Milan. Despite their distinct contexts, these cities share common issues of environmentally and socially sustainable urban regeneration and reuse, inclusive planning, and innovative practices. This document examines how each city pilot approached these challenges. The study employed narrative interviews and causal loop diagrams to recognise some of the complexities of urban regeneration across cities. The deliverable is structured with a chapter for each city, covering context, missions, activity portfolio, timeline, prototype narratives, emerging themes, and a conclusion, providing nuanced and rich perspectives on the pilot's meanwhile use journeys.

About T-Factor

T-Factor is a Horizon 2020 Innovation Action that seeks to boost novel approaches to urban regeneration, leveraging the 'time factor' as a strategic asset for co-creative placemaking that can contribute to unleash multiple benefits for people and the environment. Working across different regeneration initiatives in Europe and beyond(i.e., T-Factor pilots), the project has explored a rich variety of placemaking practices in address to both common and contextual challenges, including (yet not limited to)bottom-up access to space for creative and cultural activities; strengthening and improving habitats for nature and biodiversity; improving safety and livability; and enhancing opportunities for multi-stakeholder dialogue and collaboration around the future of urban spaces. Well beyond the sole focus on the 'urban software', T-Factor has also investigated the deeper, more 'institutional' conditions for temporary and meanwhile uses, delving especially into the forms of governance and decision-making, policies and regulation, and financial capital deployment that can allow these practices to exist and propel positive change at wider scale and scope.

Background Information/Context

The pilot sites, whilst diverse in their urban challenges and approaches, share overarching themes of urban regeneration, community engagement, and

sustainability. Amsterdam's focus on ecological practices may be contrasted to Bilbao's cultural resurgence, and Euston's community-centric initiatives amidst infrastructure development. Kaunas emphasises innovation in industrial parks, Lisbon revitalises through cultural and educational means, and Milan leverages post-expo opportunities for sustainable development. Despite these differences, all locations underscore a commitment to integrating sustainability and community involvement in urban development, highlighting varied yet unified approaches to urban transformation.

Problem Statement

Cities like Amsterdam, Bilbao, London, Kaunas, Lisbon, and Milan are at a critical juncture in their development and grappling with unique challenges posed by historical legacy, industrial transitions, infrastructural developments, and socio-cultural shifts. Despite their distinct contexts, T Factor's pilot cities confront common issues: the need for environmentally and socially sustainable urban regeneration, inclusive and equitable planning, and integration of innovative practices. This report explores how each city pilot approached its unique urban situation while striving for sustainable, inclusive, and community-led futures. It aims to understand the implications of meanwhile use, in relation to the complexities of urban regeneration, to identify best practices and strategies that can be adopted by other cities facing similar challenges.

Objectives and Questions

The primary objectives of this report are to:

> **Understanding the roles and applications of meanwhile use in diverse urban development systems:** Discussing the specific pilot approaches and development models of Amsterdam, Bilbao, Euston, Kaunas, Lisbon, and Milan, understanding how each pilot city's unique historical, cultural, and socio-economic context influenced its approach and outcomes.

> **Sharing Collaborative Practices:** Examining the role and effectiveness of collaboration in each pilot's process. This includes understanding how community needs and perspectives were integrated and how these practices can contribute to more inclusive and sustainable growth.

Identifying Challenges and Best Practices: Recognising the key challenges faced by each city pilot in their prototyping efforts and documenting the best practices that emerged, providing insights that could guide other cities facing similar urban challenges.

The report seeks to answer the following key questions:

How do the specific historical and socio-economic contexts of Amsterdam, Bilbao, Euston, Kaunas, Lisbon, and Milan **shape their approaches to urban regeneration and the meanwhile use strategies of the pilots?**

What role does community involvement play in the urban regeneration process in these cities, and **how can meanwhile practices address community needs to foster more inclusive city making?**

What are the primary challenges encountered by the pilots in their respective complex urban development systems, and **which practices approaches towards meanwhile use can be shared for application in other urban contexts?**

Scope and Limitations

This deliverable focuses on six cities: Amsterdam, Bilbao, London, Kaunas, Lisbon, and Milan. Each provides a unique case study encompassing:

Historical and Socio-Economic Context: Understanding each city's unique historical background and current socio-economic conditions.

Urban Regeneration Strategies: Examining specific strategies and models adopted for urban renewal.

Community Involvement: Analysing the role and impact of community involvement in the regeneration process.

Sustainability and Innovation: Investigating the prototyping, integration and effectiveness of sustainable practices and innovative solutions in urban development.

While the study aims to provide comprehensive insights, certain **limitations** are inherent in its scope:

> **Geographic Focus:** The reporting is confined to the selected European cities, and while these offer valuable insights, their applicability might be limited in differing global contexts.

> **Temporal Constraints:** The study captures a snapshot in time. Urban regeneration is a dynamic process, and ongoing changes may not be fully reflected.

> **Data Availability:** The findings are dependent on the availability and accessibility of up-to-date data and information from each city.

> **Subjectivity in Qualitative Analysis:** Qualitative aspects, especially regarding community engagement and perception, will involve subjective interpretations.

> **Broad Focus:** The broad scope covering diverse areas may not delve deeply into specific aspects unique to each city.

Understanding these limitations is crucial for contextualising the report findings and their applicability to other urban settings.

Methodology Overview

The methodology of this research comprised two primary methods: Narrative interviews and causal loop diagrams. Narrative interviews were conducted with representatives from the pilots. These explored into the distinct strategies, challenges, and successes of prototyping meanwhile uses in each city. Following these interviews, causal loop diagrams were created, analysing the narrative texts. These diagrams mapped out complex cause-and-effect relationships, illustrating the interconnectedness of various elements. This combined approach offers an in-depth and dynamic understanding of collaboration and prototyping across different contexts.

Narrative Interviews:

Narrative interviews are a qualitative research method focused on collecting detailed personal stories and experiences. In these interviews, participants are encouraged to share their perspectives and narratives in a conversational format, allowing for a deeper exploration of individual viewpoints and experiences. This approach is particularly valuable for understanding complex human behaviours, emotions, and social contexts, providing rich, in-depth data.

Narrative interviews were conducted with representatives from each pilot city: Amsterdam, Bilbao, Euston, Kaunas, Lisbon, and Milan. Each interview lasted approximately two hours, providing an in-depth and nuanced exploration of the collaboration processes and prototype journeys undertaken in their respective meanwhile use approaches. These interviews offered valuable insights into the distinctive strategies, challenges, and successes experienced by each city.

Causal Loop Diagrams:

Causal loop diagrams are visual tools used to represent complex systems and their interactions. These diagrams help in mapping out cause-and-effect relationships within a system, illustrating how different elements are interconnected. They are particularly useful in identifying feedback loops, both reinforcing and balancing, which can significantly impact system behaviour over time. Causal loop diagrams are effective in simplifying complex dynamics, aiding in understanding, analysis, and problem-solving in various contexts, including organisational, environmental, and social systems.

Following the narrative interviews, causal loop diagrams were created. This process began with a detailed, paragraph-by-paragraph analysis of the narrative texts from each pilot city. The causal loop diagrams were instrumental in identifying and visualising the complex interdependencies and causal relationships inherent in each segment of text. These small paragraph-based diagrams were then combined to create comprehensive causal loops diagrams, offering an overarching view of the dynamic factors influencing pilot activities in each context.

The causal loop diagrams provide a mapping that visualises relationships between pilot activities, missions and local infrastructures. Some supporting infrastructures are mission specific and brought into being in support of T Factor activities whilst others are pre-existing and can be seen to impact (positively or

negatively) on the realisation of T Factor initiatives. Whilst inferring transferable models that describe the relationship between meanwhile activation and supporting infrastructure is beyond the scope of this deliverable, the causal loop maps reveal the critical role of supportive governance, legislation, and relational infrastructure in the realisation of participatory meanwhile uses.

The pilot practices have made visible some of the barriers and enablers for participatory meanwhile. In turn, the causal loop maps make these practices and their interrelations and interdependencies visible, providing a useful starting point for further pilot conversations about what worked well and why, and what could be done differently in future. In this way the causal loop diagrams can contribute to T Factor legacy in the pilot cities, by providing a 'boundary object' around which different stakeholders can reflect on their experiences and exchange insights around barriers and enablers and conceive strategies to further support participatory meanwhile uses.

Feedback and Reflections from Collaborators

Crucially, feedback on the narratives and causal loops was sought not only from the pilot city representatives but also from their key collaborators, including local government officials, community organisations, and artists and designers. This inclusive approach ensured a multifaceted understanding of each pilot's efforts, capturing a wide range of perspectives and experiences.

Structure of the Report

This report is comprised of a chapter for each pilot city. Each chapter includes sections on context, missions, activity portfolio, timeline, prototype narratives, emerging themes, and a conclusion.

(1) **Amsterdam:** This chapter examines the urban regeneration at Amsterdam Science Park, highlighting sustainable and circular city initiatives. It emphasises the integration of urban ecology, art, and eco-practices, along with the development of an alternative masterplan.
(2) **Bilbao:** The Bilbao chapter focuses on Zorrotzaurre's transformation. It underscores the importance of creative reuse, community involvement, and participatory governance in urban regeneration.
(3) **Kaunas:** The Kaunas chapter addresses the regeneration in Aleksotas, highlighting the city's historical evolution and the development of the Aleksotas Innovation Industrial

Park. The focus is on community engagement, innovation, and sustainable urban practices.

(4) **Lisbon:** Focusing on Trafaria's transformation, this chapter delves into community revitalisation through cultural and educational initiatives. It discusses the historical context of Trafaria and the role of the University in enhancing local cultural heritage.

(5) **London:** This chapter explores urban regeneration in Euston. It reflects on historical shifts, demographic changes, and the significance of community-led initiatives in urban development.

(6) **Milan:** This chapter discusses the transformation of the Milan Innovation District (MIND) with a focus on sustainability, wellness, and nature integration. It emphasises the district's approach to sustainable lifestyles and integration.

1. AMSTERDAM
Science Park

AMSTERDAM SCIENCE PARK PILOT

This chapter provides a comprehensive overview of T Factor pilot activities related to urban regeneration at Amsterdam Science Park. It includes a description of the park's context, history, and ecological significance, along with a focus on sustainable and circular city initiatives. The chapter describes the pilot's meanwhile missions aimed at enhancing urban ecology, integrating art and eco-practices, and developing an alternative masterplan. Key sections discuss the pilot's missions, timeline, activities, prototypes, and emerging themes and challenges faced, especially in integrating urban ecology with local governance and community needs. The conclusion reflects on the learnings and potential impacts of the project.

The chapter is structured as follows:

(1) **Context:** The Amsterdam Science Park is explored in depth, highlighting its historical background, ecological development, and partnerships. Amsterdam's pioneering role in sustainable construction, is discussed as is the ecological importance of the Science Park, emphasising its impact on biodiversity and urban ecology.

(2) **Meanwhile Missions**: Outlines the pilot's missions focusing on integrating artistic and ecological initiatives, fostering sustainable eco-communities, and developing an inclusive masterplan.

(3) **Activity Portfolio:** Describes the collaborative projects and activities within portfolio combining ecological and artistic elements, emphasising sustainability, community engagement, and interdisciplinary collaboration.

(4) **Pilot Timeline:** Provides a timeline of the pilot's ecological and artistic activities, community engagement efforts, and educational events.

(5) **Pilot Narratives:** Reflects on the experiences and challenges faced during the project, highlighting perspectives from various collaborators. Discusses specific prototype journeys developed during the project, relating them to the overarching missions of green placemaking, eco-communities and inclusive urban planning. Offers an analysis of the prototypes, considering their impact and the themes that emerged during their development.

(6) **Emerging Themes:** Identifies key themes like collaborative approaches, stakeholder engagement, experimentation, and policy layering in urban ecology projects.

(7) **Conclusion:** Reflects on the key learnings from the Amsterdam Science Park pilot, identifying opportunities and challenges for future urban regeneration initiatives.

CONTEXT

Amsterdam Science Park is a leading European hub of research, education, and entrepreneurship, housing universities, research institutes, and businesses. Located in the eastern part of Amsterdam, it fosters innovation by integrating science, business, and sustainable living, making it a vibrant nexus of knowledge and technology.

The History and Context of Amsterdam Science Park

Watergraafsmeer, where the Science Park is located, is a polder neighbourhood in eastern Amsterdam. Once a large lake, it was drained in the 17th century. Today, the neighbourhood is known for its green spaces, sports facilities, and historic charm, offering a peaceful escape within the bustling capital city. Located to the edges of Amsterdam, the Amsterdam Science Park (ASP) occupies a unique convergence of urban and natural features, making it both secluded and accessible. Flanked by a green park, serene waterside, bustling highway, and modern railway, ASP is embedded in a rich context of environmental and infrastructural elements. The site, which stands below the Normal Amsterdam Level (NAP), has rich, fertile, and water-logged soils.

      The mid-20th century marked a new chapter for Watergraafsmeer, with the establishment of the Institute for Nuclear Physics Research (now known as Nikhef). This set the stage for other institutes like AMOLF, CWI, and SurfSARA to join in the subsequent decades. The University of Amsterdam's Faculty of Biology, originally located near the Artis Zoo and Hortus Botanical Garden, recognised the area's potential and started relocating departments here from the late 1960s. By the 1990s, the faculty had fully moved, especially with the arrival of cell biologists.

      These developments laid the groundwork for the creation of the Amsterdam Science Park. This collaborative space brought together university science education and research, national research institutes, and science and technology companies, capitalising on their close proximity. In 2000, this vision further solidified with the merger of UvA's Faculties of Biology, Chemistry, Mathematics, Informatics, Physics, and Astronomy into a single Faculty of Science. By 2010, with the completion of Science Park 904, the park became the central location for all related institutes and degree programs.

Today, the park is not only the densest concentration of university science education and research organisations in the Netherlands but also ranks highly in Europe. It is home to over 170 companies, from start-ups to multinationals, fostering a vibrant environment for innovation in ICT, life sciences, advanced instrumentation, and sustainability.

Urban Ecology

The land of ASP is ecologically significant. Once submerged, it now supports diverse ecosystems. Its evolving boundaries, from peat meadows to reed marshes, highlight its environmental value. ASP connects biodiverse areas of Amsterdam with other water routes and plays a crucial role as the north-western point of the Diemer Scheg. It also aligns with the Nature Network Netherlands and the EU's Natura2000, signifying its regional and continental importance.

Embracing urban ecology, ASP aims to integrate urban spaces with natural environments, viewing cities as habitats for both humans and other species. The 2019 ASP masterplan emphasised sustainability and conservation. Beyond conservation, the park promotes use of its natural areas for recreation, education, and community engagement. The Amsterdam Science Park seeks to symbolise a balance between urban development and ecological conservation, emphasising the importance of coexistence for the planet's well-being.

The Amsterdam Science Park

Amsterdam has taken a lead in implementing sustainable construction practices. The city has set ambitious goals, aiming for an emission-free status by 2030 and a completely circular model by 2050. The city's approach to sustainability has established it as a leader in circular transitions. The Amsterdam Science Park plays a pivotal role in the city's commitment to sustainability, serving as a hub for innovative demonstrating the integration of cutting-edge, sustainable architectural practices in line overarching environmental goals.

The park's development, guided by a 2003 master plan from KCAP and Karres en Brands, spans 54 hectares. It features distinct zoning that respects the original polder structure, with east-west construction strips interspersed with green corridors. These corridors serve logistical purposes and maintain the area's scenic quality with long sightlines. The development plan aims to be flexible, setting

guidelines rather than fixed alignments or volumes for buildings and public spaces. It emphasises natural colours and materials, balancing free and diverse architectural expression.

Unlike conventional campus designs, the ASP is structured as a network. This layout features semi-public meeting spots within and between buildings, all interconnected by a comprehensive public network that spans the park, aiming to enhance both collaboration and community engagement. It also incorporates a range of university amenities and residential spaces. This sets Amsterdam Science Park apart as a model for modern educational and research environments.

MEANWHILE MISSIONS

The Amsterdam Science Park pilot's missions focused on merging artistic and ecological initiatives to foster environmental appreciation, nurturing sustainable eco-communities, and creating an inclusive, democratically governed masterplan representing a diverse range of stakeholders. The first mission of the Amsterdam Science Park pilot emphasised the importance of green and wilderness-focused placemaking. By merging artistic initiatives with ecological perspectives, it aimed to deepen the appreciation for the environment and its diverse species. The second mission was dedicated to amplifying sustainable collaboration within the park. It nurtured both established and emerging eco-communities, envisioning the park as a hub for endorsing green, sustainable lifestyles. The third mission focused on creating an inclusive masterplan for the park. This plan intended to represent varied stakeholders, including non-human entities, aiming for more democratic and participatory development processes in the site's governance.

Mission 1: Wild and Cultivated Spaces

Objective: This mission aimed to elevate Amsterdam Science Park through green and wilderness-driven placemaking. Blending artistic initiatives with ecological insights, it focused on nurturing appreciation for diverse ecosystems. The aim was to foster sustainable human-nature interactions, create biodiverse spaces, and inspire ecological consciousness, promoting a harmonious coexistence between the community and the environment.

Key Features:

- **Green and Wilderness-focused Placemaking:** Prioritising the creation and enhancement of spaces that emphasise natural landscapes and wilderness within the Amsterdam Science Park.
- **Integration of Artistic Initiatives:** Developing art practices as a medium to foster a deeper appreciation and understanding of the diverse ecosystems present in the environment.
- **Promotion of Ecological Consciousness:** Championing awareness and sustainable interactions between humans and nature, aiming to elevate ecological understanding and encourage harmonious coexistence.

Mission 2: Do-It-Together Eco-Practices

Objective: This mission underscored the importance of collective, sustainable actions within Amsterdam Science Park. By championing collaborative eco-initiatives, it aimed to bolster existing eco-communities and catalyse new ones. The mission's objective was to make the park a vibrant hub that epitomised green, sustainable living and well-being, encouraging residents and institutions to partake actively in shaping a flourishing, environmentally conscious community.

Key Features:

- **Collaborative Eco-Initiatives:** Emphasising collective efforts to champion and implement environmentally friendly practices within the Amsterdam Science Park.
- **Strengthening Eco-Communities:** Bolstering existing eco-focused communities and sparking the formation of new ones, fostering a network of green advocates and practitioners.
- **Sustainable Lifestyle Advocacy:** Envisioning the park as a leading exemplar for green, sustainable living, and well-being, thereby setting a precedent for others to emulate and adopt.

Mission 3: Alternative Masterplan (Field Atlas)

Objective: This mission centred around devising a comprehensive, inclusive masterplan for Amsterdam Science Park. Prioritising representation of diverse stakeholders, including non-human entities, it aspired to democratise the park's development processes. The mission sought to influence governance by advocating for participatory methods, ensuring that the park's evolution was holistic, encompassing a broad range of perspectives and catering to the needs of both human and non-human inhabitants.

Key Features:

- **Inclusive Masterplan Development:** Focusing on the creation of a comprehensive and all-encompassing masterplan for Amsterdam Science Park that incorporated a multitude of voices, including non-human entities.
- **Democratising Development Processes:** Advocating for more inclusive and participatory governance structures, where diverse stakeholders have a say in shaping the park's future.
- **Comprehensive Site Planning:** Ensuring that the masterplan considered a wide range of perspectives and needs, both human and natural, to create a holistic vision for the park's development.

ACTIVITY PORTFOLIO

Amsterdam Science Park's activity portfolio comprises a diverse range of initiatives. These initiatives blend ecological and artistic elements, fostering appreciation for nature and encouraging sustainable living. Additionally, the portfolio includes efforts to create an inclusive and comprehensive masterplan, promoting eco-consciousness and inclusivity, and positioning ASP as a hub for green innovation.

Key Features:

- **Ecological Stewardship**
  A key theme in the portfolio was dedication to ecological stewardship. This commitment was evident through initiatives like biodiversity walks, animal-focused design workshops, and mycelium-based interventions. ASP's focus on enhancing air quality and wildlife habitats highlighted its dedication to ecological preservation.
- **Community Engagement**
  The portfolio strived to foster a sense of belonging and participation among residents and visitors. Initiatives like the Green Maker Space, co-creation workshops, and participatory action research (Photo voice) actively involved the community in ecological and artistic projects, encouraging a shared responsibility for the park's well-being.
- **Interdisciplinary Collaboration**
  The portfolio showcased a commitment to interdisciplinary collaboration, bridging the realms of science, art, and community engagement. It leveraged arts practices to enhance ecological understanding, aligning with its mission to create holistic, well-rounded experiences for stakeholders.
- **Sustainability and Wellbeing**
  Sustainability and well-being were prominent themes in the pilot initiatives. The portfolio aimed to encourage sustainable living and well-being-focused lifestyles through events like the Landscape festival and the development of green spaces. These efforts aimed to establish ASP as a vibrant hub for eco-conscious individuals.

- **Inclusivity and Participation**
  Another notable theme was inclusivity and participation. The portfolio aimed to involve a diverse range of stakeholders, including non-human entities, in the decision-making processes through the development of an alternative masterplan. The objective was to create a space where multiple voices could be heard.
- **Innovation and Adaptation**
  The portfolio underscored a commitment to innovation and adaptation. Initiatives like the Field Atlas and the Green Makerspace on Wheels demonstrate the pilot's adaptability and openness to evolving strategies for engaging the community and promoting sustainability.
- **Educational and Research Value**
  Finally, education and research value was evident throughout the portfolio through lectures, workshops, and research-oriented events, creating opportunities for students, researchers, and the broader community to learn and contribute to ecological and artistic activities.

PILOT TIMELINE

The pilot's timeline reveals a rich programme of ecological and artistic activities, demonstrating its commitment to ecological stewardship, community engagement, interdisciplinary work, sustainability, inclusivity, innovation, and educational enrichment. In 2022, the pilot began a range of workshops, such as 'Building 'messy corners'' and 'Reading lichen', aiming to deepen nature appreciation and environmental awareness. Events like the "Biodiversity Walk" and 'Building for Beasts' explored urban biodiversity and animal-centric design, demonstrating a focus on ecological preservation.

Community engagement was strong, with workshops for Spark Village residents and primary school children, fostering joint biodiversity efforts. A key event was the 2023 'Landscape festival', creating biodiverse spaces and revitalising local biodiversity, encouraging diverse stakeholder cooperation in the park's development.

Innovative elements included the 'Field Atlas' and the 'Green Makerspace on Wheels', providing digital and mobile means for ecological engagement. Educational aspects were highlighted through lectures, research events, and citizen science sessions, enhancing understanding of ecological principles.

The pilot also aimed for an inclusive, democratic masterplan, involving both non-human entities and various stakeholders. This timeline effectively illustrates the pilot's holistic approach, merging science, art, and community participation to create an inclusive, sustainable, and innovative environment

Pilot Timeline

March 2022

Organised the "Building 'messy corners'" outdoor workshop to explore habitat creation for urban wildlife using waste.

April 2022

Hosted the "Reading lichen (exploring biosensors)" workshop, emphasising lichen as an air quality indicator. Conducted two co-creation workshops with Spark Village residents to discuss biodiversity interventions.

May 2022

Conducted the "Biodiversity Walk" session highlighting urban development tensions.
Began the first phase of the "Landscape festival" where biodiversity interventions were co-created.

June 2022
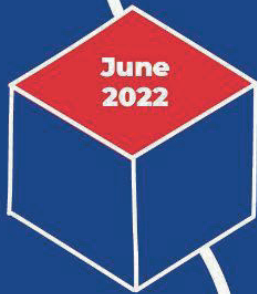
Organised the "Building for Beasts" event spanning two days, emphasising animal-oriented designs.
"Mini hortus" (greenhouse) idea, arising from the Spark Village workshops, was approved for creation.

Later in 2022

Organised "Two Animal-oriented design (AOD) workshops" to understand urban biodiversity.
Conducted a "design-for-animals workshop" involving primary school students who created animal shelters.
Hosted the "ASP by night" event to understand nocturnal urban biodiversity.
Explored soil biome improvement through mycelium in the "Wood Wide Web" workshop.

Amsterdam - Science Park

Pilot Timeline

Later in 2022

Launched "Green Makerspace on Wheels," a mobile version of an urban ecology hub.
Introduced the "Photo voice" participatory action research method for understanding more-than-human perspectives at ASP.
Held the "Artistic fieldwork event" to understand and reimagine urban landscapes.
Conducted the "Academic Urban Ecology Table" knowledge-sharing session with the city ecologist of ASP.

2023

2023 May September

Conducted the "Landscape festival ('With other eyes')" to stimulate local biodiversity and reshape urban planning perspectives.
Towards the end of the project:
Planning to enhance the Landscape festival with added activities and tours. Aim to finalise the Field Atlas.
Intention to engage with ASP's governance to propose a biodiversity action plan.
Organising a reflective workshop with stakeholders to discuss future eco-practices in ASP.

PILOT NARRATIVE

The following text is based on conversations with the core delivery team of the pilot, which took the form of narrative interviews. Notes written from the interviews were shared with the pilot, who made edits and refinements, before small causal loop diagrams were sketched from each paragraph, the first towards visualising the data. Before these loops were colour coded and combined into larger pilot diagrams, relevant sections were shared with pilot collaborators, such as Onkruidenier and Amsterdam Science Park who added their perspectives on the narrative. The aim of the work was to highlight the complexity and challenges faced by each pilot in their specific local context and document nuance and efforts not covered by the other deliverables. Challenges faced by the pilots included how to collaborate and interact in meaningful ways, to build coalitions, and how to prototype in relation to exiting systems and structures, such as dense and bureaucratic urban development systems and local politics.

Amsterdam Science Park Pilot Narrative and Corresponding Causal Loops

1. Transformation of the Science Park into an outward-facing laboratory-museum
We were initially approached for the proposal drafting due to our collaborative approach and were already in discussions with the Science Park regarding urban ecology and art-science projects. It was a serendipitous start for both T-Factor and our pilot project, as we already had a thematic vision in mind. Our pilot project had a clear thematic focus, which had been a topic of conversation at the Science Park for over a year. The idea was to transform the Science Park from a closed-off science centre into an outward-facing laboratory-museum, bridging scientific and artistic practices for a broader audience. This was our starting point.
2. Integrating Speculative and Real-World Approaches for Urban Ecology
As the project took shape, we began to discuss deliverables and the structure of the initial phase. We were already considering an alternative master plan, to juxtapose our current reality with a speculative one. Could altering this reality present a different world to people? We aimed to mesh this speculative approach with the tangible reality of the Science Park, leveraging both. This perspective informed our pilot, as we adopted the T-factor methodology and moved into the 'Exploring and

Inquiring' phase. We consulted partners, both old and new, focusing on urban ecology. Observing the Science Park's master plan alongside broader ecological policies. The Netherlands boasts an expansive ecological infrastructure. While the municipality prioritises biodiversity and greening, the Science Park lags. Our goal was to layer these perspectives and policies to find intervention points, grounding our ambitious vision with real-world constraints.
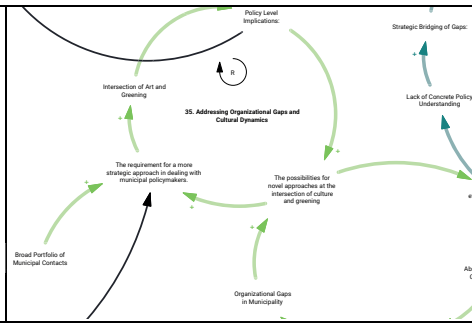
3. Stakeholder Engagement and Urban Ecology at the Science Park

We delved into exploring the area, understanding stakeholders, their ideas, and experiences with the park. I'm a proponent of a bottom-up approach. Though I knew some research had been conducted at the Science Park, it was enlightening to see local stakeholders' embrace of urban ecology, given their broader experiences and desires for the park. The emphasis on green spaces stood out, especially against the backdrop of grey buildings.
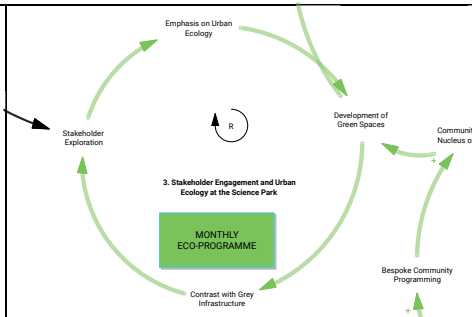
4. Enhancing European Projects through Bold Experimentation and Collaboration

One key takeaway was the importance of boldness and early experimentation in European projects, rather than adhering strictly to a project's typically slow pace. This proactive approach, evident in our project and others, proved advantageous. From the onset, we began experimenting, brainstorming, and testing ideas with stakeholders. This collaborative approach, especially in deepening our urban ecology focus and co-creating with local stakeholders, was a success from the start.
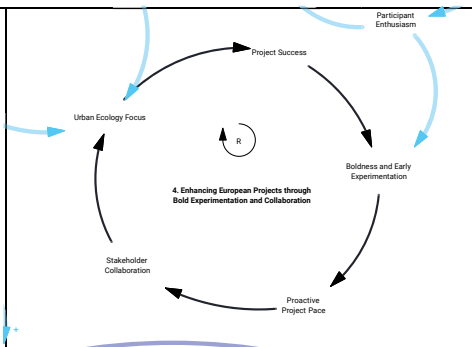
5. Thematic Goals and Community Needs in Urban Ecology Projects

Beyond our greening initiative, local residents have diverse concerns, from quality of life to security. This creates a tension between our specific agenda and broader community needs. When engaging in co-creation, it's crucial to strike a balance between sticking to our thematic goals and remaining receptive to varying starting points. Especially with topics like urban ecology, where grassroots efforts rely on people's intrinsic motivations, it's essential to offer a clear scope while being adaptable to residents' concerns.
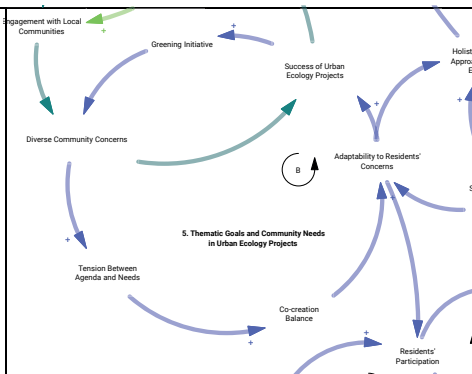
WAAG (Internal View): Waag went door-to-door to understand how residents experience green spaces around Spark Village. After that they facilitated a co-design process in which the residents could really bring their own ideas and choose what they wanted to execute. We felt a lot of freedom and support from Waag, and were happy with the actions taken to built the greenhouse, if a bit surprised that there was now permission and budget to do so.

6. Balancing Project Goals and Realities through Co-creation in Urban Ecology

From the outset, our approach was dual-faceted. We had concrete project goals alongside broader aspirations we hoped to achieve using the pilot as a vehicle. This led us to prioritise co-creation sessions and workshops over interviews, fostering partnerships and understanding from the start. Balancing our urban ecology agenda with ground realities was vital, not just with residents but also with professional stakeholders in the park, considering many are there for work rather than as residents or visitors.
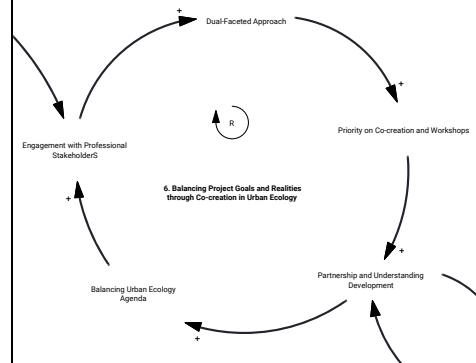
7. Adapting to Site Dynamics and Demonstrating Success in Urban Ecology Projects

The site is unique due to weekday activity contrasted with quiet evenings and weekends. This dynamic required a distinct approach. Our focus on urban ecology, coupled with a proactive stance on experimentation, often moved faster than the standard project timeline. Unique to our pilot was our position as the sole local coalition partner, offering decision-making freedom, of course, in tandem with stakeholder inputs. Rather than investing time convincing policymakers upfront, we chose a strategy of 'showing, not telling.' Our aim was to demonstrate potential and practical successes, enticing policymakers with tangible results.

8. Navigating Policy Layers and Governance in Urban Ecology Projects

Reflecting back, amidst the influence of the present, there's significant policy layering. During the scoping, Exploring and Inquiring phase, we saw numerous policy layers, especially eco-policies. These policies have depth but lack strong implementation or oversight. They're more like 'nice-to-haves' or what might be termed 'framework outlines' or loose guidelines. We investigated the Science Park's governance structure. It's led by The National Science Institute, a primary scientific research funder, and manager of several institutes located within the park. It's unique, partly because of its role as just the science council, but also because it owns portions of the park land. This is a distinct activity for them, aside from funding. Then there's the UvA, a vast university campus, and the municipality, which partners with a major bank to finance some of the park's commercial ventures. The municipality owns and maintains the pathways and greenery, while waterway ownership is split between different entities, with the water itself managed by a public organisation. The intricate ownership dynamics combined with a multi-layered management structure, characterised by periodic meetings and delegated duties, made understanding and navigation complex. This structure produced a
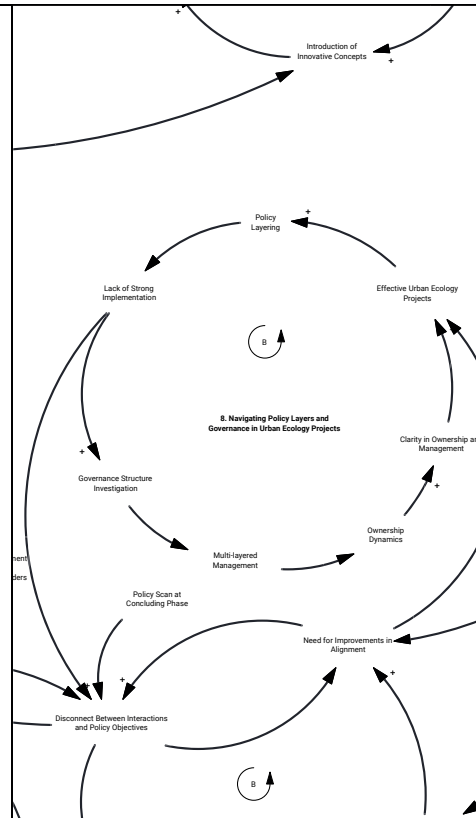
master plan around 2012, with an update in 2019. However, clarity on ownership was lacking due to its federative nature.
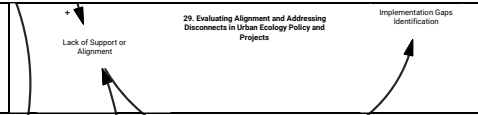
9. Strategic Engagement and Recognition in Governance for Urban Ecology.

Our bottom-up approach aimed to tactically realise objectives while engaging with these governance layers. During the initial phase, it was challenging to get recognition within this system. Surprisingly, our efforts weren't as well received as expected, given the policy goals promoting greening and adding vibrancy to the park. While the updated master plan emphasised these aspects, our entry, backed by European research funding, wasn't universally applauded. Our introduction with the 'laboratory as a museum' concept set us apart, as innovators with fresh perspectives, albeit potentially disruptive to their routine. But trying to engage all stakeholders was like a never-ending marathon. The UvA alone had a vast network of individuals involved at various project levels. Our approach combined individual meetings over coffee with visioning workshops, pulling in both grassroots participants and policy representatives from different organisations.
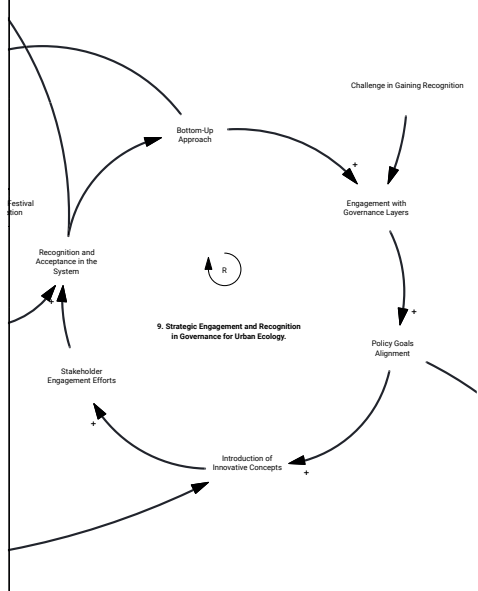
Project Bureu ASP (Collaborator View): During the roadshow the project bureau Amsterdam Science Park recognised the efforts of Waag in putting urban ecology on the map and complimented the landscape festival for being an effective and well-designed medium to do so. Earlier the head of the same project bureau had complimented and thanked one of our ex-colleagues, Rosalie Bak, on her efforts for putting urban ecology on the map with her work in T-factor.

10 Influences on Project Engagement and Success in Urban Greening Initiatives

One clear observation was that the success of our engagements largely depended on the intrinsic motivation or enthusiasm of key individuals. For instance, a high-ranking official at UvA, was particularly enthusiastic about our greening initiative. Her support led to plans integrating our ideas into campus projects. However, her counterpart at the Amsterdam municipality, responsible for real estate development, wasn't as receptive. We were advised not to approach her with small temporary ideas, and there was no intermediary to talk to, making her our sole yet inaccessible point of contact. Additionally, we engaged with Amsterdam Science and Business, the Science Park's only public-facing non-academic entity. They aim to attract corporate partners, but as a network organisation, they lack direct power or budget. Engaging with their community manager was promising, but their limited influence meant their support was largely symbolic, even if 'higher-ups' showed interest. Navigating this was like crossing dense jungle. The topic of greening, as noted by our T-Factor peers, is transversal — it intersects various domains. However, this also means that dedicated responsibility is sparse.
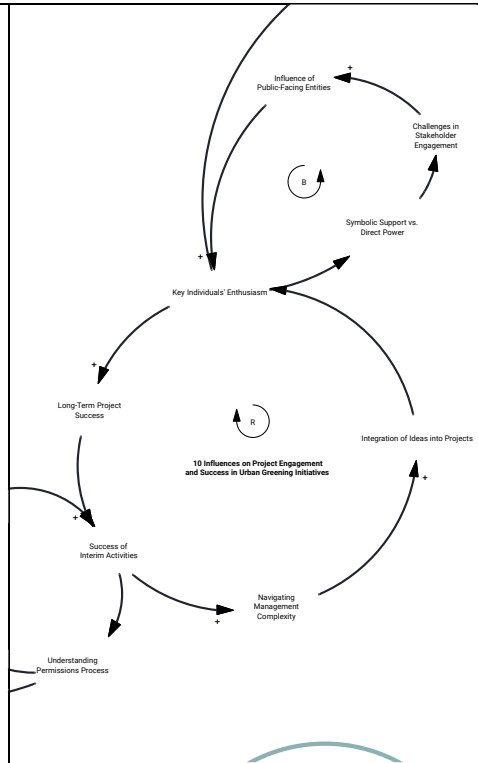
Those managing maintenance tasks are primarily focused on their contracts and profit margins, making them less inclined towards innovation. Recognising this landscape's intricacies and identifying potential allies was crucial. This understanding helped kick-start our interim activities while we familiarised ourselves with the physical and managerial aspects. That, for me, encapsulates the initial phase, though some details may have faded over time.
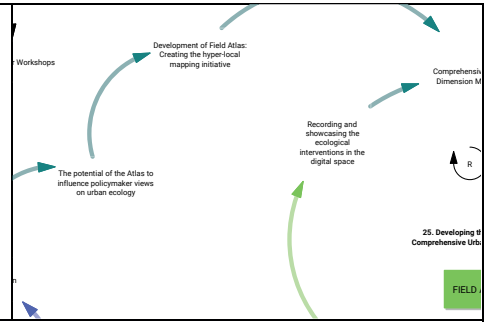
11. Visibility and Engagement in Urban Community Projects

After our initial engagements with decision-makers and local stakeholders, we began light, mobile interventions. The goal was twofold: to understand the permissions process and to quickly establish our presence, fostering trust. We know the importance of visibility following workshops; attendees often wonder about the outcome of their contributions. To address this, we organised regular workshops and public interventions to nurture community trust and understand permissions better. This was in collaboration with T-Lab 3 and 4, as well as our own frequent programs. Though successful in being publicly visible early on, we noticed that some key stakeholders didn't always attend our open programs. We persisted with this approach for around eight months. For a while, we observed that groups already invested in the topic showed greater engagement. For instance, a nearby school was keen on collaborating to build an animal shelter. However, when we organised general public events, even if derived from workshop topics, it proved challenging to consistently draw in all local communities and stakeholders.
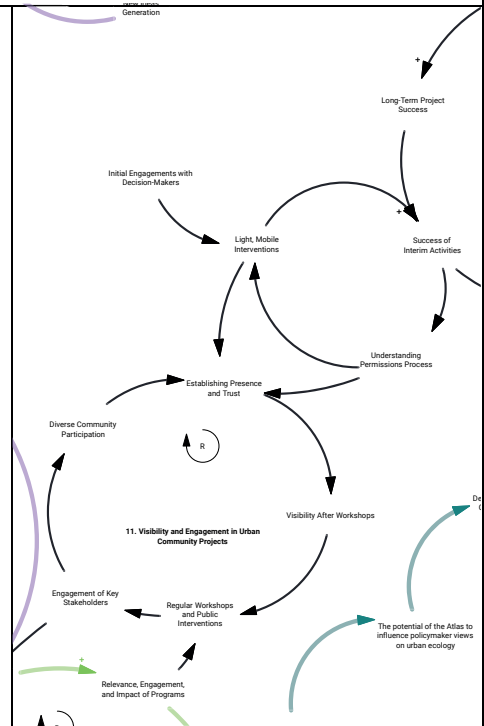
12. Engaging Diverse Audiences in Ecological Events at the Green Maker Place

Early on, we initiated an initiative called the "Green Maker Place." Drawing inspiration from the hands-on energy of FabLabs, we aimed to create a green, biodiversity-focused makerspace, open to the widest audience. While our communication channels aimed to attract locals, the turnout varied. Sometimes, we had a handful of local participants, while other times, it was predominantly students or those from minority backgrounds. Understanding audience dynamics and tailoring our approach was challenging. Upon reflection, we were essentially trying to grasp how to structure ecological events that resonate with diverse audiences, making them engaging and impactful. Perhaps people are familiar with gardening, but not in the context of public space workshops. Participants enjoyed learning unique facts about nature, but the real energy surged when they transitioned from theory to action. Whether creating habitats for insects or shelters for salamanders, attendees became more animated and involved, reminiscent of childlike enthusiasm. This transformation from knowledge
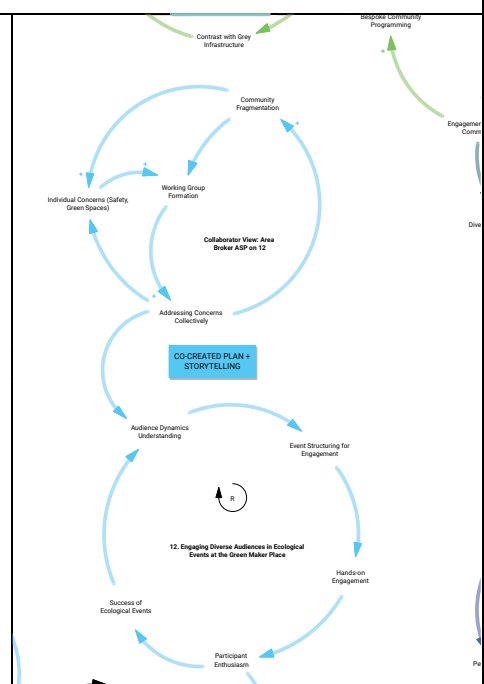
acquisition to hands-on engagement was truly rewarding to witness.

Community Representative ASP (Collaborator View): At ASP it's very fragmented, people come to me with concerns about safety or green spaces, but there is no collective. I am now trying to bring those people together in a working group on greening.

13. Cultivating Perspective Shifts and Biodiversity Interventions in Urban Spaces

From the outset, our focus was on shifting perspectives while constructing biodiversity interventions. As we progressed, especially with events like the Landscape Festival, we emphasised this dual approach even more. But the essence of combining perspective change with tangible interventions was present from the start. A foundational reference for us was anthropologist Anna Tsing's work, "The Mushroom at the End of the World: On the Possibility of Life in Capitalist Ruins." The book emphasises the "arts of noticing" — the idea that while our fast-paced urban lives often make us overlook the natural world, pausing to notice can lead to transformative experiences. We frequently discussed the balance between passive observation and active creation. Is it a distinct divide or more of a continuum where one leads to the other? While we were working on multiple levels, our ultimate aim was a cultural shift. We wanted to approach it gently, allowing the experiences to speak for themselves rather than overemphasising their significance.
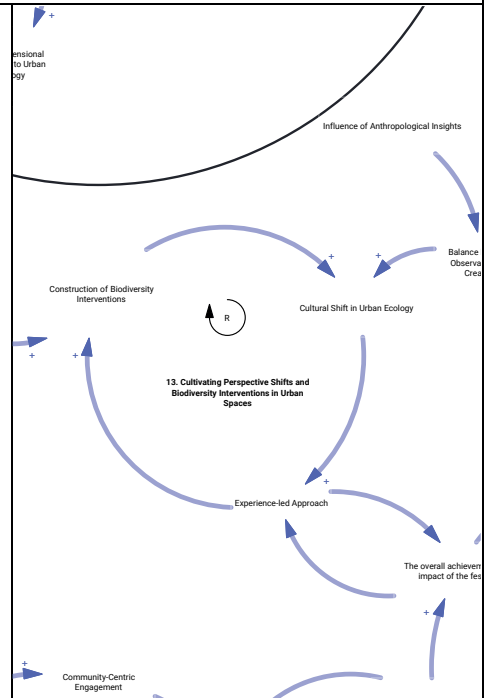
14. Realising Urban Ecology Goals through Core Missions.

We quickly identified our three core missions through collaborative brainstorming sessions early in the process. From the outset, in what was meant to be a three-step iteration, we quickly defined our missions. We settled on the term "eco practices," which encompassed a blend of hands-on engagement, knowledge transfer, and cultural transformation. Our second mission revolved around "wild and cultivated spaces." Instead of just symbolic gestures, we aimed for transformative spatial interventions that would genuinely enhance biodiversity. We recognised the need to distinguish between "wild" spaces, where non-intervention was key, and "cultivated" spaces, which required active engagement to boost biodiversity. While the Science Park had biodiverse fringes, its central spaces were often sterile and controlled. Our aim was to elevate the value of wild areas and actively enhance the cultivated ones through eco practices. Our third mission was to establish an 'alternative master plan.' This plan would juxtapose the existing master plan with our unique urban ecology perspective, almost as if viewing from an alternative reality or 'Planet B.' The ultimate goal, even from these early stages, was to create a dedicated, physical space: an urban ecology hub.
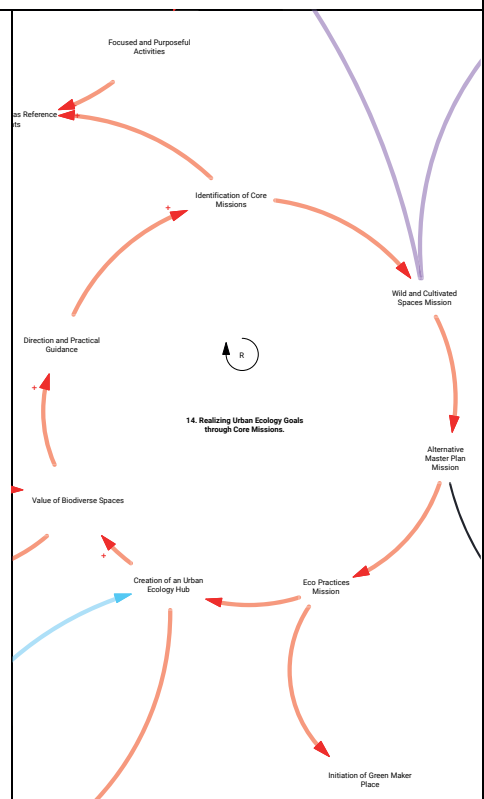
This hub became our project's guiding aim. Setting missions early on not only provided direction but also served as practical tools guiding our activities.

15. Aligning Activities with Core Missions in Urban Ecology Projects

The missions served as a consistent reference point throughout our pilot's journey. As we continued iterating our activities, we would often return to the missions to ensure alignment. For instance, after our initial programming phase, we opted for long-term collaborations. These partnerships enabled us to address both the eco practices and wild and cultivated spaces missions simultaneously. By collaborating, we could engage in eco practices while also developing cultivated spaces. Throughout the project, the missions acted as touchstones, ensuring our activities remained focused and purposeful. In many aspects we were the T-Factor 'guinea pigs' often the first to engage in Agency design activities. This allowed us to test and refine various models and methods, however, it occasionally felt disruptive. Our missions were clear, our strategy defined; yet, we were required to re-iterate and re-conceptualise, to fit into models and expectations. This constant re-evaluation, while instrumental in refining the broader project approach, at times impeded our momentum.
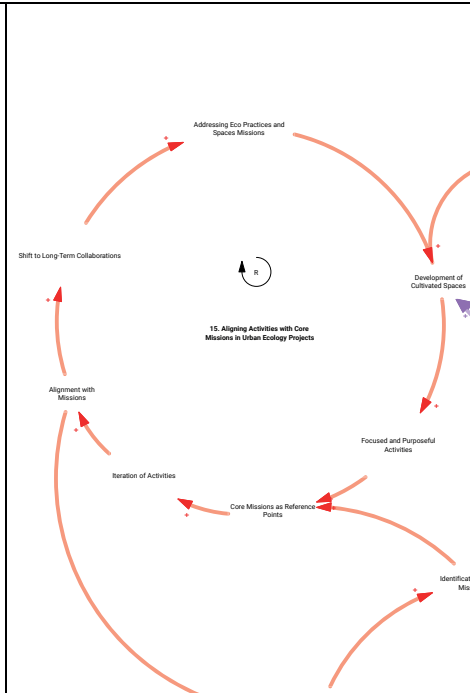
16. Refining Strategy and Engagement in Urban Ecology Projects

Post mid-term review, we had an epiphany. The reviewers' feedback, especially about engaging with vulnerable or marginalised communities, struck a chord. It was as if a veil lifted, revealing the solution right before our eyes. We recognised the unique potential of our immediate surroundings. The communities already present—students, refugees, campus and local residents—had an inherent bond with the physical environment around them, thanks to their daily interactions. This was the habitat effect; the deep connection people develop with spaces they inhabit and interact with regularly. We realised that instead of adhering to a generic cultural programming model—with its routine workshops, promotional materials, and broad outreach—we needed a more bespoke approach. We decided to prioritise these local communities, grounding our initiatives in their needs and aspirations. In essence, the community became the nucleus of our efforts, and our programs and interventions were woven around them, ensuring relevance, engagement, and impact. This hyperlocal focus was not just a strategy; it was a return to the essence of our mission. By familiarising ourselves with stakeholders, understanding their aspirations for the park, and establishing a visible presence, we had unknowingly cultivated a network of trust. This wasn't a fresh start; it was a continuation built on previous engagements. It's similar to sowing seeds
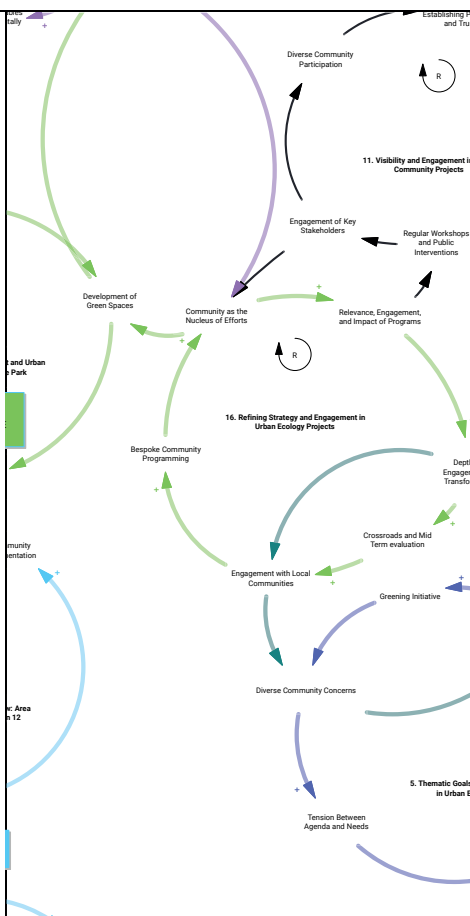
in fertile soil; our prior interactions and understanding of stakeholder wishes meant we didn't start from scratch. Instead, we already had a sense of the landscape, the players involved, and their aspirations. This allowed us to swiftly transition into long-term collaborations, with each party bringing their expertise and vision to the table.
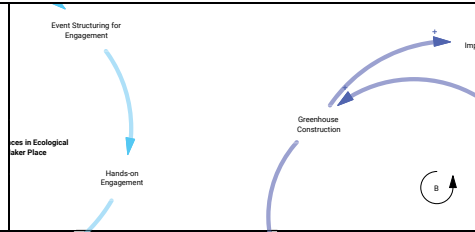
17. Leveraging Established Trust for Collaborative Urban Ecology Initiatives.

However, even with this newfound confidence, we recognised the challenges that lay ahead. The Science Park, envisioned as a prime knowledge hub, wasn't immediately welcoming of more grassroots, hands-on initiatives. It aimed for a polished, high-value image, not one of makeshift huts or organic biodiversity spots. Still, we believed that there was room to merge these two visions, especially considering past activities to make the park more inclusive and open to the city. The festival format, born out of a combination of community engagement, biodiversity interventions, and cultural explorations, offers a unique and holistic approach to urban greening. It's community-centric, bringing together diverse stakeholders and participants, from local residents to artists to experts. It directly impacts the physical environment, introducing biodiversity interventions that cater to local needs and preferences. Plus, the cultural dimension adds depth and richness, making it an immersive and transformative experience for all involved. Moreover, the festival avoids the pitfalls of permanent structures or standing organisations. It's a temporary yet impactful event that can be easily replicated in other contexts or locations, without the bureaucratic and logistical challenges of more permanent interventions. It's agile, scalable, and adaptable. This format, with its combination of community engagement, hands-on interventions, and cultural explorations, could serve as a blueprint for similar initiatives in other urban contexts.
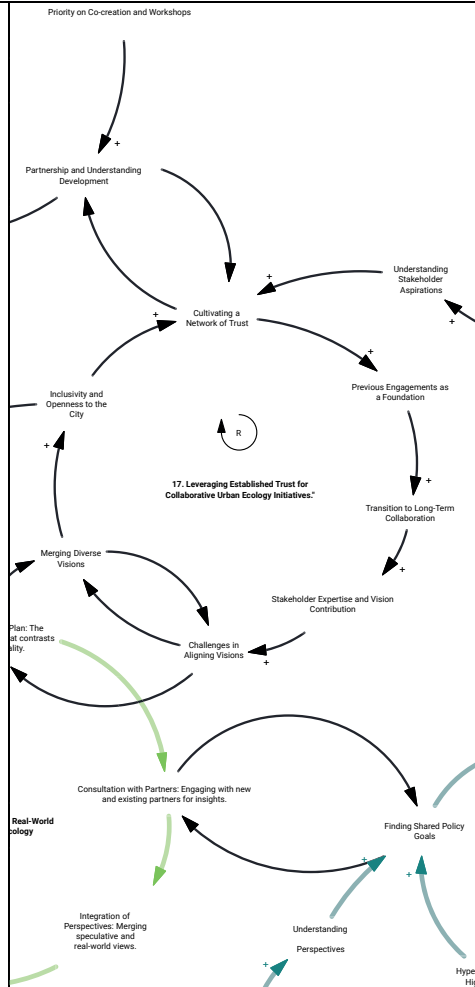
18. Festival Format as a Model for Urban Greening

The decision to group various interventions under the umbrella of the 'Landscape Festival' was a strategic one. By presenting these multiple, smaller-scale interventions as components of a larger, unified event, the team was able to streamline the permission process. Instead of seeking approval for each individual intervention, which could be cumbersome and met with resistance, they pitched a single, cohesive festival that promised to enhance the landscape and engage the community. Moreover, the festival format served as a communication tool. It signalled to stakeholders and the broader community that this was not just a series of disjointed activities but a coordinated effort to celebrate and enrich the urban environment. The emphasis on collaboration and
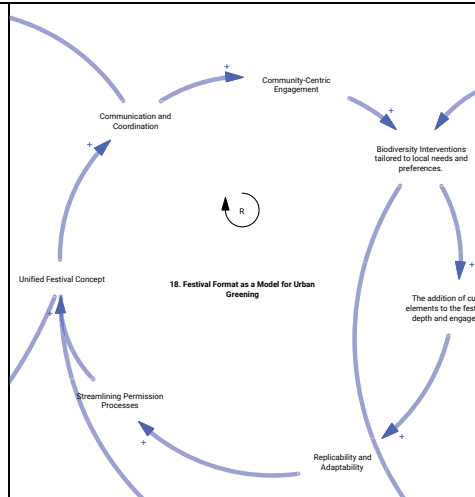
co-creation was pivotal. By engaging with a diverse range of stakeholders – from students to artists to refugees – the team ensured that the interventions were tailored to the specific needs and aspirations of each group. This approach not only ensured that the interventions were relevant and resonated with the target audiences but also enriched the festival's offerings. Each intervention, with its unique character and flavour, added a different dimension to the festival, making it a vibrant and multifaceted event.
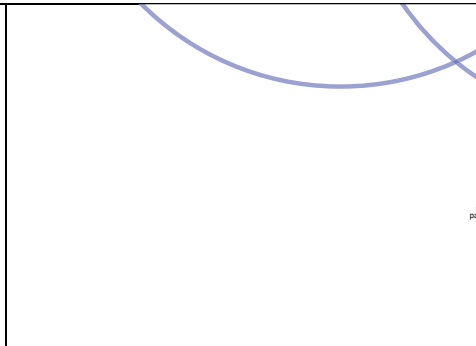
WAGG (Iternal reflection): Our roadshow with policy makers from a.o. UvA, NWO and Gemeente Amsterdam, the festival format was lauded as an effective way to draw new visitors to the Science Park, to get people to think about green spaces at ASP, but also give them tools and inspiration to green at home.

Community Representative ASP (Collaborator View): A missed opportunity was reaching the inhabitants and professionals of the northwestern part of Science Park. There is a geographic and governance divide that runs along the Kruislaan with NWO being active in the Northern part and UvA in the southern part. The posters for the Landscape Festival were only put up in the southern part.

19. Collaborative and Co-Creative Approaches in Urban Festivals

The participatory design approach, which involved multiple steps and was iterative in nature, allowed for continuous feedback and refinement. By adopting this approach, the team could ensure that the interventions were co-designed with the stakeholders. The Landscape Festival's success can be attributed to its strategic framing, its emphasis on collaboration and co-creation, and its adaptability to the unique needs of different stakeholders. The festival showcased the potential of community-driven urban interventions and set a precedent for future initiatives. The term 'with other eyes' encapsulates the festival's ethos perfectly. Participants weren't just encouraged to look at the natural world differently, but also to step into others' shoes and appreciate diverse perspectives. This approach, contrasting traditional art and culture programming with more fluid, collaborative interventions, allowed for a rich blend of experiences. Instead of a uniform product, the festival was marked by its diversity, showcasing a range of cultural expressions, from spoken word to hands-on workshops. The Onkruidenier Artist Collective's workshop, for instance, exemplified this ethos. What might seem like a quirky or unconventional activity on paper transformed into a profound experience for participants, offering them a fresh perspective on the natural world. Such activities, while simple in nature, had the power to uplift and energise attendees.
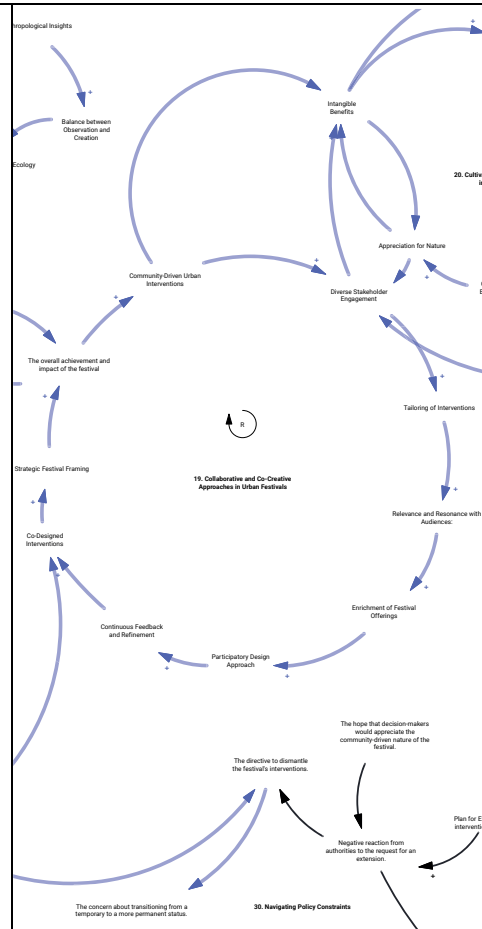
20. Cultivating Diversity and Perspective in Community Festivals

Overall, the Landscape Festival showcased the power of community-centric, collaborative cultural programming. While tangible outcomes, like the establishment of an eco-hub, might not have been achieved, the intangible benefits – fostering community, promoting diverse perspectives, and cultivating a deeper appreciation for nature – were invaluable. The success of the festival demonstrates that sometimes, the journey and the shared experiences along the way are just as important, if not more so, than the destination. The 'Midsummer Night Celebration' emerged as the culmination of the Landscape Festival. It was the moment when everything came together, allowing participants and attendees to witness the tangible results of their collaborative efforts. By walking through each intervention, they could appreciate the unique perspectives and contributions of different community members and stakeholders.
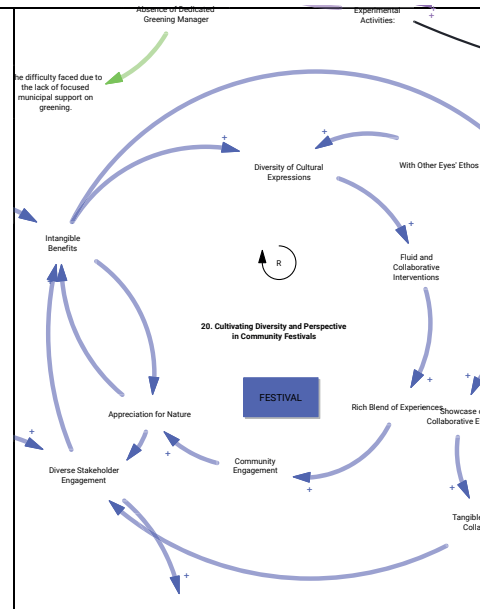
21. Bridging Community Engagement and Decision-Maker Involvement in Urban Festivals

However, a significant challenge was the engagement of decision-makers. Despite securing the necessary permissions and regularly updating them about the progress, there was a noticeable absence of these key stakeholders at the festival events. The pilot had hoped to use the Midsummer Night Celebration as a showcase to what they had achieved. Planning a dedicated session on that day to discuss the policy implications and garner feedback. But with most decision-makers unable to attend, it felt like a missed opportunity. Engaging decision-makers is crucial, not just for validation but to ensure that community-driven initiatives gain traction and support in future policy decisions. While the pilot plans to hold a roadshow policy workshop soon, it won't provide the same immersive experience that walking through the live interventions would have offered. This disconnect between the project's ground-level achievements and the decision-makers' perception is a challenge that many grassroots initiatives face. It highlights the importance of strategic stakeholder engagement and the need to bridge the gap between community-driven efforts and policy-making.
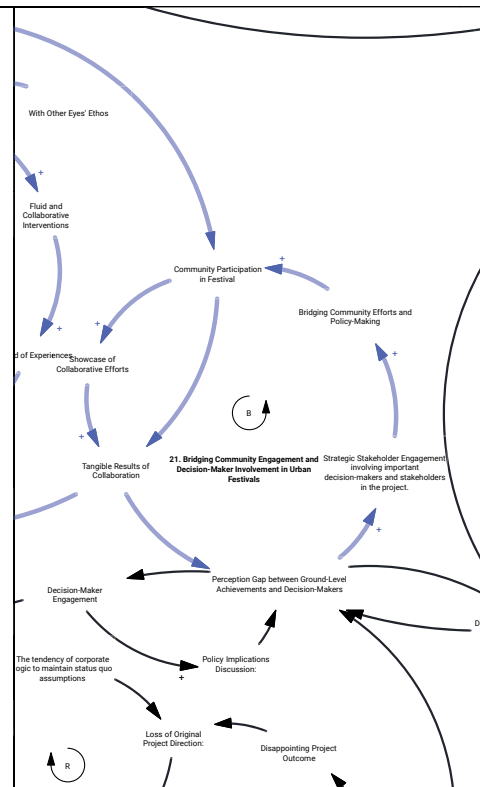
22. Integrating Diverse Perspectives for Impactful Urban Ecology Interventions

The Urban Ecology and Nature-Based Solutions table, with its bi-monthly sessions, exemplifies this interactive, collaborative space. It's where the project's localised insights can be shared, examined, and potentially integrated into broader policy and research contexts. The enthusiasm and receptiveness of the urban ecology research community to the more embodied and emotionally resonant perspectives presented by artists, citizens, and grassroots activists is both validating and enlightening. It underscores the idea that understanding and effective intervention in urban ecology cannot be achieved through detached observation alone. It requires a multi-dimensional approach that combines objective scientific data with subjective, personal experiences and narratives. By inviting artists and community members to share their unique, often deeply personal perspectives, the project has illuminated the profound emotional and cultural connections people have with their environment. Such connections can drive more impactful interventions and foster a deeper sense of stewardship and responsibility towards our shared urban ecosystems. This blending of academic rigour with artistic expression and grassroots activism can pave the way for a more holistic, inclusive, and impactful approach to urban ecology. It not only validates the experiences and insights of those outside the traditional academic sphere but also enriches the discourse, bringing in fresh perspectives and innovative solutions.
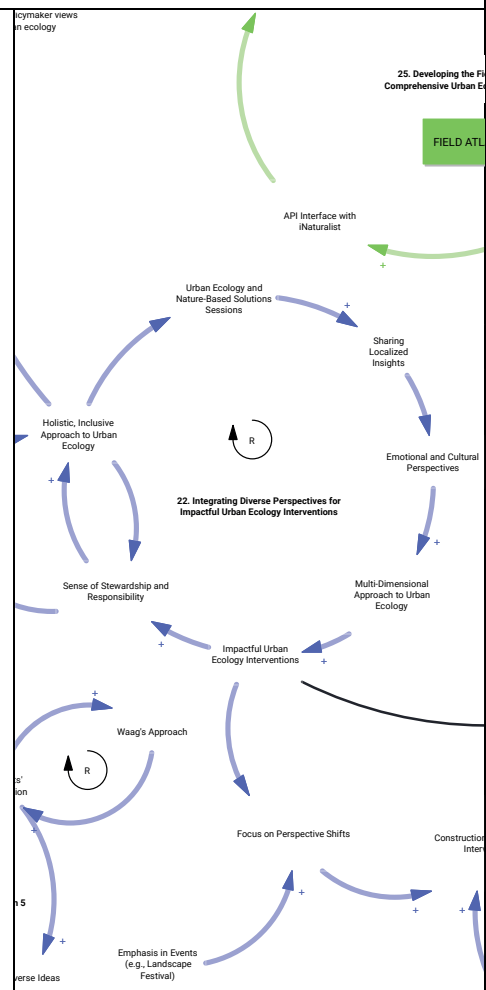
23. Fostering Artist-Led Biodiversity and Community Engagement in Urban Ecology

From a planning perspective, we engaged artists early on, providing them with a modest budget and a broad, yet clear directive. They were to immerse themselves in their artistic, research-driven approach while ensuring their output positively impacted biodiversity and engaged the local community. This hands-off approach fostered a deep, trust-based relationship with the artists over time, allowing them to truly understand the area without the typical pressures of high-stakes delivery. Feedback from the artists revealed that this approach was incredibly beneficial. They often face tight timelines and rigid deliverables in their projects, emphasising the artwork as the end product. Our pilot, however, shifted this focus. We wanted creations that naturally integrated and decomposed into the environment. This perspective reshaped their practice, emphasising ongoing engagement with their creations as part of a living landscape rather than static art. Such dynamic interactions with their work led to continuous revisions and reconsiderations. In essence, the art wasn't a final product but an evolving entity.
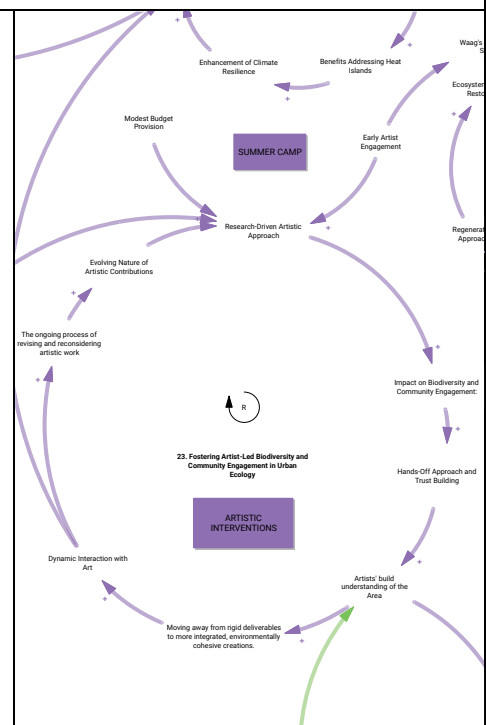
24. Advancing Sustainable Urban Ecology through Community-Centric Hubs

We engaged in a significant amount of intangible work, a common challenge in grassroots social innovation. While we succeeded in piloting various valuable initiatives, they often demanded considerable time and effort to replicate. To address this limitation and move toward a more structural and sustainable solution, we explored the possibility of establishing an urban ecology hub. We identified a potentially unused space that could serve as a platform for collaboration, bringing together various communities, including those focused on music, sports, and other interests.
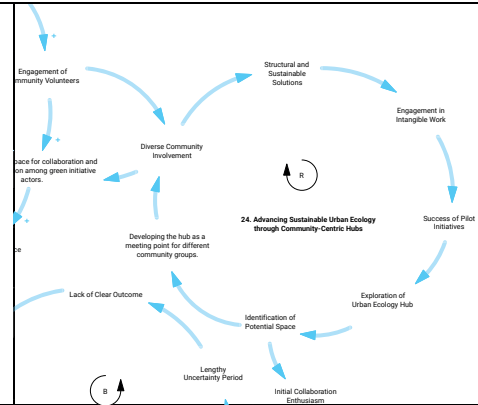
25. Developing the Field Atlas for Comprehensive Urban Ecology Mapping

During the middle phase of the project, we focused on three key infrastructure aspects. The first was the Field Atlas, a hyper-local mapping initiative that cantered on the green dimension of the area. This mapping extended beyond the physical aspects of plants and animals, encompassing green initiatives and activities, including cultural and human dynamics. The Field Atlas aimed to showcase this comprehensive view of the local environment, serving as both a valuable local resource and a tool to shift perspectives for policymakers. The Field Atlas project received positive feedback during the midterm review, with reviewers acknowledging its high level of innovation. We continued to develop this initiative, and it has now evolved into a fully functional prototype with an API interface that integrates data from iNaturalist. This integration allows for the visualisation of wildlife observations in the area, alongside various activities and notable locations. Additionally, it catalogues the interventions that have taken place, effectively bringing the concept of field note-taking into a digital space.
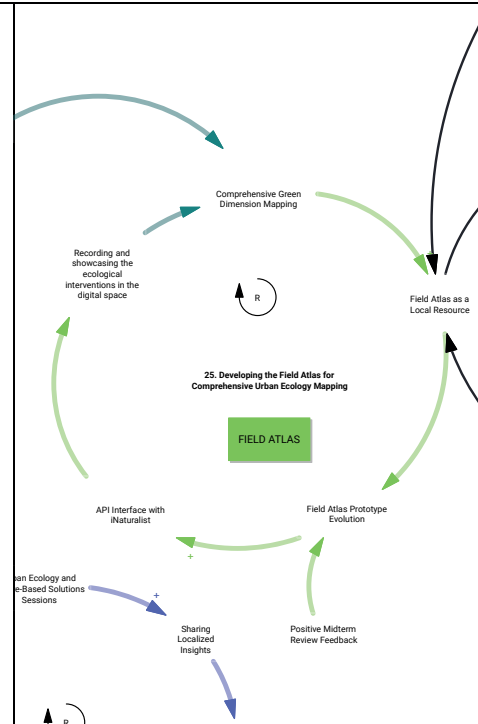
26. Strengthening Community Networks through proposing an Urban Ecology Hub

Another infrastructure aspect that emerged later in the project was the realisation of the need to consolidate the efforts of the small green initiatives operating in the area. Many of these initiatives were driven by dedicated volunteers, such as those involved in a community garden with 40 years of experience and deep botanical knowledge, often serving as pillars of their respective communities. These community champions were not extensively networked with other initiatives in the city, and they operated informally without significant funding. Additionally, there was a successful permaculture garden in the park, which had grown from a student initiative into a fully established community garden over eight years. Recognising the value of bringing these various green players together, we embarked on an effort to connect them. This involved uniting volunteers, community champions, and other stakeholders and collectively drafting a manifesto. The aim was to establish a shared platform for all concerned parties working on biodiversity and greening initiatives. This platform would provide a space for discussing policy-related matters, exchanging ideas, and collectively advocating for their interests at the policy level. This informal structure is still evolving, and its effectiveness as a formal structure remains to be seen, particularly since most of the actors are located on the fringes of the formal master plan area of the Science Park. The hub represents the third infrastructure aspect of our project. In the early stages of the project, we had discussions with the decision-makers of the Science Park who were considering the establishment of a physical hub. This idea was initiated with the goal of improving communication about the Science Park's activities and involving external organisations and individuals in the park's initiatives. From the outset, our vision for T-Factor included the creation of a physical urban ecology hub.
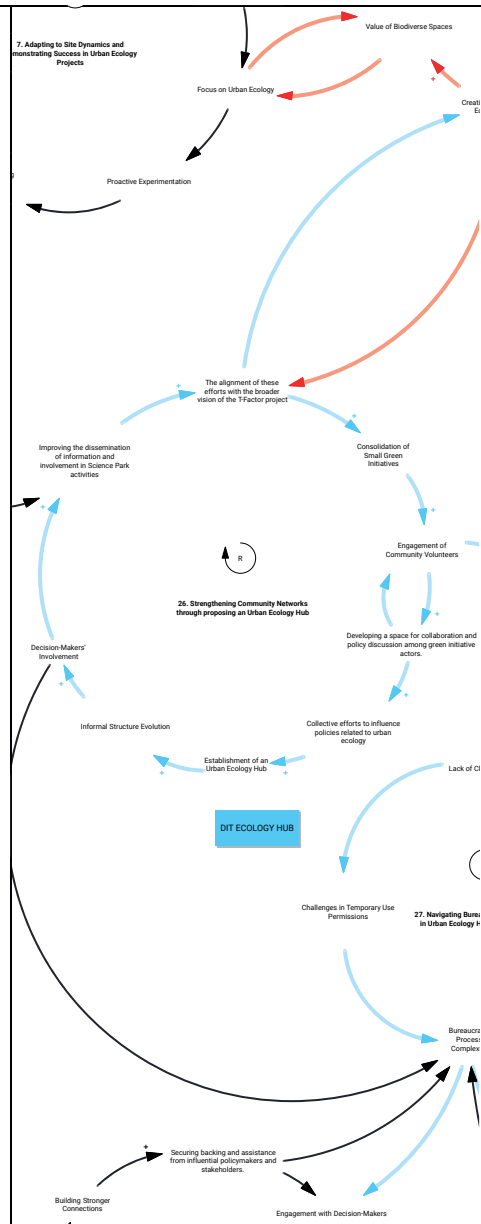
27. Navigating Bureaucratic Challenges in Urban Ecology Hub Establishment

When we learned about this potential location, we saw an opportunity to collaborate, especially since the location was higher up in the organisational hierarchy and could be easier for us to access. During the initial discussions, things seemed straightforward, with some individuals suggesting that they could place a container next to a newly built building within three months and start programming from there. Our role would involve contributing to urban ecology programming and physical biodiversity interventions in and around the container in collaboration with communities. Other teams would be responsible for additional programming related to sports or music, creating a hub that was not exclusively focused on urban ecology but still aligned with our goals. It was an

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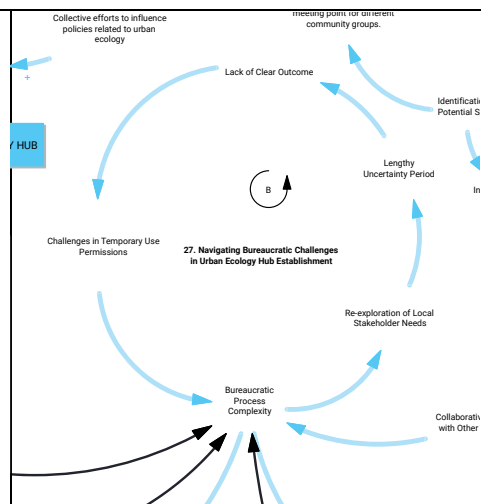
exciting prospect for all of us. However, the process turned out to be much more complex and lengthy than initially described by the enthusiastic participants at the table. The realisation that it was now a collaborative effort between them and us, involving the exploration of local stakeholders' needs, added a bureaucratic layer to the process. This phase dragged on for about one and a half years, diverging significantly from the original idea of quickly establishing a physical space within three months. The bureaucratic process led to a lengthy period of uncertainty, and while it has finally concluded, the next steps appear unclear, creating an impression of a somewhat artificial or uncertain process. The idea of a short-term physical location is no longer on the horizon, and we now find ourselves in a prolonged exploration phase without a clear outcome. This serves as an example of how bureaucratic processes can impact initiatives, even when involving local communities in determining their needs. It also highlights the challenges of obtaining permission for temporary uses, making it currently unfeasible for us to independently realise an urban ecology hub.
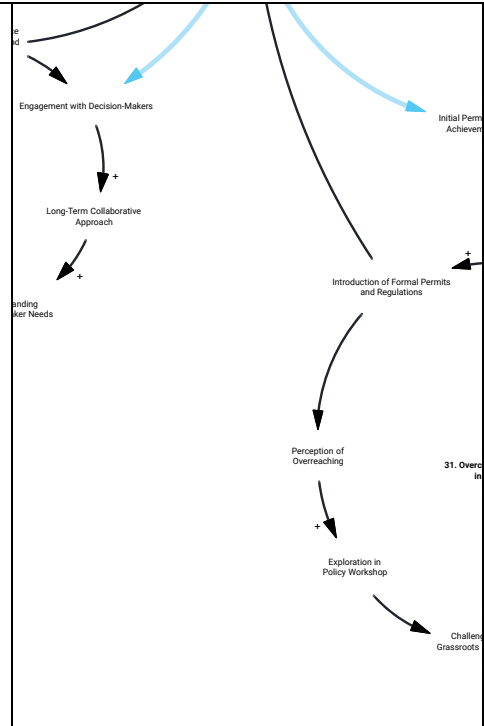
28. Challenges of Corporate Influence in Community-Driven Urban Ecology Projects

This shift from a concrete initiative to an intangible, corporately coded one raises questions about its effectiveness. It seems to have been ground down by a corporate logic that serves to reinforce existing assumptions rather than genuinely engaging stakeholders. The project has adopted a neoliberal notion of a network organisation, which, despite lacking sufficient resources, aims to draw in partners for the sake of corporate exposure and outreach. It's a process that may have consumed significant resources and led to a disappointing outcome. In this context, the role of an explorer as a precursor to fieldwork is significant. The process may be compared to a quartermaster who sets up a camp but adds an explorer's role to lay the groundwork. However, it appears that the project may have lost its way in this process.
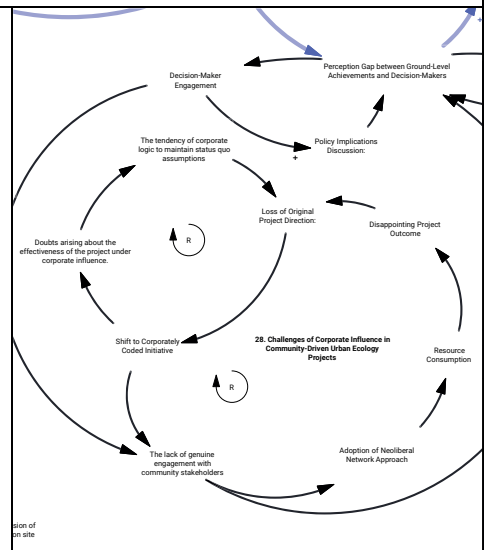
29. Evaluating Alignment and Addressing Disconnects in Urban Ecology Policy and Projects

As we moved towards the concluding phase, we did a policy scan to evaluate our alignment with municipal policy goals. The results reveal a significant disconnect between our actual interactions with policy stakeholders and their policy objectives. While we believe we are furthering their goals, it seems there has been minimal support or alignment in practice. This disconnect highlights implementation gaps and will be essential to discuss during the upcoming roadshow workshop. It prompts questions about whether the policy aligns with the project's intentions and where improvements are needed.
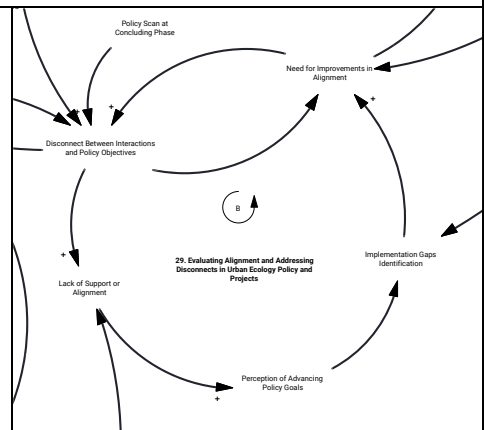
30. Navigating Policy Constraints

The final chapter of the Landscape Festival brings a mix of insights and challenges. From the beginning, the plan was to seek an extension of permission for the festival beyond the end of September. The hope was that once the decision-makers saw the interventions and understood the bottom-up approach involving local communities, they would be supportive. However, the response to this request was unexpectedly negative. The initial communication was abrupt, simply stating that all interventions should be taken down. In a subsequent phone call, it was clarified that the main reason for ending the festival was to avoid transitioning from a temporary to a more permanent status, which would entail a longer process of rules and permits. Some of the interventions were created using natural materials with the intention that they would gradually disintegrate into the surroundings. Despite efforts to explain the importance of keeping certain interventions, such as the artists' work, the decision to remove them was upheld. This outcome was disappointing, but it's important to view it as part of the research process. The interactions with policymakers, the experiences with communities, and the overall journey provide valuable insights, even if the conclusion is not what was initially hoped for.
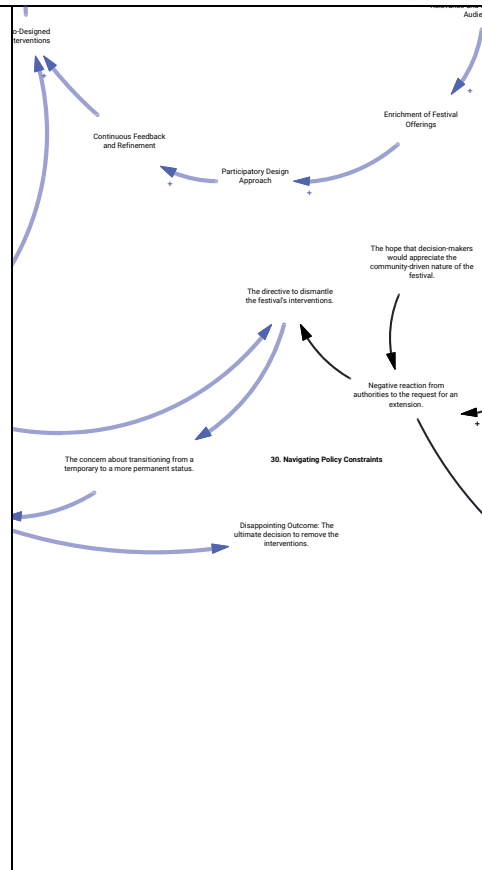
31. Overcoming Bureaucratic Challenges in the Landscape Festival

Let's backtrack a bit and acknowledge that obtaining permission for the Landscape Festival and its interventions in an area as tightly controlled as the Science Park was a remarkable achievement. The fact that this project even got off the ground was exceptional, given the park's geopolitical significance in terms of transatlantic internet cabling. In the earlier stages, there seemed to be a positive shift in mindset and culture within the Science Park community, with people appreciating the attention and changes that T-Factor brought to their awareness. However, in the final phase, there was a sudden change. The introduction of formal permits and regulations seemed to tighten the control over the project. It appeared that while they had given some leeway initially, it was perceived as asking for too much. This shift in control mechanisms is something that will be explored further in the upcoming policy workshop. On a broader city level, it's significant to reflect on how all the time, effort, and energy invested in the project could be negated for prosaic reasons, highlighting the challenges faced by grassroots initiatives in navigating bureaucratic processes. On a positive note, it's important to highlight a different approach taken by one of the landowners within the Science Park. This landowner, who oversees the area where the
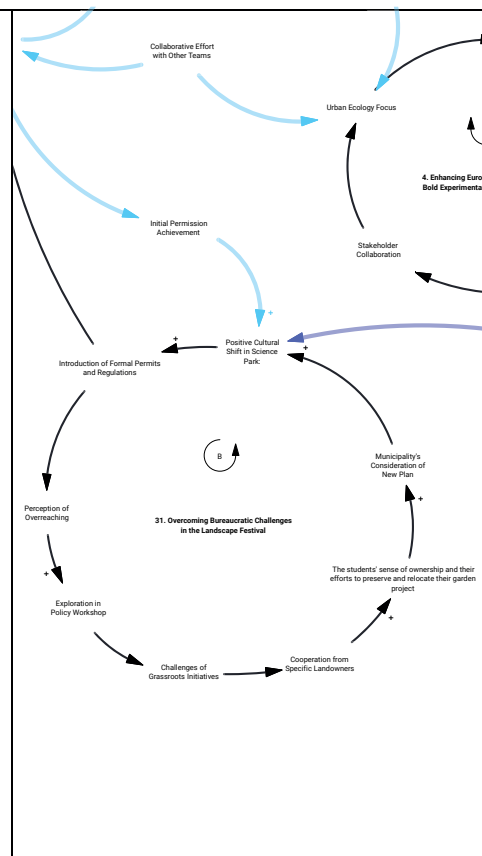
Amsterdam University College intervention is located, has displayed openness and flexibility. They expressed satisfaction with the temporary intervention and even indicated a willingness to support making certain elements more permanent based on usage and need. This demonstrates that there can be cooperation and financial contributions from landowners in some cases, which is a positive outcome for at least one of the interventions. For the other five interventions, as previously described, there were challenges and disagreements with authorities. However, there is still hope regarding the hortus (garden) created by the students. The students have a sense of ownership and attachment to the hortus. Initially, when they were informed that it needed to be removed, they expressed a strong desire to keep it. Subsequently, they collaborated on a new plan and proposed changing the location of the hortus. This new plan is currently under consideration by the municipality, offering a glimmer of hope for its preservation and relocation.

32. Broadening the Value Proposition of Greening Efforts in Urban Ecology.

Certainly, one crucial conceptual development that evolved during the project was the expansion of the core value proposition beyond just biodiversity to encompass a broader range of benefits related to greening efforts. Initially, the project started with a focus on biodiversity and the cultural positives associated with it. However, as the project progressed, it became evident that greening interventions had a wide array of benefits, including addressing heat islands, enhancing climate resilience, and, notably, improving mental health and well-being. The recognition of mental health benefits associated with greening initiatives became a significant factor in the project's development. This realisation was particularly relevant in the context of the Science Park, which is centred around research and education. The mental health benefits of spending time in green spaces, such as reducing stress, providing opportunities to disconnect from technology, and fostering a deeper connection with the natural world, were emphasised. This aspect of the project gained traction, especially at the Amsterdam University College, where a dedicated wild spot was established as a space for students to de-stress and improve their mental well-being.
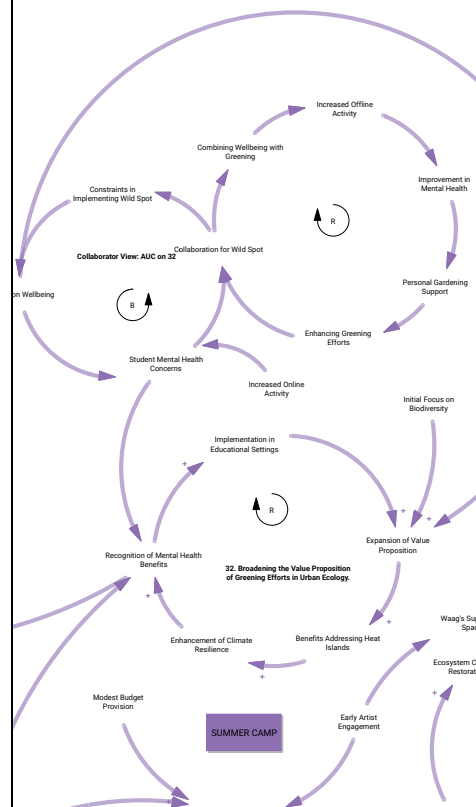
AUC (Collaborator View): Since Covid there were concerns about the students' mental health, as we saw them increasingly online and spending less time offline. The collaboration with Marta and Waag Futurelab to design a Wild Spot offered a chance to combine student wellbeing with greening efforts.

33. Enhancing Engagement with Decision-Makers in Community Projects

An important insight that emerged from our experiences in the project is the need to engage with key decision-makers and policymakers as a community, similar to our approach with long-term collaborations. This approach involves immersing ourselves in their world, understanding their needs, and finding ways to bridge the gap between our project's goals and their priorities. Rather than relying solely on occasional updates or invitations to our programs, a more sustained and immersive approach could be valuable in building stronger connections and garnering support from these influential stakeholders.
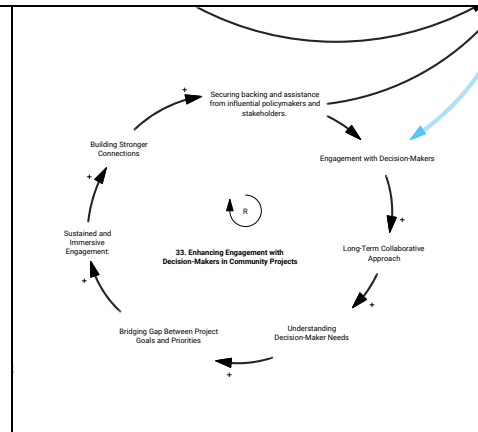
34. Navigating Policy Engagement Challenges in Experimental Urban Projects

We discovered the limitations of the guerrilla approach in our project. While we successfully introduced novel approaches, such as the Landscape Festival format and community engagement, we struggled to connect with the policy level. One possible reason for this disconnect is that policymakers may not yet fully recognise or understand these experimental activities. Despite the city's stated intention to make the city greener with citizen participation, there is often a lack of concrete understanding of what this entails at the municipal level. We realised the importance of being more strategic in bridging the gap between our project and policymakers. While initiatives like the Field Atlas and the green coalition infrastructure helped, pursuing permanent physical spaces like the hub may not have been in our best interest, as it could be seen as promoting a problem for those in power. Instead, we need to understand the perspective of policymakers better and find shared policy goals. This may involve having a hyperlocal focus and seeking allies higher up in the municipal structure who hold citywide agendas related to our project's goals.
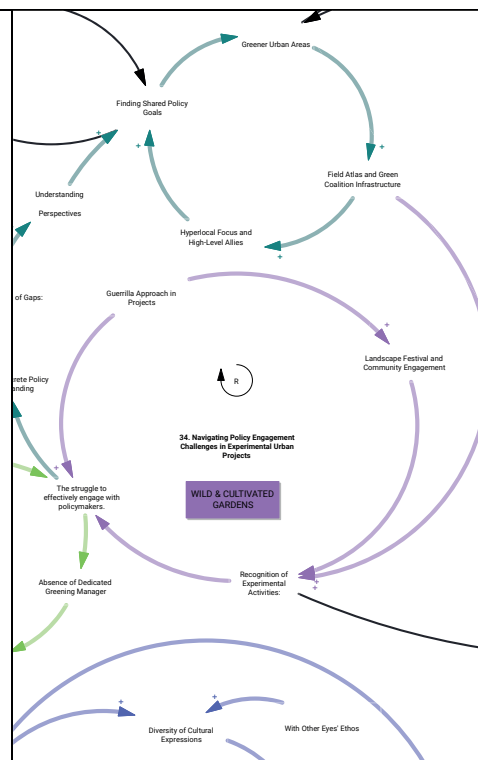
35. Addressing Organisational Gaps and Cultural Dynamics

Another crucial insight is the absence of an area manager specifically dedicated to greening and biodiversity within the municipality. The person we interact with on these matters often has a broader portfolio, including real estate development, which may prioritise corporate interests. This lack of dedicated authority and professional focus on greening and biodiversity within the municipal organisation has been a significant challenge in our project. These insights highlight the need for a more nuanced and strategic approach to engage with policymakers effectively and address the organisational gaps within the municipality related to our project's objectives. From a cultural perspective, there are several ongoing dynamics
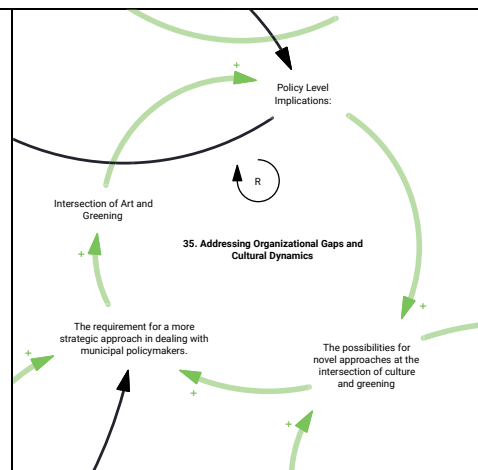
that are likely to continue to evolve in the coming years. These dynamics involve the intersection of artistic and cultural programming with greening initiatives. Exploring these intersections and trends in our way of working can lead to interesting developments, especially if we manage to bridge different sections of the municipality. It's clear that there is potential for further exploration and innovation at the intersection of culture and greening. This could also have implications at the policy level, creating opportunities for meaningful engagement and collaboration within the municipality.

AMSTERDAM, ASP

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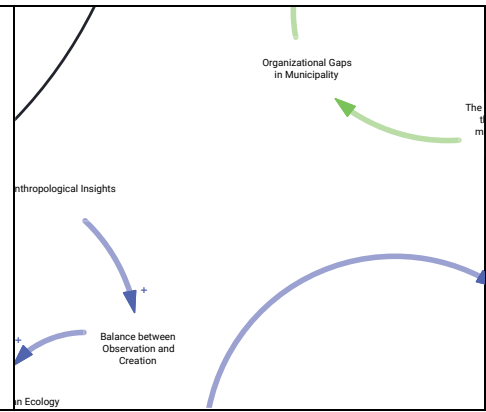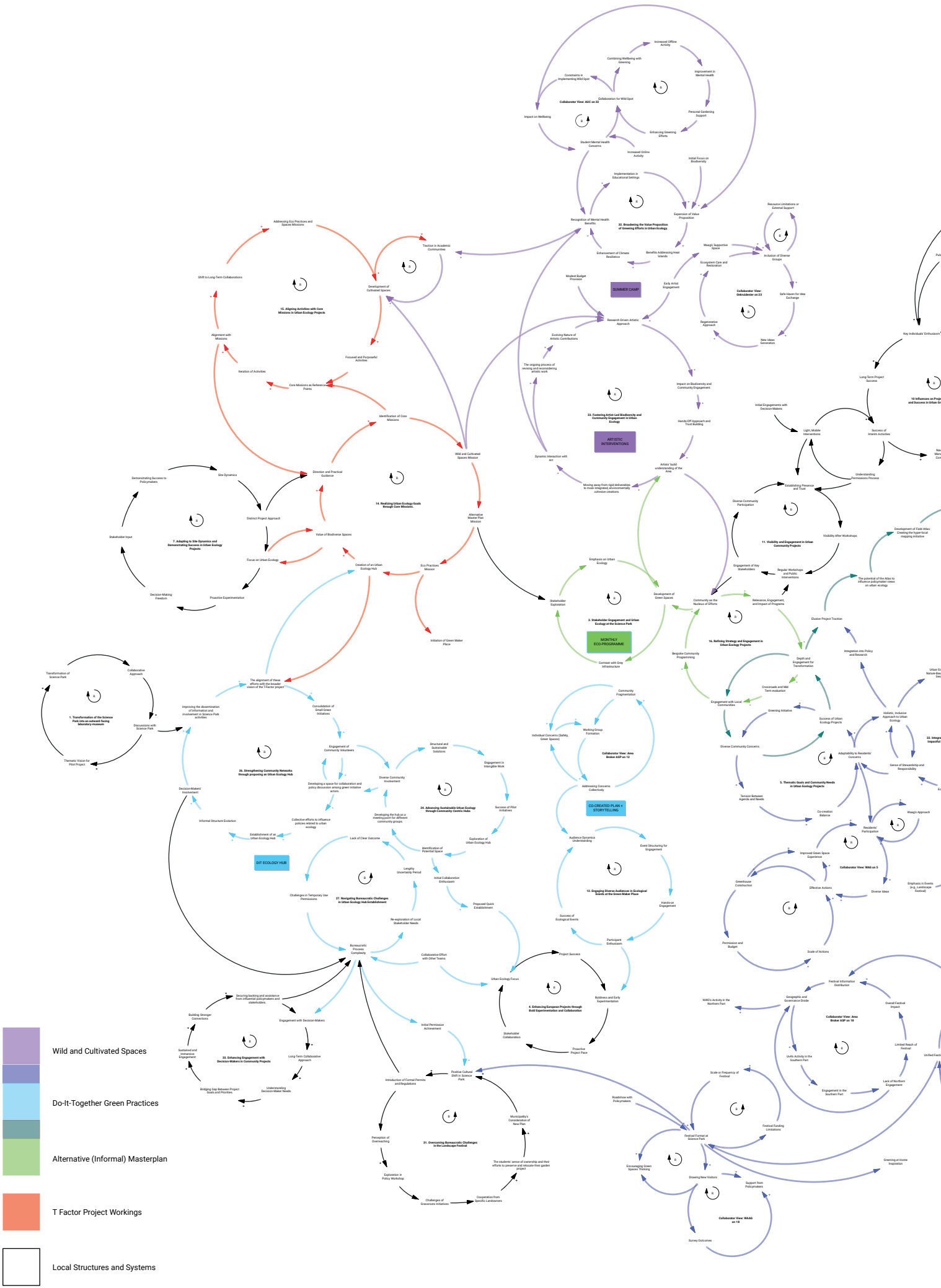
- Wild and Cultivated Spaces
- Do-It-Together Green Practices
- Alternative (Informal) Masterplan
- T Factor Project Workings
- Local Structures and Systems

Collaborator View: AUC on 32

Collaborator View: Onkruidenier on 23

Collaborator View: Area Broker ASP on 12

Collaborator View: WAG on 5

Collaborator View: Area Broker ASP on 18

Collaborator View: WAAG on 18

SUMMER CAMP

ARTISTIC INTERVENTIONS

MONTHLY ECO-PROGRAMME

CO-CREATED PLAN + STORYTELLING

DIT ECOLOGY HUB

Major labeled loops:

1. Transformation of the Science Park into an outward-facing laboratory-museum
3. Stakeholder Engagement and Urban Ecology at the Science Park
4. Enhancing European Projects through Bold Experimentation and Collaboration
5. Thematic Goals and Community Needs in Urban Ecology Projects
7. Adapting to Site Dynamics and Demonstrating Success in Urban Ecology Projects
10. Influences on Project Success in Urban Ecology
11. Visibility and Engagement in Urban Community Projects
12. Engaging Diverse Audiences in Ecological Events at the Green Maker Place
14. Realizing Urban Ecology Goals through Core Missions
15. Aligning Activities with Core Missions in Urban Ecology Projects
16. Refining Strategy and Engagement in Urban Ecology Projects
22. Broadening the Value Proposition of Greening Efforts in Urban Ecology
23. Fostering Artist-Led Biodiversity and Community Engagement in Urban Ecology
24. Advancing Sustainable Urban Ecology through Community-Centric Hubs
26. Strengthening Community Networks through proposing an Urban Ecology Hub
27. Navigating Bureaucratic Challenges in Urban Ecology Hub Establishment
31. Overcoming Bureaucratic Challenges in the Landscape Festival
33. Enhancing Engagement with Decision-Makers in Community Projects

Influence of
No-Facing Entities

Challenges in
Stakeholder
Engagement

Dual-Faceted Approach

Symbolic Support vs.
Direct Power

Engagement with Professional
Stakeholders

Priority on Co-creation and Workshops

**6. Balancing Project Goals and Realities
through Co-creation in Urban Ecology**

Understanding
Stakeholder
Aspirations

Familiarizing with
Stakeholders

Partnership and Understanding
Development

t Engagement
esting Initiatives

Balancing Urban Ecology
Agenda

Cultivating a
Network of Trust

Previous Engagements as
a Foundation

igating
agement
plexity

Integration of Ideas into Projects

Inclusivity and
Openness to the
City

**17. Leveraging Established Trust for
Collaborative Urban Ecology Initiatives."**

Transition to Long-Term
Collaboration

Merging Diverse
Visions

Stakeholder Expertise and Vision
Contribution

Comprehensive Green
Dimension Mapping

Speculative Master Plan: The
alternative approach that contrasts
with current reality.

Challenges in
Aligning Visions

Greener Urban Areas

Recording and
showcasing the
ecological
interventions in the
digital space

Transformation of Science Park: Adapting the
Science Park to align with broader ecological
goals.

Consultation with Partners: Engaging with new
and existing partners for insights.

Finding Shared Policy
Goals

Field Atlas and Green
Coalition Infrastructure

Challenge in Gaining Recognition

Field Atlas as a
Local Resource

**2. Integrating Speculative and Real-World
Approaches for Urban Ecology**

Policy and Biodiversity Focus: The
broader ecological policies and focus on
biodiversity.

Integration of
Perspectives: Merging
speculative and
real-world views.

Understanding
Perspectives

Hyperlocal Focus and
High-Level Atlas

Resource Limitations or
Public Interest

Scale or Frequency of
Events

Waag's Urban Ecology
Promotion

Bottom-Up
Approach

Engagement with
Governance Layers

**25. Developing the Field Atlas for
Comprehensive Urban Ecology Mapping**

Policy Level
Implications

Strategic Bridging of Gaps

Guerrilla Approach in
Projects

Landscape Festival and
Community Engagement

**Collaborateyw View: UvA &
ASP on 9**

Landscape Festival
Organization

Recognition and
Acceptance in the
System

Policy Goals
Alignment

FIELD ATLAS

API Interface with
iNaturalist

Field Atlas Prototype
Evolution

Intersection of Art and
Greening

**35. Addressing Organizational Gaps and
Cultural Dynamics**

Lack of Concrete Policy
Understanding

The struggle to
effectively engage with
policymakers.

Increased Public
Awareness

Festivals's Effectiveness
and Design

**9. Strategic Engagement and Recognition
in Governance for Urban Ecology**

ology and
ed Solutions
ions

Sharing
Localized
Insights

Positive Midterm
Review Feedback

The possibilities for
novel approaches at the
intersection of culture
and greening.

**34. Navigating Policy Engagement
Challenges in Experimental Urban
Projects**

Stakeholder
Engagement Efforts

Introduction of
Innovative Concepts

ing Diverse Perspectives for
Urban Ecology Interventions

Emotional and Cultural
Perspectives

The requirement for a more
strategic approach in dealing with
municipal policymakers.

Absence of Dedicated
Greening Manager

**WILD & CULTIVATED
GARDENS**

Recognition of
Experimental
Activities

Multi-Dimensional
Approach to Urban
Ecology

Broad Portfolio of
Municipal Contacts

Organizational Gaps
in Municipality

The difficulty faced due to
the lack of focused
municipal support on
greening

Policy
Layering

Impactful Urban
logy Interventions

Influence of Anthropological Insights

Lack of Strong
Implementation

Effective Urban Ecology
Projects

Diversity of Cultural
Expressions

With Other Eyes' Ethos

**8. Navigating Policy Layers and
Governance in Urban Ecology Projects**

Clarity in Ownership and
Management

Intangible
Benefits

Fluid and
Collaborative
Interventions

Community Participation
in Festival

Bridging Community Efforts and
Policy-Making

Governance Structure
Investigation

Focus on Perspective Shifts

Construction of Biodiversity
Interventions

Cultural Shift in Urban Ecology

**20. Cultivating Diversity and Perspective
in Community Festivals**

Rich Blend of Experiences

Showcase of
Collaborative Efforts

Ownership
Dynamics

Multi-layered
Management

**13. Cultivating Perspective Shifts and
Biodiversity Interventions in Urban
Spaces**

Appreciation for Nature

Community
Engagement

Tangible Results of
Collaboration

**21. Bridging Community Engagement and
Decision-Maker Involvement in Urban
Festivals**

Strategic Stakeholder Engagement
involving important
decision-makers and stakeholders
in the project.

Policy Scan at
Concluding Phase

Need for Improvements in
Alignment

Experience-led Approach

Community-Driven Urban
Interventions

Diverse Stakeholder
Engagement

The overall achievement and
impact of the festival

Tailoring of Interventions

Perception Gap between Ground-Level
Achievements and Decision-Makers

Disconnect Between Interactions
and Policy Objectives

FESTIVAL

Decision-Maker
Engagement

The tendency of corporate
logic to maintain status quo
assumptions

Policy Implications
Discussion

**29. Evaluating Alignment and Addressing
Disconnects in Urban Ecology Policy and
Projects**

Community-Centric
Engagement

Communication and
Coordination

Strategic Festival Framing

Relevance and Resonance with
Audiences

Loss of Original
Project Direction

Disappointing Project
Outcome

Implementation Gaps
Identification

**19. Collaborative and Co-Creative
Approaches in Urban Festivals**

Biodiversity Interventions
tailored to local needs and
preferences

Co-Designed
Interventions

Enrichment of Festival
Offerings

Doubts arising about the
effectiveness of the project under
corporate influence.

Lack of Support or
Alignment

**18. Festival Format as a Model for Urban
Greening**

The addition of cultural
elements to the festival for
depth and engagement

Continuous Feedback
and Refinement

Participatory Design
Approach

**28. Challenges of Corporate Influence in
Community-Driven Urban Ecology
Projects**

Resource
Consumption

Perception of Advancing
Policy Goals

ual Concept

Shift to Corporate-
Coded Initiative

Streamlining Permission
Processes

Replicability and
Adaptability

The hope that decision-makers
would appreciate the
community-driven nature of the
festival.

The directive to dismantle
the festival's interventions.

The lack of genuine
engagement with
community stakeholders

Adoption of Neoliberal
Network Approach

Plan for Extension of
interventions on site

Negative reaction from
authorities to the request for an
extension.

30. Navigating Policy Constraints

The concern about transitioning from a
temporary to a more permanent status.

Attempts to persuade
authorities to allow certain
parts of the festival to remain.

Disappointing Outcome: The
ultimate decision to remove the
interventions.

PILOT CAUSAL LOOP DIAGRAM

The previous page shows the combined causal loop diagram for the entire pilot including collaborator feedback. The image can be viewed digitally by clicking this:

https://acrobat.adobe.com/link/track?uri=urn:aaid:scds:US:a5e6a346-637c-3108-b406-ecc0c3ca12b9

PROTOTYPE NARRATIVES

The Amsterdam Science Park Pilot encompassed three strands of prototyping activity: "Wild and Cultivated Spaces," "Do-It-Together Eco-Practices," and the "Field Atlas: Alternative Masterplan." Each contributed to enhancing urban ecology. The first merged scientific and artistic approaches, focusing on biodiversity and community engagement. The second emphasised collaborative efforts, cultural integration, and addressing local community needs. The third offered a digital, interactive approach to urban ecology, integrating local wildlife observations with a comprehensive environmental view. Together, these prototypes aimed to foster a deep appreciation and understanding of urban ecology.

WILD & CULTIVATED GARDENS: Wild and Cultivated Spaces

The transformation of the Science Park into a laboratory-museum through the creation of "Wild and Cultivated Spaces" involved a multifaceted prototyping approach. It started with a vision of merging scientific and artistic practices for a wider audience. Critical to this process was stakeholder engagement to understand their experiences with urban ecology and green spaces, emphasising a bottom-up approach. The prototype required a blend of experimentation, collaboration, and balancing thematic goals with community needs. It navigated complex governance structures, focusing on visibility and trust-building through light, mobile interventions. The project aimed at shifting perspectives towards biodiversity, identifying core missions like eco-practices and integrating cultural elements to enhance community involvement.

DIT ECOLOGY HUB: Do-It-Together Eco-Practices

The "Do-It-Together Eco-Practices" for the DIT Ecology Hub in the Science Park involved collaborative brainstorming to define core missions like eco-practices and biodiversity, with a focus on community engagement through workshops. It aimed to enhance biodiversity by creating both wild and cultivated spaces and establishing an urban ecology hub for collaboration. The prototype prioritised involvement of local and marginalised communities and faced bureaucratic challenges, adapting to feedback for strategic changes. Cultural integration was key, involving artists to deepen appreciation for urban ecology, ultimately aiming to blend scientific methods with community and artistic engagement for a cultural shift in urban ecology appreciation.

FIELD ATLAS: Alternative Masterplan

The "Field Atlas: Alternative Masterplan" encompassed a comprehensive strategy for urban ecology. It focused on hyper-local mapping that integrates physical, cultural, and human dynamics, emphasising the area's green dimension. The prototype plan also includes a thorough environmental view, providing resources and tools for policy influence. Notably, it integrates wildlife observations with local activities through iNaturalist, using an API interface. Furthermore, it digitises traditional field note-taking into an interactive format, cataloguing various interventions and observations. This innovative approach aims to merge scientific data with cultural and community insights, offering a dynamic tool to understand and influence urban ecology effectively.

EMERGING THEMES

The Amsterdam pilot focused on transforming the science park into a laboratory-museum, bridging scientific and artistic practices through collaborative approaches and a shared urban ecology vision. It underscored the importance of long-term collaborations established post-initial programming, focusing on eco-practices and developing both wild and cultivated spaces. Stakeholder engagement was key, with a multifaceted approach to foster a cultural shift in urban ecology. The project engaged a diverse range of stakeholders, from local community members to experts, in developing green initiatives through a gentle

approach. Bold experimentation responded to community needs, altering perspectives and creating tangible ecological interventions. Events like the Landscape Festival demonstrated commitment to innovative solutions and community interests. The pilot balanced concrete goals with broader aspirations, aiming to create an urban ecology hub in the Science Park. However, complex ownership and management structures posed challenges, with difficulties in aligning the park's vision with grassroots ecological initiatives. The project moved towards a community-focused approach, engaging with local communities to achieve a cultural shift towards sustainable practices. Navigating bureaucratic challenges and engaging diverse stakeholders, from university officials to municipal representatives, was essential in aligning the project with broader ecological policies and the park's master plan.

Collaborative Approach and Urban Ecology Vision

Relating to the pilot's inception and focus on transforming a science park into a laboratory-museum that bridges scientific and artistic practices, collaborative approaches and a shared vision provided a consistent reference throughout the pilot's journey. They underscore the importance of long-term collaborations that were established after the initial programming phase, enabling simultaneous focus on eco practices and the development of both wild and cultivated spaces. These partnerships were crucial in engaging stakeholders in ecological practices while also nurturing cultivated spaces.

Stakeholder Engagement and Green Initiatives

Examining the project's focus on urban ecology reveals a multifaceted approach aimed at achieving a cultural shift in urban ecology. The strategy involved engaging a diverse range of stakeholders, from local community members to scientific experts, in the process of developing and implementing green initiatives. This engagement was characterised by a gentle approach, allowing the experiences and outcomes of the initiatives to naturally demonstrate their significance, rather than overtly emphasising it. This underscores the importance of inclusive and collaborative efforts in fostering a deeper understanding and appreciation of sustainable ecological practices.

Bold Experimentation and Community Needs

In European projects there can be tension between specific project agendas and broader community concerns. Bold experimentation in response to community needs centres on altering perspectives and creating immediate tangible interventions. This approach emphasised the importance of both shifting viewpoints and implementing practical ecological initiatives. Events like the Landscape Festival highlighted this focus, demonstrating the pilot's commitment to innovative ecological solutions while addressing community needs and interests. This captures the essence of marrying transformative ideas with concrete actions, illustrating the project's dedication to ecological innovation and community engagement.

Dual-Faceted Approach and Local Dynamics

This reflects the pilot strategy of balancing concrete goals with broader aspirations in the context of the Science Park. This approach was rooted in the project's three core missions, which highlight commitment to elevating the value of wild areas while actively enhancing cultivated ones through ecological practices. The goal was to create an urban ecology hub, using missions as practical tools to guide activities and address the dynamic needs of the Science Park.

Policy Layering and Governance Complexity

The complex ownership and management structure posed challenges in navigating the intricacies of project implementation. Difficulties arose in aligning the Science Park's vision with grassroots ecological initiatives. The park showed resistance to embracing hands-on, grassroots methods, instead favouring a polished, high-value image over improvised structures or organic biodiversity efforts. This highlights the intricacy of harmonising diverse visions and the governance structures that influence them. It emphasises the challenges of discovering common ground, merging distinct approaches, and cultivating a more inclusive and ecologically aware environment.

Community-Centric Interventions and Cultural Shift

The shift towards a more community-focused approach in urban ecology projects,

highlights the importance of engaging with local communities and understanding their unique needs and aspirations. The pilot demonstrated how fostering community trust and involvement can significantly impact the success of urban ecology initiatives. By prioritising local engagement and tailoring interventions to community needs, the project aimed to achieve a cultural shift, emphasising the value of collaborative, inclusive, and sustainable environmental practices.

Bureaucratic Challenges and Stakeholder Engagement

The complexities of navigating the Science Park's intricate governance structure created challenges in aligning the project with the park's master plan and broader ecological policies. This highlights the need to engage diverse stakeholders, from university officials to municipal representatives, and the challenges encountered in garnering support for green initiatives. It underscores the importance of balancing innovative ecological interventions with the constraints of bureaucratic processes and stakeholder interests.

CONCLUSION

T Factor's Amsterdam pilot's journey offers valuable insights and lessons for urban regeneration, presenting both opportunities and challenges for future initiatives. This conclusion reflects on key learnings, identifies gaps and opportunities, outlines next steps, and considers the project's legacy.

The pilot activities highlighted the significance of interdisciplinary collaboration by uniting artists, ecologists, urban planners, and local communities, demonstrating the power of diverse expertise. They provided learning into the critical role of community engagement, as active involvement from the local population played a decisive role, underscoring the importance of inclusive planning processes. The pilot demonstrated the practical application of sustainable practices and circular city initiatives, providing tangible examples of how environmental stewardship can be effectively integrated into urban settings.

In relation to gaps and opportunities, a significant gap lies in the challenge of integrating urban ecological principles into broader city governance and policy frameworks. This highlights the need to develop policies that can facilitate such integration effectively. The project's success at a local level presents an opportunity for scalability and replication. Expanding these types of activities to larger urban

areas offers promising potential and may yield valuable insights into their broader applicability. Lastly, there is an opportunity to explore technological integration further, potentially incorporating more technology-driven solutions for sustainability, such as smart urban planning tools or data-driven ecological monitoring. This avenue could open innovative approaches to urban development and environmental stewardship.

Looking ahead, there are several actions to consider. Firstly, considering the current achievements, the project could aspire to expand its reach, encompassing broader geographical areas and engaging a wider array of stakeholders. This expansion could further amplify its positive impact. Secondly, a key priority is to ensure the continuity of monitoring and evaluation efforts. This ongoing process is essential for comprehending the project's long-term effects and will provide valuable insights for shaping future initiatives. Lastly, it is useful to engage in policy advocacy, collaborating with policymakers to incorporate the project's insights into urban planning and environmental policies. This proactive involvement could help drive positive change at a systemic level and ensure the project's enduring influence.

The Amsterdam Science Park pilot is a standard for how urban areas can function as ecosystems that promote the well-being of both humans and the environment. It serves as a powerful testament to the effectiveness of collaborative, inclusive, and ecologically-minded urban planning, which transformed a physical space but also nurtured a community and a mindset deeply rooted in sustainability and ecological awareness.

2. BILBAO
Zorrotzaurre

PILOT AT ZORROTZAURRE, BILBAO

This chapter provides a comprehensive overview of T Factor pilot activities relating to urban regeneration in Zorrotzaurre, Bilbao. It discusses the city's transformation from an industrial hub to a cultural centre, emphasising the community's role and the impact of iconic architecture. The pilot activities, including university and community collaboration, participatory governance, and adaptive regulation, are detailed. Key sections discuss the pilot's missions, timeline, activities, prototypes, and emerging themes such as trust and innovation challenges. The conclusion summarises the project's outcomes and implications for future urban redevelopment.

The chapter is structured as follows:

(1) **Context:** The transformation of Bilbao is described, marking the city's transition from an industrial stronghold to a centre of culture and innovation. The description then shifts to explore the social dynamics and cultural vitality of Zorrotzaurre, emphasising the community's remarkable adaptability. Before outlining the comprehensive urban regeneration plans for Zorrotzaurre, which encompass pivotal changes in zoning and detail the diverse roles played by various stakeholders in this transformative journey.

(2) **Meanwhile Missions**: Details three pilot missions aimed at fostering inclusive urban development, focusing on university-grassroots collaboration, participatory governance, and enabling regulation.

(3) **Activity Portfolio:** Describes the collaborative projects and activities within the Zorrotzaurre Bilbao pilot, emphasising their adaptability, sustainability, and community engagement.

(4) **Pilot Timeline:** Provides a chronological overview of the project's key phases and milestones, including workshops, co-creation paths, and significant events.

(5) **Prototype Narratives:** Reflects on the experiences and challenges faced during the project, highlighting perspectives from various collaborators. Discusses specific prototype journeys developed during the project, relating them to the overarching missions of collaboration, governance, and regulation. Offers an analysis of the prototypes, considering their impact and the themes that emerged during their development.

(6) **Emerging Themes:** Identifies key themes like trust, community engagement, collaborative dynamics, the role of the municipality, and the challenges of innovation within a bureaucratic framework.

(7) **Conclusion:** Summarises the project's outcomes, learnings, and the implications for urban regeneration and collaborative governance in Zorrotzaurre.

CONTEXT

In the 1990s, Bilbao underwent a significant transformation in response to industrial decline. A diverse coalition emerged, aiming to reshape the city's economic, urban and cultural landscape. Their strategy was centred on iconic architecture, realised through Frank Gehry's titanium clad design for the Guggenheim Museum. The development catapulted the city to the forefront of the global 'starchitect' movement. Currently, residents in and around Zorrotzaurre anticipate the implementation of Zaha Hadid Architects parametric masterplan for the island.

Bilbao's Cultural Regeneration

Bilbao's journey from an industrial hub to a centre of culture and innovation represents a remarkable transformation, driven primarily by a strategic shift in response to economic challenges in the 1980s. Urban transformation was catalysed by the Guggenheim Museum emerging as a cultural anchor. The city diversified its economic base towards services, leisure, culture, and tourism. Regeneration was underpinned by a comprehensive cultural policy, which included the development of major cultural spaces and aligned with Agenda 21 for culture. Approximately ten percent of Bilbao's municipal budget was dedicated to cultural programming and infrastructure, emphasising the city's commitment to culture as a pillar of development.

Bilbao's approach to culture also focused on inclusivity and accessibility, ensuring that cultural activities reached all communities. The governance and strategic planning of the city emphasised values like equality, sustainability, and participation, with systematic evaluations of the cultural impact of its programs.

The integration of cultural and economic policies aimed to enhance Bilbao's global competitiveness and attractiveness. This included a focus on urban, economic, and social regeneration, along with improving the quality of life for its citizens. The long-term impact of these initiatives is evident in Bilbao's economic growth, increased tourism, particularly cultural tourism, and an enhanced global image as a cultural city. Bilbao's transformation demonstrates how culture can be a powerful engine for urban renewal and economic diversification.

The People of Zorrotzaurre

Historically, Zorrotzaurre was an alluvial plain on the outskirts of Bilbao, renowned for its market garden and tomatoes. The 1950s, marked a shift, under Franco's regime, the area underwent industrialization, earmarked as an enterprise zone. This period saw the construction of factories on traditionally agricultural land and the initiation of a canal project, which remained incomplete. Rather than evolving into an island as planned, Zorrotzaurre became a 'lost world' forgotten by the rest of Bilbao, with approximately four hundred residents living in seclusion. The 1990s ushered in changes for Bilbao, as it redefined itself. This period was characterised by significant urban development, yet Zorrotzaurre remained largely undeveloped, perceived as the city's last significant area of untapped potential and real estate value.

The social fabric of Zorrotzaurre's inhabitants was characterised by a robust sense of community and cultural vibrancy. Residents were adaptable and resourceful, and social life punctuated by celebratory events such as a carnivals and fiestas, which featured a blend of cultural and recreational activities. Daily life revolved around the central district, with the church, bars, playgrounds, and various community groups forming the nucleus of communal interactions. The neighbourhood was notable for its diverse composition and a culture emphasising tradition, and collective values, leading to autonomous organisation. The presence of arts organisations and squatters occupying various buildings, including a disused sailcloth factory, contributed to cultural and artistic values. The people of Zorrotzaurre embraced autonomy, artistic expression, and alternative lifestyles. They resisted regeneration with staunch activism and the slogan 'Erribera Bizirik'(The Riviera Lives).

The Zorrotzaurre Regeneration Project

Zorrotzaurre reached its industrial peak in the mid-sixties, following the Deusto Canal's partial opening by the Bilbao Port Authority. This led to the consolidation of various industrial activities, particularly those associated with port activities on both canal sides and on the former Deusto bank. However, the 1970s crisis severely impacted the local industrial network, leading to a gradual decline, closure of industries, and deterioration in the quality of life due to aging infrastructure.

The General Plan for Urban Planning in Bilbao, established in 1995, reclassified Zorrotzaurre from an industrial to a residential zone. The detailed urban design of the area was later defined by a Special Plan. In 2001, a Management Commission for the Urban Development of Zorrotzaurre was formed, comprising both public and private owners, to oversee the area's urban regeneration.

The development plan, by Zaha Hadid Architects, was initially drafted in 2004 and revised in 2007. It included fully opening the Deusto Canal, transforming Zorrotzaurre into an island to improve flood protection. Bilbao City Council approved the Zorrotzaurre Special Plan in November 2012, followed by the approval of the Urbanisation Action Programme of the Zorrotzaurre Integrated Action Plan 1 and the Agreement for managing Execution Unit 1 of the Integrated Action Plan 1 in October 2013.

The Zorrotzaurre Plan comprises two main areas (Integrated Action Plan 1 and 2), with Integrated Action Plan 1 further subdivided into Execution Units 1 and 2 for phased development. The first phase, Execution Unit 1 of Integrated Action Plan 1, commenced following the establishment of the Contracting Board on October 15th, 2013.

MEANWHILE MISSIONS

The Zorrotzaurre Bilbao pilot's missions comprise three integrated efforts to foster more inclusive urban development. Mission 1 promotes collaborations between universities and grassroots initiatives, focusing on urban challenges. Mission 2 emphasises the creation of participatory governance models for innovation ecosystems, while Mission 3 seeks to establish clear regulations for temporary uses, underpinning cultural and creative activities. These missions are adaptive and synergistic, realigning based on evolving urban dynamics and stakeholder needs, especially in the face of accelerated urban transformation processes.

Mission 1: Triggering University/Grassroots Collaboration

Objective: This mission seeks to amplify university-grassroots collaboration in Zorrotzaurre. It aims to combine academic insights with grassroots expertise, addressing urban development challenges. Through joint initiatives with students, the mission fosters mutual trust, harnesses local knowledge, and unlocks innovative solutions for community-oriented urban progression.

Key Features:

- University-Grassroots Collaboration: A deliberate partnership between academic institutions and local grassroots initiatives.
- Local Challenge Addressal: Leveraging combined expertise to tackle specific urban development issues.
- Trust and Knowledge Building: Facilitating interactions between students and the community to enhance trust and unlock new skills.

Mission 2: Collaborative Governance

Objective: This mission emphasises 'Collaborative Governance.' It is centered on crafting participatory governance structures for Zorrotzaurre's innovation ecosystem. By exploring and adapting successful European governance models, it aspires to cultivate an inclusive, resilient, and trust-based framework for urban regeneration, ensuring broader stakeholder involvement and a harmonised redevelopment approach.

Key Features:

- Participatory Governance: Emphasis on inclusive decision-making processes.
- European Model Inspiration: Drawing from successful district-level governance models across European cities.
- Inclusive Urban Regeneration: Ensuring a more transparent, resilient, and trust-based redevelopment approach.

Mission 3: Enabling Regulation

Objective: This mission focuses on developing clear and reliable regulations for temporary activities in Zorrotzaurre. This initiative aims to support current and future cultural and creative projects, enhancing the area's vibrancy while ensuring a structured and consistent approach to bottom-up urban placemaking.

Key Features:

- Clear Regulatory Framework: Development of unambiguous and consistent regulations for temporary uses.
- Support for Cultural Initiatives: Ensuring both existing and future cultural and creative endeavours have a solid regulatory foundation.
- Bottom-up Placemaking: Advocating for community-driven urban development and engagement through well-defined regulations.

ACTIVITY PORTFOLIO

The Zorrotzaurre Bilbao activity portfolio comprises three interconnected clusters mirroring the missions. Central is the 'meanwhile co-creation programme' that collaboratively addresses urban challenges involving universities and grassroots entities. Surrounding this core are research, design, and engagement activities aimed at establishing long-term collaborative frameworks, adapting to evolving urban requirements.

Key Features:

- **Collaboration**
  By actively promoting partnerships between academic institutions, grassroots initiatives, and domain-specific experts, the portfolio recognises the strength that lies in collective effort. This teamwork not only facilitates the pooling of diverse insights and expertise but also promotes a holistic approach to urban development. Such collaborative undertakings serve as a conduit for mutual learning, ensuring that the solutions generated are both innovative and resonant with the needs of the broader community.
- **Urban Challenges**
  The portfolio has a clear directive to address pressing urban challenges. With focal points on environmental adaptability, sustainable practices (circularity), and societal well-being, it demonstrates a commitment to comprehensive urban growth. By taking on these multidimensional challenges, the portfolio seeks to ensure that urban transformations are not just infrastructural but also sustainable, socially inclusive, and environmentally responsible.
- **Learning and Co-Creation**
  A distinctive feature of the portfolio is its emphasis on experiential learning and co-creation. Rather than traditional top-down strategies, there's an encouragement for hands-on, ground-up initiatives. Students, as active participants in this co-creation process, are not just passive recipients but active contributors. This approach not only equips them with real-world problem-solving skills but also ensures that the solutions generated are innovative, practical, and in tune with current urban challenges.
- **Research-Driven Decision Making**
  Every initiative within the portfolio is deeply rooted in research. This evidence-based approach ensures that decisions aren't made on intuition alone but are grounded in comprehensive studies, findings, and data-driven insights. By placing research at the forefront, the portfolio underscores the importance of informed decision-making, optimizing strategies to yield the most effective and impactful outcomes.
- **Community Engagement**
  Community engagement stands out as a pivotal theme. Recognising that urban development affects every community member, the portfolio prioritises transparency and inclusivity. Through consultations, workshops, and local events, the

portfolio ensures that a broad spectrum of voices is heard. This participatory approach guarantees that the projects not only cater to immediate needs but also resonate with the broader community's aspirations and visions.

- **Adaptability**
  The dynamic and evolving nature of urban landscapes necessitates adaptability, a theme clearly embedded in the portfolio. With a readiness to pivot based on external changes, feedback, or unforeseen challenges, the initiatives within the portfolio showcase resilience. This adaptive strategy ensures the continued relevance and efficacy of the projects amidst shifting circumstances.
- **Sustainability**
  Sustainability transcends the portfolio's approach. By emphasising 'meanwhile' usage, there's a focus on creating solutions that address immediate urban needs without compromising or inhibiting future development potentials. This forward-thinking, eco-conscious approach ensures that urban transformations are not ephemeral but leave a lasting, positive imprint on the community and environment.

PILOT TIMELINE

The Zorrotzaurre pilot, initiated in early 2022, began with a distinct vision centred on collaborative governance, sustainable urban design, climate adaptation, and circular economy principles. The project's phases were organised, starting with foundational workshops and the creation of an Owners' Board in August 2022, which expedited the urban transformation in Zorrotzaurre's central area. Integral to its approach was the collaboration with universities, promoting co-creation pathways in climate adaptation, circular economy, and social urban design. These initiatives, underscored by milestones like the Innovation Jam and diverse local events, aimed to produce practical, actionable outcomes. As the project advanced into 2023, with the completion of key pathways in June and a continuous emphasis on evaluation and prototype development, the Zorrotzaurre pilot demonstrates sustainable urban development, underscoring the significance of participatory planning, ongoing learning, and academic-community partnerships in moulding contemporary cities.

Pilot Timeline

Pre 2022
Initial conceptualisation of the Zorrotzaurre pilot, with three primary missions outlined.

2022

Early 2022
Initiation of the Zorrotzaurre pilot.

May 2022
Collaborative governance workshop held in Bilbao, involving representatives from multiple European cities (24/25 May).
Expert workshop on enabling regulation for meanwhile use conducted online (6 May).

August 2022
The constitution of the Owners' Board for the island's central area (29th of August).
This event accelerated the urban transformation phase.

Fall 2022
Commencement of planning for the three co-creation paths.
Preliminary meetings and workshops launched, including the Innovation Jam.

September 2022
Implementation phase for the three co-creation paths begins.
Co-creation path on Climate adaptation and resilience with University of Deusto commences (planned for two semesters). Co-creation path on circular economy with University of Mondragon begins (planned for two semesters).
Co-creation path on Urban design for sociality and well-being with IED Kunsthal starts (planned for one semester and subsequent extracurricular activities).

Bilbao - Zorrotzaurre

Pilot Timeline

January 2023

Conclusion of the Urban design for sociality and well-being co-creation path's initial semester.

June 2023
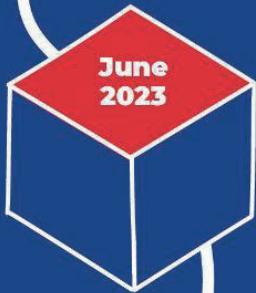
Anticipated conclusion of the Climate adaptation and resilience and Circular economy co-creation paths.
Expected showcasing of prototypes through local events and fairs.
Evaluation focus-group involving stakeholders from all co-creation paths to be conducted.
Conclusion of the research stream on grassroots initiatives.

June 2023
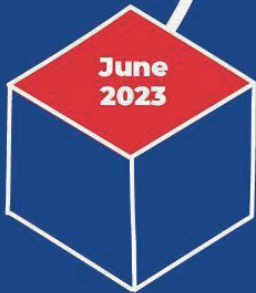
Exploration of further development opportunities for the prototypes.
Final report with recommendations for smooth transitions in Zorrotzaurre to be released.
Outline and define long-term collaborative efforts under the Civic Design Council.

Bilbao - Zorrotzaurre

PILOT NARRATIVE

The following text is based on conversations with the core delivery team of the pilot, which took the form of narrative interviews. Notes written from the interviews were shared with the pilot, who made edits and refinements, before small causal loop diagrams were sketched from each paragraph, the first towards visualising the data. Before these loops were colour coded and combined into larger pilot diagrams, relevant sections were shared with pilot collaborators, such as Invest Bilbao and the T-Labs who added their perspectives on the narrative. The aim of the work was to highlight the complexity and challenges faced by each pilot in their specific local context and document nuance and efforts not covered by the other deliverables. Challenges faced by the pilots included how to collaborate and interact in meaningful ways, to build coalitions, and how to prototype in relation to exiting systems and structures, such as dense and bureaucratic urban development systems and local politics.

Ribera Zorrotzaurre Pilot Narrative and Corresponding Causal Loops

1. Inertia from Past Dynamics and Overcoming Initial Scepticism

Our involvement in T-Factor has been shaped by the existing context and stage of the regeneration process. The challenges we encountered are tied to past events and relationships established before T-Factor's inception. These past dynamics have created a certain inertia, which hasn't always been beneficial. Citizens and local residents initially viewed us with scepticism due to existing preconceptions. They perceived us as representatives of public bodies, which they distrusted. They felt, "Here's another European project. We've seen the municipality of Bilbao's involvement before, and they've not brought solutions. They might make promises that won't benefit our neighbourhood." Overcoming this scepticism was a significant challenge. Although we've made strides, the past three years have seen rapid changes in the area. With the onset of construction and demolition of old buildings, residents' apprehensions and frustrations only grew. This environment made it challenging to establish trust. Additionally, there were already existing conflicts and divergent interests among grassroots groups on the island. These tensions, present before T-Factor, affected us. For instance, disagreements between key community

| *representatives and our T-Factor partners sometimes hindered collaboration.* | |

2. Shift in Perception with Tangible Progress

As the process progressed, challenges seemed to mount. However, a turning point for us was the actual construction of our prototypes. Until then, we'd presented ideas and narratives that residents found hard to trust. But when they witnessed tangible progress — actual buildings and developments — their perspective shifted. This tangible action, more than just words, began to alter their perceptions. Our efforts in co-creation, initially fraught with difficulty, began to yield results as we moved from mere talk to actual execution. This helped us start to gain the community's trust.
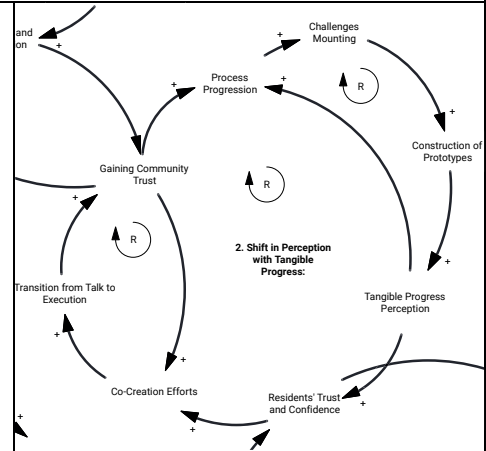
3. Aligning with the T-Factor Narrative and Challenges in Decision-Making

The initial challenge for me was grasping and aligning with the T-Factor narrative, ensuring we shared a common language and understood its goals and scope. Deciding on a pilot strategy was also challenging, especially when tasked with implementing something innovative. The question was, what qualifies as innovative for the island? With varied partners like academia, consultancies, grassroots organisations, investors, and city councils, discussions were intense. I believe the complexities we faced in Zorrotzaurre are similar to those in other cities with their unique histories, often marked by social conflicts and tensions. As a municipal employee, my involvement was tricky. Typically, we act as facilitators, making things happen in the city. Given that the public sees us as civil servants, our primary duty is to cater to the community's needs.
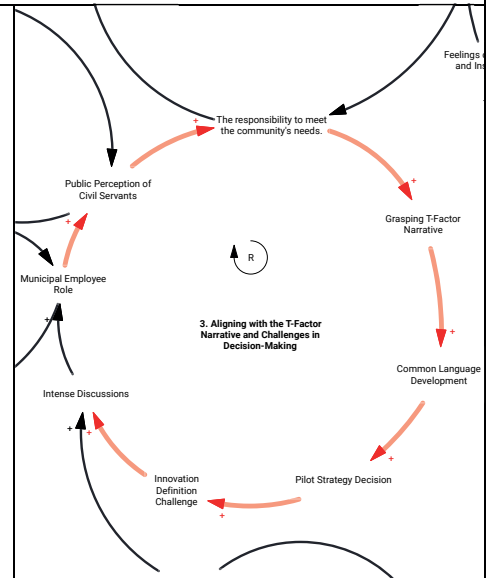
4. Local Resentment and Self-Initiated Community Activities

In this situation, the local residents held strong resentment towards the city council, viewing us as adversaries. These feelings are not unfounded, given the current state of the island. Essential services are lacking, with infrequent transportation and a sense of isolation from the rest of the city. The absence of public services and community spaces has driven residents to take matters into their own hands, such as occupying a building for community activities and assisting immigrants living in abandoned structures. They've shown tremendous commitment to the area, filling gaps left by the city council. However, T-Factor provided me with a fresh perspective and narrative, distinct from the city council's usual stance. It allowed me to mediate and intervene, albeit with less success than I had hoped. Once I fully grasped T-Factor's message, I
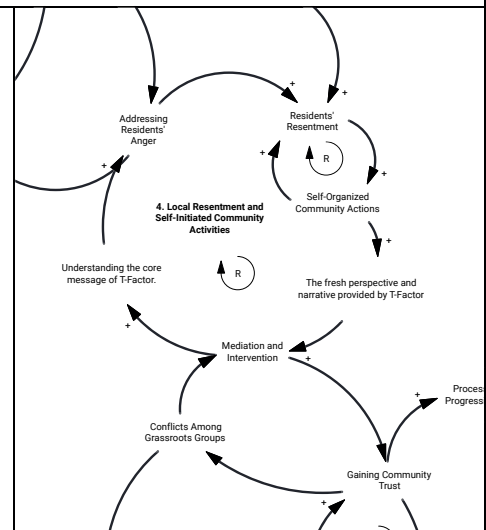
found a position from which I could confidently voice my thoughts. This is crucial for me. Emphasising our mission to promote collaboration between higher education institutions, grassroots organisations, and the city council is pivotal. We are truly breaking down barriers. In this pilot, the municipal employee's role is arguably the most challenging, being the face of the public administration. To address the underlying anger of the residents, as mentioned, the palpable absence of public services on the island is undeniable. However, I think their discontent has deeper roots. They've expressed to us repeatedly that they felt excluded from the regeneration planning process. Their perspectives and needs weren't considered in the regeneration plan made over a decade ago. This longstanding resentment already set the stage when we introduced T-Factor.
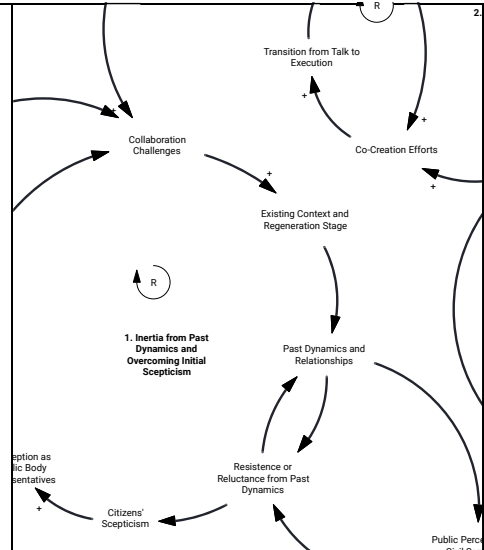
5. Reconciling Prototypes and Community Impact with Policy

On a personal note, when we initiated T-Factor, I saw it as a golden opportunity to introduce something positive to the neighbourhood, to show them they were being heard. With our prototypes, I hoped we could offer something resembling public services or beneficial infrastructure. However, I must admit my own frustrations. Our ability to influence policies and genuinely provide services or infrastructure beneficial to them was incredibly limited. Despite the positives, like the tangible success of building the prototypes, my overriding feeling was one of frustration due to our limited impact. Honestly, when we began the project, I had envisioned us wielding more influence than we eventually did. However, this week has offered a silver lining, particularly in terms of narrative. Just a few days ago, we deliberated on the future and lasting impact of our prototypes. One prototype, constructed three months ago, has been exceptionally well-received by the community. Instead of being a mere proof of concept, it's on its way to becoming a more permanent fixture. Although we're uncertain about its long-term stability, we're committed to investing further resources to enhance this prototype given the encouraging feedback from its initial phase. This success provides some solace, counterbalancing earlier frustrations. While our broader influence might have been limited, the small strides we've made have genuinely benefited the community. This positive impact is my current takeaway from our activities in Zorrotzaurre.
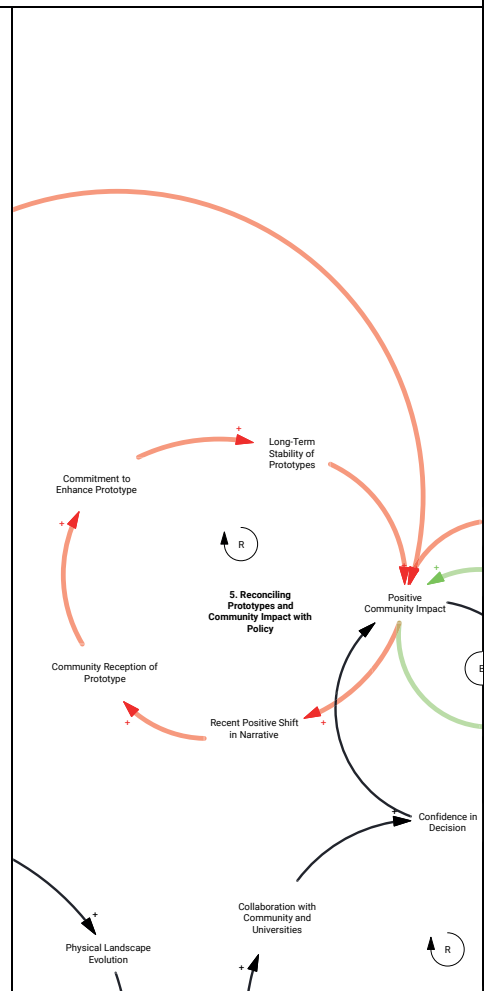
6. Challenges of Collaboration and Fostering Trust Among Partners

I agree with your perspective. However, I'd like to touch upon the intricacies of designing, planning, and executing activities among various local partners. Take, for instance, the situation with Zorrotzaurre, we're not based on the island, making it challenging given the constant changes there. The island's physical landscape is evolving daily. Just recently, access to the island was altered, and soon, two new bridges will be opened. Beyond these infrastructural changes, there are pressing social challenges. The presence of many migrants living in abandoned buildings has led to communal tensions. While only a few might be involved in criminal activities, the overall difficult living conditions exacerbate negative perceptions. Residents feel neglected, and certain areas on the island evoke feelings of insecurity and fear. This atmosphere leads to insecurity, which inevitably impacts our project. Through our efforts, we aim to give voice to not just the residents but also students, university affiliates, and professionals on the island. The aim is to foster an environment of trust and collaboration. The ultimate goal for us is to establish a collaborative entity that brings all partners together to enhance the quality of life for the island's residents. Achieving this remains challenging. Often, I feel that a more hands-on, face-to-face approach would be beneficial, yet it's not always feasible. Integrating T-Labs into this process has been another hurdle, given their commitments to other pilots and activities.
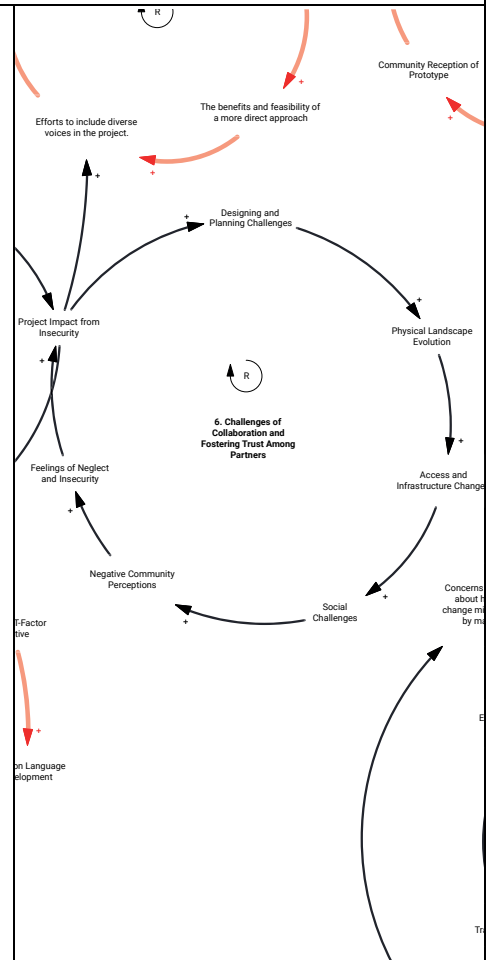
T-Lab 6 (Collaborator Perspective): On the matter of collaboration, I think one of the most commendable things I got to witness from the local coallition is how much they were able to achieve in such little time, given the fact they were more or less starting from scratch. It has been said many times, the context in Zorrotzaurre has been a complex one since day one. There were underlying dynamics and rapid change all around the pilot, which to me, added to the challenge of fostering strong collaborations, but I think in the end it was a successful enterprise. This success, to me, is not necessarily only that captured on paper, rather it found in the self-started collaborations between the actors that were invited to participate in the pilot activities after these activities ended, outside of the T-Factor context and without the pilot or the T-Labs mediating. To me, this is a true measure of the pilot's efforts yielding results, because this self-starting collaboration is what ultimately would make a collaboration network sustainable.

T-Lab 7 (Collaborator Perspective): As an external expert collaborating with the local Coalition in Zorrotzaurre, I recognise the fundamental need of having some sort of embeddedness in the context to be really able to grasp and understand real needs on the ground. The island is rich in ongoing activities and creative contributions, many of them not so visible and yet so vital to maintain a degree of vitality and liveability. However, the fact of working as a team involving both 'insider' and 'outsider' perspectives likely helped in overcoming moments of inertia and making decisions. There were several moments of internal conflicts and discussions along the way, which I think largely reflect the diversity of standpoints that surround the redevelopment. External perspectives were possibly an important ingredient to mediate and negotiate among decisions and interests, and to foster some sense of connectedness and shared intent.

7. Navigating Team Dynamics and Responsibility Ambiguity in Online Collaboration

While this approach fast-tracks our collective learning by fostering knowledge and experience sharing, it also brings its own set of challenges. At times, it's unclear whether I should take the lead on a task or collaborate with others. Determining responsibility for specific tasks can be ambiguous. Moreover, true creativity often flourishes in face-to-face interactions. Online brainstorming has its limitations; after virtual meetings, new issues might surface, leaving one without immediate peers to discuss them. Nevertheless, this experience has been enlightening. I remain optimistic, even in the face of these challenges. Our team dynamics are positive, and while my role represents the city council, we've managed to foster good relationships, navigating diverse backgrounds.
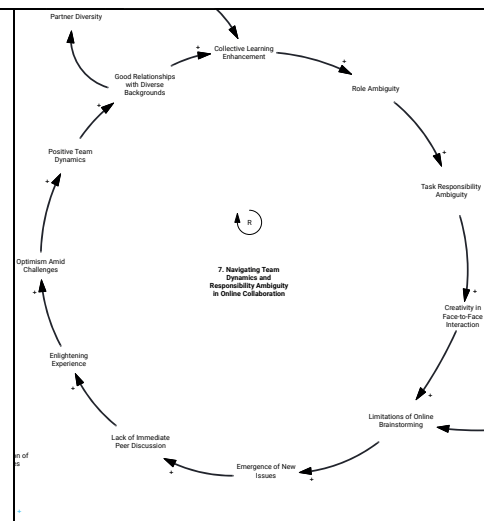
8. Learning to Coexist with Differences in Collaborative Efforts

While we had a positive relationship beforehand, it's undeniable that events on the Island have sometimes strained our dynamics. It's something we need to address, but perhaps such challenges are an inherent part of collaborative efforts. One valuable lesson from my career is that unanimous agreement isn't always achievable. What's vital is learning to coexist with these differences and disagreements. This is a significant part of our collective learning journey. This might seem personal, but the human factor is pivotal for the project's success. Not everyone is equipped to handle such challenges, and I often find myself introspective and self-reflective. It's crucial to recognize that projects aren't just about institutions; they're about people. I believe you'd agree, but it's worth emphasising the point.
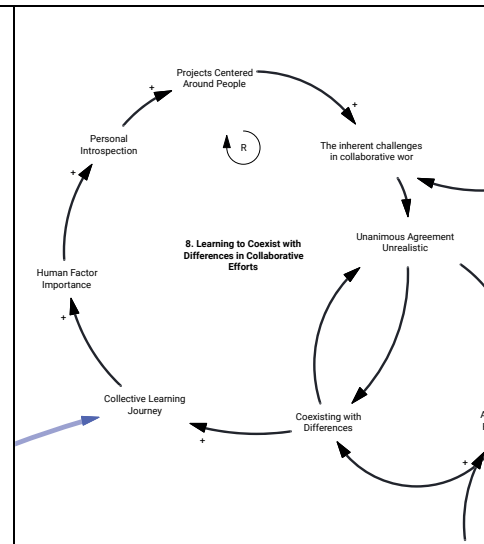
9. Roles and Misconceptions in the T-Factor Ecosystem

I'd like to delve deeper into the roles various partners play within T-Factor, a dynamic that's likely mirrored across different cities and initiatives. As you pointed out, understanding the roles of T-Labs and the agency within the broader T-Factor ecosystem presented challenges. However, based on my prior experiences in similar projects, such initial hiccups are common. What became evident as T-Factor progressed was that the primary function of the Agency and T-Labs wasn't to possess local knowledge and insight—that was the role of the local coalition. Instead, their role was to ignite and catalyse the process. Without the intimate local knowledge or physical presence, they couldn't delve into the specific issues of each locale. They were, in many ways, even more removed than I was, being situated in different countries. However, what they successfully achieved was providing inspiration and kindling innovative ideas. At the
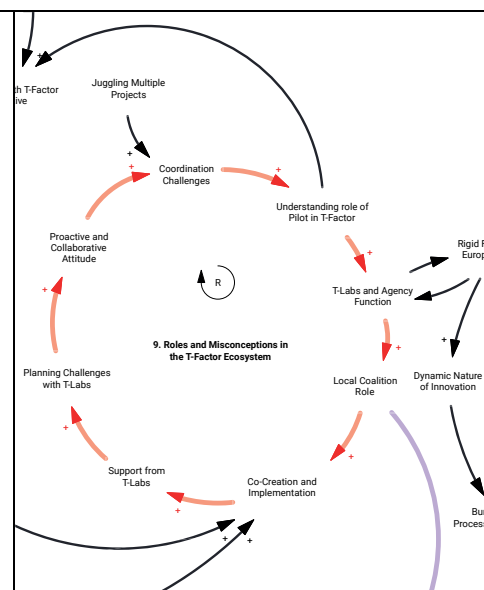
project's onset, there might have been a misconception among some partners. They possibly viewed T-Labs and the Agency as service providers, expecting a fully fleshed-out plan ready for implementation. This wasn't the case. While they could offer tools, expertise, and a framework, the actual co-creation and implementation rested with the local coalition. Understanding this distinction was initially a hurdle for many partners, but with time, we all recognised the setup's true nature and operated accordingly. Starting our venture in a post-pandemic environment certainly added a layer of complexity. However, Bilbao's project has received unparalleled support from T-Labs, fostering a positive and constructive relationship. There were times when we made errors in planning activities that involved T-Labs, especially when they weren't clearly defined or structured. Yet, T-Labs was understanding, offering valuable advice. Our rapport with T-Labs has been commendable. The individuals making up the Bilbao T-Labs team have consistently displayed a proactive and collaborative attitude. This experience has been truly rewarding for me. However, even with strong relationships, issues like geographical distance and differing schedules made coordination challenging, especially since each of us was juggling other projects alongside T-Factor.
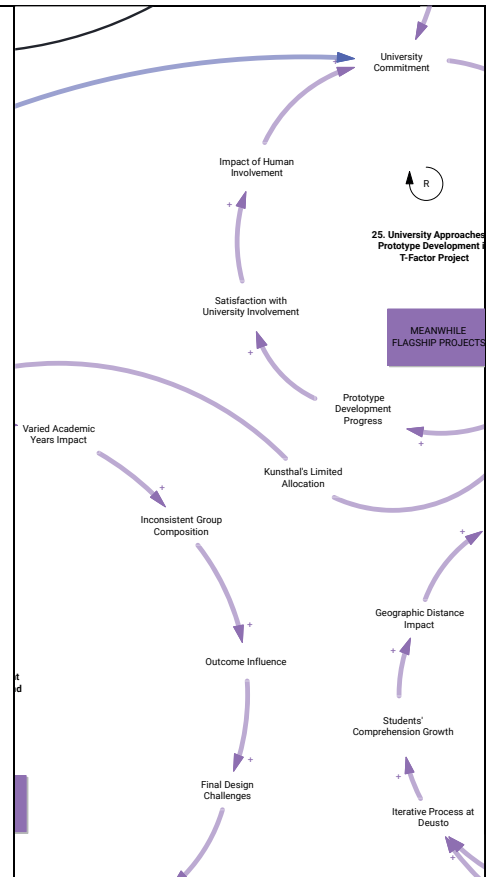
T-Lab 6 (Collaborator Perspective): I can only agree with the previous reflection, as this was my experience with other pilots, even at the probing stage before we were matched. The boundaries and nature of the relationships between pilots and T-Labs perhaps needed to be more explicitly articulated from the get-go. Even if it is true that pilots sometimes expected T-Labs to have the answers, T-Labs also were unclear on the level of involvement we were supposed to have with the pilots, at least speaking for myself. Sometimes I found that the work pipeline for T-Labs did not always match what was going on site. It would have been easy to follow the T-Cycle stages to the letter and stop the lab's intervention as soon as we checked all the marks, but this approach simply did not reflect the needs of the pilots. I can only speak for myself, but also from the shared work with my T-Lab colleagues, I think we always tried to help out to the best of our ability even if it wasn't our station, or not part of the planned work. I think it is valuable to reflect on the role of clarity and how that influences the success of the pilot-T-Lab collaborations. As already mentioned, the blurry boundaries and uneven expectations between pilots and T-Labs was one of the examples of the challenges the team had to navigate. But I think this is also a valuable point to reflect upon when looking at the full picture of T-Factor. Whenever there was clarity, things ran smoother. However achieving this clarity required a lot of work. It needed consensus, which in turn, required initiative to make compromises in regard to the uncertainty where the pilot activities sat. This is to say that expecting full clarity from the get-go is perhaps not a fair request to make, given the iterative nature of a collaboration such as the one between the Bilbao pilot and the T-Labs. However, looking back on the evolution of the pilot, clarity does not always mean to have all the answers from the beginning. It simply means for everyone to be on the same page and agree that, even if we're taking a step into the unknown, we're all stepping in the same direction and tackling together what may come along the journey.

T-Lab 7 (Collaborator Perspective): Collaborating with a local pilot from remote has been challenging in many ways, especially at the beginning. When we stepped in as T-Labs, the local Coalition in ZZ was still in a phase of exploration and scoping. I realised soon that in the case of ZZ, we shouldn't expect a clear brief or specific demand for external support, but rather endorse a more proactive approach that, although preliminary and detached from the local context, could allow each other to make

sense of possibilities and pathways of collaboration. Travelling to the island and being there with the local Coalition was a huge game changer, and the most effective way to unfold a collaborative spirit.

10. Journey of Collaboration and Role of Civic Design Council

In terms of our collaborative approach, our journey began with meetings within the local coalition, which later included T-Labs. When we initiated the co-creation program for the prototypes, we expanded our collaboration to include universities, educators, and professionals. This led to the formation of three distinct groups for each prototype. We maintained regular bi-weekly meetings, ensuring structured interactions. Perhaps what needed improvement was the inter-group coordination. However, the introduction of the Civic Design Council, which brings together prototype working groups, local coalition members, and T-Labs, has been pivotal. It's helped in creating a unified narrative and vision. In my view, the Council's role has been instrumental in aligning our efforts.
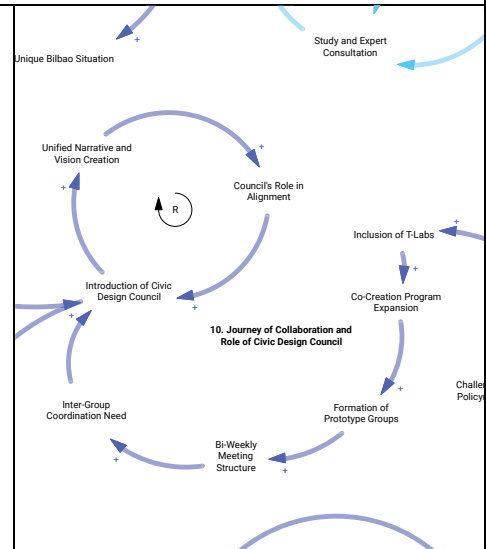
11. Challenges and Advantages of Involving Grassroots Initiatives

Although the establishment of the Civic Design Council stands out as a significant achievement, it's the process that captures my interest. One unique aspect of our local coalition in Bilbao was the inclusion of a pioneering grassroots initiative on the island, namely Espacio Open. This situation, distinct to Bilbao and not replicated elsewhere, had both its advantages and challenges.
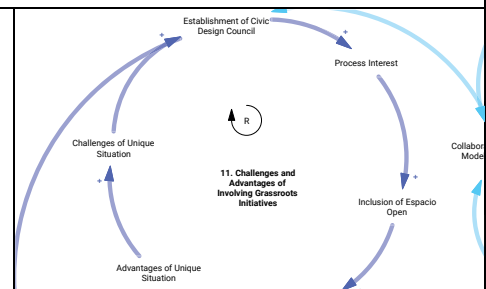
Espacio Open (Collaborator View): The Cookie Factory ecosystem is inherently horizontal, as we aimed to avoid evolving into a large organisation that could potentially monopolise funding and overshadow other initiatives. We actively assisted numerous grassroots projects in securing spaces by mediating with property owners, who are currently in a precarious position due to delays in the building's expropriation process. Once dialogues were initiated, we preferred that each project negotiate their rent directly with the owners, rather than through us. While creating a megastructure to manage everything was an alternative, we chose a different path, believing it to be the right decision. This approach fostered a horizontal, informal governance within the ecosystem, where trust and mutual respect were paramount. Consequently, the terms for each collaborative project had to be negotiated on a case-by-case basis, in a more decentralised manner.

12. City Council's Resonance with T-Factor's Vision and Internal Challenges

Having one of the pioneering grassroots initiatives on board was beneficial. Their presence provided us with an insider's perspective, allowing us first-hand insight into the island's dynamics and history. Their established presence facilitated connections with other vital players on the island. However, challenges also arose. The grassroots initiative's direct involvement sometimes blurred the lines between their dual roles—as both an integral part of the island's community and as a T-Factor partner. Their deep-rooted experiences and strong emotions about ongoing challenges on the island inevitably influenced our coalition's decisions. While their passion and concerns are valid and understandable, it sometimes led to delays and influenced our decision-making, not always for the better. Balancing the objective needs of the island with the subjective perspectives brought forth by the grassroots initiative was no easy feat. There were moments of exhaustion and a sense of being overwhelmed. It was essential to navigate these complexities in the most constructive way possible. Indeed, the journey has been draining at times. Additionally, the municipality's involvement has occasionally posed challenges. I wouldn't necessarily label it as strictly negative, but it has been a contributing factor to some issues. Allow me to interject. I believe it's crucial to clarify that it wasn't the mere presence of the municipality as a partner that posed the problem. Instead, it was the municipality's limited ability to influence policies and the overarching master plan. We had hoped that our efforts with T-Factor would directly influence the master plan and potentially lead to new policies. If there had been evident impacts in these areas, the perception of the broader ecosystem would have been significantly different.
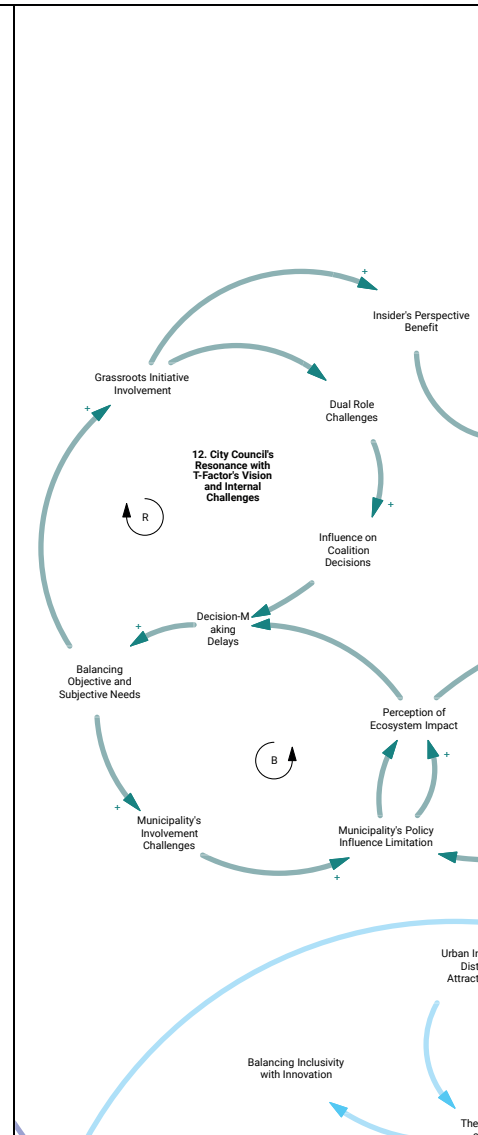
13. Shift in Strategy and Reframing of Missions in T-Factor

The core issue lies in the city council not resonating with the T-Factor's vision. We must recognise that the council is a vast entity, representing a myriad of interests and perspectives. There are internal disagreements and conflicts within the council which spill over and affect our initiatives. To be honest, we've faced challenges due to differences between the economic development and urbanism sectors, which have impacted our project. I recall in March 2022, we hosted an event featuring members of UAL's Community of Practice. The focus was on collaborative governance. The workshop was primarily aimed at the municipality to enlighten them on the benefits of collaborative governance model. Though I wouldn't label the workshop as a complete failure, the noticeable absence of local administration representatives was telling. It underscored the realisation that we needed to address our challenges using the
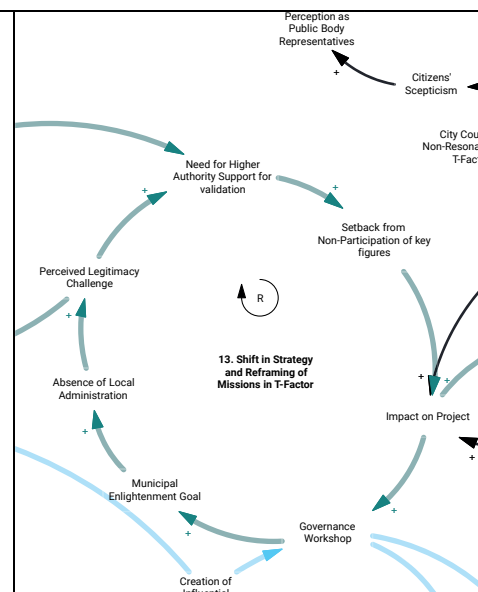
resources readily available to us. Indeed, their absence at the workshop undermined our efforts, leading to a perceived lack of legitimacy. In projects like these, support from higher authorities, be it a manager or a similar figure, is often essential to validate the initiative. Their non-participation in an event meant to foster collaboration and understanding was a setback.
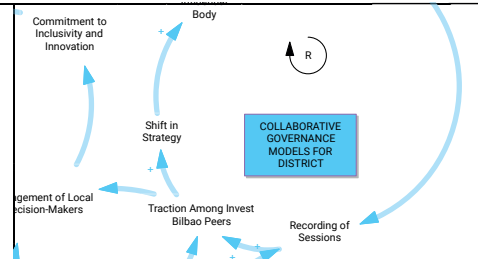
14. Recognising Successes Amid Challenges in T-Factor

I can't help but voice a more critical perspective towards the city council. We extended invitations to representatives from four different cities to share insights on their collaborative governance models. We had the privilege of hosting prominent figures. As the discussions progressed, it became evident that our local representatives were not attuned to the significance of the expertise being presented. It was disheartening to observe a missed opportunity. Given this backdrop, inviting municipal representatives felt like a wasted effort. Our primary goal was to encourage them to re-evaluate their governance approach concerning the island. We specifically curated an audience consisting only of city council members to foster a conducive environment, free from potential conflicts between grassroots activists and political representatives. However, their inability to capitalise on such a constructive event was glaringly evident. On a brighter note, the sessions were recorded, providing invaluable insights. These recordings have recently gained traction among my peers at Invest Bilbao, who are now delving into governance models like those of Copenhagen, Gothenburg, Dortmund and Barcelona. They're using this data as a reference point for advancing businesses on the island. So, it wasn't an entirely wasted activity. For me, that workshop was a turning point, prompting us to shift our strategy. We reframed and renamed the missions. So, the second mission, instead of trying to influence the governance model of the whole island, was re-dimensioned to work on the governance of our own ecosystem, to create a body with a decision-making capacity and with the capacity to have an influential voice in the future.
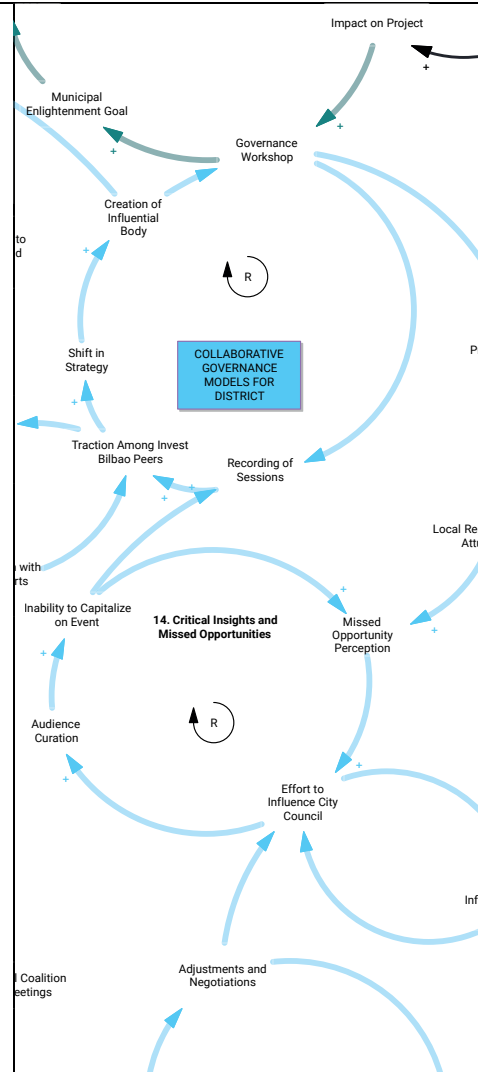
Invest Bilbao (Collaborator Perspective): For the definition of the future collaborative governance model of the future Urban Innovation District to be deployed in Zorrotzaurre. Invest Bilbao is carrying a study and contacting different named experts, and is planning to celebrate an inspirational session inviting those international experts, and addressed to local agents including the local decision makers. The theme of this initiative is how the city and its leaders can actively work to create warm, inclusive spaces as much as innovation-rich, economy-shaping places.

15. Recognising Successes Amid Challenges in T-Factor

While we've spent a significant amount of time discussing the challenges we faced, especially the lack of high-level public policy support and the prevalent mistrust amongst island residents, it's equally vital to recognise our successes and positive outcomes. One of the key accomplishments was the unwavering commitment from higher education institutions. Universities both on and off the island were deeply involved from the outset. Their dedication hasn't wavered and is evident in their continued participation in the Civic Design Council, the decision-making body we successfully established. Furthermore, grassroots initiatives have played a pivotal role. While it's true that our collaboration primarily involved those in the sphere of influence of Espacio Open, having one of them as part of our consortium was invaluable. His intelligence, proactive nature, and collaborative spirit helped foster an environment where a handful of grassroots initiatives—about three to five—were able to make meaningful contributions. Their in-depth local knowledge and connections to island stakeholders have been crucial in gathering insights and feedback.
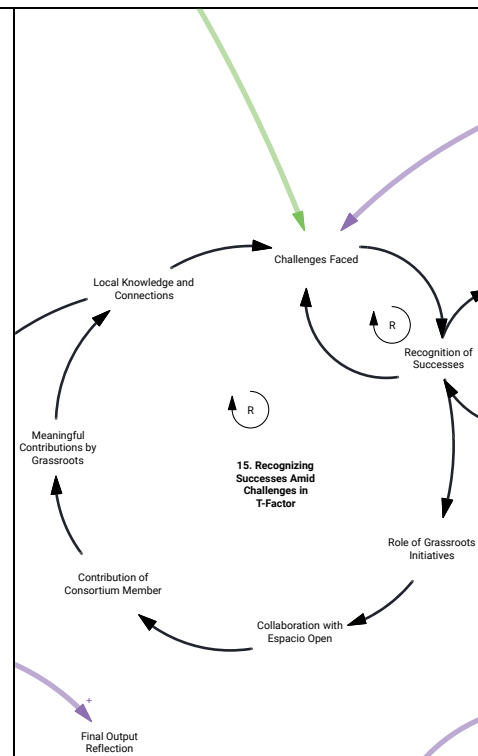
16. Student Engagement and Impact on Project Outcomes

Another standout achievement was the active engagement of students in the project. It wasn't just the institutions or their faculty but the students themselves who were deeply involved. Roughly 90 students from three different universities [Mondragon University, University of Deusto and IED Kunsthal] immersed themselves in the project, interacting with the island's residents and actively participating in on-the-ground activities. Their enthusiasm and hands-on approach have been a highlight of this journey.
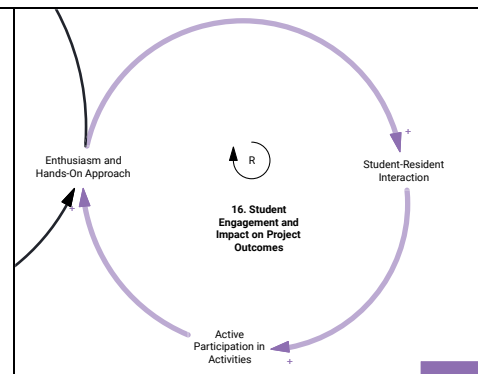
17. Challenges in High-Level Policymaker Support and Community Integration

Despite our concerted efforts, we've found it challenging to secure the support and commitment of high-level policymakers. Their endorsement could have magnified the project's reach and impact, but this remains an elusive goal. Furthermore, initially engaging with neighbours and civic associations proved tricky. While we've made strides, thanks in part to our student intermediaries, there's still work to be done in fully integrating their voices and concerns into the project.
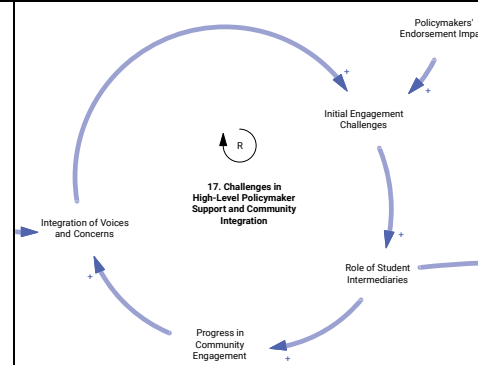
18. Expanding the Concept of 'Meanwhile' in Bilbao's Urban Development

I'd like to emphasise a significant shift in our understanding and approach towards the concept of "Meanwhile" in Bilbao. Historically, when we discussed "Meanwhile," it was deeply connected to the island's past and its association with Zorrotzaurre. We had confined the idea of temporary uses to what has transpired on the island. However, we're now realising that temporary uses encompass much more than just the events that have unfolded in Zorrotzaurre. Our broader understanding now sees the potential of temporary uses in urban development. For instance, our Invest Bilbao department, responsible for attracting city investments, is exploring temporary uses to invigorate new city areas. Moreover, our consular, plans to discuss his perspective on temporary uses with the Agency. It's encouraging to see such open-mindedness, even if his views aren't presently shaping the Island's direction.
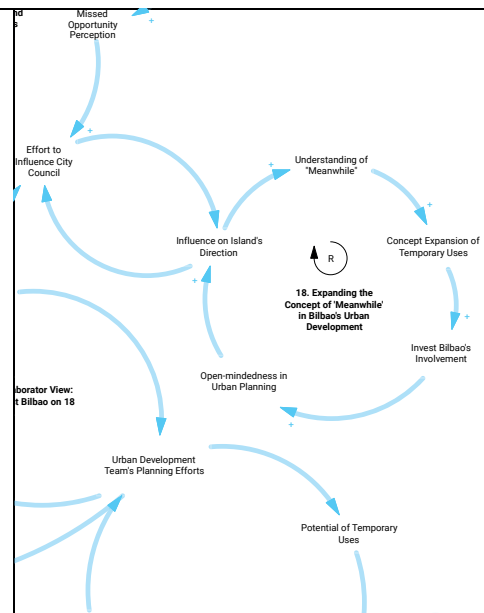
Invest Bilbao (Collaborator Perspective): Invest Bilbao's broader understanding now sees the potential of temporary uses in next urban development that are being planned at this very moment. Indeed, the reality is that the Urban Development team has advanced the rooting of a new economic ecosystem within an under-developed area. They are working on the definition of the project and services for this specific new sector which will be developed and be based, for at least the next 15 years, in an unregulated meanwhile space.

19. Project Name Shift to Reflect Local Identity

On a seemingly minor yet significant note, we've undergone a name change for the project. Initially, we referred to it as the Zorrotzaurre Pilot. However, after reflection and understanding the sentiments of the local community, we now call it the Ribera Zorrotzaurre Pilot. The residents predominantly identify with Ribera, which constitutes the central and southern parts of the island. While the northern side is recognised as Zorrotzaurre. The shift in the project's name from Zorrotzaurre to Ribera Zorrotzaurre isn't just about semantics. It's about recognizing and respecting the local identity. The original Zorrotzaurre name was a decision by a single individual, and it doesn't reflect the broader community's connection to the place. At first, there were concerns internally about this name change, especially regarding how it might be perceived by our management. However, working closely with the community and universities has dispelled our fears. I now confidently stand by our decision and its significance.
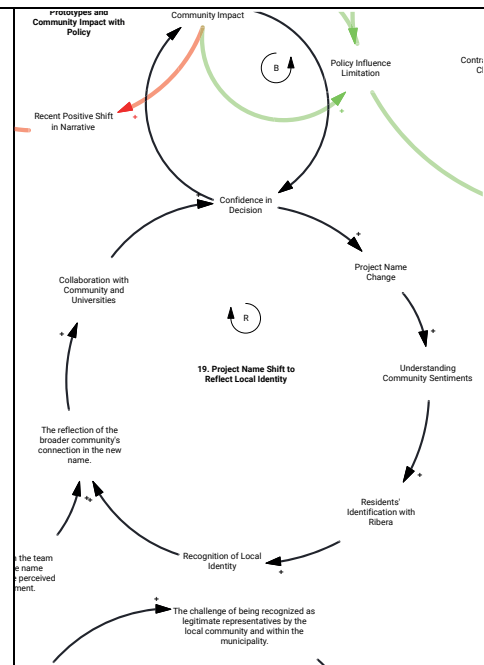
20. Aligning Internal Dynamics and External Legitimacy in Urban Development

It's imperative to address the issue of legitimacy. Our challenge isn't just about the local community not recognising us as their representatives; it's also an internal struggle. To truly represent the municipality, we need to be empowered and align ourselves with a clear narrative, in this case, the T-Factor narrative. When we chose to join this project, we committed to its overarching message. Yet, surprisingly, a significant part of my efforts has been directed inward, towards building consensus and understanding within our own institution. City councils are vast entities with diverse perspectives and interpretations, making it a challenge to find common ground. I believe many of my peers in other cities likely face similar challenges. Our internal dynamics can influence how we approach external issues. Additionally, this project has been transformative for me on a personal level. Before embarking on it, I leaned heavily towards the viewpoint of the neighbours. But having delved deeper into the island's intricacies, I've gained a broader perspective. My understanding and approach as a civil servant have evolved, distinct from my personal beliefs as a citizen.
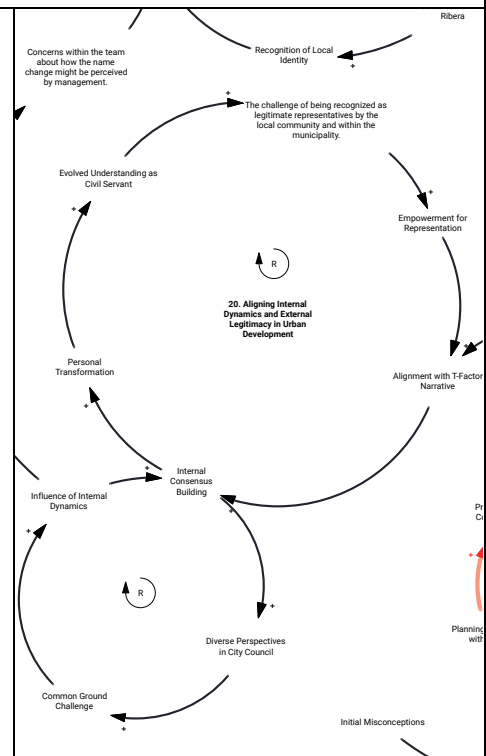
21. Balancing Innovation and Bureaucracy in European Projects

Certainly, one of the primary challenges we've faced is reconciling the rigid framework of a European project, complete with legal and administrative requirements, with the dynamic nature of innovation. Innovation demands agility and rapid decision-making, while the traditional bureaucratic processes of the city council often slow things down. It's a valid concern that perhaps in future iterations of similar projects, the role of the city council could be revaluated. Instead of being the primary recipient of European Commission funding, the city council could act as an enabler, bringing investment into the city and allowing other partners - be it businesses, consultancies, or professionals - to directly access and manage these funds. Indeed, each project has its unique needs, and there isn't a one size fits all. Perhaps what's needed is a deep reflection at the onset of any project about the roles and responsibilities of each stakeholder. This self-awareness can guide the project's execution more smoothly. The fluidity of projects, especially those that are innovation-driven, means roles and approaches might evolve over time. As you rightly pointed out, even if we were to redo T-Factor at a different time, the dynamics and roles might change. It underscores the importance of flexibility and adaptability in such projects.
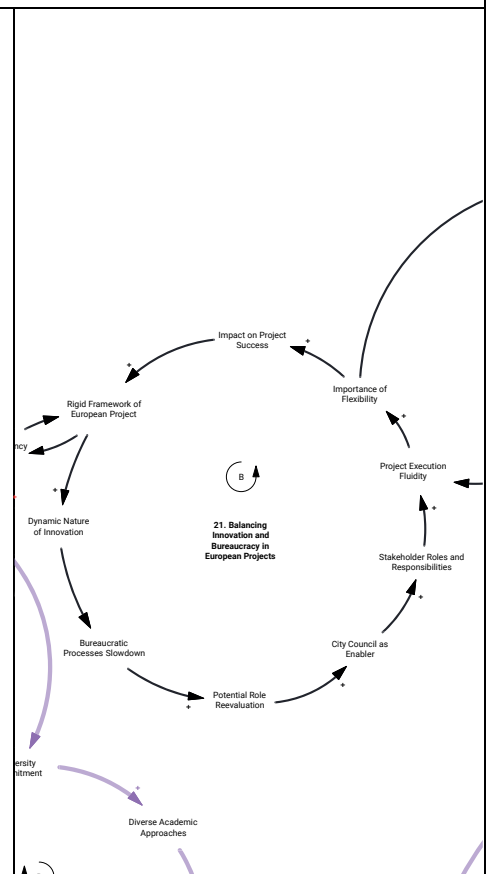
22. Innovation Projects and Public Administration Challenges

In projects rooted in innovation, despite having a project narrative or even a broad outline, there's often a blank slate or "white canvas" to begin with. The challenge is that public administration might lack the agility needed for such projects. For instance, hiring professionals rapidly as the project evolves can be a hurdle. My point is that the approach depends on the project. Some projects might have provisions for subcontracting, allowing for flexibility. If we had such a provision in our budget, we might have been able to swiftly bring in experts for specific tasks. To illustrate, we often need to hire local professionals, given that they're part of the community and our strategy emphasises their involvement. However, our bureaucratic procedures require multiple quotations and a strong justification for each hiring decision, which complicates the process. If we had anticipated these needs at the proposal stage, we could have structured the budget differently. The issue isn't necessarily the constraints of being a public body, but rather our inability to foresee certain project needs at the outset. With more foresight, we could have better structured the budget to handle such complexities.
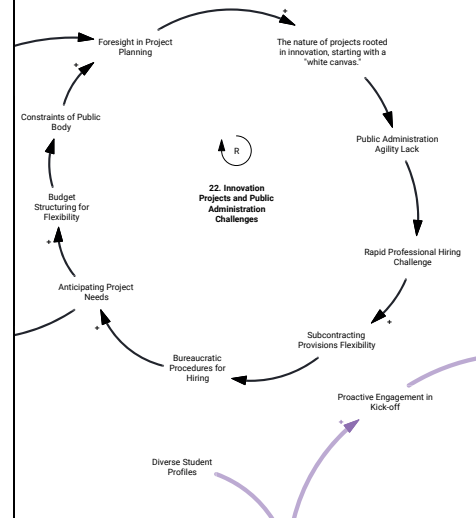
23. Reimagining Roles and Enhancing Flexibility in Innovative Projects

When dealing with innovative projects, especially in Spain, while there's a legal framework in place for City Councils, its internal development is still in its infancy. Given the nascent nature of such frameworks, we may need to reconsider our roles in such projects. Perhaps we should act more as facilitators. Another challenge might be the representation and decision-making power in the initial proposal stages. If there were more colleagues around me with greater decision-making authority, it could have made a difference. The intricacies of managing innovative projects demand not just training for us but also for our legal and accounting departments. I find myself constantly navigating these complexities, trying to align contracts with varying situations. Each project poses unique challenges and demands flexibility within the stipulated budget constraints. It's something that requires internal reflection and evolution.
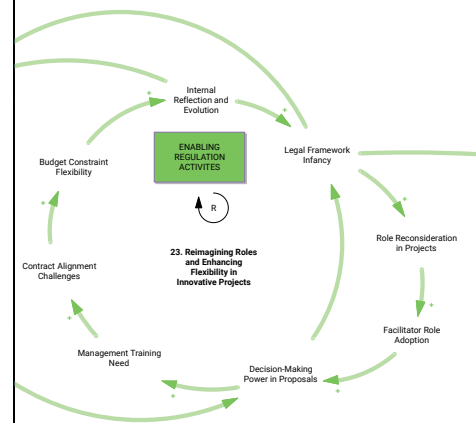
24. University Contributions and Challenges in Prototype Evolution

It's vital to recognise that each of the three universities brings its unique set of skills, capabilities, and resources, which directly impacts the evolution of their respective prototypes. For instance, Deusto specialises in industrial design, while Kunsthal focuses on interior, graphic, and landscape design. In contrast, MondragonUniversity leans towards social design. Aligning our project itinerary with the university's curricula was essential for student engagement, as it provided them with academic recognition. However, this alignment posed challenges. At Deusto, the initial subject was methodology and creativity, followed by a course on user-centred experience in the subsequent term. This sequencing was problematic, as ideally, design should begin with the end-user in mind. Precisely, the essence of design involves considering the end-user from the outset. The inability to do so from the start created a contradictory situation and complicated the process. For Deusto University, the process was iterative, spanning two iterations. In the initial stage, students proposed various urban solutions. In the subsequent phase, they revisited these solutions, this time incorporating end-user perspectives. Although this might seem a bit unconventional, revisiting their ideas allowed them to refine their understanding and concepts. Examining their project reports, it's evident that their comprehension of the island's challenges grew significantly. They contemplated the island's social issues deeply. However, a distinct difference was observed with Deusto students: they aren't based on the island. Unlike their peers from Mondragon and Kunsthal, who regularly interact with the locals, Deusto students lacked this direct, daily connection. This detachment, in my view, manifested in their final prototype. While I respect the design process and chose not to participate in the evaluation, I have some reservations about its alignment with the community's needs. The geographical distance might have resulted in a gap in understanding the residents' actual requirements. I genuinely hope my apprehensions prove unfounded.
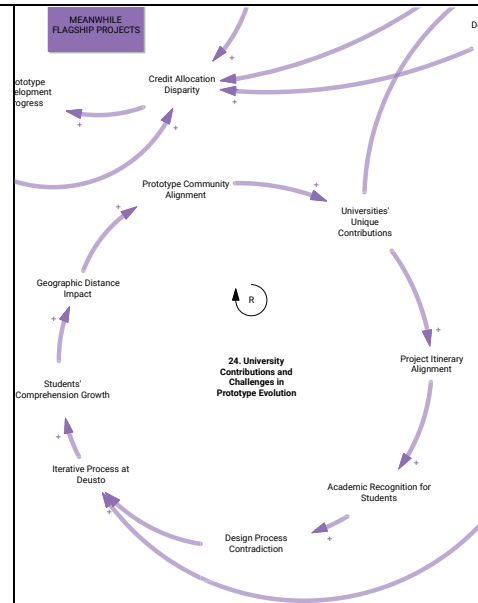
25. University Approaches to Prototype Development in T-Factor Project

Certainly, while the commitment of the universities from the outset has been commendable, it's essential to note that each university's approach to prototype development and their academic curriculum varied. This divergence is not merely due to students coming from different disciplines like graphic design, digital humanities, or interior design. The students also hail from different academic years, implying varying levels of expertise and maturity. For instance, at Mondragon University, which caters to social designers, the T-Factor project has been the core project of the
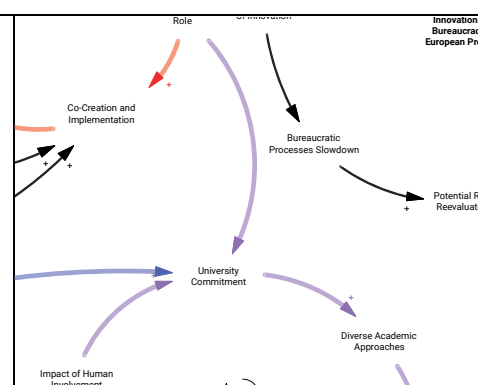
whole academic year. Every module they undertook was interconnected with T-Factor, and the circular and collaborative economy within the specific neighbourhood. In contrast, at Kunsthal, only two modules, equating to about eight credits, were dedicated to T-Factor. Meanwhile, Mondragon assigned 60 credits to it. Deusto University spanned two semesters with various modules dedicated to T-Factor but did not make it the primary focus. This disparity naturally led to different approaches to the prototype. By the end of the academic year, Mondragon students had already constructed and deployed their prototype, whereas Kunsthal students were still in the design phase. Deusto's students also carried the project over to the next academic term for construction. The differing significance attached to T-Factor within each university's academic program played a crucial role. Nonetheless, I can't help but express my immense satisfaction with all the universities involved. Irrespective of the credits allocated, what stood out was the sheer dedication and belief of the teachers and students in the project's vision. It reiterates that, at its core, it's about human involvement and commitment.
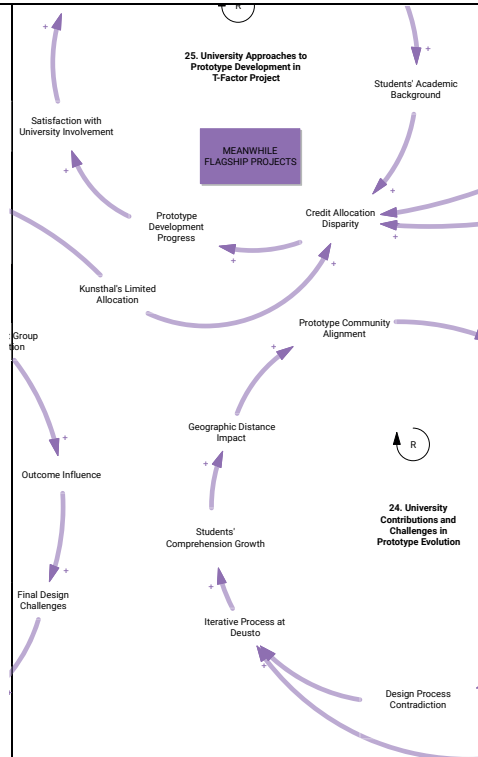
26. Diverse Student Profiles and Collaborative Success in the Mondragon Project

One of the project's limitations stems from the diverse student profiles across the universities. Take the Mondragon students, for instance, who are pursuing Digital Global Humanities. Their profile significantly differs from the others. From the outset, they displayed a robust social commitment. This was evident during our kick-off event with all university students. During the Q&A session, they were the only ones who proactively engaged, raising questions about our project, and demonstrating awareness of the island's social tensions. This engagement naturally reflected in their final outputs. Another overlooked aspect was the specific expertise of these students. While they are social designers, not interior designers, they lacked the knowledge and resources to construct installations. Their strength lies in ideating and innovating socially. Therefore, collaboration with specialised designers was essential for actual manufacturing. Fortunately, the island is home to two exceptional interior design businesses. In the case of Mondragon, Petit Muller, an interior design firm, collaborated closely with the students. The students actively participated in workshops, contributing to every phase of the prototype's construction. Now, their project is in its second iteration, making it the most advanced among the three.
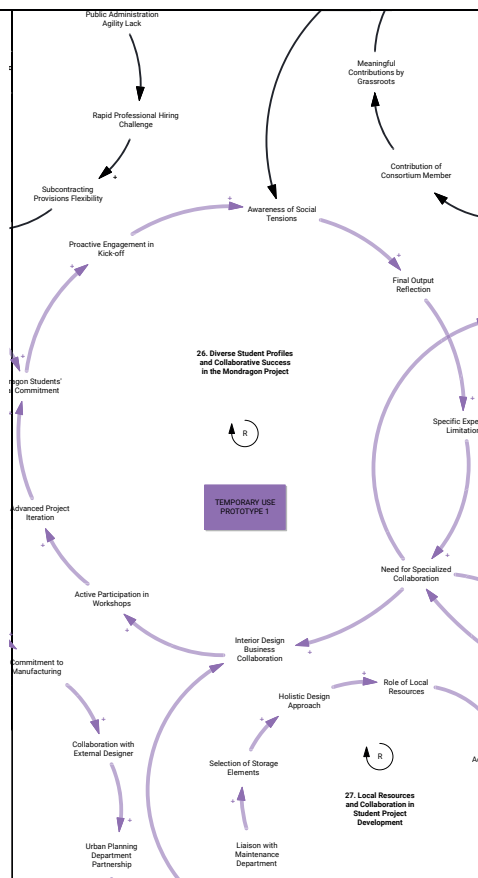
27. Local Resources and Collaboration in Student Project Development

It's interesting to see how the local resources on the island played a pivotal role in supporting the students. Initially, I hadn't anticipated the necessity of involving other partners during the co-creation phase for manufacturing. This journey has indeed been about learning through experience. The students project, rooted in the principles of circular and collaborative economy, led us to collaborate with Petit Muller, a firm whose ethos is grounded in recycling and optimal use of existing resources. Following their suggestion to incorporate urban furniture into the prototype, I liaised with the department responsible for maintaining playgrounds and parks. Our joint visit to their storage facility allowed us to select elements that were seamlessly integrated into the prototype. This wasn't mere coincidence; it stemmed from Petit Muller's holistic approach to design and creation.
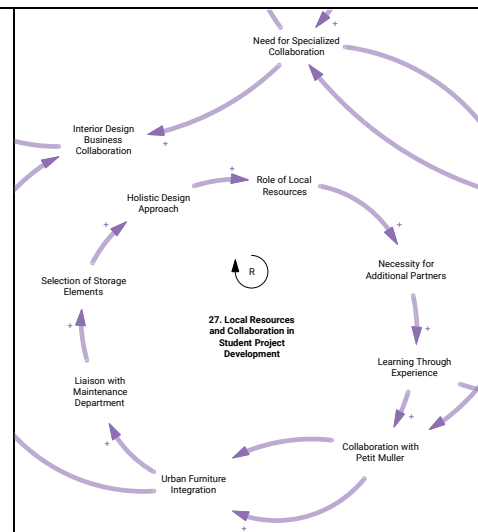
T Lab 5 (Collaborator Perspective): T-Lab5 collaborated with Tecnalia and Mondragon University (MU) to explore how university students could develop a temporary use prototype in response to a local challenge. Our role was to provide expertise on the circular/collaborative economy, and external feedback to the whole process. The MU students experienced a very inclusive curriculum that allowed them to connect with the local stakeholders, although this was initially challenging due to the lack of trust. Still, through a long process with several engaging activities, MU students managed to develop a prototype that was well-received by the locals and was considered to become more permanent. The multi-stakeholder profile of the team participating in this effort was essential in becoming successful.

28. Deusto's Collaborative Journey in Prototype Development

While these students bring a distinct approach, the ones from Deusto possess a more business-oriented vision. Their unwavering commitment to the manufacturing process is evident. In fact, they've scheduled a meeting today with Julian Trotman an island-based designer specialising in additive design, and Petit Muller. This collaboration aims to oversee the manufacturing and installation of the prototype. Moreover, our partnership extends beyond the city's Urban Planning Department. We've collaborated with Zorrotzaurre's Management Commission, the entity supervising the master plan's execution. A productive meeting with their manager helped us identify a suitable location for the prototype's installation. This entire collaborative journey has been significantly bolstered by the students' relentless efforts. Our goal is not just one, but two prototypes in place.
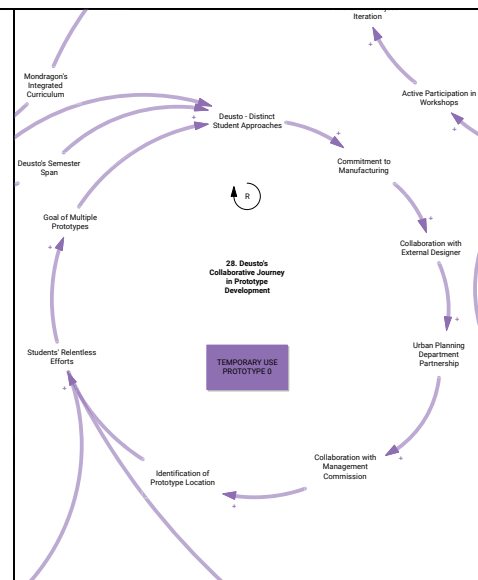
Godot Studio mediator in the Deusto Prototype (Collaborator View): The T-Factor experience is a deep dive into collaborative innovation, linking universities, local governments, and businesses. My role was as facilitator, orchestrating diverse groups towards a common goal of community development and innovation. I'm aware of the challenges in sustaining engagement post-initial funding, emphasising the importance of continuous community involvement and the transformation of prototypes into viable economic contributors. My perspective underscores the necessity

of not only initiating innovative projects but also ensuring their long-term impact and economic sustainability in the urban landscape.

29 Kunsthal Student Project Evolution and Challenges

The experience with Kunsthal was distinct. The students involved came from different academic years, and there wasn't a consistent group throughout the project. This inconsistency might have influenced the outcome. We were presented with four or five final designs, but they all seemed challenging to adapt to the intended environment and were potentially costly. The proposal is now to engage architects to refine and possibly use the insights from the students' creations to design a new prototype. This change in direction isn't ideal, as our initial intention was to bring the students' designs to life. Recognising their work by realising their designs would have been best, while involving local professionals isn't the most desired situation, it isn't the worst either. To ensure the sustainability of the initiatives beyond T-factor, the prototype will be integrated into an ongoing civic project. This project, a collaboration between the architects' collective Fiasco and Espacio Open, aims to repurpose an unused advertising board into a 10x5 meter canvas for participatory artistic expression. After a first blanc canvas inauguration during Maker Faire Bilbao, Kunsthal students will do the first intervention. The project will live on after T-factor as part of Espacio Open's residency programme with a call for Artist's participation.
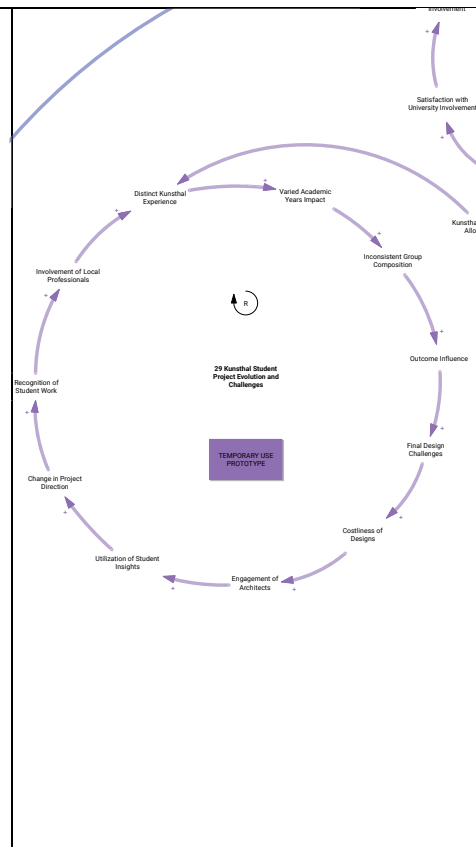
IED/Kunsthal (Collaborator View): The project has been developed in two phases involving different groups of students. In this way, the project impacts a larger group of students and gains greater reach. In the first phase, the project begins with a degree course on the introduction to landscape project design. Five students participate, sharing a common analysis process involving various agents from T-Factor. Based on the analysis, where a space for intervention is identified, each student develops their own proposal. The main concepts of the proposals developed in the first phase serve as the foundation for the second phase, which is currently underway during the center's workshop week. A yet-to-be-determined group of students will undertake an intervention strongly linked to the neighborhood, the principles of T-Factor, and the concepts addressed in the first phase.

30. Improving Coordination and Narrative Unity in Collaborative Projects

Perhaps one area we could have improved upon is fostering better coordination and a unified narrative among the participants. Students have expressed a desire for more transparency about other ongoing prototypes, suggesting that such knowledge could have fostered collaborations. Introducing the Civic Design Council earlier might have facilitated this.

BILBAO, ZORROTZAURRE

Legend:

- Triggering collaboration
- Collaborative & Participatory Governance
- Enabling Regulation for Meanwhile Usesa
- T Factor Project Workings
- Local Structures and Systems

Diagram loops and labels:

1. Inertia from Past Dynamics and Overcoming Initial Scepticism
2. Shift in Perception with Tangible Progress
3. Aligning with the T-Factor Narrative and Challenges in Decision-Making
4. Local Resentment and Self-Initiated Community Activities
5. Reconciling Prototypes and Community Impact with Policy
6. Challenges of Collaboration and Fostering Trust Among Partners
7. Navigating Team Dynamics and Responsibility Ambiguity in Online Collaboration
8. Learning to Coexist with Differences in Collaborative Efforts
9. City Council's Resonance with T-Factor's Vision and Internal Challenges
10. Journey of Collaboration and Role of Civic Design Council
11. Challenges and Advantages of Involving Grassroots Initiatives
12. City Council's Resonance with T-Factor's Vision and Internal Challenges
13. Shift in Strategy and Reframing of Missions in T-Factor
14. Critical Insights and Missed Opportunities
16. Expanding the Concept of 'Meanwhile' in Bilbao's Urban Development
17. Challenges in High-Level Policymaker Support and Community Integration
18. Expanding the Concept of 'Meanwhile' in Bilbao's Urban Development
19. Project Name Shift to Reflect Local Identity
20. Aligning Internal Dynamics and External Legitimacy in Urban Development
20. Improving Coordination and Narrative Unity in Collaborative Projects
29. Kunsthal Student Project Evolution and Challenges

Collaborator Views:

- Collaborator View: Invest Bilbao on 14
- Collaborator View: Invest Bilbao on 18

Boxed nodes:

- COLLABORATIVE GOVERNANCE MODELS FOR DISTRICT
- CIVIC DESIGN COUNCIL
- TEMPORARY USE PROTOTYPE

ENABLING REGULATION ACTIVITIES

Internal Reflection and Evolution

Budget Constraint Flexibility

Legal Framework Infancy

Contract Alignment Challenges

Role Reconsideration in Projects

23. Reimagining Roles and Enhancing Flexibility in Innovative Projects

Management Training Need

Decision-Making Power in Proposals

Facilitator Role Adoption

Understanding Community Sentiments

Juggling Multiple Projects

Coordination Challenges

Proactive and Collaborative Attitude

Understanding role of Pilot in T-Factor

9. Roles and Misconceptions in the T-Factor Ecosystem

Rigid Framework of European Project

T-Labs and Agency Function

Dynamic Nature of Innovation

Local Coalition Role

Support from T-Labs

Co-Creation and Implementation

Impact on Project Success

21. Balancing Innovation and Bureaucracy in European Projects

Importance of Flexibility

Project Execution Fluidity

Stakeholder Roles and Responsibilities

City Council as Enabler

Bureaucratic Processes Slowdown

Potential Role Reevaluation

Foresight in Project Planning

Constraints of Public Body

The nature of projects rooted in innovation, starting with a "white canvas."

Public Administration Agility Lack

22. Innovation Projects and Public Administration Challenges

Budget Structuring for Flexibility

Anticipating Project Needs

Bureaucratic Procedures for Hiring

Rapid Professional Hiring Challenge

Subcontracting Provisions Flexibility

Local Knowledge and Connections

Challenges Faced

Student involvement as a highlight of the project journey

Recognition of Successes

Commitment from Higher Education Institutions

Meaningful Contributions by Grassroots

15. Recognizing Successes Amid Challenges in T-Factor

Involvement in Civic Design Council

Enthusiasm and Hands-On Approach

16. Student Engagement and Impact on Project Outcomes

Student-Resident Interaction

Contribution of Consortium Member

Role of Grassroots Initiatives

Collaboration with Espacio Open

Active Participation in Activities

PROTOTYPES EXHIBITION

Awareness of Social Tensions

Proactive Engagement in Kick-off

Final Output Reflection

Future Collaboration Potential

Expertise on Circular/Collaborative Economy

Collaboration Among T-Lab5, Tecnalla, MU

Diverse Student Profiles

26. Diverse Student Profiles and Collaborative Success in the Mondragon Project

Collaborator View: Universitat Oberta de Catalunya on 27

Prototype Development

Mondragon Students' Social Commitment

Specific Expertise Limitation

Project Success

Initial Trust Challenges

Prototype Acceptance

Engaging Activities

TEMPORARY USE PROTOTYPE 1

Engagement with Local Stakeholders

Overcoming Trust Barriers

University Commitment

Diverse Academic Approaches

Advanced Project Iteration

Active Participation in Workshops

Need for Specialized Collaboration

Impact of Human Involvement

25. University Approaches to Prototype Development in T-Factor Project

Students' Academic Background

Mondragon's Integrated Curriculum

Deusto - Distinct Student Approaches

Interior Design Business Collaboration

Role of Local Resources

Satisfaction with University Involvement

Prototype Development Progress

MEANWHILE FLAGSHIP PROJECTS

Credit Allocation Disparity

Deusto's Semester Span

Commitment to Manufacturing

Holistic Design Approach

Selection of Storage Elements

Necessity for Additional Partners

Kunsthal's Limited Allocation

Goal of Multiple Prototypes

28. Deusto's Collaborative Journey in Prototype Development

Collaboration with External Designer

27. Local Resources and Collaboration in Student Project Development

Buried Academic Years Impact

Inconsistent Group Composition

Prototype Community Alignment

Universities' Unique Contributions

Liaison with Maintenance Department

Learning Through Experience

Geographic Distance Impact

Students' Relentless Efforts

Urban Planning Department Partnership

Collaboration with Petit Muller

Outcome Influence

34. University Contributions and Challenges in Prototype Evolution

Project Itinerary Alignment

Urban Furniture Integration

Students' Comprehension Growth

Final Design Challenges

Iterative Process at Deusto

Design Process Contradiction

Academic Recognition for Students

Identification of Prototype Location

Collaboration with Management Commission

Costliness of Designs

TEMPORARY USE PROTOTYPE 2

PILOT CAUSAL LOOP DIAGRAM

The previous page shows the combined causal loop diagram for the entire pilot including collaborator feedback. The image can be viewed digitally by clicking this:

https://acrobat.adobe.com/link/track?uri=urn%3Aaaid%3Ascds%3AUS%3A822c895b-9fe1-3930-b0f4-88db32f18594&viewer%21megaVerb=group-discover

PROTOTYPE NARRATIVES

Each prototype, developed as part of the T-Factor pilot at Zorrotzaurre, tells a unique story of challenge, adaptation, and synergy. These prototypes serve as tangible manifestations of the theoretical concepts of collaborative governance and enabling regulation, bridging the gap between academic insight and grassroots pragmatism.

PROTOTYPES SHOWCASING: Relating to Triggering University/Grassroots Collaboration

The pilot-initiated prototypes that triggered collaboration between universities and grassroots organisations. The collaboration journey began with meetings within the local coalition, which later included T-Labs. The co-creation program for the prototypes expanded to involve universities, educators, and professionals, forming three distinct groups for each prototype. Regular bi-weekly meetings were held to ensure structured interactions, though inter-group coordination needed improvement. The later introduction of the Civic Design Council played a role in bringing together these prototypes and stakeholders.

Students from Kunsthal faced challenges due to the inconsistency of the group, as students were from different academic years. This may have influenced the outcome of the prototype development. The students presented several final designs, but these were difficult to adapt to the intended environment and were potentially costly. It was proposed to engage architects to refine the students' designs for a new prototype, deviating from the initial intention of realising the students' designs directly.

Deusto students, known for their business-oriented vision, showed a strong commitment to the manufacturing process. They collaborated with Julian Trotman, an island-based designer specialising in additive design, and with Petit Muller for the manufacturing and installation of the prototype. This collaboration extended beyond the city's Urban Planning Department and involved Zorrotzaurre's Management Commission.

Mondragon University (MU) students, specialising in social design, lacked the expertise for constructing installations, so they engaged in collaboration with Petit Muller, an interior design firm, for the actual manufacturing of their prototype. This collaboration included active participation in workshops and contributed to every phase of the prototype's construction. The project from Mondragon University is now in its second iteration, making it the most advanced among the three prototypes.

CIVIC DESIGN COUNCIL: Relating to Collaborative Governance

The Civic Design Council (CDC) played a distinct and crucial role. Its primary function was to enhance coordination and ensure a unified narrative among project participants. An earlier introduction of the Civic Design Council could have improved transparency and collaboration, especially among students involved in various prototypes.

The CDC was instrumental in aligning the efforts of different stakeholders and in creating a cohesive vision for the project. It marked a significant achievement in the process of collaboration and coordination. Its role was particularly highlighted in the context of grassroots initiatives, like Espacio Open, which were included in the coalition. This inclusion provided an insider's perspective, facilitating connections with other key players and addressing the unique challenges and advantages presented by such grassroots involvement.

The prototype's journey involved initial meetings within the local coalition, which later expanded to include various stakeholders such as T-Labs, universities, educators, and professionals. This expansion led to the formation of distinct groups. The CDC was pivotal in maintaining structured interactions and potentially improving inter-group coordination, which was identified as an area needing enhancement. It served as the decision-making body, benefited significantly from the committed involvement of higher education institutions. These universities,

both local and non-local, were deeply engaged from the project's outset. Their continued participation in the CDC underscored their dedication. Additionally, the role of grassroots initiatives, and their deep local knowledge and connections to stakeholders on the island were crucial in fostering a collaborative environment and contributing meaningfully to the project.

REGULATORY PROPOSALS: Relating to Enabling Regulation

The concept of "enabling regulation" in the context of T-Factor at Zorrotzaurre refers to the role of the city council in facilitating the project rather than being its primary driver. It suggests a shift in the traditional role of the city council towards acting as an enabler. This would involve bringing investment into the city and allowing other partners, such as businesses, consultancies, or professionals, to directly access and manage these funds.

This approach acknowledges the need for agility and rapid decision-making in innovation-driven projects, which can sometimes be hindered by traditional bureaucratic processes. The idea is to re-evaluate the role of the city council in future similar projects, focusing more on enabling and supporting, rather than leading and controlling every aspect. This shift in perspective is based on the understanding that each project has unique needs and requires a tailored approach.

There's also a need for deep reflection at the onset of any project about the roles and responsibilities of each stakeholder, emphasising the importance of self-awareness in guiding the project's execution more effectively. The fluid nature of innovation-driven projects implies that roles and approaches might evolve over time, and this adaptability is crucial for the success of such initiatives.

EMERGING THEMES

The Zorrotzaurre pilot pivots on trust, community engagement, and multi-stakeholder collaboration. Initially met with scepticism, the project underscored the importance of genuine connections. While prototypes built some trust, the absence of authority figures at key moments questioned its legitimacy. The pilot relied on partnerships involving universities, grassroots initiatives, and public bodies. These collaborations, while essential, were intricate due to differing visions and internal politics. The municipality played a dual role: an enabler and an

obstacle, grappling with bureaucratic constraints and internal disagreements. Universities were integral, involving many students who married academic knowledge with practical application. Yet, the project's innovative nature often clashed with bureaucratic frameworks, highlighting the need for agility within set guidelines. A core emphasis was the human aspect, focusing on individual contributions and emotions. However, challenges arose in legitimacy and engagement, with the project's validity often questioned. Despite these hurdles, integration and co-creation remained central. By involving diverse stakeholders, a co-creative approach was championed, underscoring the need for a unified vision amidst differing priorities.

Trust and Community Engagement

Trust and community engagement are central to the Zorrotzaurre project's narrative. Initial scepticism from the community underscored the importance of building genuine connections. Successful prototypes helped gain some community trust. However, the absence of higher authorities at key events hindered perceived legitimacy. Collaborative events aimed to bridge divides, but the community's active involvement and understanding remained paramount for success.

Collaboration and Dynamics Among Partners

Collaboration among diverse partners like universities, grassroots initiatives, and public bodies was pivotal yet challenging in the Zorrotzaurre project. Different visions, expectations, and approaches created intricate dynamics. For instance, universities varied in their involvement intensity, while grassroots brought local insights but also biases. Balancing roles, understanding each partner's strengths, and navigating internal city council politics were essential aspects of the collaborative journey.

The Role of the Municipality

The municipality's role in the Zorrotzaurre project was multifaceted, often perceived as both an enabler and an obstacle. While the city council aimed to facilitate progress, internal disagreements and bureaucratic constraints hindered agility. The absence of municipal representatives at key events affected project

legitimacy. Despite challenges, the municipality aimed to align with T-Factor's vision, navigating the complex landscape of public administration and innovation.

University Involvement and Student Engagement

Universities played a pivotal role in the Zorrotzaurre project, with each bringing unique skills and approaches. The commitment of higher education institutions remained unwavering, integrating T-Factor into their curricula. About 90 students from three universities engaged deeply, working hands-on with the community. Their involvement ranged from ideation to prototype construction, showcasing the blend of academic learning and practical application in real-world urban challenges.

Challenges of Innovation in a Bureaucratic Framework

Innovative projects like Zorrotzaurre faced hurdles within bureaucratic frameworks. The rigid structure of European projects clashed with the dynamic nature of innovation, which demands agility. Bureaucratic procedures, like hiring professionals and budget constraints, slowed progress. The challenge lay in reconciling the fluidity of innovation with the traditional processes of city councils, emphasising the need for flexibility and adaptability within stipulated guidelines.

The Human Aspect

The Zorrotzaurre project emphasised the human aspect, asserting that projects aren't just about institutions but also about people. Whether it was the resilience of local residents, the commitment of students, or the dedication of professionals, human involvement and emotions were at the forefront. Navigating relationships, understanding local identities, and recognising individual contributions underscored the significance of the human element in driving success and fostering collaboration.

Challenges of Engagement and Legitimacy

The project faced scepticism from local residents and lacked high-level public policy support. An absence at key events undermined efforts, questioning the initiative's validity. Despite focusing on fostering collaboration, a perceived lack of

legitimacy persisted. Addressing this issue was paramount, both in terms of community recognition and internal alignment within the municipality.

Integration and Co-Creation

Integration and co-creation were central to the project's success. The team aimed to move from mere narratives to tangible developments, bridging gaps with the community. By involving universities, professionals, and grassroots initiatives, a co-creative approach was adopted. However, the differing priorities and approaches of various partners sometimes posed challenges, underlining the importance of a unified vision for effective integration and co-creation.

CONCLUSION

T Factor's Zorrotzaurre pilot's journey offers valuable insights and lessons for urban regeneration, presenting both opportunities and challenges for future initiatives. This conclusion reflects on key learnings, identifies gaps and opportunities, outlines next steps, and considers the project's legacy.

The pilot developed valuable learning. Collaboration and community engagement emerged as pivotal, with the involvement of diverse stakeholders like residents, universities, and grassroots organisations being essential for success. The project also highlighted the challenges of balancing innovative approaches within bureaucratic frameworks, emphasising the need for flexibility and adaptability in public administration to foster innovation. Additionally, understanding and integrating the unique cultural and social dynamics of Zorrotzaurre was crucial, emphasising the importance of context-sensitive approaches in urban development.

Reflection on the pilot and prototype journeys identified key gaps and opportunities. Firstly, the limited ability to influence wider urban policies and masterplans was a key gap. Future projects could benefit from greater integration of grassroots initiatives into policymaking. Secondly, there are opportunities to advance sustainable urban development, particularly by emphasising environmental sustainability and circular economy principles, which could foster more resilient communities. Lastly, expanding community participation by integrating a wider range of voices and concerns could have enhanced the project's impact and led to more inclusive development.

The Zorrotzaurre pilot leaves a legacy of innovative urban regeneration, demonstrating the power of collaborative governance and community engagement in transforming urban spaces. Its approach to balancing cultural, economic, and social factors sets a benchmark for future projects. The project's experiences and outcomes contribute valuable knowledge to the field of urban planning and development, offering a model for other cities grappling with similar challenges of urban regeneration and renewal.

With regards to next steps, three key areas are outlined. First, the establishment of mechanisms for long-term monitoring and evaluation is crucial to assess the project's impact on the community and urban landscape. Second, there is potential for scaling and replicating successful strategies and prototypes in other urban regeneration initiatives. Finally, advocacy for policy changes informed by the project's learnings is vital to influence future urban development strategies.

3. KAUNAS
Aleksotas

ALEKSOTAS, KAUNAS PILOT

This chapter offers a comprehensive overview of T Factor pilot activities related to urban regeneration in Aleksotas, Kaunas. It discusses the historical evolution of the city, particularly in relation to its fortresses, the growth of Aleksotas, and the proposed development of the Aleksotas Innovation Industrial Park (AIIP). The text explores the significance of community engagement, innovation, and sustainable practices in urban regeneration, addressing the challenges and collaborative strategies essential for revitalising and adapting spaces to meet contemporary needs and aspirations, while preserving the historical and cultural essence of Kaunas.

The chapter is structured as follows:

(8) **Context:** Kaunas, strategically located and historically transformed into through fortifications, boasts significant architectural and military histories that have shaped its development. At Aleksotas, a site with a unique history and evolution, is being redeveloped into an Innovation Industrial Park, at the forefront of promoting innovation nationally.

(9) **Meanwhile Missions**: Details three pilot missions aimed at empowering the local community, fostering innovation, and developing versatile, multi-functional spaces.

(10) **Activity Portfolio:** Describes activities and events planned to integrate AIIP with the broader city, focusing on community engagement, research and development, and the promotion of arts and culture

(11) **Pilot Timeline:** Chronicles the key activities and events from October 2021 onwards, highlighting the emphasis on community engagement, cultural preservation, sustainability, and innovation.

(12) **Prototype Narratives:** Reflects upon the collaborative activities, highlighting the pilot's challenges and achievements. Each prototype journey demonstrates a unique aspect of the pilot's approach.

(13) **Emerging Themes:** Identifies key themes such as bridging gaps between stakeholders, overcoming complexities, and transforming communication patterns into constructive dialogues.

(14) **Conclusion:** Summarises the document, emphasising the importance of continued focus on strategic planning, community involvement, and the challenges of translating theory into practice.

CONTEXT

Kaunas is a city of rivers surrounded by fortifications. It is Lithuania's second largest city. Located at the intersection of two rivers the city used to be a major point of defence. It has a unique landscape comprised of rivers, valleys, and heritage.

Kaunas Fortress

In 1879, Emperor Alexander II of Russia sanctioned the transformation of Kaunas into a fortress. The city of Kaunas, once a critical defence point at the western border of the Russian Empire, was further fortified in anticipation of World War I. Situated at the juncture of two significant rivers, and linked to crucial railway lines, the city's strategic importance made it a defensive focal point.

Kaunas has a vast infrastructure of defensive structures including forts, warehouses, hospitals, churches, barracks, and administrative buildings. By 1891, 11 million rubles had been spent fortifying the city through over 400 structures including forts, batteries, warehouses, hospitals, churches, and barracks. Despite the volume of fortifications, Kaunas Fortress fell quickly. After World War I, some fortifications in Kaunas were dismantled, whilst others were repurposed for army and city needs. During World War II, the fortifications were not used defensively. Instead, the Sixth, Seventh, and Ninth forts were utilised as concentration camps by the German army. Post-war, the Soviets established military bases in many of the forts, often demolishing the original structures. Once Soviet forces withdrew, these military bases were closed down. As the city expanded, some of the fortifications were subsumed into the urban fabric. Today, approximately 250 of Kaunas Fortress's historical structures remain and Kaunas Fortress has been rebranded as sites of historical, recreational and ecological value.

Aleksotas District

The Aleksotas district lies in the southern part of Kaunas. Historically, it was a quiet enclave, isolated from the city's bustling core. Split into lower and higher regions by the Nemunas valley, Aleksotas' elevated situation can be accessed by an interwar funicular. The top station of this funicular provides an expansive view of Kaunas.

Aleksotas functioned as a separate town until 1919. It belonged to a different Russian Governorate than Kaunas. This meant that the laws and calendars (Julian in Kaunas and Gregorian in Aleksotas) were different. The Aleksotas Bridge was known as the 'time machine' due to this calendar difference.

Aleksotas is also home to the Darius and Girėnas airfield, built in 1915. It was once Kaunas' main airport, until the 1980s. While the airport now primarily serves sports aviation, it also houses an Aviation Museum showcasing Lithuania's rich aviation history from the interwar period, including images and aircraft models.

The construction of the M.K.Ciurlionis Bridge, in 2002, not only spanned a physical gap between Aleksotas and Kaunas but also ushered in a new era of connectivity and inclusivity. In recent years, the city of Kaunas has recognised the potential of Aleksotas. Since 2015, there has been a significant push to rejuvenate and upgrade the district. Infrastructural improvements, public spaces, and community engagement initiatives have been at the forefront of this urban renewal drive. The district is witnessing a surge in housing projects, especially along the picturesque banks of the Nemunas river and its outskirts. These initiatives underscore the city's commitment to transforming Aleksotas into a modern, vibrant, and livable district.

The Aleksotas Innovation Industrial Park (AIIP)

At Aleksotas, the city aims to repurpose a former military base into an industrial innovation hub with a specialised focus on bio -med, -pharma, and -food sectors. The regeneration project is still at a very early stage, the development plan was recently approved in May 2023.

The Aleksotas Innovation Industrial Park (AIIP) is being developed in the former territory of the Kaunas Aviation Factory. Located in the Aleksotas district, the vision is to transform this area into a sustainable, green, and communication-friendly innovation valley in line with modern sustainable development principles and catering to the needs of the Kaunas region. The park, under the purview of the Kaunas City Municipality, is currently undergoing infrastructural developments, including the conversion of a 10,000 sq. m. Soviet Army combat helicopter repair shop hangar.

The development of AIIP began in 2018 and is planned to continue through four phases until 2046. Positioned to be the city's premier innovation industry park, the AIIP will prioritise low carbon enterprises that contribute significantly to

intellectual pursuits like scientific research and experimental projects. The park is projected to generate over 1,000 job opportunities for researchers, scientists, and other experts, with an anticipation of drawing roughly 90 million euros in private investments to Kaunas. Moreover, the AIIP is set to revitalise its vicinity, prompting the transformation of nearby industrial and warehouse sones and the refurbishment of residential sectors. In 2020, Lithuania's government recognised the AIIP development as a project of national significance.

MEANWHILE MISSIONS

The missions of the Aleksotas Kaunas Pilot provide a comprehensive framework for the transformative journey envisioned for the Kaunas Aleksotas Innovation Industry Park (AIIP) and its integration into the broader urban fabric of Kaunas. Each mission encapsulates a distinct yet interconnected objective, driving both the strategic and operational aspects of the initiative. Here's a detailed exploration of each mission:

Mission 1: Collaborative, Creative & Community-led Meanwhile

Objective:
This mission prioritised community engagement, setting the stage for individual and collective empowerment. Recognising that local communities and stakeholders form the lifeblood of any urban transformation, their active involvement is sought to steer the future trajectory of placemaking.

Key Features:

- **Stakeholder Collaboration:** Involving local communities, businesses, and other stakeholders in discussions and decision-making processes.
- **Empowerment:** Ensuring that the local community has a voice, leading to capacity-building and empowerment at both individual and collective levels.
- **Placemaking:** Leveraging the 'meanwhile' approach, which emphasises utilising spaces creatively and effectively in the interim before they attain their final or next-usage purpose.

Mission 2: People and Planet-centered Innovation Ecosystem

Objective: This mission centered on fostering an innovation ecosystem that aligned with the dual principles of human-centricity and planetary well-being. The focus was on the intersection of technology, health, and sustainability.

Key Features:

- **Research & Development:** Encouraging a thriving network of research communities, start-ups, and enterprises, especially in sectors like biotech, medtech, and biofood.
- **Sustainability:** Prioritising sectors that resonate with sustainability goals, ensuring that innovation goes hand-in-hand with environmental responsibility.
- **Regulatory Sandbox:** Designing the KAIIP area as a testbed for breakthrough technologies and R&D solutions, offering a conducive environment for experimentation and growth.

Mission 3: Short Distance and Multi-Function Place

Objective: This mission envisaged the development of versatile spaces that cater to diverse needs, enhancing the livability and attractiveness of the area.

Key Features:

- **Multi-functionality:** Creating spaces that can seamlessly transition between different uses, from recreational and cultural hubs to innovation labs.
- **Accessibility:** Ensuring that these spaces are easily accessible to residents, fostering a sense of community ownership and belonging.
- **Service Development:** Encouraging the conceptualisation and roll-out of new services and facilities, each adding a distinct value to the community's life.

ACTIVITY PORTFOLIO

The Aleksotas Kaunas Portfolio serves as a strategic roadmap, aiming to seamlessly integrate the Kaunas Aleksotas Innovation Industry Park (KAIIP) into the broader city framework. Encompassing a series of planned activities, events, and interventions, the portfolio is anchored in the core objectives of fostering innovation, enhancing community engagement, and promoting sustainable urban development.

Key Features:

- **Community Engagement & Visioning**
  The portfolio underscored the pivotal role of local communities and stakeholders, viewing them as integral partners in the journey of urban transformation. A series of events, conceptualised and executed in collaboration with a local coalition, aimed to galvanise community interest, create awareness, and co-create a shared vision for the area.

- **Research & Development Focus**
  Emphasising the area's potential as a regulatory sandbox, the portfolio aimed to establish the site as a vibrant testbed for innovative technologies and R&D solutions. With a shifting focus towards the neighbouring Kaunas Fortress Park (KFP), the sandbox concept evolved to encompass both hard and soft innovation tools.
- **Digital Placemaking & Inclusivity**
  Recognising the transformative potential of digital technologies, the portfolio explored avenues for inclusive digital placemaking. Initiatives such as the 'Inclusive Metaverse Manifesto' demonstrated participatory approaches, aiming to craft digital spaces that resonated with diverse community aspirations.
- **Kaunas Fortress Community Space**
  Envisioned as the heart of community activities, this space hosted a plethora of events, workshops, and interactive sessions. From urban gardens to educational activities, the space was primed to serve as a hub of learning, recreation, and community bonding.
- **Promotion of Arts & Culture**
  The Open Gallery emerged as a symbolic space, weaving together art, history, and social narratives. Through creative expressions, it captured the city's evolving identity and serves as a poignant reminder of its rich heritage. Events like the 'Co-happiness' congress further underscore the portfolio's commitment to blending arts, culture, and community engagement.
- **Policy Dialogue & Advocacy**
  Recognising the challenges posed by the existing regulatory framework, the portfolio initiates a dialogue with government entities, striving for policy reforms that facilitate temporary urban uses.

PILOT TIMELINE

From October 2021 to the end of the project, the timeline of the Kaunas Pilot reveals an initiative with a central focus on community engagement, as seen in the involvement of citizens in projects like the Kaunas Innovative Industrial Park and the children's summer camp "Vaikai kuria sodą." These initiatives are a testament to the pilot's efforts to integrate its residents actively in urban planning.

The timeline demonstrates a strong emphasis on cultural enrichment and preservation. This is evident in the vibrant activities marking the season openings of Kaunas Fortress Park and a variety of festivals, which collectively celebrate the area's cultural heritage. Additionally, initiatives like the webinar on community histories played a crucial role in preserving and honouring the city's historical narratives.

Sustainability is another cornerstone of pilot's strategy and timeline. This is reflected in the focus on sustainable urban planning and biodiversity in workshops, as well as in practical applications like the introduction of a beekeeping facility and

a modern wayfinding system. These efforts underscore Kaunas's commitment to ecological sustainability.

In terms of innovation and technology, the LT 5G SANDBOX fair and tech-art festivals, along with workshops aimed at fostering advanced business models in technology, position the city as a leader in technological innovation.

The approach taken at Kaunas reveals integrated community engagement, cultural preservation, sustainability, innovation, and strategic urban development, collectively crafting a future that hopes to be both vibrant and sustainable for the city and its residents.

Pilot Timeline

2021

October 2021 >July 2022
Stakeholder meetings for public participation in KAIIP development.

2022

May 2022
Season Opening of Kaunas Fortress Park with various activities.
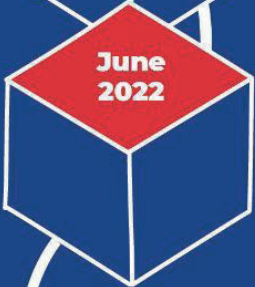
June 2022
International Congress 'CoHappiness. Rewilding & Rethinking.'
Architectural-urban workshop for Kaunas Fortress and Aleksotas territory.
LT 5G SANDBOX fair for tech innovation and testing.

October 2022
BiodiverCities I workshop.
Workshop 'Co-creating cities with temporary urbanism' at EFFORTS Europe 7th Annual Congress.

2023

March 2023
Online webinar on preserving community histories.

April 2023
Communal cleaning workshop for Pilot's Garden.

May 2023
Guided tours during the Season Opening event of Kaunas Fortress Park.
Presentation at LOGIN conference.
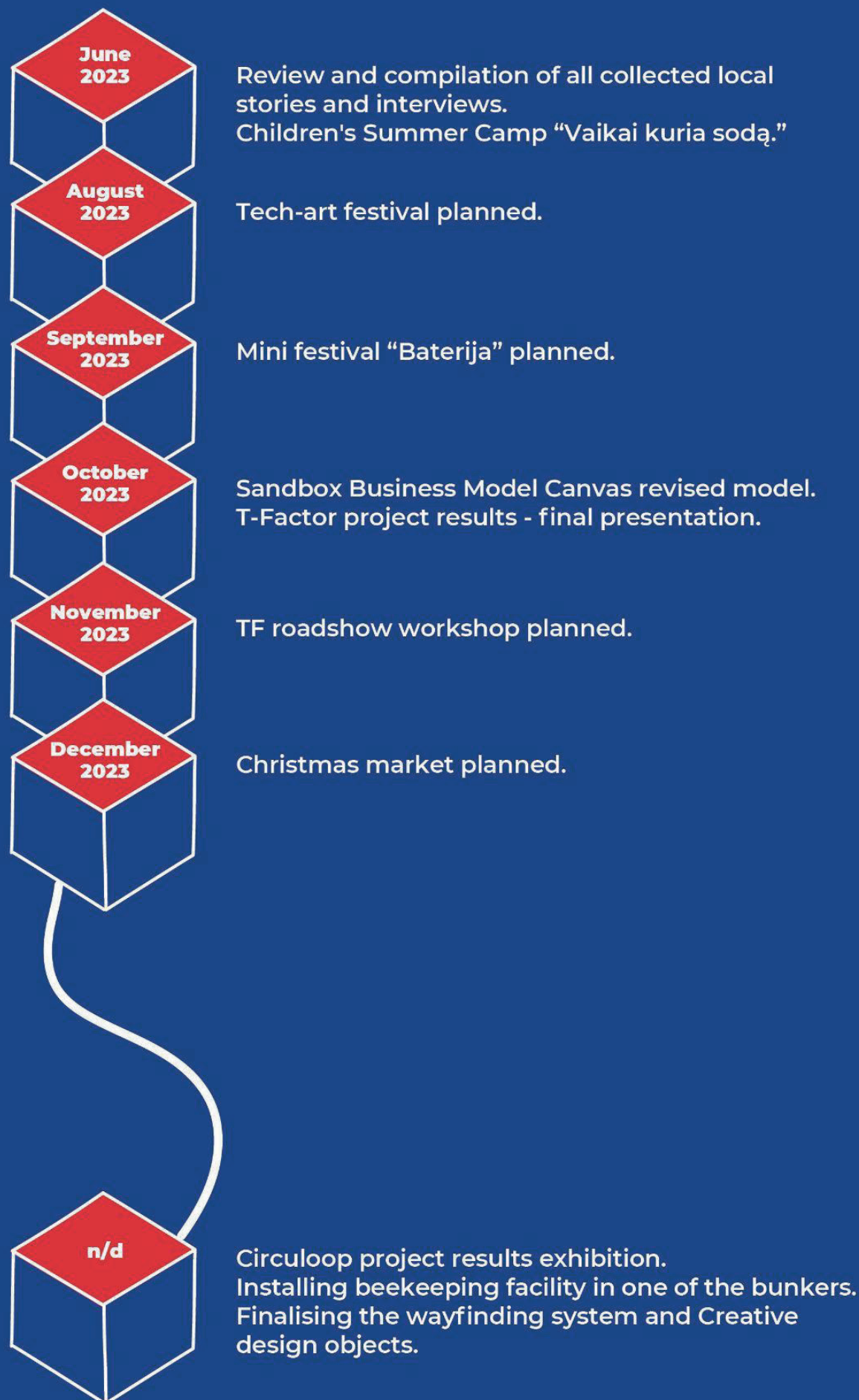
Kaunas - Aleksotas

Pilot Timeline

June 2023
Review and compilation of all collected local stories and interviews.
Children's Summer Camp "Vaikai kuria sodą."

August 2023
Tech-art festival planned.

September 2023
Mini festival "Baterija" planned.

October 2023
Sandbox Business Model Canvas revised model.
T-Factor project results - final presentation.

November 2023
TF roadshow workshop planned.

December 2023
Christmas market planned.

n/d
Circuloop project results exhibition.
Installing beekeeping facility in one of the bunkers.
Finalising the wayfinding system and Creative design objects.

PILOT NARRATIVE

The following text is based on conversations with the core delivery team of the pilot, which took the form of narrative interviews. Notes written from the interviews were shared with the pilot, who made edits and refinements, before small causal loop diagrams were sketched from each paragraph, the first towards visualising the data. Before these loops were colour coded and combined into larger pilot diagrams, relevant sections were shared with pilot collaborators, such as Kaunas City and Kaunas Fortress Parks who added their perspectives on the narrative. The aim of the work was to highlight the complexity and challenges faced by each pilot in their specific local context and document nuance and efforts not covered by the other deliverables. Challenges faced by the pilots included how to collaborate and interact in meaningful ways, to build coalitions, and how to prototype in relation to exiting systems and structures, such as dense and bureaucratic urban development systems and local politics.

ALEKSOTAS PILOT NARRATIVE AND CORRESPONDING CAUSAL LOOPS

1. Artistic Integration in Urban Planning	
One of the key aspects of T-Factor here in Kaunas relates to the strategic perspective the project has been able to give us. It has provided an opportunity for different stakeholders to come together in relation to the topic of meanwhile use. These things haven't been discussed this way before here. We have plenty of artistic initiatives, but they are usually not considered part of strategic urban planning even less as urban regeneration practice. We have been like planets in different orbits. The city's planning and development system has traditionally been very top-down and the work of artists has not been seen as particularly serious. So, on the one side there have been the politicians and decision makers and on the other our communities, who often tend to engage only when they are opposed to something. The decision makers can be defensive, as they have been burned in the past. We have embedded patterns of communication based on hostility and mistrust.	

2. Project Understanding and Support

In the beginning, understanding the project was a challenge. It was vast, with numerous documents, meetings, and partners. The project's enormity made it difficult to grasp its full scope and objectives initially. Over time, we realised the importance of integrating various aspects and perspectives to achieve our goals. There were concerns about the project's sustainability post-completion. Would our efforts lead to long-lasting progress and mindset shifts, or would they fade away, leaving little impact? This uncertainty lingered, highlighting the need for tangible proof of the project's effectiveness. We learned that support from the top is essential. Bottom-up initiatives are fragile without this backing, especially when aiming to create a legacy. Funding, knowledge, and open doors are critical. Without financial support and belief in the project from decision-makers, energy and motivation dwindle, and the initiative's impact is limited.
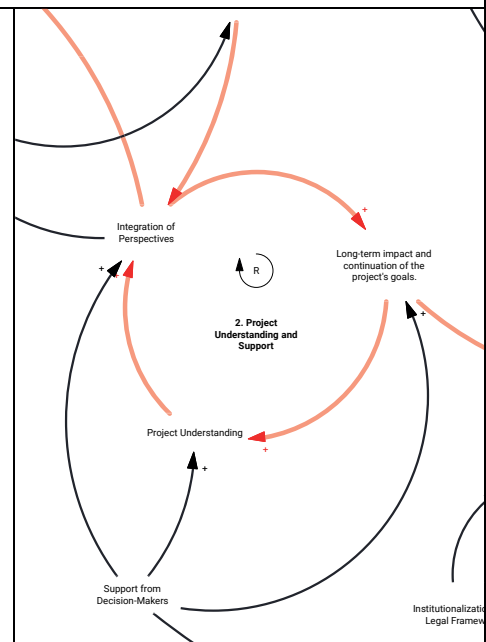
Kaunas City (Collaborator Perspective): From the perspective of municipality one of the main issues is that we are very institutionalised organisation working in strict legal framework so at the beginning of the project we basically didn't understand what is it about, what do we mean when we say time while use. So at the beginning of the project it took us a lot of time to identity and understand the topic. Regarding support we do not see meanwhile use as an aim on itself, rather we look for service that we need and the infrastructure used for that is just a tool.

3. Place-Making and Synergy Challenges

We established three permanent uses: the community space, sandbox, and open gallery, all deriving from our main missions. They were integral in place-making and strengthening the innovation park's identity. However, challenges arose in working together and synergising with Kaunas Fortress Park. Different visions and strategies sometimes caused misalignments, requiring additional time and energy to resolve.
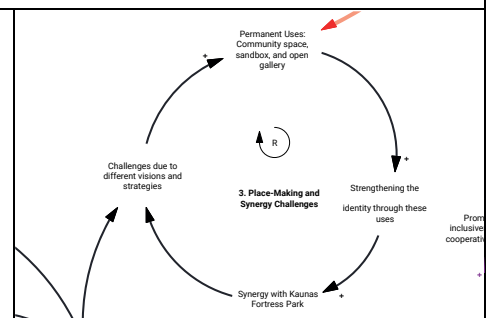
4. Innovation and Engagement

What we have done through T-Factor is show other ways of doing things. Take the biodiversity garden or the other events we have done, they have shown what is possible. There has been something to see on the ground, which people have responded well to. The prototypes have given people hope in the process. Our job was to convince and moderate, to guide and explain. Here things are usually done differently, these processes are led by the city or other organisations, such as developers. We have been learning as we go.
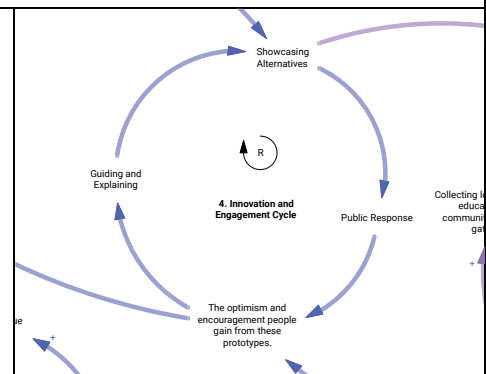
5. Community Engagement and Conflict Resolution

Involving communities can be tricky here. The conversations here arise when people fighting against a development. It can be very confronting. Either we are fighting for our rights, or we don't speak at all. At the municipality level this means a lot of people fighting for their territories. It can be fraught. So, for us, for T-Factor, the question has been, what kind of value is the university creating in between all of those stakeholders, in mediating all of those different barriers. We want to be inclusive and engage with diverse stakeholders, but communities can be suspicious of us because we are working with the municipality and are part of the official regeneration. From that perspective, our role is very tricky as well. We need to gain confidence, but we are bringing our own methods and intervening in their field. How can we ensure we aren't too persuasive, and they are genuinely engaged and want to take the initiative? T-Factor created the ground for different groups to interact, university, cultural operators, communities, businesses and industries, these people don't normally talk together in the conventional way of doing things. The pilot has been a kind of a dig in the ground to see what will happen. In the end, what happened is that we didn't just dig, we shook the ground!
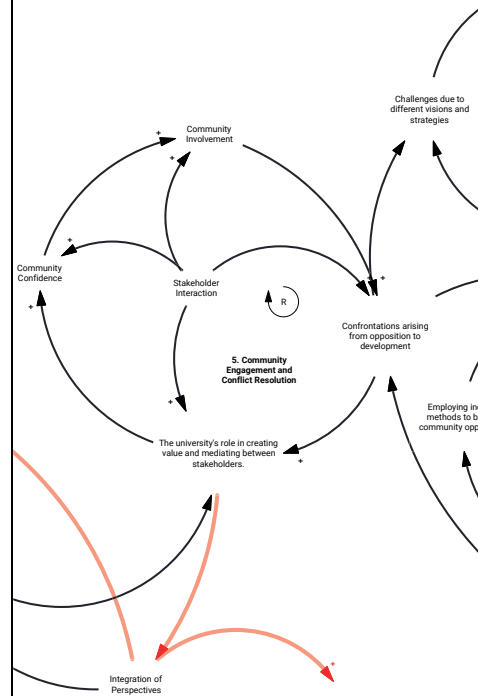
6. Project Development and Implementation

It has really helped us to build up a strategy of how we can approach the activities through the activity plan. Sometimes the activities came first and then were adopted to a mission, but overall, the picture turned out really well. The first year we were researching, thinking up the ideas and trying to see how everything could come together. Then we sketched our activity portfolio. We have these three eventual stable uses, the sandbox community space, and open gallery. They all derive from our main missions. The portfolio is now working, we are at full speed. We needed time to talk sometimes, to experiment, to get to know what works, what doesn't work, what can we do, what we cannot do, what's possible, impossible, to find all these ways and then we could invite good people to come in to support the team, to cover the critical functions like for example, a communication person. So, the team itself was where it matters and then the beginning of this year really marked this very strong start regarding the activity portfolio and then the team, and so it was a huge change.
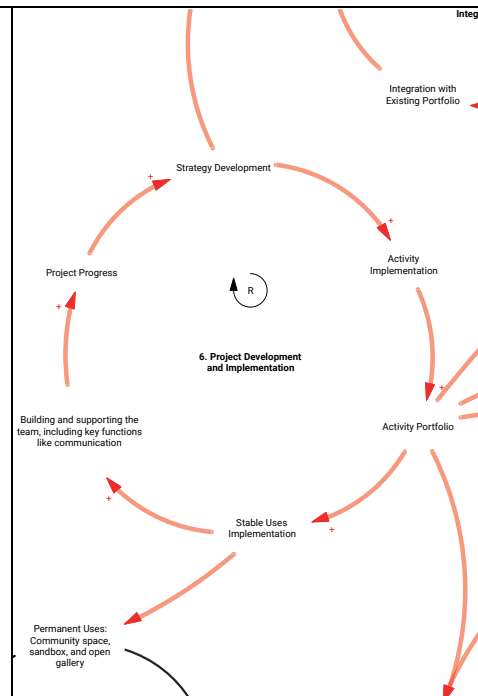
7. Open Air Gallery-Led Community Engagement

The open air gallery lies on the border of the site it was important as an ice breaker. For decades the territory was isolated from the city by a one kilometre concrete wall. In Soviet times it was inaccessible to the general public, so the first intervention we organised was an open air gallery that attracted people to discover the area. The action symbolises the need for tearing down not only physical roles, but also mental ones. It was the first act towards inclusivity and collaboration.
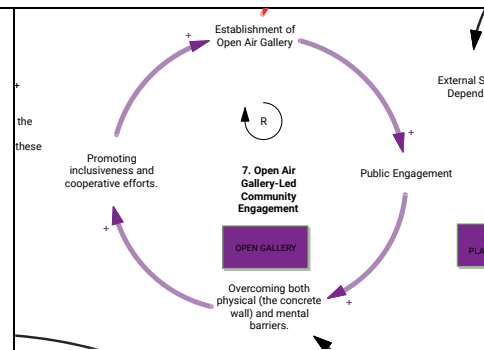
8. Fortress Park Community Revitalisation

The complex was built during World War One and is of historic and natural value. The Fortress Park is currently looking at how to open up spaces to the local community, with the hope of becoming a community hub for underserved local residents. For now, it is a pretty abandoned place. It needs a lot of physical interventions, so we began to clean up the space, we involved communities to join us as we dismantled some wall and made new entry gates. We then created pathways across the site. The next step is a wayfinding system said the people can navigate and engage with the space. To encourage people on site we made a community garden, filled with plants and hosted public events there it was an opportunity to meet the surrounding community. The surrounding area doesn't have a firm community identity, so it was a chance to make connections towards improved crew cohesion. We collected local stories to support and share the emerging look like density, which is being threatened by the urban regeneration project on its doorstep we also created but provided education for community-based story gathering.
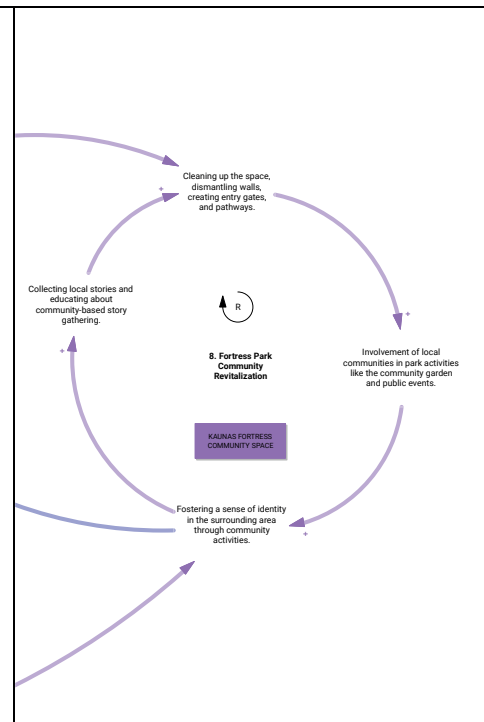
9. Digital Shift and 5G Development

We decided to merge our sandbox initiative with the upcoming ones that the government may introduce in the AIIP. We recently participated in event focused on showcasing the "New Generation Lithuania", our national Recovery and Resilience Plan. This plan is set to invest roughly 700 million euros to encourage the digital shift. Part of this strategy involves hastening the 5G rollout and championing mobility innovations, among other efforts. One key action is the 5G Sandbox initiative that the Ministry of Transport and Communications is mapping out. This is designed as a legal, regulatory, and financial platform to test and actualise 5G connection-based innovations in mobility and beyond, under genuine circumstances. Currently, we're working on a financial support framework, and 24.5 million euros has been designated for this project.
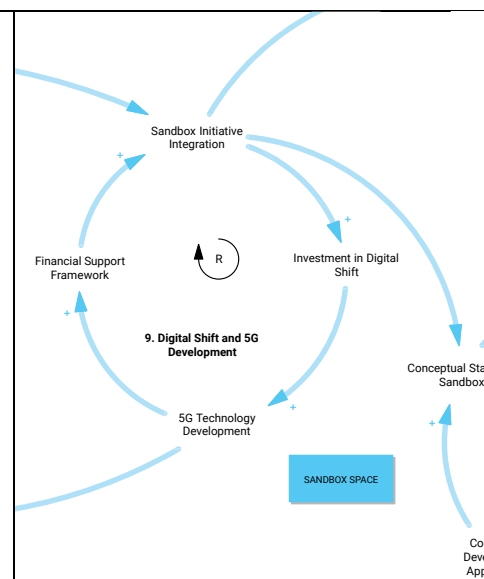
10. Urban Development and Legal Navigation

One significant challenge we faced in conducting activities on-site was navigating legal complexities related to the temporary use of land, stemming from its ownership by the Republic of Lithuania. This ownership status necessitated strict adherence to fairness principles, making it difficult to permit individuals or companies to use the land, even on a temporary basis. Initially, our pilot project seemed to be misunderstood by the municipality, prompting us to refine our communication approach and expectations. By shifting our perspective, we were able to find common ground and align our objectives more closely with those of the municipal authorities. At the outset, there was no local framework or understanding of temporary land use in Kaunas. Although there were instances of old factories being repurposed into art galleries, the concepts of 'temporary urbanism' or 'meanwhile use' were not formally recognised. Therefore, we had to start by introducing these concepts from scratch. Unlike in other contexts where terms like 'social housing' or 'urban regeneration' are readily understood, in Kaunas, we had to begin with basic definitions. Remarkably, our efforts led to the inclusion of 'Chapter 7' in the government-confirmed development plan for the innovation park. This plan, set to guide development for the next 25 years, now incorporates provisions for temporary use thanks to our intervention. Although the municipality conducted its own research on temporary use, the addition of just a few critical sentences in the development plan was a significant achievement for our pilot. However, there remains uncertainty about whether these provisions will be actively utilised, which is always a risk in such pioneering initiatives.
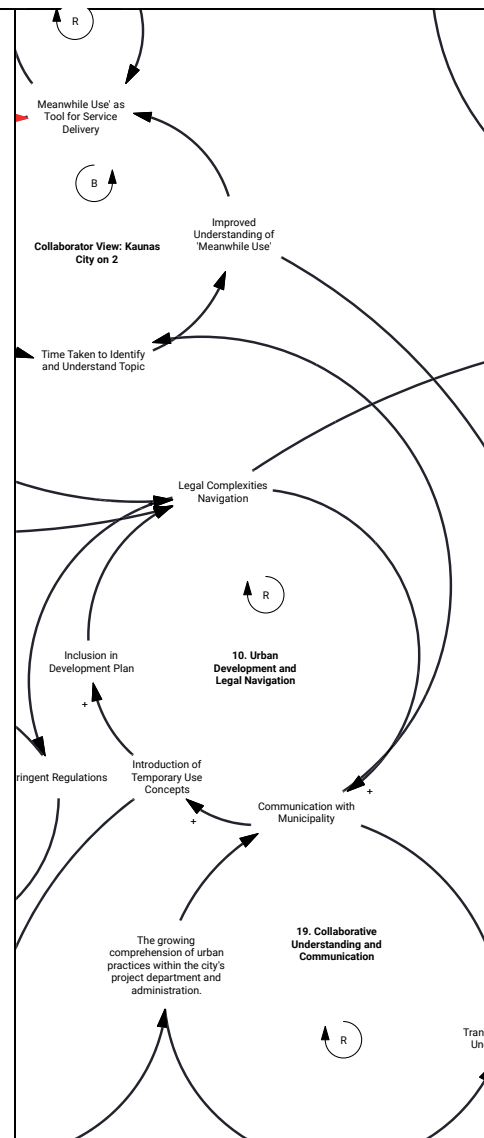
Kaunas City (Collaborator Perspective): I agree that one of the main restraints in this area was the fact that we have never heard of this term or concept so it took us a while to understand it and see benefits of it. Another important legal aspect that we have mentioned to Dario during our interview is the construction regulations which put us into very strict rules regarding meanwhile use. To be more precise there is no such thing as meanwhile use and all infrastructure must meet all hygiene, safety, etc. regulations which is impossible or too expensive in some cases. Kaunas Fortress in Lakūnų pl. is a good example of this regulation – in there the activities can only be very short term because it doesn't fit the requirements. On the other hand in Lithuania we also have very strict cultural heritage preservation regulation therefore even if we had funding some of the fortress buildings could never match contemporary requirements. And if we do put in a lot of money then we would expect it to be a permanent not temporary use. So overall I would say that the first and main obstacle in this field is the construction legal regulations.

11. Stakeholder Collaboration and Mutual Benefit

Our main struggle lies in finding a common language among all these stakeholders: the communities, arts and culture, businesses, and industries. Different people, they speak different languages, and they speak about the same things, or they think that they speak about the same things but there almost but there is no correlation. We have struggled to find common language across community, culture, business and industries. But when we start talking, we suddenly discover that it's something in common we can share all together and we could benefit from each other. Industry and business could benefit from Kaunas Fortress Park having the premises, the nature at their disposition. The APP could benefit from that. On the other side, Kaunas Fortress Park see the opportunity, but don't know what to do. They know the social/natural value of their cultural heritage, but can't see how it links to the new development. They feel threatened by this industrial neighbour coming in, and want to preserve and enhance their existing values, not have them diminished in any way. There is a bit of push and pull. Everyone who is involved is being stretched out of their comfort sone and their conventional ways of thinking.

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Finding
Common
Language

Discovery of
Mutual Benefits

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**11. Stakeholder
Collaboration and
Mutual Benefit**

Moving stakeholders out of
their conventional thought
processes and comfort zones.

Balancing
Interests
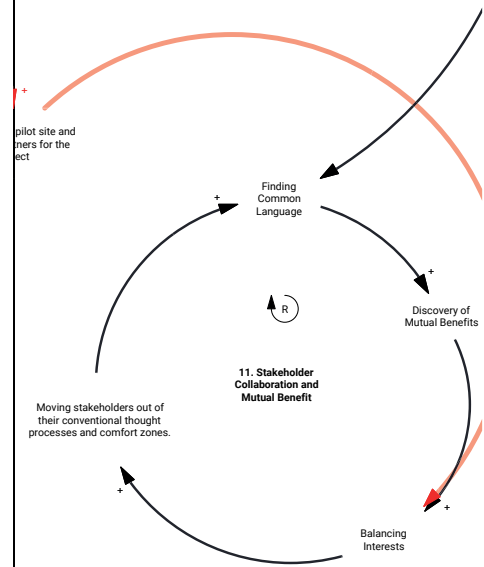
12. Partnership Evolution and Project Integration

Our involvement with T-Factor began with an invitation from our colleagues from Politecnico di Milano. They were familiar with our work at Kaunas University of Technology and the Science Centre. They believed Kaunas would make an interesting pilot due to our emerging economy, innovations, and cultural challenges. We helped to develop on Kaunas's role, choose partners, select the pilot site, and mediate with Kaunas City. At the time, they were seeking cultural partners. I was then a part of the Kaunas 2022 team, overseeing the design program for the Kaunas European Capital of Culture. We viewed T-Factor as an exceptional opportunity, particularly since urban regeneration frequently integrates cultural and creative initiatives. However, we eventually transitioned to a new partner to represent the Kaunas pilot. Initially, we collaborated with three partners: Kaunas University of Technology, Kaunas City Municipality, and Kaunas 2022. However, during the proposal phase, Kaunas 2022 chose to remain committed to their original program, feeling burdened by additional projects, which led to their withdrawal. Consequently, we looked for another partner to champion community engagement, cultural activities, and more. We evaluated two potential collaborators: the Kaunas Artist House, which connects with Kaunas' artistic communities, and the Kaunas Fortress Park. The latter, with its community-centric approach and proximity to the

Initial Partnership
Formation

Integration of Theory
and Practice

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**12. Partnership
Evolution and Project
Integration**

Choosing the pilot site and
relevant partners for the
project

Transition to New
Partners

Moving st
their conv
processes a
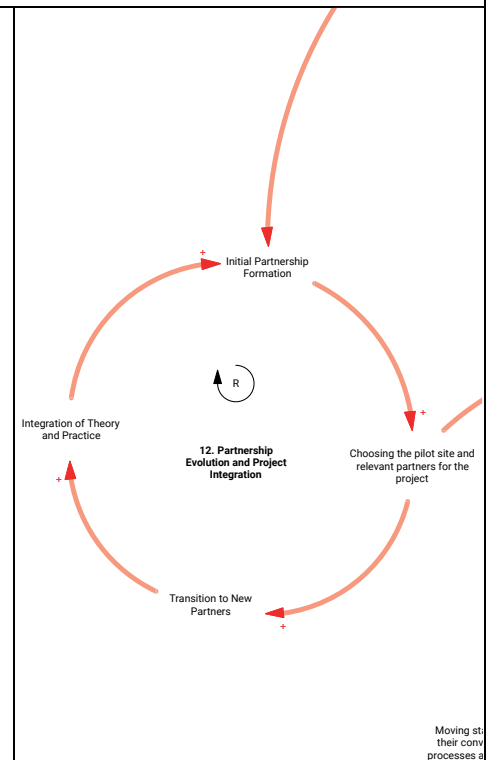
project area, emerged as a great choice. Their prior experience with "meanwhile users" within the fortress positioned them perfectly for the hands-on aspects of prototyping, particularly in a Horizon project that melds theoretical insights with practical execution.

13. Collaborative Project Development

Navigating the partnership with Kaunas Fortress Park, which had its own set of limited resources and distinct perspectives, posed certain challenges. Yet, their enthusiastic involvement from the outset highlighted their significant worth as collaborators. Located near our project area and with a strong community orientation, Kaunas Fortress Park emerged as an ideal ally. Our role was to provide theoretical insights while they would bring these concepts to life through practical applications. A primary factor that drew us to collaborate with Kaunas Fortress Park was their reputation as proactive 'doers'. They have a track record of effectively managing large areas - cleaning, preparing, and maintaining them. This hands-on, pragmatic approach resonated with us, especially since our expansive territory under development is adjacent to their park. Therefore, it seemed a natural and strategic move to connect our projects and leverage our respective strengths and resources.

Managing the collaboration with Kaunas Fortress Park, considering their perspectives and resources

Resource Leveraging

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13. Collaborative Project Development

Aligning project goals and resources between the two parties for mutual benefit.

Blending Theory and Practice

Initial Misconceptions

Lack of
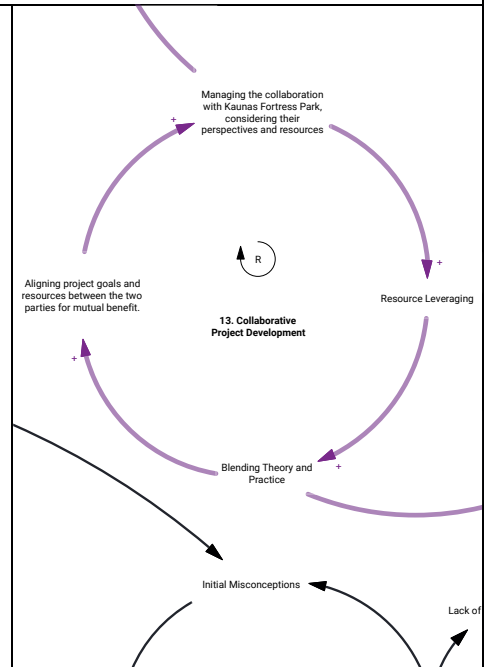
14. Community-Centric Development

The territory is surrounded by 1-kilometre concrete wall which is still very unknown for the citizens, even though they live next door to it, they don't know what is happening in there. The Fortress Park took the initiative for concrete actions. This led to the involvement of Robert, an architect with a unique approach. He emphasises community engagement and has an organic approach towards land development. Robert's involvement facilitated strategic architectural planning. Interestingly, despite not being fluent in Lithuanian, Robert has an incredible knack for communication, bridging gaps between different teams and workers. He is doing a great job with mediating, communicating, warming up and then trying to categorise what we did. We calculated our resources from the financial to the human and then made a proposal about what could be done. This involved the cleaning of the territory, the making of the pathways, changing the entrance, making the gateways, then the staircases, opening it as a site seeing spot for discovering and then the biodiversity garden area (Refs). It was all very organic. We were also thinking about involving people and talking to people, trying to get out, to get some stories of the territory.

SANDBOX SPACE

Contrast Development Approach

FORTRESS

The Fortress Park's steps towards revitalizing the territory

Robert's organic approach to land development and community engagement.

Community Engagement in Development

R

14. Community-Centric Development

INTER P

Robert's ability to communicate and bridge gaps despite language barriers.

Robert's contribution to strategic architectural planning.

Opposition to

Past Negative

URBAN GARDENING

15. Biodiversity Awareness and Engagement

From the biodiversity side of things, Evelina Šimkutė works with Fortress, and has been planting and talking with people. We got some students on board, they recorded 100 species on site then made QR code signs, which is a very nice thing, they recorded the short introduction to various species which fed into an artistic presentation.
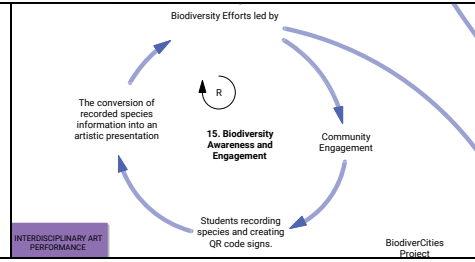
KTU Design Library (Collaborator Perspective): The on-site wild bee habitat design workshop we conducted in Aleksotas really helped us, as activity curators, gain understanding of what people know and doesn't know about the importance of biodiversity in general, and more specifically, how all of us can contribute to make, first, our closest environments (gardens, yards), then, eventually, the whole city greener. Moreover, we saw that activities as such, really help narrowing the environmental issues that people usually find scary, or too enormous to be tackled, to a small creative task. The playful workshop format made the students super engaged in the topic and understand the problem better. It is worth mentioning that the BiodiverCities project is ongoing, and has since received additional funding from Lithuanian Council for Culture, so the previous activities will be developed further in 2024, together with students from KTU Design Centre.

16. Storytelling and Resource Management

Additionally, story-gathering has been a pivotal part of our project, albeit challenging. We've managed to collate intriguing stories about the territory. Our next step is to figure out how to share these stories with the community. Ideas range from graffiti to paintings, narrations, or photographs. But honestly, for this specific intervention we don't have much resource, so probably we will go for a very simple sharing.
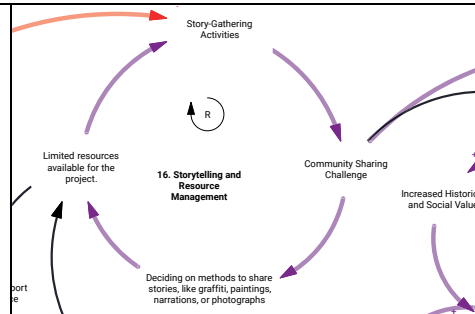
T-Lab 6 (Collaborator Perspective): Collecting local stories holds historical (oral history) and psychological (individual empowerment) significance, as well as social importance, when these stories are co-produced. However, it is only through their publication (dissemination) that these narratives may gain political significance. The lack of resources, on the one hand, hinders the creation of more attractive and spectacular presentations, but on the other hand, it enables partners to activate the community's internal resources and creativity. As a result, the local community becomes independent of external support and permissions to undertake activities, making it less susceptible to the dependency syndrome. Finding a balance between external support and mobilising internal strengths and resources (collective resilience) therefore seems crucial from a political perspective, as well as in the long term, particularly when all external projects fueling the action come to an end.

17. Urban Project Understanding and Political Dynamics

Initially, there seemed to be misconceptions about the project's objectives, even after multiple discussions. The city appeared to have limited comprehension of urban practices. Now, there's a broader understanding, particularly within the city municipality's project department and representatives leaning more towards architecture. This understanding has extended to various other individuals as well, making the knowledge more widespread. However, challenges persist. Some territories, due to political reasons, remain "off-limits" for certain activities, making them completely top-down in their approach. This territory, in particular, has posed many issues, but its complexities have also prompted us to delve deeper and question more than usual. The city isn't perceived as a unified entity, and decisions are often made in a compartmentalised manner, dictating specific activities for certain areas.
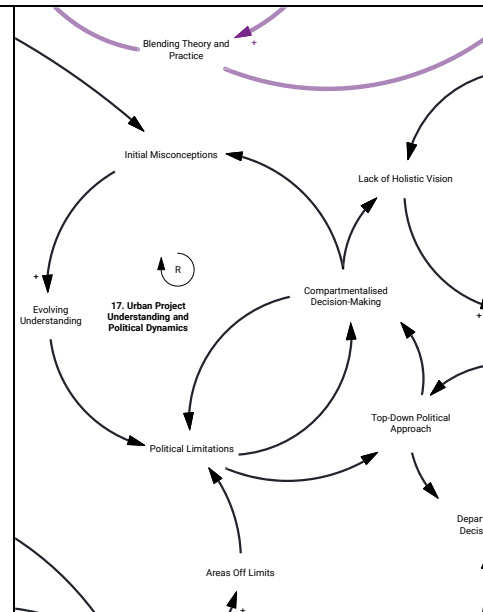
Kaunas City (Collaborator Perspective): At the beginning of the project we had very little understanding of what it is and how we can use it, how it can be beneficial to all parties of the process but at the same time it is important to mention the broken trust which makes municipality feel unsafe and keep some places as you call "off limits". I think it's important to note that during the project municipalities were sometimes demonised as if they were rejecting the community's needs out of selfishness or so. I think both sides (municipality and communities) build their individual relationship based on the experience they had and even though we can gather best practice from other countries we can copy their environment and relationship. What I think would work in Kaunas case is service demand based collaboration, where the city needs services and the community is able to offer that. This is not widespread practice in Kaunas and I think it could work.

18. Challenges in translating theory to practice

The key challenges we have faced so far which have been crucial for delivering the pilot, first of all, we lacked tools for bringing theory to practice. We could have benefitted from some guidance from others who are strategic planners and mediators. It is natural that communities or organisations are very practical and for them, it is really hard to listen to strategic plans and missions, they want to act. So the question remains how to reduce T-Factor's theoretical baggage, to extract the main, most important aspects, and simplify the methodology? And then the second one, it's funding. These activities are an investment to the territory, to the innovative regeneration of the territory, should be appreciated as such.
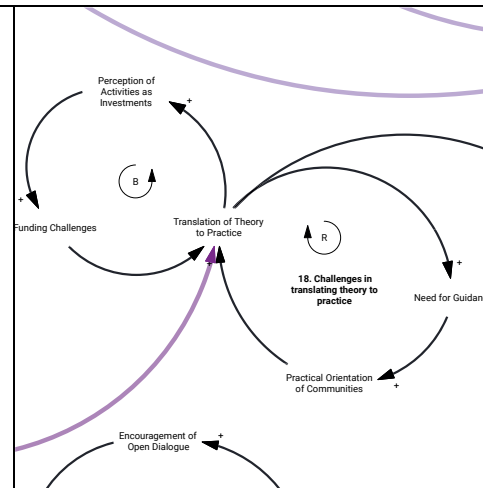
19. Collaborative Understanding and Communication

With the pilot we can see a very clear transformation, amongst our collaborators and partners, regarding the new approach and understanding and acceptance of these kind of new methodologies. It is still challenging to speak with Kaunas City, but we are now on a different level. They understand the project, finally. They didn't when we started. They didn't have any kind of understanding of these kind of urban practices and now, at least at the project department of the city municipality and administration representatives, are getting it.
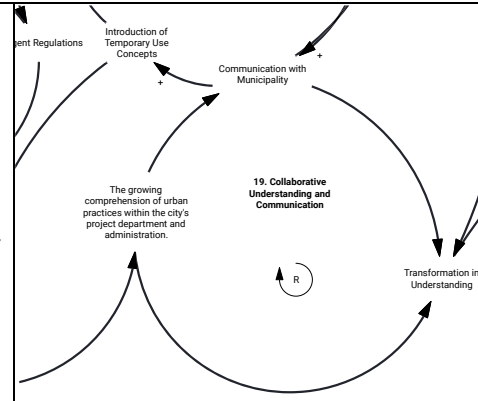
20. Explorative Communication and Decision-Making

With this territory, we have a lot of issues. So, we had to question and debate more things than we normally would, around more things than normally we would. The pilot has opened up the new gates and allowed us to say 'look, we can sit down, we can find communication, we can probably align a little bit the styles, the talking, the mindset'. Certain territories are, from a political standpoint, untouchable and governed by a top-down approach. Yet, this has presented us with a challenging but advantageous case, prompting us to question and explore beyond our usual boundaries. The city isn't viewed as a unified organism. There's a prevailing practice of dividing it into sections, with decisions on their use being made from the top down. In this context, we face numerous issues, but perhaps that's for the better. It has spurred a broader inquiry, leading us to question more than we typically would. The city isn't perceived as a cohesive entity, specific territories are earmarked for certain activities, while others are designated for artists, for instance. We are still entrenched in this departmentalised decision-making system.
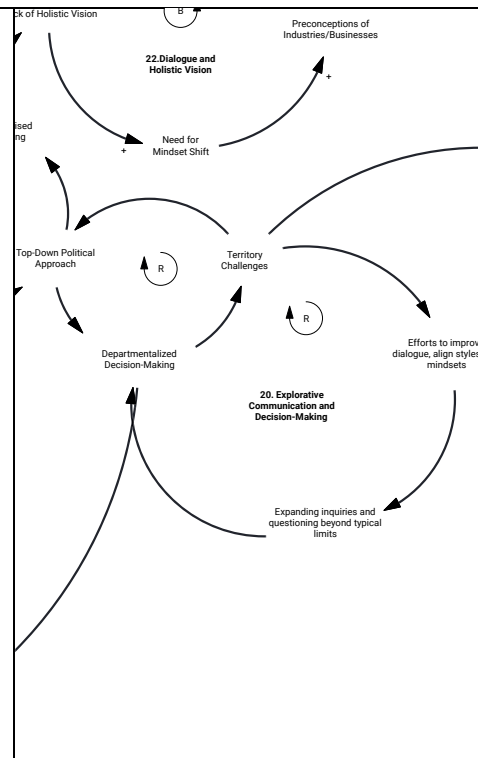
21. Entrenched Mindset and Community Interaction

What we've observed is a deeply entrenched, old-fashioned, and narrow-minded mindset. This mindset hails from the post-Soviet era, characterised by rigid top-down planning, a legacy we are still grappling with. When it comes to communities, this term tends to alarm official planners. They seem ill-equipped to engage with active communities, often perceiving them as threats to their plans. If there's a proposal to construct a bridge or road, and it faces opposition from citizens, particularly active community groups, officials often avoid direct engagement. Instead, they might employ covert tactics to bypass these communities, which isn't commendable.
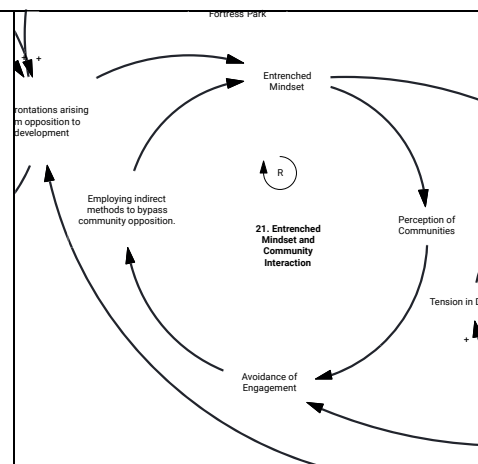
22.Dialogue and Holistic Vision

This project aims to pivot from such practices. It encourages open dialogue, promoting communication and alignment in thought processes and methodologies. However, there seems to be a lack of a holistic vision. Notably, we collaborate with the Department of Project Management rather than the Urban Development Department. This distinction perhaps creates barriers in obtaining a comprehensive understanding of city operations. The question arises: Do they truly grasp the concept of urban planning regeneration? Do they understand its implications on both the tangible and intangible aspects of a city? There's a pressing need to shift mindsets, to view challenges with flexibility, blending both hard and soft approaches. When we consider industries and businesses venturing into the APP territory, they too come with their set of preconceptions. Take the IT community, for instance. They often operate with a closed mindset, having their distinct rules and modes of operation. While this has its advantages, it also means that neighbourhood communities have their constraints and perspectives.
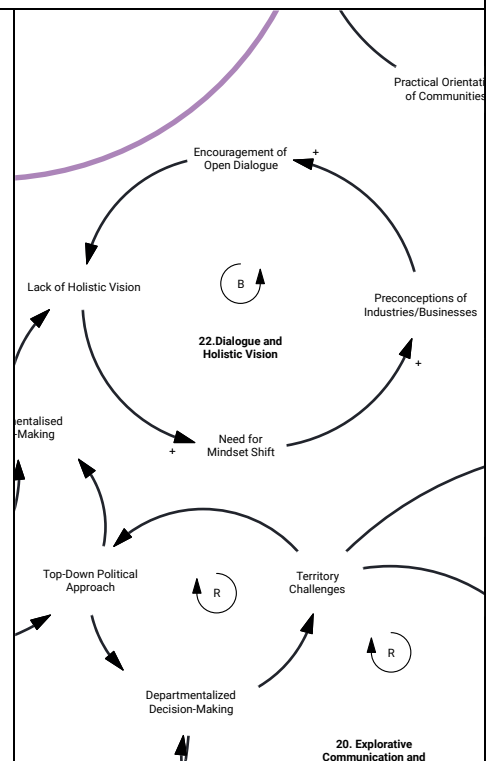
23. Urban Regeneration and Community-Municipality Dynamics

Discussing the municipality's approach to communities in urban regenerative projects, we've observed significant challenges. Drawing from experiences in Belgium, particularly with examples like Communa, there's a clear confrontation. The municipalities often view these places as subpar from a design perspective. The main fear from the municipal side is that once a community becomes established in a space, they might never leave. This lack of trust is mutual, with communities often fearing that they will be pushed out or that their rights will not be respected. This dynamic creates tension, and there seems to be no perfect model to navigate it.
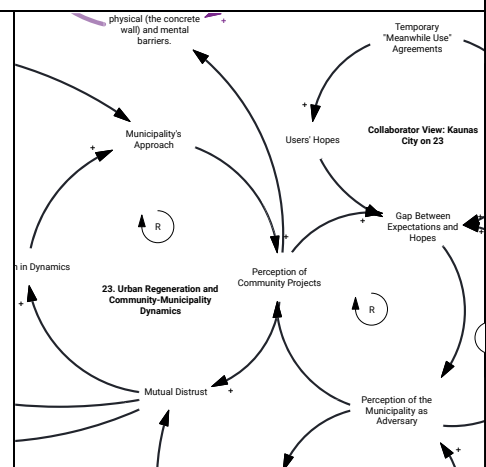
Kaunas City (Collaborator Perspective): Indeed that is a very important element of this temporary meanwhile use and huge gap of trust. From the perspective of the municipality if we make an agreement for short term use we expect it to be short term use, while the users of this asset are hoping "to get their foot in between the door" making this meanwhile use the first step into something more. During this project it was paid a lot of attention to community needs and it feels like municipalities are looked at as the enemy, who takes away community property. That and the broken promises from both sides creates the environment of mistrust and lack of political support.

24. Perception and Decision-Making

An essential observation I'd like to add revolves around how Kaunas City municipality perceives urban spaces. The prevailing mindset is centred on self-interest, with decisions often reflecting this narrow perspective. While it's natural for entities, including businesses, to have interests, a city should represent a confluence of various public interests. Yet, the current decision-making culture in Kaunas leans heavily towards personal or specific group interests, side-lining broader communal needs.
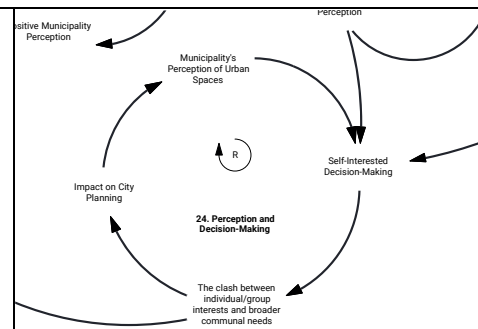
25. Legal challenges in land use influence the decision-making process

Legal challenges also arise, especially concerning the temporary use of lands owned by the Lithuanian government. While Kaunas City might have the right to manage certain plots, deploying them for specific private uses is intricate. The process often requires public calls, ensuring opportunities are open to all, which can complicate matters. However, with the right mindset, these challenges can be navigated. For instance, in Brussels, organisations have brokered agreements with property owners for innovative uses, suggesting that solutions are feasible. The primary obstacle remains the narrow-mindedness of decision-makers, whose priorities often don't align with broader community interests. There's an evident sense of "narrow-mindedness," for lack of a better term, which might come off as negative. But when you delve deeply into perspectives, this trait isn't just confined to the municipality. Cultural organisations, for instance, often staunchly defend their interests. Kaunas Fortress Park is a prime example where interests primarily cater to their immediate community. While they're open to neighbouring communities, there's a tangible apprehension when businesses or industries come into the picture. This hesitance, sometimes bordering on fear, stems from uncertainty about potential outcomes. It's crucial to adopt a broader approach when engaging with various sectors, but that's just my perspective; I could be mistaken.
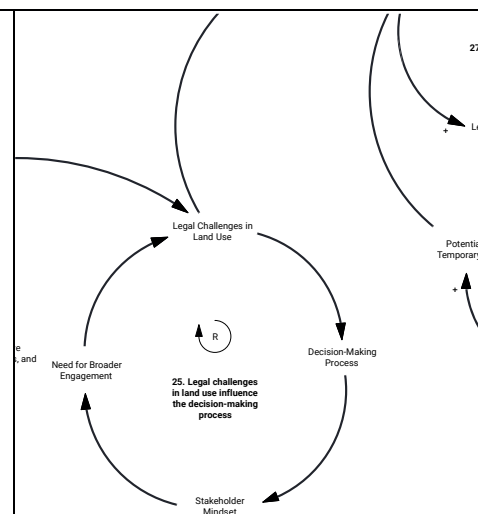
26. Professionalism and Communication

Community organisations sometimes struggle with effective communication, particularly with decision-makers. Often, their approach is perceived as mere complaints, which isn't appealing to anyone. To gain traction, it's vital to present well-argued positions, prepare thoroughly, and approach matters with a business-like professionalism. There's a lack of certain competencies, making it challenging to bridge the gap with decision-makers. This scenario highlights a maturity gap that exists on both sides, and that's something we must address moving forward.
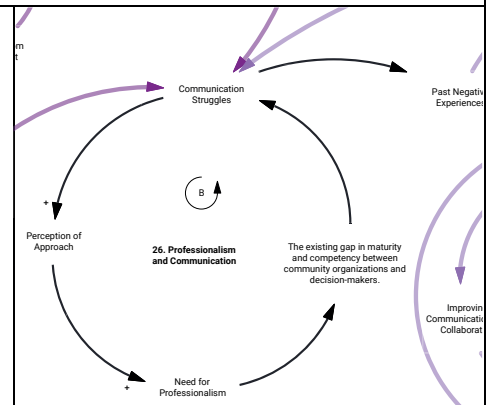
Kaunas Fortress Parks (Collaborator View): During the project, we encountered several levels of challenges: in communication with decision-makers (political level) and with public sector representatives. In the former case, we faced less of a competence gap, but more of a human resources shortage. Both in municipalities and ministries, there is a lack of people's capacity to make decisions, assimilate, use, or pass on knowledge. On the other hand, while there are various individuals in these structures, some are willing to collaborate and accept knowledge, but not necessarily their colleagues. Since it's a closely related ecosystem requiring the involvement of many employees, the enthusiasm of a few may not be sufficient. Moreover, in municipalities, there are bad experiences in collaborating with the non-governmental sector and communities, leading to a lot of opposition, so they view various cultural or social projects cautiously. Meanwhile, in working with public institutions, which are municipal establishments, we also encountered a lack of resources, both human and financial, as well as a lack of competencies, motivation, and managerial and strategic skills. The salaries here are very low, making it difficult for municipalities to attract people with the right set of competencies. Therefore, managing communication was sometimes extremely challenging, requiring both more work and emotional effort.

27. Implementation and Learning

Temporary uses have the potential to be incredibly beneficial. However, in our case, the time constraints prevented us from immediately implementing them. The journey to where we are now was a prolonged one, and we're just at a point where we might be able to push forward and observe the outcomes. While the project is slightly behind in terms of addressing the Kaunas case, our investigations and routine processes have been pivotal in bringing us here. It's essential to test these concepts in real-world scenarios with the involvement of various stakeholders. But we must also allot sufficient time to observe and understand the results of these tests. The reality is failures can occur. In our current culture, failure isn't viewed as a learning opportunity but rather as a complete setback. We need to shift from this perspective and embrace failure as a part of the process. It offers us invaluable insights. While it's helpful to learn from other cases and examples, it's equally important to consider our unique local context, accounting for varying situations, whether they be legal, community-based, or related to stakeholders.
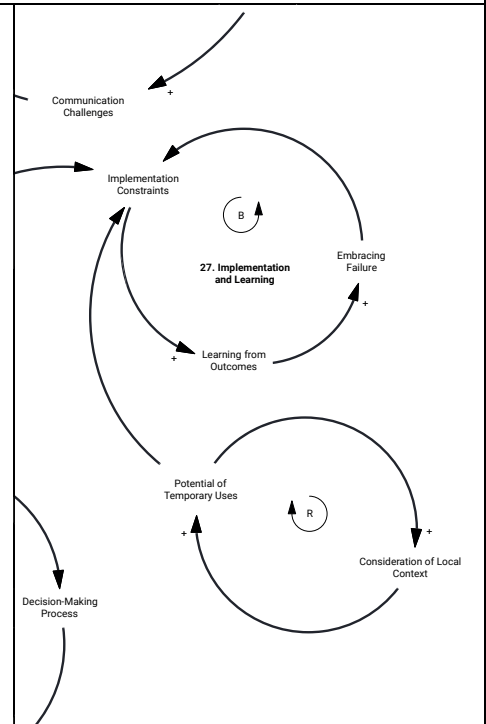
28. Temporary Urbanism and Free Space Exploration

Introducing the methodology of temporary urbanism to contexts unfamiliar with the concept requires patience and time. The process involves understanding the context, and then organic prototyping follows. Our latest initiative aims to present an activity model known as the "sandbox base." We envision this model serving as a foundation for future projects associated with Kaunas Fortress Park, benefiting from the existing stakeholder network. The challenge lies in understanding the model's mechanics, its inherent value, potential revenue sources, and the role of partners. Kaunas Fortress territory, which neighbours the Kaunas site, currently follows a strict developmental approach. We foresee this area potentially serving as a buffer sone where new ideas and perspectives can be introduced and tested. One such initiative under the Kaunas Fortress Park banner is "Free Space." The name, rooted in Lithuanian slang, is reminiscent of the freedom and space teenagers often seek. When thinking about a gathering or celebration, there's always a need for a dedicated space to host a party. The idea of "space for a party" has a touch of irony, which we genuinely appreciate. This concept emerged from the realisation that not only is there the Kaunas Fortress Park territory adjacent to the IAPP, but there's also a host of other infrastructural spaces throughout the city. We're surrounded by an abundance of free space. However, despite launching initiatives to capitalise on this space, we've primarily remained at the conceptual stage. This is mainly due to our lack of expertise in strategic development and management. Yet, the potential is undeniable. Given the proximity of the Kaunas Fortress Park to the Industrial Park territory, we need to consider how we can maximise this free space and potentially generate revenue for the Kaunas Fortress Park.
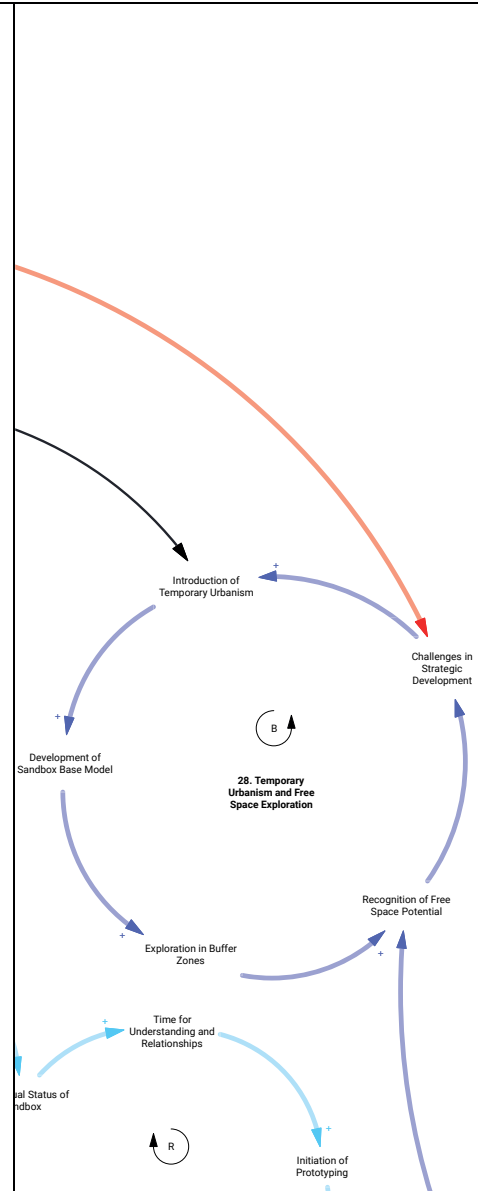
29. Investment and Opportunity Enhancement

We're hopeful that our proposal will resonate with everyone, especially since the Kaunas City is already aligned with this vision. From a sustainability perspective, the Kaunas Fortress Park as an organisation has a vested interest in exploring these opportunities. While we do allocate an annual budget to the organisation, there's a need for them to present a clear roadmap on how this budget can add more value. Currently, the funds mostly cater to maintenance and infrastructural upkeep. However, if we can demonstrate the added value that partnerships can bring, perhaps Kaunas City might consider increasing their investment.
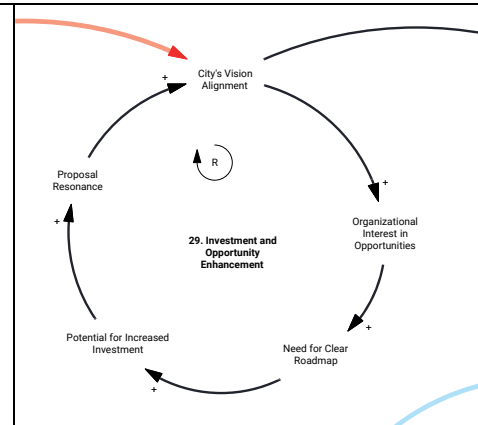
30. Innovative Model Development and Adaptation

Our aim is to wrap up our pilot with a model or proposal that, while theoretical, could have practical demonstrations within the Kaunas Fortress Park. We believe it's crucial to ensure the continuous use of these spaces even after the project concludes. Considering such a model, one must ponder where the primary challenge lies. If you reflect upon an organisation that's traditionally operated in a set way and then introduce a transformative operational model, it's essentially venturing into uncharted territory. In our current context, we're not just viewing this from the lens of a single company; rather, it's a multi-faceted approach. This is not a typical model. It's multidimensional, values diverse perspectives, and emphasises collaboration. While we're still in the brainstorming phase, it's evident that this isn't a conventional operational blueprint. There's a need for flexibility to cater to unique scenarios and cases. I perceive this as a challenge, yet it's an exciting opportunity waiting to be explored.
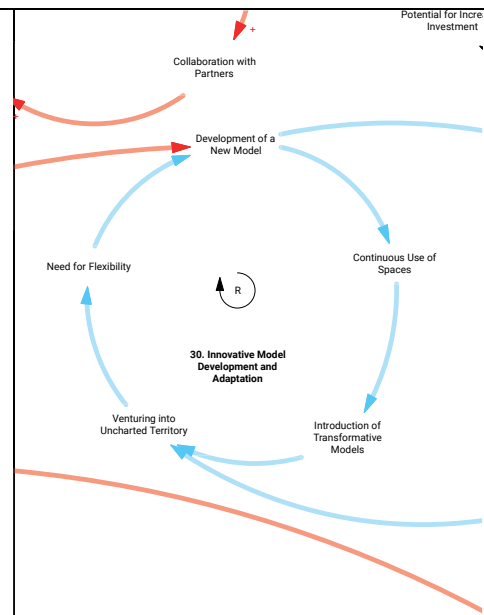
31. Methodology Simplification and Integration

We've carefully followed the T-Factor process, from understanding the context to mapping stakeholders. However, we've found that some methods became too intricate at points. We've provided feedback on this, stressing the importance of simplifying these methods. This is especially vital when we're trying to connect with practical organisations and individuals who work on the ground. Yes, we did use these methods and found them beneficial when building our portfolio. However, perhaps there's room for more methods or a better way to integrate them with the existing portfolio. Currently, our portfolio serves as an excellent internal reference, but it can be challenging for new partners to understand. They often see only specific activities and miss the broader picture. There's a need to make everyone consistently aware of our objectives and mission.
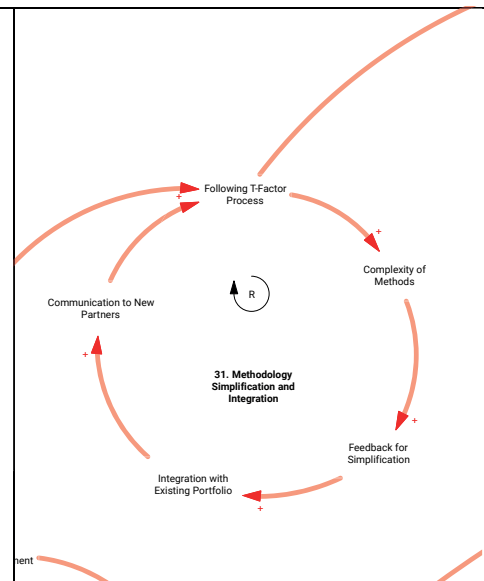
32. Project Guidance and Methodology Adaptation

I'm genuinely grateful for the guidance throughout the project. It provided clarity for our team, ensuring we remained constructive and productive. The visualisation aspect was particularly beneficial, offering a bird's-eye view of where we stand. However, introducing this to our stakeholders in Kaunas has been a challenge. When presenting the project, we sometimes must simplify or omit certain details due to its complexity. This is evident when explaining the Kaunas pilot – it's a complex project that's hard to encapsulate briefly. Yet, one of the
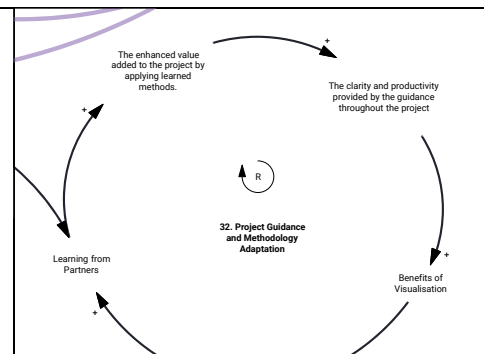
highlights has been collaborating with our advanced partners. Learning how they implement different methods and then adapting them to our needs has been enlightening. The workshops, for instance, have been extremely valuable. Collaborating with our partners from Poland and learning from their experiences and methodologies has added significant value to our project. Whether these are formal methods or not, they provide a roadmap for organising and advancing our on-ground ideas.
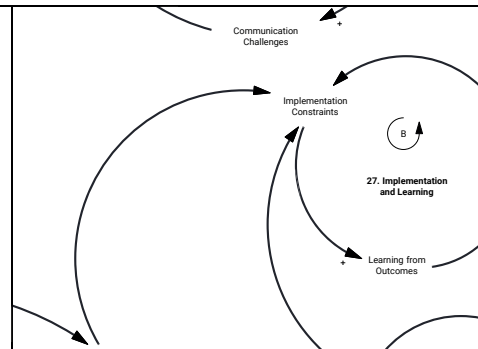
33. T-Factor and Transformative Impact

Reflecting on the project, one of its most significant achievements is introducing a strategic approach to urban regeneration and planning, specifically with 'meanwhile uses'. In Lithuania, professionals in architectural and design fields are familiar with this concept, but it hasn't been strategically implemented until now. This project has been an informative experience, not just for us but also for those we've engaged with. Our local activities have stirred the ground, initiating a 'warming up' phase that readies us for subsequent steps. The ability to access and collaborate with diverse partners and explore various cases has proven to be invaluable. Furthermore, gaining national media coverage has amplified our reach, potentially sowing the seeds for future resonance. It's a transformative experience, a practice that broadens perspectives. We are not merely implementing activities; we are instigating a shift, a preparatory phase that could catalyse significant changes in the future. Although the project's impact may not be immediately visible, it has laid the foundational stones. Each bit of learning, each ground 'shaken,' has marked a step forward. We have not only expanded our understanding but have also contributed to a broader, national dialogue. It's a dance between learning and implementing, and in this dance, perspectives are broadened, grounds are shaken, and new possibilities emerge.
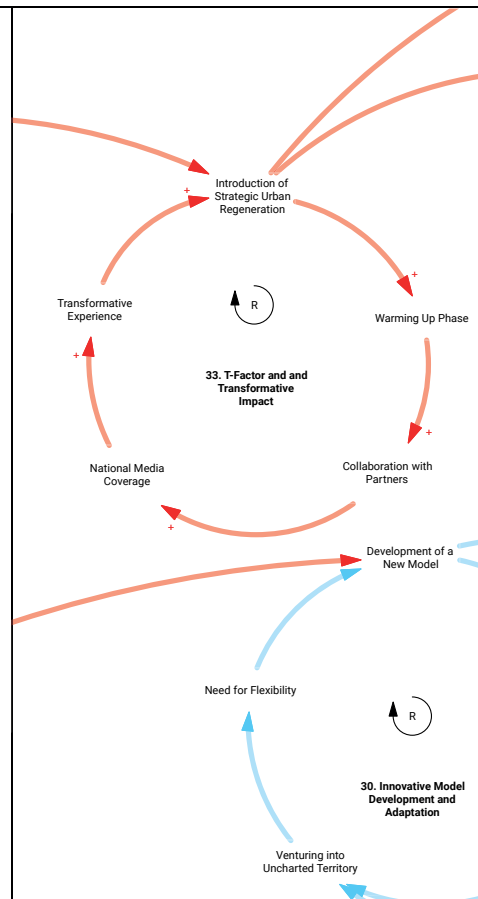
34. Prototyping and Pilot Development

The time we have used so far has allowed us to understand the context, build relationships and start some prototyping, but it's just a beginning. We have proposed an activity model for a sandbox, which would be a starting point for other project initiatives, with Kaunas Fortress Park, through the stakeholder network. But for anything on the territory we must follow a very strict development approach. In contract to this, Kaunas Fortress Park, can be considered a free space, of sorts. A place to be free next-door to the strict territory of the IPP. The sandbox remains at the conceptual level, for now, as we lack the power and place to act within the redline on the territory itself. We hope this activity will be realised in the future.

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KAUNAS, ALEKSOTAS

Legend:

- Collaborative, Creative & Community-led Meanwhile
- People and Planet-centered Innovation Ecosystem
- Short distance and multi-function place
- T Factor Project Workings
- Local Structures and Systems

31. Methodology Simplification and Integration
- Following T-Factor Process
- Communication to New Partners
- Complexity of Methods
- Feedback for Simplification
- Integration with Existing Portfolio

6. Project Development and Implementation
- Strategy Development
- Project Progress
- Activity Implementation
- Building and supporting the team, including key functions like communication
- Activity Portfolio
- Stable Uses Implementation

3. Place-Making and Synergy Challenges
- Permanent Uses: Community space, sandbox, and open gallery
- Challenges due to different visions and strategies
- Strengthening the identity through these uses
- Synergy with Kaunas Fortress Park

16. Storytelling and Resource Management
- Story-Gathering Activities
- Limited resources available for the project.
- Community Sharing Challenge
- External Support Dependence
- Deciding on methods to share stories, like graffiti, paintings, narrations, or photographs

7. Open Air Gallery-Led Community Engagement
- Establishment of Open Air Gallery
- Promoting inclusiveness and cooperative efforts.
- Public Engagement
- Overcoming both physical (the concrete wall) and mental barriers.
- OPEN GALLERY
- DIGITAL PLACEMAKING
- Balance Between External and Internal Resources
- Temporary "Meanwhile Use" Agreements
- Sustainable Political Action
- Internal Community Activation

Collaborator View: Kaunas City on 23
- Municipality's Approach
- Users' Hopes
- Municipality Expectations
- Gap Between Expectations and Hopes

23. Urban Regeneration and Community-Municipality Dynamics
- Perception of Communities
- Tension in Dynamics
- Perception of Community Projects
- Environment of Mistrust
- Broken Promises
- Perception of the Municipality as Adversary
- Lack of Political Support
- Efforts to Address Community Needs
- Mutual Distrust

5. Community Engagement and Conflict Resolution
- Community Involvement
- Community Confidence
- Stakeholder Interaction
- Confrontations arising from opposition to development
- The university's role in creating value and mediating between stakeholders.
- Entrenched Mindset

21. Entrenched Mindset and Community Interaction
- Employing indirect methods to bypass community opposition.
- Perception of Communities
- Avoidance of Engagement

1. Artistic Integration in Urban Planning
- Artistic Initiatives
- Stakeholder Engagement
- Strategic Urban Planning

2. Project Understanding and Support
- Integration of Perspectives
- Long-term impact and continuation of the project's goals.
- Project Understanding

Collaborator View: Kaunas City on 2
- Efficiency in Service Delivery
- Meanwhile Use' as Tool for Service Delivery
- Initial Lack of Understanding
- Improved Understanding of 'Meanwhile Use'
- Time Taken to Identify and Understand Topic
- Support from Decision-Makers
- Institutionalization and Legal Framework

12. Partnership Evolution and Project Integration
- Initial Partnership Formation
- Integration of Theory and Practice
- Choosing the pilot site and relevant partners for the project
- Transition to New Partners

11. Stakeholder Collaboration and Mutual Benefit
- Finding Common Language
- Discovery of Mutual Benefits
- Moving stakeholders out of their conventional thought processes and comfort zones.
- Balancing Interests

10. Urban Development and Legal Navigation
- Legal Complexities Navigation
- Inclusion in Development Plan
- Introduction of Temporary Concepts
- Communication with Municipality

Collaborator View: Kaunas City on 10
- Cultural Heritage Regulations
- Adaptation Process
- Stringent Regulations
- Feasibility of Meanwhile Use
- Construction Regulations

19. Collaborative Understanding and Communication
- The growing comprehension of urban practices within the city's project department and administration.
- Transformation in Understanding

- Preference for Permanent Use
- Investment Expectations
- Investment in Compliance
- Feasibility of Compliance
- Unfamiliarity with 'Meanwhile Use'

Collaborator View: Kaunas City on 17
- Relationship Building Based on Experience
- Service Demand-Based Collaboration
- Positive Municipality Perception
- Municipality's Perception of Urban Spaces

24. Perception... Decision-...
- Impact on City Planning
- The clash... individual... interests a... commun...

City's Vision Alignment

Introduction of Strategic Urban Regeneration

Proposal Resonance

Warming Up Phase

33. T-Factor and Transformative Impact

29. Investment and Opportunity Enhancement

Organizational Interest in Opportunities

Collaboration with Partners

Need for Clear Roadmap

Potential for Increased Investment

Introduction of Temporary Urbanism

Challenges in Strategic Development

Development of Sandbox Base Model

28. Temporary Urbanism and Free Space Exploration

Development of a New Model

Sandbox Initiative Integration

Exploration in Buffer Zones

Recognition of Free Space Potential

Need for Flexibility

Continuous Use of Spaces

Financial Support Framework

Investment in Digital Shift

Time for Understanding and Relationships

30. Innovative Model Development and Adaptation

9. Digital Shift and 5G Development

Conceptual Status of Sandbox

Venturing into Uncharted Territory

Introduction of Transformative Models

5G Technology Development

SANDBOX SPACE

Initiation of Prototyping

Contrast in Development Approaches

34. Prototyping and Pilot Development

Proposal of Sandbox Model

KAUNAS FORTRESS VISITS

The Fortress Park's steps towards revitalizing the territory

Biodiversity Efforts led by

Showcasing Alternatives

Cleaning up the space, dismantling walls, creating entry gates, and pathways.

The conversion of recorded species information into an artistic presentation

15. Biodiversity Awareness and Engagement

Community Engagement

Guiding and Explaining

4. Innovation and Engagement Cycle

Public Response

Collecting local stories and educating about community-based story gathering.

Community Engagement in Development

Robert's organic approach to land development and community engagement.

Students recording species and creating QR code signs.

14. Community-Centric Development

INTERDISCIPLINARY ART PERFORMANCE

BiodiverCities Project Continuation and Funding

The optimism and encouragement people gain from these prototypes.

8. Fortress Park Community Revitalization

Involvement of local communities in park activities like the community garden and public events.

Increased Historical and Social Value

Robert's ability to communicate and bridge gaps despite language barriers.

Robert's contribution to strategic architectural planning.

BIODIVERSITIES EDU

BIODIVERSITIES & TECH

Environmental Issue Narrowing

KAUNAS FORTRESS COMMUNITY SPACE

Dissemination's Political Significance

Significance of Collecting Local Stories

Further Development of Activities

Wild Bee Habitat Design Workshop

Understanding the Problem Better

Fostering a sense of identity in the surrounding area through community activities.

Collaborator View: T Lab – University of Lotz on 16

Independence from External Support

Opposition to Projects

Overall Project Effectiveness

Collaboration Effectiveness

Understanding of Biodiversity

Collaborator View: KTU Design Library on 15

Communication Struggles

Past Negative Experiences

URBAN GARDENING

Variability in Collaboration Willingness

Greening Efforts

Managing Communication Effort

26. Professionalism and Communication

The existing gap in maturity and competency between community organizations and decision-makers.

Human Resources Shortage

Communication Challenges with Decision-Makers

Perception of Approach

Improving Communication and Collaboration

Emotional Effort

Knowledge Assimilation

Need for Professionalism

Decision-Making Capacity

Collaborator View: Kaunas Fortress Park on 26

Project Effectiveness

Low Salaries and Competencies

Resource Limitations in Public Institutions

Managing the collaboration with Kaunas Fortress Park, considering their perspectives and resources

Perception of Activities as Investments

The enhanced value added to the project by applying learned methods.

The clarity and productivity provided by the guidance throughout the project

Aligning project goals and resources between the two parties for mutual benefit.

13. Collaborative Project Development

Resource Leveraging

Funding Challenges

Translation of Theory to Practice

18. Challenges in translating theory to practice

Need for Guidance

Learning from Partners

32. Project Guidance and Methodology Adaptation

Benefits of Visualisation

Blending Theory and Practice

Practical Orientation of Communities

Communication Challenges

Encouragement of Open Dialogue

Implementation Constraints

Initial Misconceptions

Lack of Holistic Vision

22.Dialogue and Holistic Vision

Preconceptions of Industries/Businesses

27. Implementation and Learning

Embracing Failure

Evolving Understanding

17. Urban Project Understanding and Political Dynamics

Compartmentalised Decision-Making

Need for Mindset Shift

Learning from Outcomes

Political Limitations

Top-Down Political Approach

Territory Challenges

Legal Challenges in Land Use

Potential of Temporary Uses

Departmentalized Decision-Making

20. Explorative Communication and Decision-Making

Efforts to improve dialogue, align styles, and mindsets

Need for Broader Engagement

25. Legal challenges in land use influence the decision-making process

Decision-Making Process

Consideration of Local Context

Areas Off Limits

Project ...standing

Broken Trust

Expanding inquiries and questioning beyond typical limits

Stakeholder Mindset

Negative Municipality Perception

Potential for Collaboration

Self-Interested Decision-Making

...ion and ...king

...between ...group ...broader ...needs

PILOT CAUSAL LOOP DIAGRAM

The previous page shows the combined causal loop diagram for the entire pilot including collaborator feedback. The image can be viewed digitally by clicking this:

https://acrobat.adobe.com/link/track?uri=urn%3Aaaid%3Ascds%3AUS%3A38546aeb-329e-336c-8cae-fd0c2ae15584&viewer%21megaVerb=group-discover

PROTOTYPE NARRATIVES

The Kaunas prototypes focused on artistic, cultural, and technological integration into urban spaces. The first emphasised transforming public spaces for art and cultural exchange, the second on incorporating digital technology for community engagement and urban development, and the third on enhancing public spaces as vibrant, accessible art venues. Each prototype aimed to democratise art, foster community interaction, and create a connected, efficient urban environment through innovative cultural and technological initiatives.

KAUNAS FORTRESS COMMUNITY SPACE: Collaborative, Creative & Community-led Meanwhile

The Kaunas Fortress Community Space focused on transforming public spaces into areas for artistic display and cultural exchange. These were not confined to traditional indoor settings but integrated into the urban landscape. They provided a platform for local artists to showcase their work and for the community to engage with art in their everyday environment. This initiative sought to democratise art, making it more accessible to a wider audience and fostering a vibrant cultural atmosphere in the city. The open gallery served as a catalyst for cultural dialogue and community interaction, enriching the urban experience.

SANDBOX SPACE: People and Planet-centered Innovation Ecosystem

The Sandbox prototype addressed the integration of digital technology into urban development and community engagement. This involved leveraging digital tools to enhance communication, improve access to cultural content, and facilitate community participation in urban projects. The digital shift sought to include the

development of smart city initiatives, such as the integration of 5G technology, to improve urban infrastructure and services, with the goal of a more connected, efficient, and responsive urban environment.

OPEN GALLERY: Short Distance and Multi-Function Place

Open Gallery focused on transforming public spaces into areas for artistic display and cultural exchange. These galleries are not confined to traditional indoor settings but are instead integrated into the urban landscape. They provide a platform for local artists to showcase their work and for the community to engage with art in their everyday environment. This initiative aims to democratise art, making it more accessible to a wider audience and fostering a vibrant cultural atmosphere in the city. The open galleries serve as a catalyst for cultural dialogue and community interaction, enriching the urban experience.

EMERGING THEMES

The Kaunas pilot project successfully bridged gaps between stakeholders, blending artistic initiatives with urban planning and transforming traditional, often hostile, communication into constructive dialogues. Despite its complexity, extensive scale, and numerous partners, the project aligned with T-Factor aims and navigated challenges, including legal issues around temporary land use.

A significant accomplishment was the demonstration of new urban development methods, such as the biodiversity garden, motivating stakeholders to adopt innovative regeneration strategies. The project focused on forging connections across diverse groups, including universities, communities, and industries, with the aim of inclusive, collaborative engagement. However, community involvement presented challenges due to some scepticism about collaborating with the municipality and external partners. Strategic planning and funding constraints also surfaced as substantial obstacles in fully realising the pilot's potential. Nevertheless, the project transformed collaborators' perspectives, earning recognition and acceptance, particularly at the departmental level within Kaunas City. This progress, despite ongoing communication challenges, represents a considerable advancement.

Looking forward, the pilot has spurred stakeholders to question existing practices and seek enhanced communication. Although some initiatives remain

conceptual owing to resource and territorial limitations, there is an optimistic outlook for their eventual realisation, laying the foundations for further urban development in Kaunas.

Bridging Gaps and Creating Opportunities

The narrative highlights the pilot's efforts to bring different stakeholders together, creating a strategic perspective on meanwhile use in Kaunas. The activities aimed to bridge the gap between artistic initiatives and urban planning, which have traditionally been separate spheres. By providing an opportunity for collaboration and common ground, the pilot sought to break down embedded patterns of communication based on hostility and mistrust.

Dealing with Complexity and Challenges

The narrative emphasises the complexities involved in the pilot, from understanding its objectives to dealing with legal issues related to temporary land use. The pilot's size and numerous partners required time to process, and the team faced challenges in aligning activities with T-Factor aims.

Demonstrating New Possibilities

The pilot's work showcases alternate ways of urban development through activities like the biodiversity garden. By creating visible prototypes, the pilot aims to give hope and convince stakeholders to adopt new approaches to urban regeneration.

Building Connections and Inclusion

The pilot focused on establishing connections between diverse groups such as universities, cultural operators, communities, businesses, and industries. It sought to create a space for interaction and collaboration that went beyond conventional ways of doing things, fostering inclusive engagement with stakeholders.

Challenges in Involving Communities

Involving communities can be challenging, as they may have concerns and reservations about working with the municipality and external partners. Building

confidence and ensuring genuine engagement require careful navigation of roles and methods to empower communities to take the initiative.

Strategic Planning and Funding Constraints

The narrative discusses the need to bridge the gap between theoretical planning and practical implementation. Funding remains a significant challenge in realising the full potential of the pilot's activities.

Transformation and Acceptance

The pilot has led to a transformation in perspectives among collaborators and partners. Whilst there are still challenges in communicating with Kaunas City, the pilot's efforts have been recognised and understood at the department level, signaling progress and acceptance.

Empowerment and Future Prospects

Despite facing multiple challenges, the pilot has empowered stakeholders to question existing practices and seek better communication and alignment. It provides a starting point for future initiatives, and while some activities are still conceptual due to resource and territorial constraints, there is hope for their realisation in the future.

CONCLUSION

T Factor's Aleksotas pilot's journey offers valuable insights and lessons, presenting both opportunities and challenges for future initiatives. This conclusion reflects on key learnings, identifies gaps and opportunities, outlines next steps, and considers the project's legacy.

The pilot developed valuable learning into effectiveness of strategically integrating artistic initiatives into urban planning, bridging previously separate domains. Successfully managing the complexities inherent in large-scale, multi-partner urban regeneration projects represented a significant achievement. Moreover, the pilot emphasised the crucial role of genuine community engagement, even in the face of challenges in aligning with municipal and external stakeholders.

Reflection on the pilot and prototype journeys identified key gaps and opportunities. Enhanced communication emerged as a recurring challenge throughout the pilot, demonstrating the need for improved dialogue and mutual understanding among diverse stakeholders. Resource allocation proved to be another concern, with constraints in funding and territorial limitations necessitating more efficient resource management and allocation. s

Regarding next steps, continued stakeholder engagement could involve leveraging established networks to enhance collaboration among universities, communities, industries, and cultural operators. There is scope to translate the theoretical frameworks generated into further practical applications. As well as potential to expand upon the prototypes.

The pilot established legacy through the development of a solid foundation for forthcoming urban regeneration. Furthermore, with a commitment to achieving cultural and community resonance, the activities at Aleksotas can enriching broader national discourse on sustainable urban regeneration.
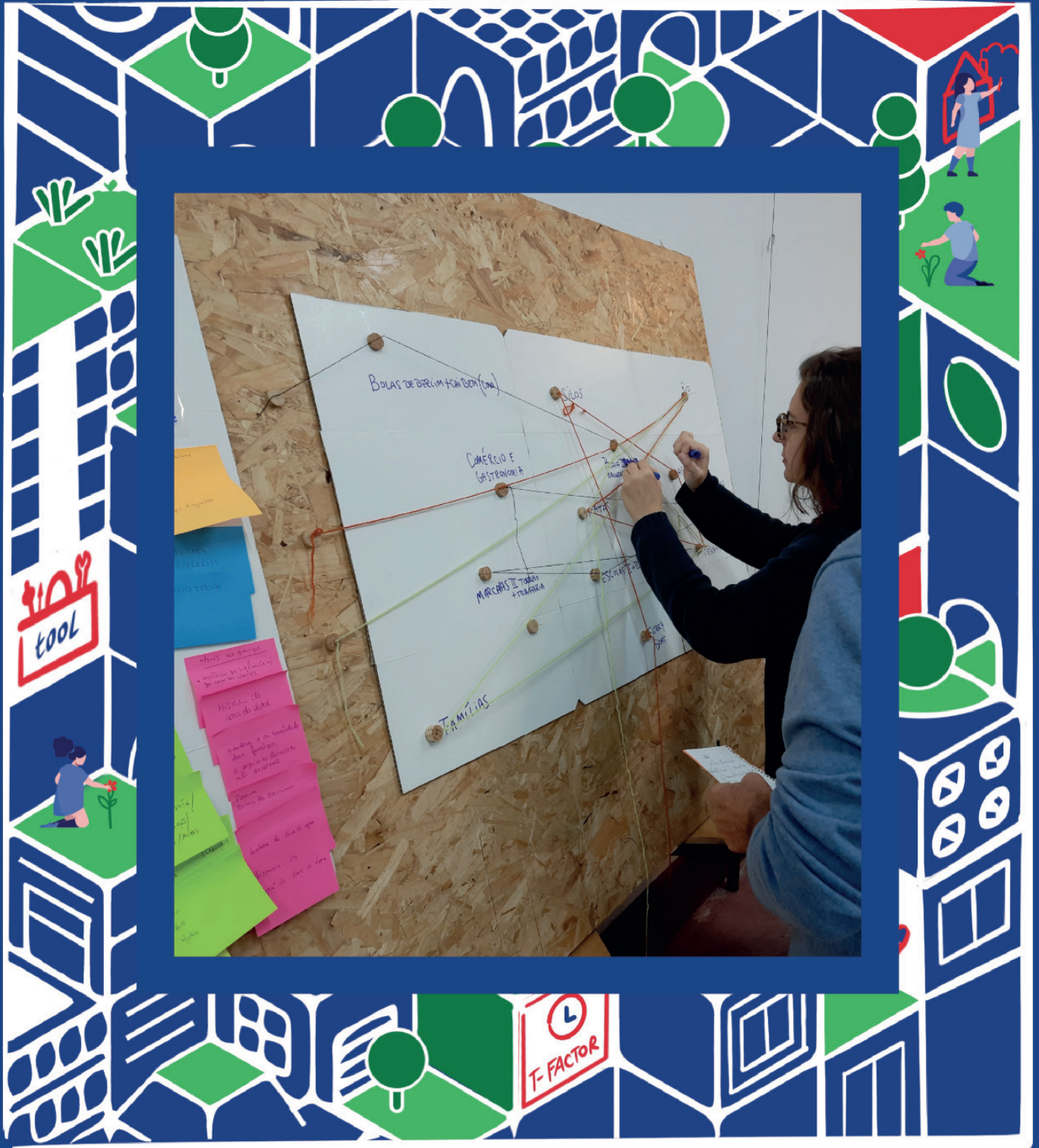
LISBON
Trafaria

Trafaria, Lisbon Pilot

This chapter provides a comprehensive overview of T Factor pilot activities relating to Trafaria in Lisbon. It covers the historical context of Trafaria, the identity and demographics of its people, the role of NOVA University in the region, and specific missions aimed at community revitalisation. It details a set of missions, an activity portfolio, a pilot timeline, and narratives related to the project's development, including community engagement, educational initiatives, and challenges faced. The chapter also includes analysis of prototype journey narratives, emerging themes, and concludes with reflections on the project's impact and future directions.

The chapter is structured as follows:

Context: This section explores Trafaria's historical evolution, particularly focusing on the Trafaria Prison's shift from a military and political facility to a cultural centre. It examines the site's strategic significance and its current repurposing for artistic and cultural activities. It explores Trafaria's demographic and social landscape, highlighting challenges in infrastructure, unemployment, and the effects of policy. Plans for establishing the Institute of Art and Technology (NOVA IAT) in Trafaria are also outlined, aiming to integrate art and technology to address modern challenges.

Meanwhile Missions: Details the pilot's three missions aimed at community revitalisation: celebrating local cultural heritage, fostering innovative educational programs, and enhancing area accessibility and services.

Activity Portfolio: Describes community engagement and educational activities, including community engagement, educational innovation, digital storytelling, local governance and infrastructure development, and emphasis on arts and culture.

Pilot Timeline: Provides a chronological summary of pilot activities from June 2021 to April 2023, including cultural and community-focused works.

Prototype Narratives: Reflective insights and analyses on the project's impact, including perspectives from key collaborators and the integration of community development, engagement, and diverse skills. Discusses specific project prototype journeys related to shared identities and innovative education, and their analysis. Offers an analysis of the prototypes, considering their impact and the themes that emerged during their development.

Emerging Themes: Identifies key themes emerging from the project, such as community engagement, interdisciplinary collaboration, adaptability, and the impact of cultural and creative expression.

Conclusion: Summarises the project's outcomes, challenges, and its potential legacy and impact on Trafaria and similar community-oriented projects.

CONTEXT

Trafaria Prison with views of the Tagus River and Lisbon's skyline, was a military prison during the liberal wars. It later became a prison for political opponents during the Estado Novo regime until the democratic revolution in 1974. Acquired by the local municipality, it now hosts cultural events.

The Story of Antigo Presídio da Trafaria

Trafaria Prison, known as the Antigo Presídio da Trafaria, is strategically positioned at the mouth of the Tejo River near Lisbon. Originally established in the 16th century as a Lazaretto, a quarantine facility for travellers and goods arriving by sea, it evolved over time to serve different functions. In the 17th century, a fort was added to the complex as part of Lisbon's maritime defence, this military role continued until the late 19th century. During the 18th century, the Lazaretto began housing prisoners awaiting deportation, and by the 19th century, it faced issues of overcrowding and inadequate sanitary conditions. In the early 20th century, some old structures were demolished, and the new Trafaria Prison was built, detaining those accused of political crimes, during different political regimes. In 2000, the Municipality of Almada acquired the prison, and it has since undergone a transformation. The association Ensaios e Diálogos (EDA) has been working on its reactivation, turning it into a hub for artistic and cultural activities. This initiative fostered participatory processes, local development, and the democratisation of public spaces.

Trafaria Prison's history not only encompasses its varied roles as a quarantine facility, military fort, and prison but also mirrors Portugal's ever-changing political and societal landscape. Today, it stands as a symbol of adaptation, creativity, and community engagement, continuously evolving to meet the needs of its local community and visitors.

The Identify and People of Trafaria

Trafaria is a historical fishing village located in Portugal, within the administrative

region of Almada and near the metropolitan area of Lisbon. Although close to Lisbon, public transportation to the village is limited. Established in the 16th century, Trafaria's identity is deeply connected to fishing. However, global influences, overfishing, and tourism have notably changed the community. The village has a population of approximately 6,000 residents, many of whom are immigrants and face challenges such as inadequate infrastructure, unemployment, and poverty.

Located in Trafaria, near São João beach with picturesque views of Lisbon, Segundo Torrão has emerged as a poignant illustration of the contentious nature of eviction and demolition policies. The informal settlement housed a population of 3000 but grappled with challenges relating to an absence of infrastructure, notably electricity and sanitation. In 2022, an eviction process was started by Almada municipality. They justified their actions on the grounds of flood risk. The municipality's methods have been widely condemned for a lack of transparency, eliciting concerns from human rights organisations such as Amnesty International, which resulted in legal challenges and public protests. With inadequate rehousing plans, some residents were left homeless and others living amongst debris. Issues have been further complicated by the council's failure to effectively manage demolition waste, contributing to additional public health concerns, such as infestations of rats. This has heightened existing tensions within the community and undermined the municipality's legitimacy.

This local issue takes place against a broader backdrop marked by rapidly increasing housing prices, fuelled in part by Portugal's Golden Visa program, a tourism boom, and foreign investment in real estate. These macroeconomic forces have disproportionately affected low- and middle-income households, thereby compounding an already challenging housing market. The crisis underlines the dire need for legal and ethical reforms in eviction and rehousing procedures and highlights the glaring absence of adequate social housing options for vulnerable populations.

NOVA in Trafaria

The proposed regeneration of Trafaria Prison into the Institute of Art and Technology (NOVA IAT) had a central mission: to nurture artistic expression and the creation of products and services that seamlessly blend aesthetics and design with various forms of technology. The initiative recognised the role that art and

technology play in addressing contemporary global challenges like social equity, ecological sustainability, and economic progress. NOVA IAT's approach hinged on the dynamic interplay between social sciences, arts, culture, and technology, underscoring its dedication to generating innovative solutions. Within the broader context of NOVA University's mandate to serve society through knowledge creation and dissemination, the development aspired to emerge as a preeminent hub for artistic creation and technological innovation in the Greater Lisbon region.

NOVA IAT's core activities were to be diverse, encompassing Training, Research, Innovation, and Service Provision. The institute was committed to cultivating expertise through rigorous training and fostering a research environment rooted in laboratory-based exploration. Project-driven approaches underpin these activities, enabling the exploration of various artistic domains while harnessing cutting-edge technology to push boundaries and unlock novel creative avenues.

MEANWHILE MISSIONS

The missions of the Trafaria pilot serve as a blueprint for their efforts towards community revitalisation, focusing on cultural identity, education, and infrastructure. Mission 1 engaged locals in rediscovering their cultural heritage, Mission 2 aimed for innovative educational programmes, and Mission 3, though unimplemented, sought to enhance Trafaria's accessibility and essential services.

Mission 1: Shared, Locally Rooted Identities

Objective: To unearth and celebrate Trafaria's unique cultural and social heritage. Through community engagement activities like walkscapes and poetry slams, the mission sought to involve locals in the collective discovery and re-appreciation of their own identity, aided by digital tools for capturing and sharing narratives.

Key Features:

- **Community Engagement:** Involvement through walkscapes, poetry slams, and creative events.
- **Digital Documentation:** Utilisation of digital tools like Web of Stories and Bottom Up Museum for capturing local narratives.
- **Multi-Media Outputs:** Production of podcasts and documentaries to amplify the reach of local cultural narratives.

Mission 2: Innovative Education and Training

Objective: To foster innovative educational and training programs in Trafaria, bridging the gap between academia and the local community. The mission employed hands-on workshops and seminars, such as the community reskilling program on ceramics and Critical Futures Seminars, to advance skills in arts, culture, and technology.

Key Features:

- **Academic-Community Partnership:** Direct collaboration between universities and the local community for educational programs.
- **Hands-on Training:** Introduction of practical skills training, like a community reskilling program on ceramics.
- **Research Opportunities:** Encouraging students to engage in group research, as evident in the Critical Futures Seminars.

Mission 3: Attractive & Accessible Area

Objective: To improve Trafaria's accessibility and appeal by collaborating with local authorities on infrastructure and essential services. Although yet to be fully implemented, the mission envisions a transformed, attractive locale offering better connectivity and amenities, thereby enhancing the quality of life for both residents and visitors.

Key Features:

- **Local Governance Collaboration:** Partnerships with local authorities to develop clear objectives for intervention.
- **Infrastructure Development:** A focus on making the area more accessible and attractive for residents and visitors.
- **Basic Services:** The introduction or improvement of essential community services, although this mission remains largely unaddressed.

ACTIVITY PORTFOLIO

The Trafaria portfolio is a multifaceted initiative that combines cultural preservation and educational innovation through two main clusters of activities. Focused on community engagement and upskilling, the portfolio features creative events, academic-community partnerships, and digital storytelling tools, aiming to revitalise Trafaria's local identity and introduce educational opportunities.

Key Features:

- **Community Engagement**
  The portfolio strongly emphasises community engagement through various participatory activities like walkscapes, poetry slams, and public events. These initiatives aim to deeply involve residents in rediscovering and celebrating their cultural and social identities.
- **Educational Innovation**
  Educational activities form a significant chunk of the portfolio, seeking to bridge academic and community spheres. Initiatives like ceramics workshops and academic seminars serve both upskilling and reskilling purposes, making education more accessible and relevant.
- **Digital Storytelling**
  The use of digital tools like Web of Stories a prominent feature in the portfolio. These platforms are utilised for documenting and archiving community narratives, making them accessible and shareable.
- **Local Governance and Infrastructure**
  Although not fully implemented, the portfolio has an implicit focus on enhancing public infrastructure and essential services through local governance collaboration. This aims to make Trafaria more accessible and attractive.
- **Arts and Culture**
  Arts and culture serve as vehicles for both community engagement and educational innovation. Activities like Fado festivals, poetry slams, and art seminars emphasise the importance of artistic expression in community identity and educational methodology.
- **Media and Communication**
  The portfolio leverages multiple forms of media for broader impact, including podcasts and planned documentaries. These serve as supplementary channels to further disseminate local stories, academic research, and the cultural fabric of Trafaria.

PILOT TIMELINE

From June 2021 onwards, pilot activities unfolded, which placed an emphasis on a diverse range of cultural and community-focused works centred around art, storytelling, and community engagement. It commenced with Poetry Slam Phase 1, nurturing local talent and expanding into initiatives such as Nomadic Territories, Web of Stories, and the Bottom-Up Museum, all of which celebrated heritage through digital and participatory means. Notable events included Photo Impulse Action, Vida das Margens Film Screenings, Critical Futures Seminars, and the inception of the Community Kiln concept. Poetry Slam Phase 2 and the T-Mapping Event ensued, culminating in the conclusion of Nomadic Territories in October 2022. Subsequent highlights comprised the (Re)configurations Workshop,

Fadiagens Public Event-Show, and the launch of the Contos da Trafaria Podcast in March 2023, which facilitated outreach and continued community engagement via Contos da Trafaria Episodes. April 2023 marked the initiation of Community Kiln Activities, concentrating on skill development and collaboration. The following timeline reflects a dynamic approach to nurturing a vibrant and interconnected community in Trafaria through inclusive cultural enrichment, artistic expression, and the preservation of heritage.

Pilot Timeline

2021

June 2021 — Poetry Slam Phase 1 (Training and Preparation)

September 2021 — Launch of Nomadic Territories
Initiation of Web of Stories and Bottom Up Museum

November 2021 — Photo Impulse Action in Trafaria

2022

March 2022 — Vida das Margens film screenings

April 2022 — Start of Critical Futures Seminars
Community Kiln conceptualisation

May 2022 — Conclusion of Critical Futures Seminars

June 2022 — Poetry Slam Phase 2 (Open competition and awards)

September 2022 — T-Mapping event in Trafaria
Photography mapping of the Fort

Lisboa - Trafaria

Pilot Timeline

October 2022 — Conclusion of Nomadic Territories

November 2022 — (Re)configurations Workshop

December 2022 — Fadiagens public event-show

2023

March 2023 — Launch of Contos da Trafaria podcast

April 2023 — Ongoing Contos da Trafaria episodes Community Kiln activities begin

Lisboa - Trafaria

PILOT NARRATIVE

The following text is based on conversations with the core delivery team of the pilot, which took the form of narrative interviews. Notes written from the interviews were shared with the pilot, who made edits and refinements, before small causal loop diagrams were sketched from each paragraph, the first towards visualising the data. Before these loops were colour coded and combined into larger pilot diagrams, relevant sections were shared with pilot collaborators, such as artists and performers who added their perspectives on the narrative. The aim of the work was to highlight the complexity and challenges faced by each pilot in their specific local context and document nuance and efforts not covered by the other deliverables. Challenges faced by the pilots included how to collaborate and interact in meaningful ways, to build coalitions, and how to prototype in relation to exiting systems and structures, such as dense and bureaucratic urban development systems and local politics.

Trafaria Pilot Narrative and Corresponding Causal Loops

1. Institute Establishment and Community Development

Our involvement in the project began with a vision to establish an Institute of Art and Technology. The university made the decision to locate this new institute in Trafaria, which is in proximity to the university's technology school. Interestingly, the designated space for this institute was once a prison, and there is now a need to renovate or reconstruct the building. As it stands, the majority of the area still resembles the old prison. Ongoing changes in Trafaria present potential opportunities for projects, especially those that engage the local community surrounding the former prison.

2. Institute Development and Community Engagement

From the outset, given our focus on establishing an Institute of Art and Technology, many of our initial proposals revolved around art, particularly participatory art. We also envisioned prototypes for future utilisation of the space, such as teaching facilities and workshops. These plans were laid out from the beginning. As the project progressed, our initiatives consistently straddled the realms of technology, community engagement, and partnerships with local associations in the vicinity of the institute.

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3. Skill Integration and Project Diversity

Our project is an amalgamation of diverse skills. It brings together expertise from technology, computer science, various branches of science, engineering, and conservation. Additionally, we collaborated with colleagues from the social sciences, encompassing fields such as filmmaking, sociology, linguistics, among others. The breadth of our team's expertise is reflected in the diverse projects we've undertaken. While there was an initial plan to establish the institute at a specific location, there have been some delays in its construction. Despite not having the physical institute ready, our activities persist. We continue to operate within the designated space, even amidst challenges. The university has secured the location for the next 50 years, and while its exact future use remains under discussion, we envision it serving as an exhibition space, auditorium, and perhaps even a teaching hub.

Integration of Diverse Skills

Collaboration Across Disciplines

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3. Skill Integration and Project Diversity

Diversity of Projects
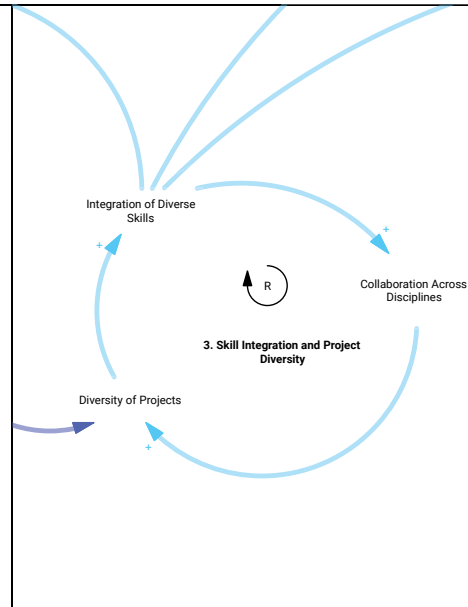
4. Community Engagement and Project Evolution

Although I've been involved since the project's inception and was a part of the board overseeing the establishment of the Institute of Arts and Technology, I became actively engaged in the project's activities only at a later stage. From a distance, I observed the progress and was particularly struck by the community's involvement, as well as the contributions of existing associations. It was heartening to see the university forge unexpected connections with diverse communities. Notably, certain initiatives resonated deeply with the community. It's worth mentioning that the community has now adopted some of these activities as their own. They are organising events independently, without the direct involvement of T-Factor, underscoring the significance and impact of our initial activities.

Inception and Board Oversight

The community independently organizing events and adopting activities initiated by the project.

Active Engagement in Activities

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4. Community Engagement and Project Evolution

University Community Connections

Community Involvement and Association Contributions

e in Decision aking

Task Division A Schools
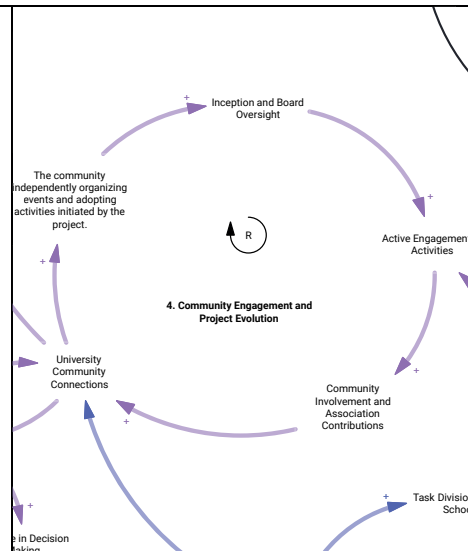
5. Community Understanding and Engagement

From the outset, a key challenge was pinpointing the exact makeup of the Trafaria community. Despite being a quaint village, Trafaria stretches across a vast territory. It boasts a central hub with unique attributes, but also encompasses distinct sub-communities. Determining which segments or individuals we were collaborating with posed a continual challenge. In the early stages of the "Bottom Up Museum" project, we made significant strides in mapping these communities and finding ways to ensure every voice was heard. Another hurdle was the lack of interaction among the three main communities. Our project facilitated opportunities for these disparate groups to connect, which proved to be a fascinating activity. Complicating matters further, the region was

Understanding Community Composition

Adaptation to Community Dynamic

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The process of mapping the community and ensuring every voice is heard in the "Bottom Up Museum" project.

5. Community Understanding and Engagement

n Hall

Facilitating Inter-Community Interaction
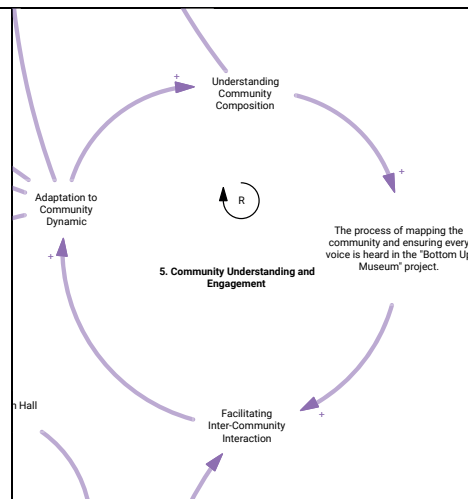
experiencing change due to increasing tourist influx. This meant that we weren't working with static communities; they were continually evolving and adapting, which remains a persistent challenge.
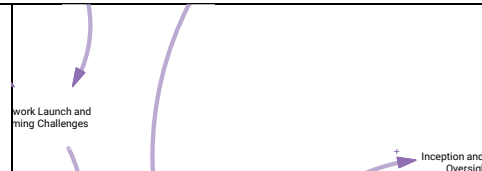
6. Workshop Dialogue and Decision-Making

We have discovered, through T-Factor, that craft-based workshops can foster rich dialogues across the groups. Navigating communication with diverse individuals is always a challenge. Each party has its own interests, and the key lies in finding common ground or making informed decisions along the way. Striking a balance or making collective decisions is crucial.

7. Digital Platform Development and Community Engagement

To elaborate on the activities, we divided tasks between two different schools, though there were collaborative efforts as well. A significant focus from the outset was the development of a digital platform, intended as a repository for various content. Just today, we received correspondence from a local administrative body, a tier below the main municipality, pledging to contribute additional content to our digital platform. This platform, equipped with a web-accessible database and a mobile application, allows users to view or even contribute stories. While the technological side of the platform is well underway, our current focus is content aggregation and evaluation. Contributions to the platform arise not only from project activities but also from community initiatives. Such as the Walkscapes, podcasts tailored for locals, and music events. Although all these activities provide rich content, we are equally, if not more, intrigued by the personal narratives of the community members. There have been several projects in the past that captured these tales, and our aim is to make these stories accessible online.
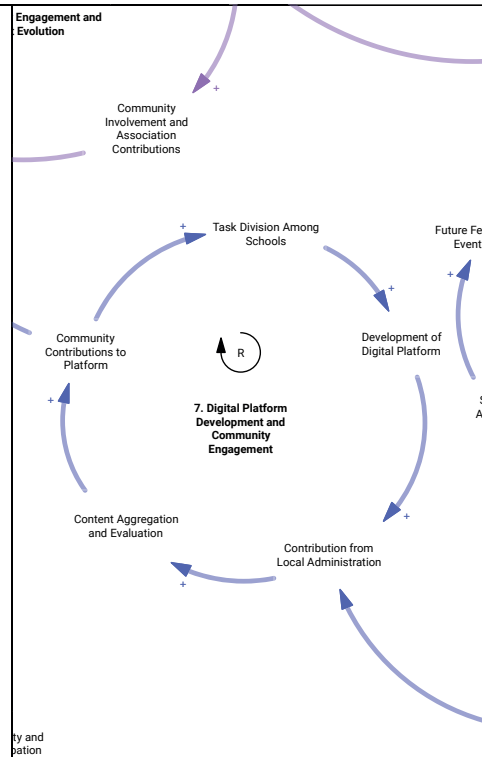
8. Artistic Development and Festival Expansion

From the outset, we envisioned hosting courses and workshops. While we've conducted a few, a recent highlight was the artist residency program. Over a span of two weeks, six artists participated, with a facilitator guiding them and technology experts from our school assisting in prototype development. These artists worked on diverse artistic proposals. Though this residency was recent, such activities were part of our initial vision. We had also planned to host a digital media festival from the beginning. This artist residency is, in essence, a component of that festival. While the residency was conceived as a precursor to the festival, we now have two additional editions in the pipeline, thanks to
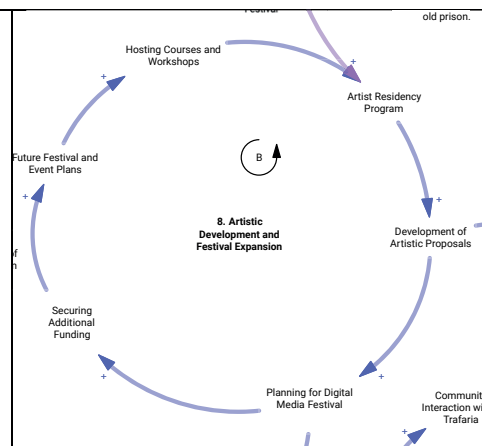
increased funding, including from a national project. Our intention is to continue leveraging the space for work that culminates in the festival, followed by a festival presentation. We've already had a one-day event primarily focused on the outcomes of the residency. Although we had ambitions to host guest speakers and discussions as part of T-Factor, these elements will now materialise post-T-Factor, bolstered by fresh funding and the relationships we forged during the project, particularly with associations.
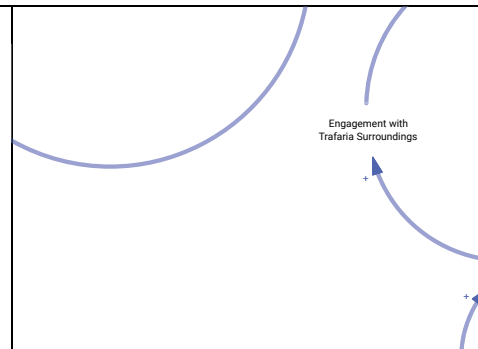
CADA (Collaborator View): The ANIMAIS artistic residency was a self-directed yet thematic artist residency where the artists were given a lot of freedom to create and engage with the places around them. It was an opportunity to reflect on the relationship between man and nature, created a space for experimental collaborations between artists and engineers and engendered a consistent engagement with the Trafaria surroundings and the communities within it.

VICARTE (Collaborator View): This is a one-use kiln and it was built on-site with the participation of the local community and students during the day previous to the anniversary day, and ceramic objects were fired during the anniversary day. Marta Castelo coordinated the raku activity and built the gas furnace and the ashes bin with a local metal workshop and metal craftsmen. This activity was an opportunity to hold an experimental workshop open to the participation of people with no experience in making ceramics, showing different firing techniques. It also offered an opportunity for kiln-making, both for the participants and researchers. The proposed tasks contributed to a strong engagement of the participants, with the technological phases inviting people's active participation. Care was taken to guarantee the functioning of some elements, and, on the other hand, the unpredictability of the paper oven created moments of interest, curiosity, and some positive tension. The surprise factor played a fundamental role in the firing activities. We have experience doing these activities with artists and students, but this was the first time we did it with Trafaria's community. For the future, we would like to explore some of the concepts made clear in this event, such as the questions of the richness of experience that can be talked about versus the frustration of the final result not being always successful

9. Municipality Communication and Artistic Development

A persistent difficulty has been establishing consistent communication with the municipality. It's not that they're unresponsive; rather, our liaisons often change, which can complicate long-term planning, especially for initiatives intended to have a lasting community impact. Yet, progress is evident. A nearby building, adjacent to the prison, is poised to be repurposed as a hub for artistic residencies and as a venue for association and artist activities. Our ongoing dialogue with the municipality revolves around this development.
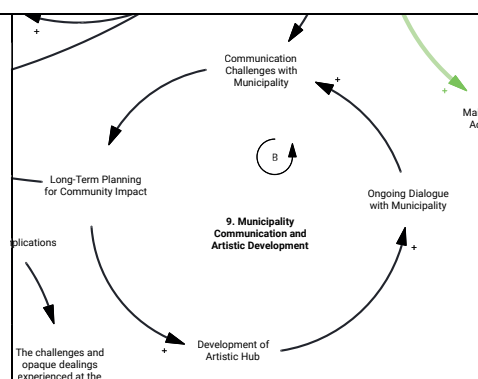
10. Municipal Collaboration and Project Execution

Establishing the right point of contact has consistently been a challenge. Our own delays, particularly concerning the main building's construction, have further complicated matters. While we've received assistance and feedback from the municipality, the relationship isn't as robust as we'd like. The nature of our interactions seems contingent on whom we're talking to. For instance, organising the residency was a smooth process, with the municipality being very supportive. Similarly, procuring materials from the local municipality went without a hitch. However, other activities have proved more time-consuming. When it comes to infrastructural changes, such as modifying the landscape or enhancing public Wi-Fi networks, the process tends to be protracted. Lengthy discussions on improving public transportation and other initiatives, though not directly tied to our project, are vital for the community. Unfortunately, these broader topics, which could significantly impact residents' lives, remain areas where our influence is limited.
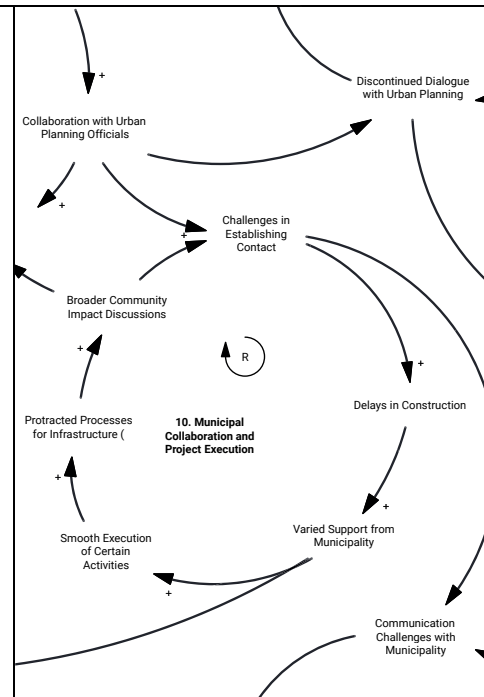
11. Cultural Engagement and Community Collaboration

Since the end of 2020 and into the beginning of 2021, the Faculty of Social Sciences and Humanities have been running a series of activities at Trafaria. The inaugural activity centred around the rich tradition of Fado in the region, encompassing both young and older Fado singers. We collaborated with an artist known for her communal and grassroots approach, culminating in a project we titled "fadiajens." In Portuguese, this cleverly blends the concept of Fado with itinerancy, reminiscent of wandering circus performers of the past. Our artist, Marta Miranda, is deeply familiar with the Trafaria region. While she had resided in Trafaria previously, she now lives in nearby Almada. Given her intimate knowledge of the community—and not just Trafaria but its neighbouring and more elusive communities like Toucan Dois, Madame Faber, and Cova do Popor—she was the perfect fit. The highlight was a mobile show called "From Tasca to Tasca." Tascas are modest, often rustic cafes in the region. Preceding the event, Marta engaged in extensive interviews and discussions with locals. On the event day, there was an enchanting evening parade that travelled from one Tasca to another, featuring musical performances by Marta, accompanied by local Fado talents. The experience was truly memorable.
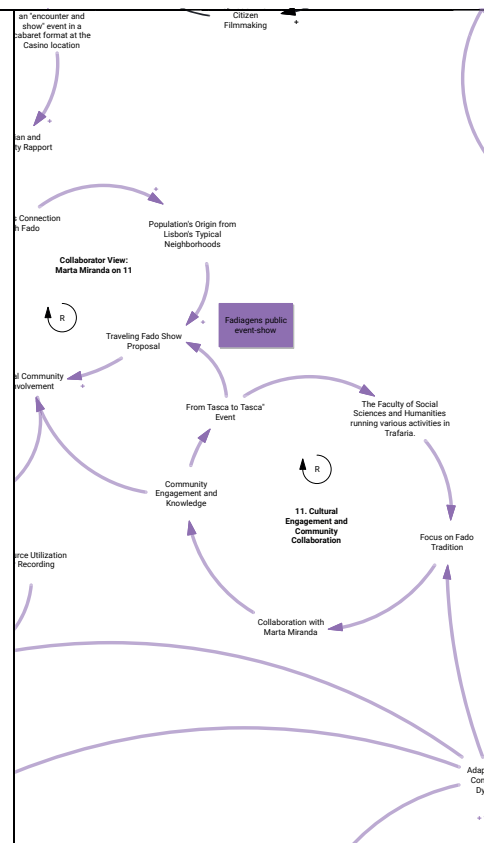
Marta Miranda (Collaborator View): Trafaria has an old and deep connection with Fado, since a large part of its population comes from the typical neighbourhoods of Lisbon. Hence the proposal for a travelling Fado show, which has involved the local community, integrated local artists, and surprised the inhabitants by transforming key

12. Slam Workshop Engagement and Event Evolution

We initiated a series of workshops focused on slam poetry in Trafaria, targeting professionals, educators, and facilitators. One of our PhD students, who also serves as a producer, played a pivotal role in popularising the concept of slam poetry among the youth. Her efforts drew participants from the local communities and even from our faculty. Impressively, one of our attendees was a student from the university's computer science department, which was a delightful crossover. The workshop spanned three days and catered to about 15 participants. Throughout the sessions, attendees were tutored in crafting poems and honing their performance skills. Following this intensive training, an informal internal competition was held among the participants, allowing them to showcase what they had learned. The culmination was a public competition hosted at the "Casino," an old theatre in Trafaria that locals frequently visit for evening outings. With its vibrant stage, it served as the perfect backdrop for the event. The audience, consisting mainly of local residents, both young and old, and friends of the participants, actively engaged in the proceedings. In a unique twist, the audience themselves acted as the jury, making the event deeply communal and interactive. The entire experience was truly enriching and resonated well with the local spirit. The event was such a hit that spectators crowded outside, peering in through windows, as there wasn't any seating left inside. I estimate the attendance was around 150 people, which was truly remarkable. The following year mirrored this success, with the event being held again between May and June. Its repetition was a testament to its popularity. The participants' enthusiasm warrants mention. They expressed a desire to make the event annual. Embracing this spirit, they even introduced badges, coining the term "Trafaria Slam" and labelling the event as the "Festival of the Slam." While we facilitated the event's second year, the participants took the reins this year, navigating all the challenges that came their way. Impressively, they even ventured into national competitions. In a proud moment for us, one participant from our 2022 cohort clinched the top spot in a national competition. With this success behind us, we immediately delved into our next initiative, which ran concurrently.
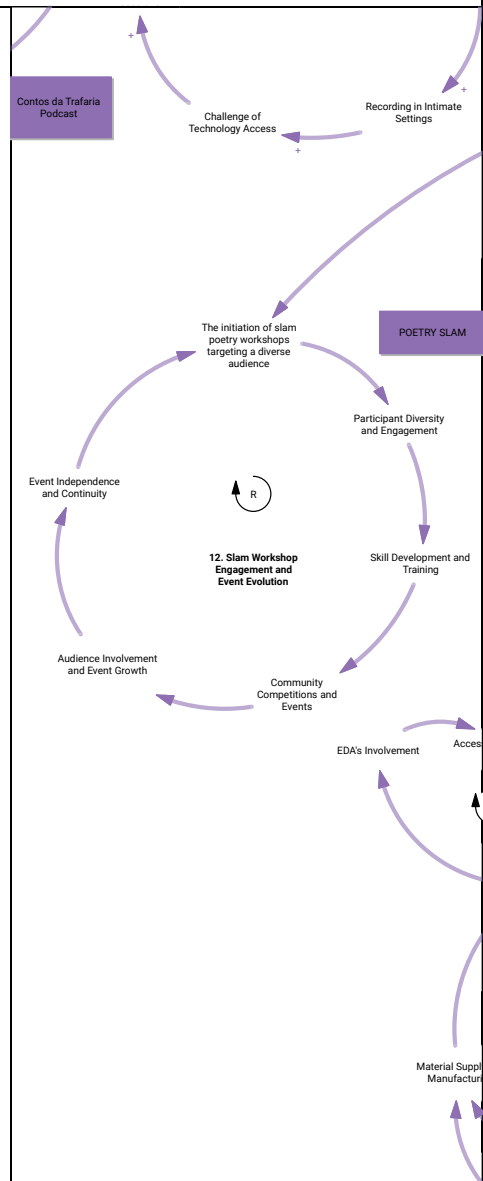
13. Walkscapes Engagement and Evolution

"Walkscapes" are guided walking tours, primarily focusing on areas outside the central region, which can span three to four hours. The walks were designed to foster reflection on both ecological concerns and artistic impressions in the area. For instance, one notable site visited during these walks is a military installation boasting cannons that date back decades. These historical artifacts have been reimagined with modern graffiti by local artists, adding a contemporary touch to their historical significance. Over four separate weekends, participants were led by guides either from our faculty or by invited artists. These tours meandered through diverse landscapes, including areas along the river. The initial walk was particularly well-attended, while the subsequent one had slightly fewer attendees.
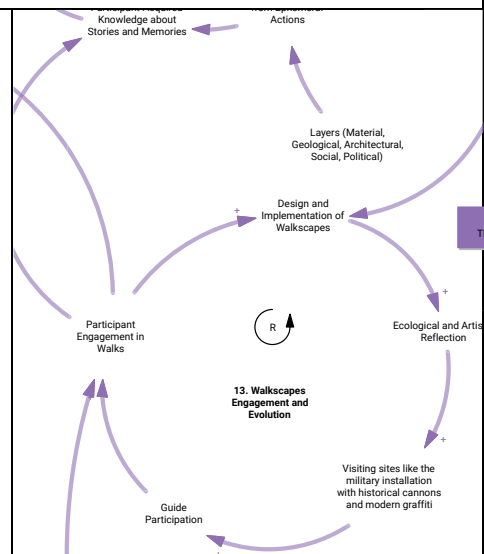
Diogo Alvim (Collaborator View): The Nomadic Territories cycle of walkscapes was developed in collaboration with different artists and architects who designed performative trajectories in Trafaria, with the goal of addressing and making known the multiple layers – material, geological, architectural, social, and political – that make up that territory. As ephemeral actions, their legacy primarily consists of the knowledge that participants acquired about many of the stories and memories that define the place. This information was researched from diverse sources, ranging from textual references to conversations with residents and members of the associative fabric, making it possible to produce a legacy of knowledge that will nourish future research and discussion about the transformations of the physical and social landscape of Trafaria. Additionally, the proximity created by these walks with some active dynamics in the village has contributed to strengthening a social network."

14. Artwork Collaboration and Community Engagement

Concurrently, we were collaborating with artist Victor Gama on a commissioned artwork called TEIA. Our initial ambition was to unveil this masterpiece during the inauguration of the new Institute of Arts and Technology. Admittedly, we might have been overly optimistic with our timeline, but we eventually realised our vision and recently launched the artwork. Conceived almost three years ago, the idea was to create a grand art installation visible from the river. Positioned atop the prison and extending over the fort walls, this piece was designed to be a visual treat for commuters. The Trafaria region has many residents who, rely on the ferry for their daily commutes to Lisbon. With this artwork, we aimed to offer them a captivating sight during their journeys, especially during evenings when the luminescent piece would light up. Drawing inspiration from the intricate patterns of spider webs and networks, and paying homage to the local fishermen's nets, the artwork is a sprawling 10 metres in length, elevated to ensure visibility from afar. We faced significant challenges during the installation of Victor's artwork, particularly due to inclement weather and strong winds. Notably, over the past year, Victor immersed
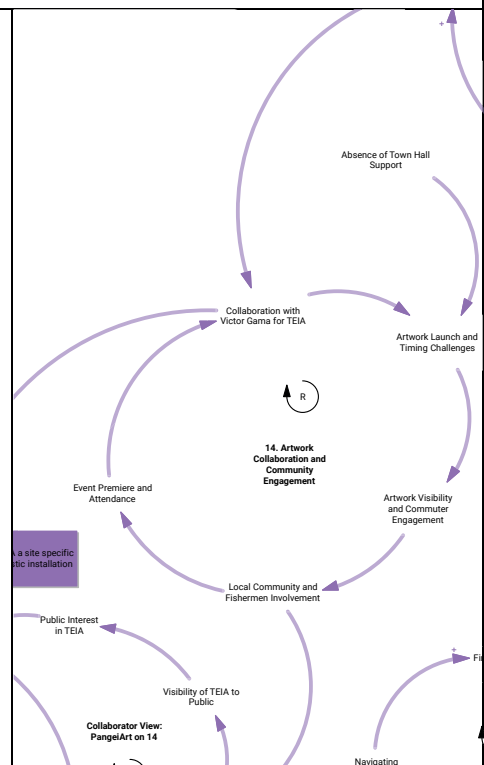
himself deeply in the project. He meticulously planned each phase, often in collaboration with locals. For the final installation, two fishermen, compensated from Victor's budget, were actively involved. Their expertise and engagement were invaluable. Additionally, two other individuals, including an artist from the EDA association known for her ceramic work, assisted with the setup. The process spanned several weekends. The collaboration and collective effort were truly heartening. The artwork was unveiled on the 2nd of October, less than a month ago. We invited the local community, distributing posters and extending personal invitations to people in cafes, shops, and restaurants—particularly those we had collaborated with previously. The premiere saw attendance from various quarters, including colleagues from the university, friends, and the president of the local council. Regrettably, representatives from the Almada town hall were absent, and we're uncertain about the reasons behind this. However, we were honoured by the presence of the vice-rector and, of course, the artist, Victor. Despite the challenges, including the notable absence of support from the town hall, the event was a success.
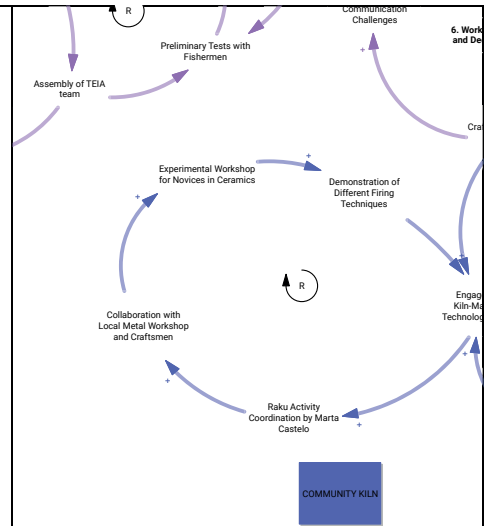
PangeiArt (Collaborator View): My close Involvement with the Trafaria community was facilitated by EDA, the local non-profitable association with projects in the social and cultural area and made up of members of the community, Trafaria residents and the municipality of Almada.

The team assembling the installation was made up of four community members, and most of the materials were supplied and manufactured involving companies from the municipality of Almada, where the parish of Trafaria is located.
At an event prior to this large-scale installation's assembly, a presentation was made to the community, showing images of the project and including a 3D digital model. Preliminary tests to check the visibility of the installation at night were carried out from the river in collaboration with one of the community's fishermen in his small boat. The prison has been inaccessible to the public for security reasons in the last years, but an exception was made during the inauguration and on two additional occasions for small groups of visitors. However, Teia was always very well visible from the outside, particularly to passengers on the ferries, who commute daily between Lisbon and Trafaria, and the ferry terminal next to the prison also offers several observation points.

15. Podcast Series and Community Engagement

Among our recent and long-term initiatives, the podcast stands out as especially significant. We initiated a series of 12 podcasts, meticulously planned over several months by Marta Miranda. Given her outstanding work with Fadiajen, she undertook this project with the aim of interviewing and celebrating notable personalities from the area. After extensive discussions with candidates, Marta shortlisted 12 individuals. Each week, without fail, a new episode featuring one of these personalities was released. Each podcast episode was recorded by Marta in a private, intimate setting to ensure the interviewees felt comfortable. A unique challenge emerged, many of the elderly individuals in the area, some of whom were
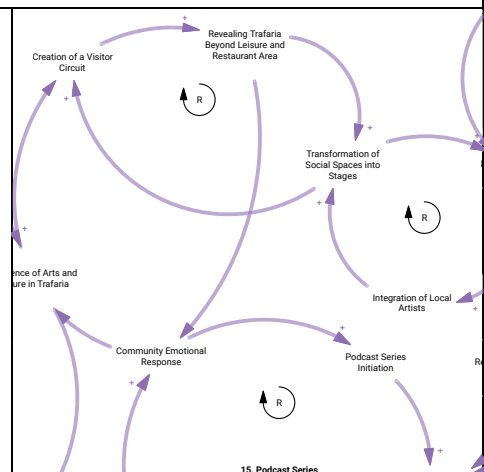
featured in the podcasts, did not own smartphones. Consequently, they were unfamiliar with the concept of podcasts and wouldn't be able to hear their own interviews. To address this, we decided to host live listening sessions on the day each episode was aired. The inaugural session was held at the local library, attended by the president of the local council. The overwhelming emotional response and sheer joy of the participants led us to host live sessions for subsequent episodes as well. Only two participants couldn't attend their respective live sessions—one due to health reasons and the other due to scheduling conflicts. All episodes of the podcast series are available online for anyone to access. While I mostly used my personal devices for filming and photography, the first Fadiajen was professionally recorded thanks to the generous help of a doctoral student. For other events like the Slam poetry and podcast sessions, we made do with modest resources, primarily iPhones.
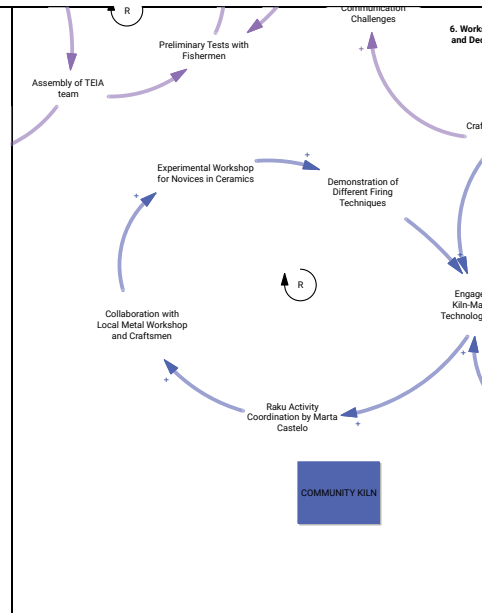
Marta Miranda (Collaborator View): For three months, the podcast's protagonists told their life stories on a weekly basis, revealing, in parallel, part of the history of the area itself. In this way, a 12-episode sound object was created, intertwining local personalities from the territory and their narratives. The protagonists were unaware of each other's journeys, as were their neighbours, who rediscovered characters they had known for a long time, but had no idea of the adventures many of them had experienced. Finally, through these 12 central figures, the general public was able to get to know Trafaria as more than just a Summer destination. I believe that this is an anthropological-artistic document, which raises emerging questions for the region, and addresses current issues such as housing (demolitions, self-construction and self-management of a village), the rise of the waters in the coastal area of the territory, the Associative Movement and the resilience of arts and culture in territories with little accessibility, such as the lands of Trafaria."

16. Encounter and Show Event Planning

The final segment of our podcast series is currently awaiting approval from the rectorate. We're anticipating the green light for the budget allocation for the second half of this series. Marta Miranda had given her assurance to the 12 interviewees that they would be part of what she terms as an "encounter and show." The envisioned format is akin to a cabaret, set in the familiar Casino location. If approved, Marta plans to bring in musicians, particularly those who have built a rapport with the local community. The event will be a unique blend, where new songs will be crafted, drawing lyrics from snippets of the interviews with the 12 participants. Marta describes this as a "lab," which will culminate in an impromptu concert, interspersed with conversations—a fresh format she's keen to explore. Currently, Marta is in the process of determining which of the 12 interviewees will participate. While it's possible that not everyone will be on board, those who are will be integral to the event. We're optimistic about securing the necessary approvals and, if all goes well, we aim to host this event before April, aligning with the project's conclusion.
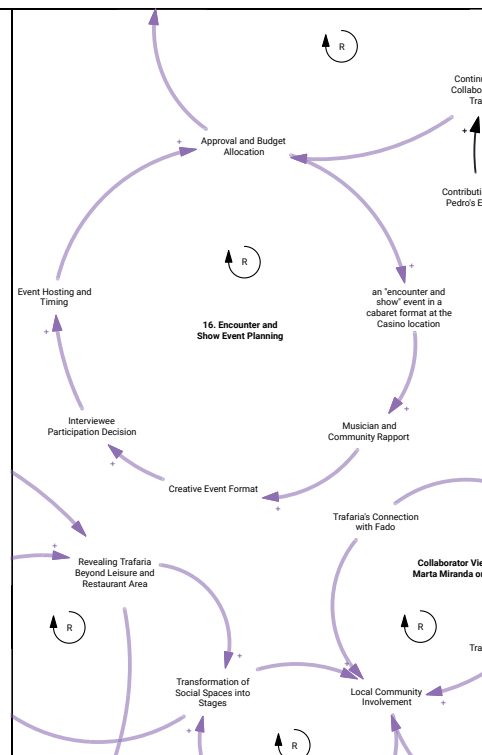
17. Critical Futures

The "Critical Futures" initiative was originally conceived as a series of seminars involving PhD students. The core rationale behind these seminars, along with the fieldwork in Trafaria, was the anticipated establishment of the Institute of Modern Technology in the region. While the direction for this has since shifted, it's crucial to recognise the importance of these early activities. During its time, the "Critical Futures" seminars were enriched by contributions from professors at UAL, especially those specialising in art activism and curation. These professors not only delivered insightful sessions but also facilitated the fieldwork in Trafaria. The "Critical Futures" initiative was initially established to bridge the gap between PhD students and the Institute of Arts and Technology (IAT). However, as the IAT's direction shifted, a disconnection arose. This change made it challenging to involve PhD students in work where the faculty's affiliation wasn't clear-cut. After conducting the program for a year, given the evolving circumstances, we decided not to continue with it.
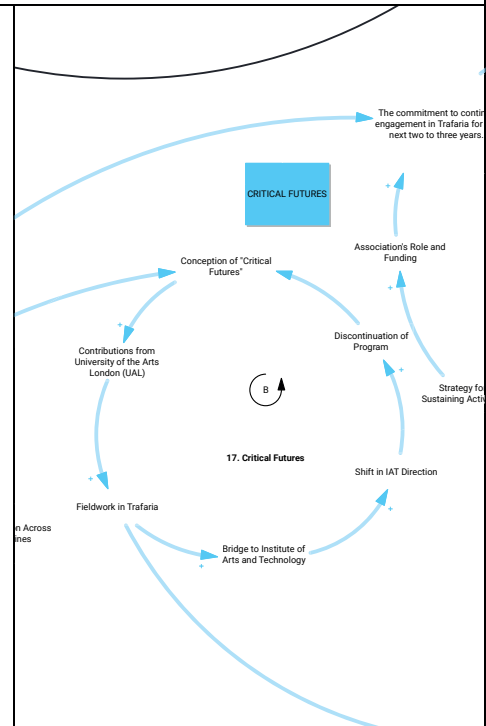
18. Documentary Development and Community Engagement

This links to the ongoing documentary project in Trafaria. A participatory documentary is in the works, heavily involving the local community in its creation. So far, two and a half hours of footage have been captured, with another round of shooting scheduled for November. Post-production will commence around December-January. The documentary is largely driven by the narratives of Trafaria's residents. The initial shooting phase, completed in July, primarily focused on capturing these stories. The upcoming shoot will complement these accounts with visuals from Trafaria— depicting its landscapes, streets, and daily life. Furthermore, preparations are underway to create a trailer for the roadshow. This will provide a glimpse into the documentary's content and its central theme, which revolves around the narratives of Trafaria's inhabitants. The documentary itself is expected to be finalised around February.
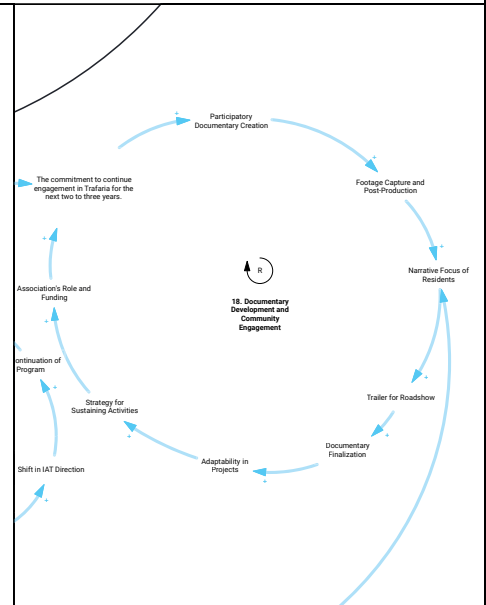
19. Community Engagement and Institutional Direction

The shift in the project's trajectory underscores the adaptability required in academic and community engagement projects. While the initial intentions behind "Critical Futures" were not fully realised due to the evolving nature of the overarching project, the initiative's foundational efforts and the insights gained remain invaluable. We've managed to devise a strategy to sustain certain activities by integrating them into this new project, particularly due to our school's proximity. The association plays a pivotal role in this evolution, having partnered with us in recent activities and ensuring the continuity of our collaborative efforts. With the new funding secured, our work in Trafaria will persist. Although the physical establishment of the Institute might deviate from the initial plan, our commitment to the region remains steadfast. While we may not have the primary building there, our engagement in Trafaria is projected to continue for the foreseeable future, at least for the next two to three years. Our familiarity with the locale, its spaces, and its people facilitates this ongoing commitment. The fate of our involvement also hinges on the overarching direction the Institute takes. If it veers away from our school and Trafaria, the nature of our involvement might change. However, given that a definitive alternate location for the Institute hasn't been established, our plans for Trafaria remain in place. We intend to press forward with activities that originated during the T-factor initiative and adapt them as needed. To add to the discussion, our personal connections with the community have grown profoundly over time. The relationships we've built have fostered a genuine desire to continue collaborating, even on a personal level. This bond is a testament to the substantial investment and commitment we've made to the community.

Collaborator View: Marta Miranda on 11
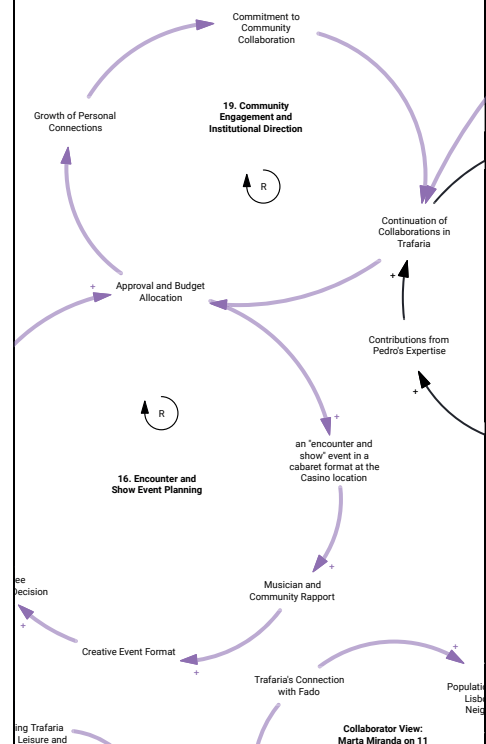
20. Grant Application and Community Collaboration

We are considering applying for a grant from FCT, which, for context, is the National Scientific Foundation responsible for supporting numerous research projects. Our application, scheduled for January, will fall under the umbrella of my research group on "Performance and Cognition". The proposal involves collaborating with the Trafaria community, particularly their local school, to explore innovative approaches to cinema. This initiative draws inspiration from concepts like "Citizen Filmmaking", which is recognised by our colleagues in London. Additionally, given Pedro's expertise in teaching cinema, we anticipate valuable contributions from his end. If our application is successful, this project will serve as a continuation of our artistic, social, and academic collaborations in Trafaria.
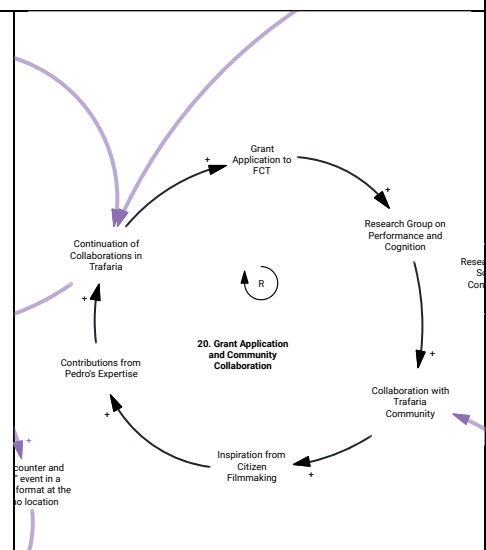
21. Infrastructure Challenges and Approach Adjustment

I wanted to highlight a significant constraint we face: the challenges of establishing permanent infrastructure, as we had initially proposed. The fact that we aren't physically present in Trafaria complicates matters, especially when considering the long-term maintenance and responsibility for such infrastructure. Beyond just the installation, we need to address safety concerns and determine who would be accountable in the long run. Consequently, we might have to adjust our approach. Instead of setting up permanent fixtures, we might focus on periodic, cyclical activities in the area.

22. Local Power Dynamics and Project Collaboration

While there's often a keen interest in our relationship with the municipality, it's crucial to note the unique structure of local power in Portugal, which is divided into different tiers: the municipality (or mayor) level and the parish level. Our experience with the municipality has been somewhat neutral; it's not that there's conflict, but sometimes, a lack of conflict can be just as difficult. The absence of a defined relationship or strong engagement from the municipality can be attributed to its broader responsibilities and focus on numerous communities, which can sometimes lead to areas like Trafaria receiving less attention. However, our interactions with the Trafaria parish have been notably positive. The parish level plays a significant political role in Portugal. The president of the Trafaria parish has been a staunch supporter of both the T-Factor project and the broader vision of Nova University's engagement in Trafaria. Furthermore, our collaboration with EDA, a vital NGO, has been invaluable. The synergy between the Trafaria parish and EDA has formed a solid foundation for our initiatives, highlighting the importance of these grassroots connections in achieving our goals. Our engagement with the municipality spans multiple tiers, including interactions with the mayor herself. While certain aspects of our collaboration are channelled through our vice rector, our direct involvement in the project has also facilitated meetings with the mayor. During these discussions, the mayor has articulated the vision of utilising sections of the building, particularly the cells, for exhibitions. This ongoing dialogue emphasises a shared vision between the municipality and the university for collaborative use of the space.
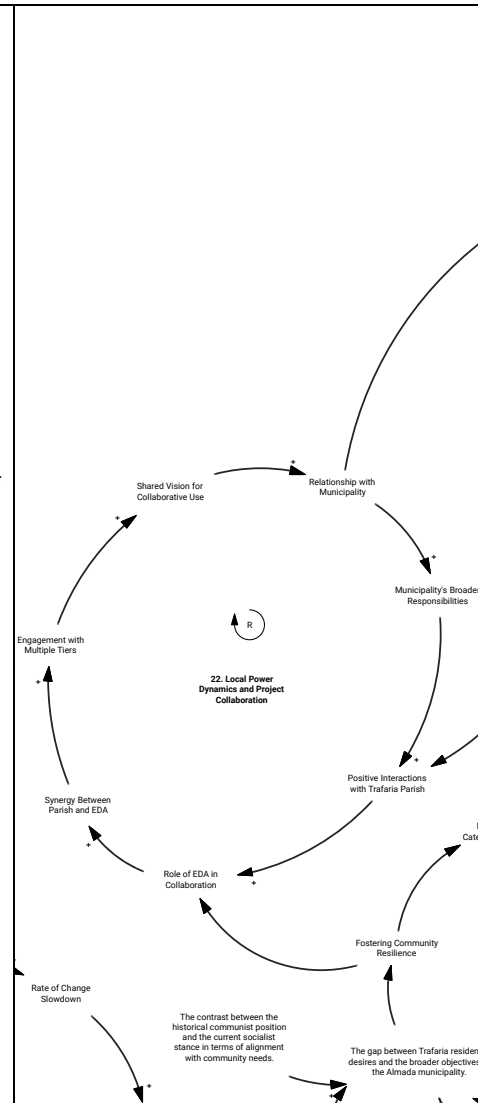
23. Municipal Engagement and Resource Accessibility

Throughout our journey, we've consistently engaged with various individuals from different sectors of the municipality. Notably, our most frequent interactions have been with the Director of Culture. I've maintained a close working relationship with her over time. There were also instances where we collaborated with urban planning officials. However, this segment seemed to have undergone several changes, with some staff members relocating to the Lisbon municipality. More recently, and previously, we've been in touch with the official responsible for engaging with disadvantaged communities. This liaison has been pivotal in streamlining our efforts with communities that require special attention. On the ground in Trafaria, the municipality has appointed a full-time representative to facilitate day-to-day operations. This individual has been instrumental in ensuring smooth operations, from providing access to buildings to assisting with various logistical needs. Furthermore, the head of the local council has been exceptionally supportive throughout. Not only has she been a consistent presence at our events, but she's also been actively participating in activities hosted by the association. When we recently sought archival content from the municipality, she was very forthcoming and ensured we received the necessary resources.
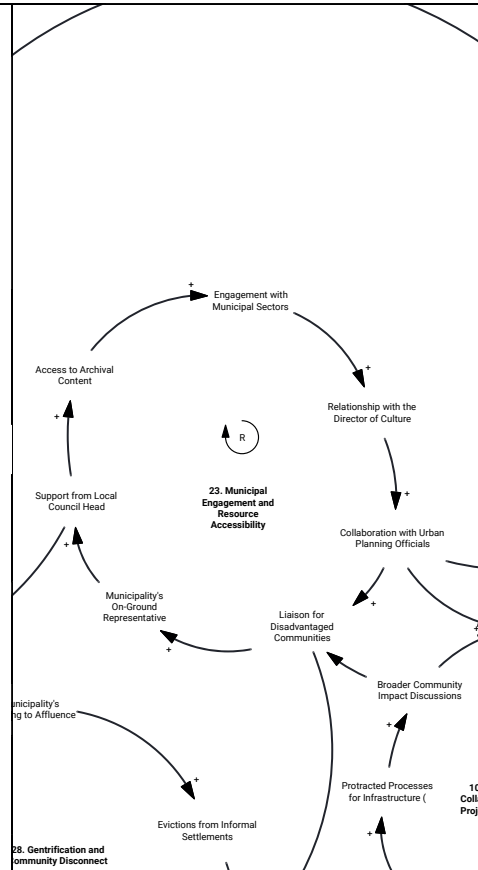
24. Municipal Relationship and Structural Influence

We've managed to establish and maintain positive relationships at specific levels within the municipality. While we can navigate certain aspects and successfully implement activities, making permanent alterations or instigating structural changes in Trafaria often falls outside our immediate influence. Had our dialog with the Director for Urban Planning continued—before they transitioned to Lisbon—there might have been opportunities for more substantial urban interventions. Currently, our primary focus remains on promoting arts and technology through university-related initiatives. Influencing broader aspects of the village or its urban landscape hasn't been within our direct reach.
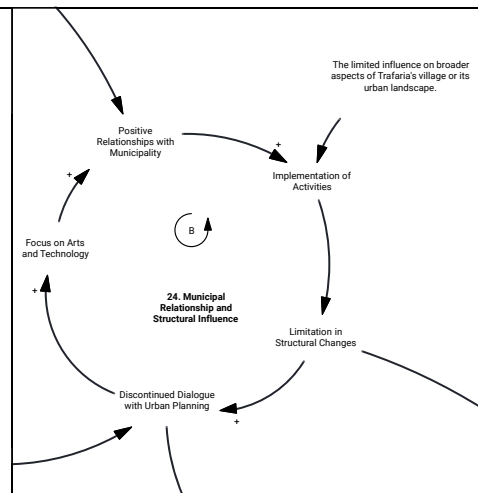
25. Political Dynamics and Municipality Interaction

The political landscape in the Almada municipality is notably delicate. Historically, Almada was predominantly under Communist influence until about a decade ago. The Socialist Party then achieved victory, but only by a thin margin. Although they improved their standing in the subsequent elections, the balance remains tenuous. My personal perspective is that there's a possibility of the Communist Party regaining power in the upcoming 2025 elections. This potential shift has significant political implications, especially considering the previous election's only Communist council member in the Socialist-dominated municipality of Almada. Such political dynamics might explain the challenges and certain opaque dealings at the municipality level. In contrast, we've observed transparency in dealings with the Trafaria Council. This dichotomy, in my view, is deeply rooted in the intricate political balances of Almada.
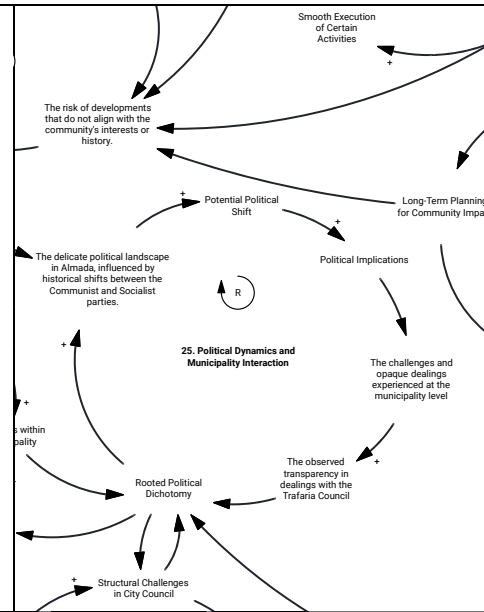
26. Council Structural Challenges and Activity Impact

While the strong political dimension in the Almada municipality is evident, it's also essential to note the structural and organisational challenges within the city council. The council is an expansive, somewhat elephantine entity with processes that often aren't streamlined. A clear example of this is the way they handle local concerts. There's one department responsible for approving concerts and another for sanctioning the venues. Due to the disconnection between these services, approvals can be unnecessarily delayed, often resulting in concerts being cancelled. This lack of internal cohesion isn't limited to cultural events; it's a recurring issue in various sectors. Colleagues who coordinate internships with university students at the council often find that the point of contact changes constantly, making consistent communication challenging. However, on a more localised level, things tend to run smoother. This could be attributed to a more intimate understanding of the community's needs and a more agile operational structure.
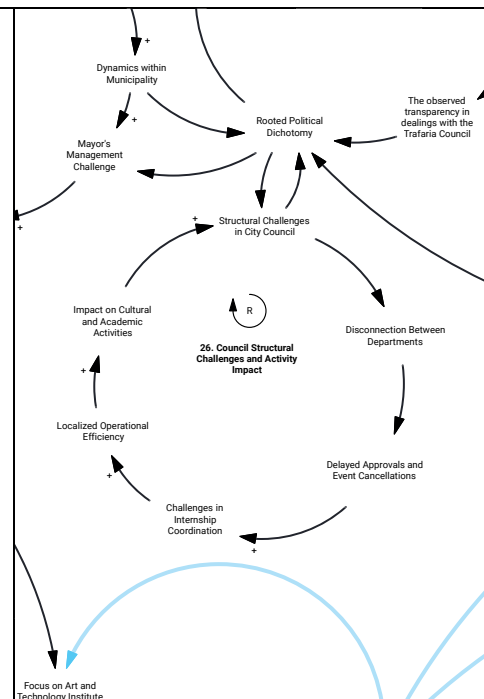
27. Municipal Dynamics and Gentrification

The Trafaria local council holds significant importance due to its strategic location, connecting Almada to the seashore. Understanding the geography of the area is crucial as a vast portion of Almada municipality's income is derived from the seashore, which falls under the Trafaria-Caparica local council's jurisdiction. This underscores the intricate dynamics and potential challenges within the municipality. There's a perception that the mayor of Almada might be overwhelmed by the sheer scale and complexity of managing such a vast municipality, which also caters to a large segment of Lisbon's population. Trafaria presents an intriguing scenario where it witnesses a substantial influx of visitors, yet many of them don't reside there, making it akin to a "floating world" within the municipality. Indeed, one of the significant concerns, both for its potential benefits and drawbacks, is the rapid gentrification in the area. On weekends, there's a noticeable influx of visitors who aren't local residents. The allure of the river, especially during pleasant weather, draws many tourists. Consequently, there has been a surge in property purchases, particularly by these outsiders.
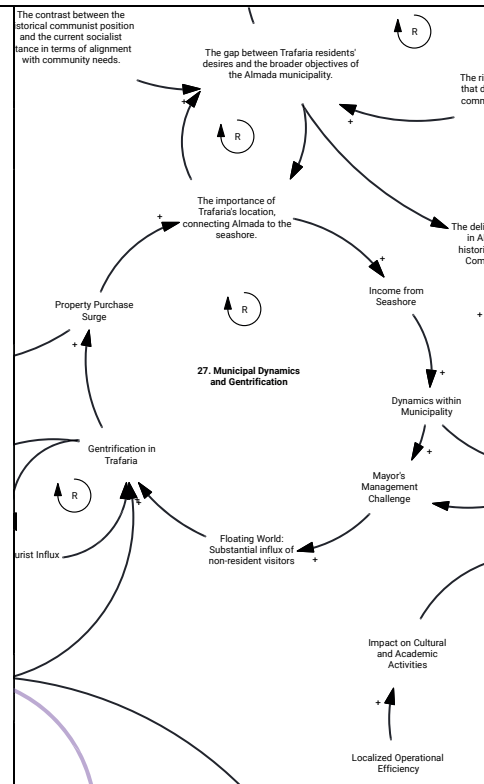
28. Gentrification and Community Disconnect

It's essential that the unique circumstances surrounding our work in Trafaria be a central theme in our final report. Our goal has been to foster a resilient community capable of resisting the looming gentrification. Unfortunately, the municipality seems to have an underlying desire to cater to the affluent by selling historically less expensive homes. Over time, this could leave Trafaria with numerous vacant properties, potentially making way for developments that don't align with the community's interests or history. There appears to be a disconnect between what Trafaria residents desire and the broader objectives of the Almada municipality. Historically, the communist position seemed more attuned to the needs and aspirations of Trafaria compared to the current socialist stance.
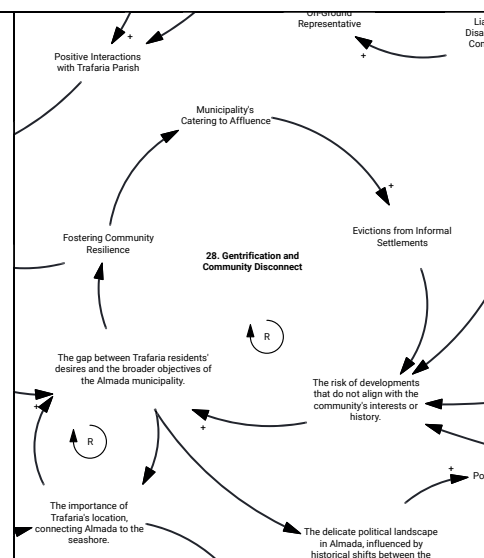
29. Project Progress and Financial Constraints

As of now, it seems we are in a pause phase. However, I anticipate that as we move forward, the rate of change might slow down compared to the initial stages. I expect a phased approach to any reconstruction of the overall structure. It might not all happen simultaneously, and perhaps not all initiatives will see completion. Based on our discussions, no one has suggested a permanent
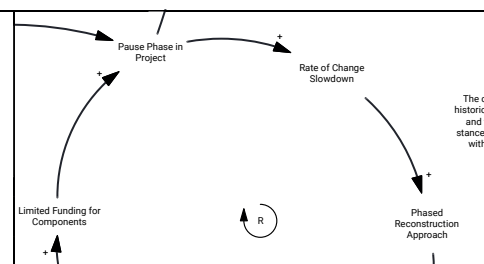
halt to our initiatives; we're simply in a temporary pause. In our situation, financial constraints have hindered our ability to build as originally envisioned. As a result, the project will not progress as quickly as planned, and likely not on the same scale. Given the current budget, we can't fund all 14 planned components, so we're looking at a more modest approach. The Institute of Art and Technology project in Trafaria was conceptualised with a specific building plan and economic forecast in mind. However, the financial landscape has shifted considerably due to the situation in Ukraine, among other factors. We've recognised that the construction costs for the building have surged significantly. This is understandable, given the building's size, age, and proximity to the sea.
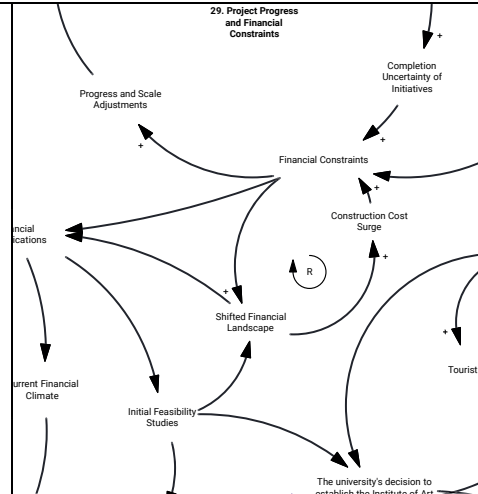
30. Project Viability and Financial Climate

The architectural and construction aspects of the Institute of Art and Technology project in Trafaria are fraught with financial complications. Initial feasibility studies, conducted before the economic downturn deemed the project viable. However, in the current financial climate, the original plan is no longer sustainable. Given the challenges of repurposing an old building, any development for the Institute of Art and Technology will likely need a reimagined approach. It may not be a brand-new institute within an old structure, but rather a reconceptualization tailored to the local context. But something will indeed transpire in that space. It remains uncertain whether it will remain an art and technology initiative or if it will morph into a different kind of institution or university extension with a distinct agenda. The crux of the issue is financial. The project, as envisioned five or six years ago, is now out of our budgetary reach. Adding to the complexity, the Almada Council is unwilling to invest financially in the building. While they've leased the building to the university for 50 years at a symbolic rate, they have expressed no interest in funding its renovation or conversion. This is the current state of affairs.

LISBON, TRAFARIA

Legend:
- Shared, Locally rooted Identities
- Innovative Education & Training
- Attractive & Accessible Area
- T Factor Project Workings
- Local Structures and Systems

Cluster / section labels:

- 19. Community Engagement and Institutional Direction
- 20. Grant Application and Community Collaboration
- 16. Encounter and Show Event Planning
- Collaborator View: Nomadic Territories on 13
- NOMADIC TERRITORIES
- 13. Walkscapes Engagement and Evolution
- Collaborator View: Marta Miranda on 11
- Fadiagens public event-show
- Collaborator View: Marta Miranda on 15
- Contos da Trafaria Podcast
- 15. Podcast Series and Community Engagement
- 11. Cultural Engagement and Community Collaboration
- 5. Community Understanding and Engagement
- POETRY SLAM
- 12. Slam Workshop Engagement and Event Evolution
- TEIA a site specific artistic installation
- 14. Artwork Collaboration and Community Engagement
- Collaborator View: PangeiArt on 14
- 4. Community Engagement and Project Evolution
- 6. Workshop Dialogue and Decision-Making
- WEB OF STORIES
- 7. Digital Platform Development and Community Engagement
- Collaborator Views: VICARTE on 6
- COMMUNITY KILN
- 30. Project Viability and Financial Climate

Node labels (selection):

- The nature and extent of involvement in Trafaria, direction
- Active Dynamics in the Village
- Institute's Overarching Direction
- Strengthening of Network
- Collaboration with Artists and Architects
- Production of Knowledge Legacy for Future Research
- Commitment to Community Collaboration
- Growth of Personal Connections
- Grant Application to FCT
- Research Group on Performance and Cognition
- Research from Diverse Sources (Texts, Conversations with Residents)
- Design of Performative Trajectories in Trafaria
- Continuation of Collaborations in Trafaria
- Approval and Budget Allocation
- Contributions from Pedro's Expertise
- Inspiration from Citizen Filmmaking
- Collaboration with Trafaria Community
- Participant Acquired Knowledge about Stories and Memories
- Legacy of Knowledge from Ephemeral Actions
- Layers (Material, Geological, Architectural, Social, Political)
- Event Hosting and Timing
- an "encounter and show" event in a cabaret format at the Casino location
- Design and Implementation of Walkscapes
- Interviewee Participation Decision
- Musician and Community Rapport
- Creative Event Format
- Trafaria's Connection with Fado
- Population's Origin from Lisbon's Typical Neighborhoods
- Participant Engagement in Walks
- Ecological and Artistic Reflection
- Revealing Trafaria Beyond Leisure and Restaurant Area
- Creation of a Visitor Circuit
- Traveling Fado Show Proposal
- Visiting sites like the military installation with historical cannons and modern graffiti
- Addressing Local Issues (Housing, Coastal Changes, Associative Movement)
- Podcast Series Creation
- Transformation of Social Spaces into Stages
- Local Community Involvement
- From Tasca to Tasca" Event
- The Faculty of Social Sciences and Humanities running various activities in Trafaria.
- Guide Participation
- Anthropological and Artistic Value of the Podcast
- Life Stories of Local Personalities
- Resilience of Arts and Culture in Trafaria
- Integration of Local Artists
- Community Engagement and Knowledge
- Focus on Fado Tradition
- History of Trafaria Area
- Community Emotional Response
- Podcast Series Initiation
- Resource Utilization for Recording
- Collaboration with Marta Miranda
- General Public's Perception of Trafaria
- Public Awareness of Local Characters
- Live Listening Sessions
- Interviewing Local Personalities
- Understanding Community Composition
- The process of mapping the community and ensuring every voice is heard in the "Bottom Up Museum" project.
- Challenge of Technology Access
- Recording in Intimate Settings
- Adaptation to Community Dynamic
- Absence of Town Hall Support
- Facilitating Inter-Community Interaction
- The initiation of slam poetry workshops targeting a diverse audience
- Participant Diversity and Engagement
- Event Independence and Continuity
- Skill Development and Training
- Collaboration with Victor Gama for TEIA
- Artwork Launch and Timing Challenges
- Inception and Board Oversight
- Uncertain Future Direction
- Audience Involvement and Event Growth
- Community Competitions and Events
- Event Premiere and Attendance
- Artwork Visibility and Commute Engagement
- The community independently organizing events and adopting activities initiated by the project.
- Active Engagement in Activities
- EDA's Involvement
- Accessibility of Prison for Visits
- Local Community and Fishermen Involvement
- University Community Connections
- Community Involvement and Association Contributions
- Community Engagement
- Public Interest in TEIA
- Finding Common Ground
- Task Division Among Schools
- Future Festival and Event Plans
- Visibility of TEIA to Public
- Balance in Decision Making
- Community Contributions to Platform
- Development of Digital Platform
- Material Supply and Manufacturing
- Preliminary Tests with Fishermen
- Navigating Communication Challenges
- Securing Additional Funding
- Assembly of TEIA team
- Craft-Based Workshop Dialogue
- Content Aggregation and Evaluation
- Contribution from Local Administration
- Municipality of Almada's Support
- Experimental Workshop for Novices in Ceramics
- Demonstration of Different Firing Techniques
- Future Exploration of Workshop Concepts
- Unpredictability and Surprise in Firing Process
- Collaboration with Local Metal Workshop and Craftsmen
- Engagement in Kiln-Making and Technological Phases
- Local Community and Student Participation
- Raku Activity Coordination by Marta Castelo
- Ceramic Objects Firing
- Building of One-Use Kiln and Gas Furnace
- Coordination by Pedro Fortuna
- Original Plan's Budgetary Constraints
- Almada Council's Financial Involvement
- Financial Complications
- Current
- Conceptualization Tailored to Local Context

Causal loop diagram — Trafaria Institute of Art and Technology systems map

24. Municipal Relationship and Structural Influence
- The limited influence on broader aspects of Trafaria's village or its urban landscape.
- Positive Relationships with Municipality
- Implementation of Activities
- Focus on Arts and Technology
- Limitation in Structural Changes
- Discontinued Dialogue with Urban Planning

22. Local Power Dynamics and Project Collaboration
- Shared Vision for Collaborative Use
- Relationship with Municipality
- Municipality's Broader Responsibilities
- Support from Local Council Head
- Engagement with Multiple Tiers
- Synergy Between Parish and EDA
- Positive Interactions with Trafaria Parish
- Role of EDA in Collaboration

23. Municipal Engagement and Resource Accessibility
- Engagement with Municipal Sectors
- Access to Archival Content
- Relationship with the Director of Culture
- Collaboration with Urban Planning Officials

- Municipality's On-Ground Representative
- Liaison for Disadvantaged Communities
- Challenges in Establishing Contact
- Broader Community Impact Discussions

21. Infrastructure Challenges and Approach Adjustment
- Implementation of Periodic Activities
- Challenges in Establishing Infrastructure
- Approach Adjustment
- Physical Presence Constraints
- Safety Concerns
- Long-term Maintenance and Accountability

28. Gentrification and Community Disconnect
- Municipality's Catering to Affluence
- Fostering Community Resilience
- Evictions from Informal Settlements
- The contrast between the historical communist position and the current socialist stance in terms of alignment with community needs.
- The gap between Trafaria residents' desires and the broader objectives of the Almada municipality.
- The risk of developments that do not align with the community's interests or history.

10. Municipal Collaboration and Project Execution
- Protracted Processes for Infrastructure (
- Delays in Construction
- Smooth Execution of Certain Activities
- Varied Support from Municipality

9. Municipality Communication and Artistic Development
- Communication Challenges with Municipality
- Long-Term Planning for Community Impact
- Ongoing Dialogue with Municipality
- Development of Artistic Hub

29. Project Progress and Financial Constraints
- Pause Phase in Project
- Rate of Change Slowdown
- ...ted Funding for Components
- Phased Reconstruction Approach
- Completion Uncertainty of Initiatives
- Progress and Scale Adjustments
- Financial Constraints

25. Political Dynamics and Municipality Interaction
- The importance of Trafaria's location, connecting Almada to the seashore.
- Potential Political Shift
- The delicate political landscape in Almada, influenced by historical shifts between the Communist and Socialist parties.
- Political Implications
- The challenges and opaque dealings experienced at the municipality level
- The observed transparency in dealings with the Trafaria Council

27. Municipal Dynamics and Gentrification
- Income from Seashore
- Property Purchase Surge
- Dynamics within Municipality
- Rooted Political Dichotomy
- Construction Cost Surge
- Gentrification in Trafaria
- Mayor's Management Challenge
- Shifted Financial Landscape
- Tourist Influx
- Floating World: Substantial influx of non-resident visitors
- Initial Feasibility Studies
- ...t Financial ...mate
- Reimagined Approach Requirement

26. Council Structural Challenges and Activity Impact
- Structural Challenges in City Council
- Impact on Cultural and Academic Activities
- Disconnection Between Departments
- Localized Operational Efficiency
- Delayed Approvals and Event Cancellations
- Challenges in Internship Coordination

1. Institute Establishment and Community Development
- The university's decision to establish the Institute of Art and Technology in Trafaria.
- Potential Community Engagement Projects
- Renovation of Former Prison
- The current state of the area, which still largely resembles the old prison.

BOTTOM UP MUSEUM

8. Artistic Development and Festival Expansion
- Hosting Courses and Workshops
- Artist Residency Program
- Development of Artistic Proposals
- Planning for Digital Media Festival
- Community Interaction within Trafaria
- Engagement with Trafaria Surroundings

2. Institute Development and Community Engagement
- Ongoing initiatives involving technology, community engagement, and partnerships with local associations.
- Focus on Art and Technology Institute
- Initial Art and Prototype Proposals
- The planning and envisioned creation of teaching facilities and workshops within the institute.
- Reflection on Man-Nature Relationship

3. Skill Integration and Project Diversity
- Integration of Diverse Skills
- Collaboration Across Disciplines
- Diversity of Projects

CRITICAL FUTURES

18. Documentary Development and Community Engagement
- The commitment to continue engagement in Trafaria for the next two to three years.
- Participatory Documentary Creation
- Footage Capture and Post-Production
- Narrative Focus of Residents
- Trailer for Roadshow
- Documentary Finalization

17. Critical Futures
- Conception of "Critical Futures"
- Association's Role and Funding
- Contributions from University of the Arts London (UAL)
- Discontinuation of Program
- Strategy for Sustaining Activities
- Shift in IAT Direction
- Adaptability in Projects
- Fieldwork in Trafaria
- Bridge to Institute of Arts and Technology

Collaborator View: CADA on 8
- Space for Experimental Collaborations (Artists and Engineers)
- ANIMAIS Artistic Residency
- Artists' Freedom to Create and Engage

PILOT CAUSAL LOOP DIAGRAM

The previous page shows the combined causal loop diagram for the entire pilot including collaborator feedback. The image can be viewed digitally by clicking this:

https://acrobat.adobe.com/link/track?uri=urn%3Aaaid%3Ascds%3AUS%3A71d59c54-ec98-3510-b52d-f1dbc37b50c8

PROTOTYPE NARRATIVES

At Trafaria the pilot developed two distinct prototypes: "Public Cultural Programming" and "Critical Futures." The first involved a wide range of cultural activities, including artist residencies, festivals, community engagement projects, educational workshops, guided walking tours, collaborative art projects, and a podcast series. These activities aimed to foster community involvement, bridge social divides, and enhance cultural appreciation in Trafaria. In parallel to this, the "Critical Futures" prototype initially began as seminars for PhD students with the goal of establishing the Institute of Modern Technology in the same region. While it initially benefited from the involvement of UAL professors specialising in art activism and curation, changes in the Institute's direction led to a disconnect and challenges in involving PhD students. As a result, the "Critical Futures" initiative was discontinued after a year of operation due to evolving circumstances.

PUBLIC CULTURAL PROGRAMMING: Relating to Shared, Locally Rooted Identities

The cultural programming prototype at Trafaria resulted in a diverse array of on-the-ground activities. These included artist residencies and festivals that engaged six artists over a two-week period, contributing to a digital media festival. Community engagement initiatives, such as the "fadiajens" Fado project led by artist Marta Miranda, featured a mobile show traveling between Tascas, showcasing musical performances that resonated deeply with the local community. Educational workshops, with a focus on slam poetry, gained popularity among both local youth and adults, culminating in public performances. Walkscapes, guided walking tours that encouraged ecological and artistic reflection, incorporated

various landscapes and historical sites. Collaborative art projects, exemplified by TEIA by Victor Gama, involved local fishermen and artists, fostering creative collaboration within the community. Additionally, a podcast series spotlighted local personalities, aiming to capture and celebrate the rich stories and history of the Trafaria community. These activities collectively cultivated community involvement, bridged social divides, and enriched cultural appreciation in Trafaria.

CRITICAL FUTURES: Relating to Innovative Education and Training

The "Critical Futures" initiative originally started as a series of seminars involving PhD students, with the primary goal being the potential establishment of the Institute of Modern Technology in the Trafaria region. While the project's direction has since changed, it is essential to acknowledge the significance of these early activities. During its initial phase, the "Critical Futures" seminars benefited greatly from the involvement of professors from UAL, particularly those specialising in art activism and curation. These professors not only provided valuable insights during their sessions but also played a crucial role in facilitating the fieldwork in Trafaria. The initial aim of the "Critical Futures" initiative was to bridge the gap between PhD students and the Institute of Arts and Technology (IAT). However, as the direction of the IAT shifted, a disconnect began to emerge. This change made it increasingly difficult to involve PhD students in projects where the faculty's affiliation was no longer clear-cut. After running the program for a year and considering the evolving circumstances, a decision was made not to continue with it.

EMERGING THEMES

The Trafaria pilot emphasised community engagement through various activities like participatory art and digital platforms, fostering a sense of local involvement. It integrated interdisciplinary collaboration, combining fields like technology, science, and social sciences to enrich educational experiences and promote innovation. Adaptability and flexibility were key, addressing changing community needs and challenges such as construction delays. Local partnerships with municipal bodies and organisations were crucial for aligning the project with community aspirations. The project also respected and nurtured cultural and creative expression through artistic endeavours. Educational outreach connected academic institutions with practical community projects, enhancing learning opportunities. Despite

challenges like communication barriers, the project aimed to have a lasting impact on the community and inspire future interdisciplinary collaborations.

Community Engagement

Emphasis on involving local communities in art and technology initiatives. This engagement is characterised by efforts to include local communities actively in various aspects of the project. Through initiatives like participatory art, digital platforms, artist residencies, and events tailored to community interests, the project aims to foster a sense of involvement and ownership among local residents. This approach is pivotal in ensuring the project resonates with the community's cultural and social dynamics, thereby enhancing its relevance and impact.

Interdisciplinary Collaboration

Integration of technology, science, engineering, and social sciences. This collaboration brings together diverse fields such as technology, science, engineering, and the social sciences. The project leverages the strengths and insights of these varied disciplines to create a more holistic and enriched educational and community experience. This approach underlines the importance of cross-disciplinary partnerships in fostering innovation and creativity, particularly in projects that blend artistic and technological elements.

Adaptability and Flexibility

Necessity to adapt to changing circumstances and community needs. This adaptability is essential in addressing the dynamic needs of the community and overcoming challenges like construction delays and evolving project requirements. The project team's ability to adjust strategies and approaches in response to these changing circumstances is vital for maintaining momentum and ensuring the project's ongoing relevance and effectiveness within the community.

Local Partnerships

Building relationships with local entities for successful project implementation. These partnerships are crucial for grounding the project in the local context, ensuring community involvement, and leveraging local knowledge and resources.

Collaborating with local entities, including municipal bodies and community organisations, helps in aligning the project's objectives with the community's needs and aspirations, thereby enhancing its effectiveness and sustainability.

Cultural and Creative Expression

Fostering artistic creativity through participatory art and digital platforms. There is an emphasis on respecting cultural and creative expression in the context of the Institute of Art and Technology project. This respect is manifested through initiatives that encourage artistic creativity and cultural expression, such as participatory art and digital platforms. These efforts underscore the project's commitment to valuing and nurturing the diverse cultural heritage and creative potential within the community, fostering an environment where artistic expression is celebrated and integrated into the fabric of the project.

Educational Outreach

Linking educational institutions with community-based projects, which involves linking educational institutions with the project to enhance learning opportunities and promote knowledge exchange. The outreach activities are aimed at enriching the educational experience by integrating practical, community-based elements, thereby bridging the gap between academic learning and real-world applications. This approach facilitates a more comprehensive and experiential form of education.

Challenges in Project Implementation

Issues such as communication barriers and construction delays and challenges in project implementation, such as communication barriers with the municipality and adapting to changing community needs. These challenges highlight the complexities involved in executing a multifaceted project like the Institute of Art and Technology, particularly in terms of coordinating with different stakeholders and ensuring the project remains aligned with its intended goals amidst evolving circumstances.

Impact and Legacy

Reflection on the project's influence on the community and future potential. The

pilot, through its various initiatives and community engagement efforts, aimed to leave a lasting positive impact on the local community. The legacy aspect pertains to the project's potential to inspire future initiatives, contribute to the cultural and educational landscape of the area, and serve as a model for similar interdisciplinary projects that blend art, technology, and community collaboration.

CONCLUSION

T Factor's Trafaria pilot's journey generated valuable insights and lessons for urban regeneration, presenting both opportunities and challenges for future initiatives. This conclusion reflects on key learnings, identifies gaps and opportunities, outlines next steps, and considers the project's legacy.

Key learnings include the importance of community engagement, the necessity of adaptability in project management, and the power of interdisciplinary collaboration. These elements were crucial in navigating the challenges posed by evolving community needs and infrastructural constraints.

Gaps identified include the need for more robust communication and cooperation with local authorities and the community, as well as the requirement for sustainable financial models to support long-term project goals. Opportunities lie in further harnessing the creative potential of Trafaria's residents, enhancing local infrastructure and public services, and continuing to integrate technology and art in community development.

Next steps could involve deepening partnerships with local stakeholders, refining the project's approach based on feedback and changing circumstances, and securing additional funding and resources. Emphasis should be placed on sustainable development, with a focus on long-term community benefits.

The legacy of the Trafaria Lisbon Pilot project will be its contribution to the revitalisation of Trafaria as a cultural hub. It serves as an example for similar initiatives, demonstrating how community-focused projects might blend cultural heritage, education, and technology to create sustainable communities.

5. LONDON
Euston

EUSTON, LONDON PILOT

This chapter offers a comprehensive overview of T Factor pilot activities related to urban regeneration in Euston, London. It delves into the history and development of Euston, demographic insights, and the impact of the High-Speed 2 (HS2) rail project. With a focus on community-led activities, sections explore the pilot's missions, timeline, activities, prototypes, and emerging themes, including challenges related to trust and innovation. The conclusion summarises the project's outcomes and implications for future urban redevelopment.

The chapter is structured as follows:

(1) **Context:** Discusses Euston's central location and the impact of the HS2 rail project. This section traces Euston's historical development. Demographic shifts are explored, highlighting a history as a migrant hub and evolving community dynamics. An examination of the Euston High Speed 2 (HS2) project reveals challenges, such as cost overruns and disruption.

(2) **Meanwhile Missions**: Details three pilot missions aimed at enhancing community life in Euston, focusing on arts, economy, green spaces, and public safety.

(3) **Activity Portfolio:** Describes a community-focused approach for urban development, emphasising agency, cultural preservation, economic innovation, and public safety.

(4) **Pilot Timeline:** Provides a comprehensive overview of initiatives and collaborations, including participatory workshops and community-led events.

(5) **Prototype Narratives:** Reflects upon the collaborative activities, community backing, and the challenges encountered throughout the pilot's duration. The section explores the specific prototype journeys associated with areas such as arts, culture, heritage, economy, and public spaces and offers an in-depth analysis of these journeys.

(6) **Emerging Themes:** Identifies key themes such as collaborative community engagement, financial transparency, project challenges, continuous learning, and strategic vision.

(7) **Conclusion:** Summarises the document, emphasising the importance of community involvement, adaptability, and strategic planning for sustainable urban development.

CONTEXT

Euston, is located in Central London, it has been undergoing regeneration around the construction of a high-speed railway terminal, aimed at transforming the area into a modern transport and community destination, providing a new piece of city that delivers new homes, creates new jobs and open space and new routes through and around the station. However, the project has faced significant delays, controversies and challenges with co-ordination of the various projects that will enable development.

The Development of Euston

Historically, Euston, as part of St Pancras parish, was a pastoral landscape, modestly accentuated by two manorial structures and a parish church. The area's quietude was interrupted with the construction of New Road in 1756-57, a precursor to today's Marylebone and Euston Roads. This new transport artery prompted a shift, initiating linear development along its stretch. Developments like the Somers Town housing development, led by Jacob Leroux, gave rise to a detailed urban fabric marked by narrow terraces and compact villas. John Nash's design of Regent's Park and Regents' Canal brought additional complexity to the area's spatial hierarchy, inducing both visual and functional distinctions between neighbourhoods.

In 1837, the emergence of Euston Station instigated a profound transformation of the area's landscape, injecting large-scale infrastructural elements. Charles Dickens compared this railway-driven metamorphosis to an 'urban earthquake'. The station's first design was relatively modest, encompassing a train shed and the celebrated 'Doric Arch' gateway, a testament to its grandeur. As the 1840s rolled in, escalating traffic volumes prompted the station's expansion, marking the first of several adaptations to accommodate city growth.

It was the mid-20th-century campaign to electrify the West Coast Mainline that led to Euston's most radical transformation. Reflecting the new railway era's spirit, the station underwent a complete overhaul, emerging with a contemporary design by the late 1960s. This era saw the contentious demolition of the Euston Arch and the inception of the Euston Road underpass and imposing office blocks. These changes marked the area's transition towards a vertical and denser urban configuration.

The People of Euston

The vicinity of Euston station has a long-standing history as a hub for migrants and refugees. In the late 18th century, it became a haven for refugees from the French Revolution, who settled in Somers Town and founded the Roman Catholic Church of St Aloysius on Phoenix Road. The 19th century saw a significant influx of Irish immigrants, many of whom worked in construction. Following World War II and Indo-Pakistani war of 1971, the area welcomed Bangladeshis who contributed to rebuilding the economy, leading to the establishment of a vibrant Sylheti community and a cluster of restaurants on Drummond Street, rivalling those in Brick Lane. In contemporary times, Camden, the borough encompassing Euston, has pledged to be a sanctuary for refugees. This pledge has seen practical support extended to Syrians, Afghans, and Ukrainians, offering them assistance in housing, education, and integrating into community networks.

Somers Town, originally established as a residential area for workers, has a rich history intertwined with labour movements and successive waves of immigration. Over time, this neighbourhood has developed into a diverse community, notably including Irish, Bangladeshi, and other South Asian populations. The Regent's Park Estate, developed in the post-war era, embodies the aspirations for public housing in the 1950s. Constructed on land acquired from the Crown Estate, its architecture reflects the post-World War II ethos of egalitarianism. Over the years, the demographics of the area have shifted, now characterised by an older population and an increase in private ownership—resulting from the Right to Buy scheme—in what was predominantly a working-class area. Both Somers Town and the Regent's Park Estate are known for significant community activism, ranging from resistance to gentrification to opposition against major infrastructure projects.

Significantly, the St Pancras Housing Association and its links with mission at St Mary's on Eversholt Street have played a crucial role in shaping the area's identity. As the association celebrates its centenary, it highlights the enduring importance of social housing in London's urban fabric. Additionally, the Grade 2 listed 1930s Ossulston Estate stands as a notable example of social housing in the area, emphasising the significance of these developments in the dynamic urban landscape.

Somers Town and the Regent's Park Estate are microcosms of London's wider social challenges and adaptability, reflecting the city's ever-changing nature while retaining a strong sense of community and historical continuity.

Euston High Speed 2 (HS2)

The HS2 high-speed rail project at Euston aims to boost connectivity between London and the North of the UK. In planning for the future, Camden Council working with TfL and the GLA produced and adopted the Euston Area Plan (EAP), a long term strategic planning framework to guide transformational change in the area up until 2031.The regeneration of the surrounding area seeks to transform it into not just a major transport hub, but also a destination with the local community at its heart. Plans include new homes, affordable housing, businesses, shops, and enhanced public spaces, with aspirations to foster a harmonious environment for both existing and new communities. Lendlease are the Government's development partner. It is claimed that the new terminus at Euston will generate 3,000 jobs and numerous contract opportunities during construction. However, in March 2023, the UK government announced that development was to be put on pause for a period of two years. The decision to 'rephase' the project came after costs of the redesigned station at Euston ballooned from £2.6 billion to £4.8 billion. Growing concerns about the viability of the scheme have led to uncertainly about whether it will go ahead at all.

Following six years of preparatory construction works at Euston, with dust, demolition, road closures and noisy piling works, resulting in a mile long crater, the HS2 project is not positively received by local residents and businesses. The works have impacted residential areas, educational institutions, and commercial establishments, who now neighbour a vast, unfinished construction site. The proposed high-speed rail line, originally intended to link Birmingham to London, is now slated to terminate at Old Oak Common, with a connection to Euston potentially opening as late as 2041. This decision has elicited concerns from city officials and stakeholders. Some residents have recounted personal adversities stemming from the ongoing construction. However, there remains optimism that the interim period could be leveraged for communal benefits and more space to deliver meanwhile uses.

MEANWHILE MISSIONS

Euston's pilot, aimed at 'leveraging temporary uses to demonstrate and bring forward the benefits of inclusive, equitable and regenerative development', through four key missions. The first, focusing on Arts, Culture, and Heritage, involved interactive arts workshops, an augmented reality heritage trail and digital archive for historical and cultural preservation (Museum A Space for Us), conceived and led by the Somers Town Peoples Museum, and arts-led public space improvements, led by Regents Park Estate Community Champions. The second mission aimed to rejuvenate the local economy, linking enterprise and making workshops, revitalisation of Chalton Street Market, and a hub to support trading of locally produced circular products. The third, Growing and Greening, focused on aligning with existing initiatives to support the development of accessible green spaces. The final mission sought to improve public area safety, local identity and appeal through the Story Trail, community festivals, and targeted improvements to the public realm. Collectively, these missions blended community engagement, sustainability, and a mix of methods and approaches to bring forward benefits for communities impacted by the disruptive development of Euston.

Mission 1: Arts, Culture & Heritage

Objective: The mission aimed to celebrate and elevate the arts, culture, and heritage of Euston. It concentrated on organising interactive community workshops, supporting an existing heritage preservation project led by The Somers Town Peoples Museum which aims to establish an augmented reality heritage trail and digital archive to preserve local history and heritage, and arts-led enhancement of public spaces in Regents Park Estate. These initiatives help to make the cultural richness of Euston accessible and visible, integrating it into the everyday life of the community.

Key Features:

- **Participatory Arts Workshops:** Interactive sessions to explore and celebrate local heritage.
- **3D Digital Archive:** A digital platform to catalogue and display local historical artifacts.
- **Public Realm Improvements:** Aesthetic upgrades to public spaces for cultural expression.

Mission 2: Collaborative & Circular Economy & Enterprise

Objective: The mission was to reinvigorate Euston's local economy by focusing on social and circular enterprises. This included organising workshops and enterprise programs to foster entrepreneurship, revitalising the historic Chalton Street Market as a community focal point, and establishing a Circular Enterprise Hub to facilitate upcycling efforts and local trade connections.

Key Features:

- **Workshops and Enterprise Programs:** Events to promote entrepreneurship and local business.
- **Chalton Street Market Revitalisation:** Boosting an old market to serve as a community hub.
- **Circular Enterprise Hub:** A platform to connect residents in upcycling and local trading.

Mission 3: Growing & Greening

Objective: The mission was to develop and maintain green spaces in Euston, counteracting the loss incurred due to development. The emphasis was on fostering a sense of community 'ownership' of these spaces, ensuring their accessibility, and connecting different green areas. While not the primary focus of the portfolio, this mission aimed to bolster the existing environmental initiatives within the community.

Key Features:

- **Community 'Ownership':** Empowering residents to manage and maintain local green spaces.
- **Accessible Green Spaces:** Ensuring that parks and gardens are inclusive and easily accessible.
- **Networked Open Spaces:** Creating interconnected green areas for broader community benefit.

Mission 4: Safe & Convivial Streets and Spaces

Objective: The aim was to enhance the safety and appeal of Euston's public areas. This included the creation of a Story Trail to link green spaces and narrate local history, the organisation of community festivals to foster engagement, and focused enhancements in areas susceptible to crime or anti-social behaviour, thus

improving both safety and visual appeal.

Key Features:

- **Story Trail:** A walking route with 'touchpoints' that connect green spaces and share local stories.
- **Community Festivals:** Events aimed at boosting community spirit and celebrating local culture.
- **Public Space Improvements:** Upgrading areas prone to issues like fly-tipping to enhance safety and aesthetics.

ACTIVITY PORTFOLIO

The Euston portfolio represents a community-focused approach towards urban development. It blended actions led by residents with institutional backing, emphasising not only infrastructural improvements but also the agency of individuals. The portfolio's integrated methodology and supportive systems stood out, promoting extensive community involvement, and ensuring that its objectives were in harmony with local requirements and available resources. Overall, it offered a model that was balanced, inclusive, and geared towards sustainability.

Key Features:

- **Community Empowerment**
  The portfolio puts residents at the forefront, giving them the tools and platforms to shape their environment. This empowerment builds a sense of ownership and investment in the success of the projects, ensuring sustainability and relevance to local needs.
- **Cultural Preservation and Promotion**
  The portfolio recognised the intrinsic value of local arts, culture, and heritage. By making these elements visible and accessible, it nurtured a collective identity and enhanced public spaces, contributing to the community's overall well-being.
- **Economic Innovation**
  The portfolio adopted an innovative approach to economic development, emphasising circular and social enterprises. It backed entrepreneurial initiatives that stimulated economic growth while also yielding positive social or environmental outcomes.
- **Public Safety and Wellness**
  The portfolio addressed safety by enhancing public spaces and fostering community activities, adopting a comprehensive approach to wellness. It aimed to decrease crime and antisocial behaviour, simultaneously cultivating a stronger, more involved community.
- **Environmental Sustainability**

While not its main focus, the portfolio aligned with existing green initiatives. This theme highlighted the significance of sustainable practices and community involvement in environmental conservation.

- **Inclusive Support Systems**
  The portfolio provided structured support to encourage community involvement. By recognising different learning needs and offering customised assistance, it aimed to ensure that social or economic barriers didn't prevent anyone from contributing, making its approach inclusive and equitable.

PILOT TIMELINE

The pilot timeline offers a comprehensive overview of initiatives and collaborations spanning from pre-T-Factor to a projected completion in 2024, delineating activities under three missions: Arts, Culture & Heritage; Collaborative & Circular Economy & Enterprise; and Safe and Convivial Streets and Spaces.

The Arts, Culture & Heritage mission kicked off with participatory workshops and exploring ways to support the heritage trail and digital archive conceived and led by The Somers Town Peoples Museum. These initiatives were aimed at preserving and celebrating the cultural heritage of the area.

The Collaborative & Circular Economy & Enterprise mission was particularly focused on revitalising the Chalton Street Market in Somers Town, with support from the Greater London Authority and multiple stakeholders. This approach demonstrated a commitment to collaborative economic development and sustainability.

The Safe and Convivial Streets and Spaces mission initiated public realm improvements and community-led events like the Cumberland Fun Fest and Illumination Market, all geared towards improving safety and communal spaces.

Notably, the timeline incorporates various cross-sector collaborations, including partnerships with community organisations, academic institutions, and governmental bodies. These collaborations played a crucial role in the project's success. Upcoming steps indicated a deepening of these collaborations, with a focus on embedding and sustaining pilot prototypes in the community.

Pilot Timeline

2015

Central Saint Martins (CSM) started exploring collaborations through their Public Collaboration Lab.
They worked on multiple projects with council, community, and student partners, addressing various challenges in the Euston area.

2019 2020

Discussions about the T-Factor began. Lendlease, the masterplan developers for Euston, got involved in the area and contributed financially to the makerspace in the Story Garden. The same period saw the formation of the Euston Partnership to foster collaboration between different operators at Euston.

2020

The T-Factor project's development continued, with collaboration between Camden Council and various other organisations. Efforts focused on addressing issues like social isolation and loneliness. In March 2020, collaboration with the Euston team from Camden Council began, aiming to integrate various ongoing initiatives in Euston.

2021

October 2021

Start of the "3D Digital Archive of Somers Town" project, focusing on digitally reconstructing the historical Gilbert Bayes finial sculptures.

2022

January 2022

Participatory workshops commenced in Regents Park Estate. "Wellbeing Walk and Ideas Studio" was conducted across Regents Park Estate.

February 2022

"Voting Studio" event where residents voted on their preferred meanwhile use proposals.

March 2022

"Community Voices Workshop" held in Somers Town. Planning workshop for selected meanwhile use projects.

London - Euston

Pilot Timeline

June 2022
Young individuals and artists unveiled two murals for the Euston/HS2 development hoardings.
"Somers Town Future Neighbourhood Workshop" organised.
"Cumberland Fun Fest" held to promote the Story Trail.

July 2022
"Everton Mews/Prince of Wales Passage - Gateway to the Estate" public engagement event.
Regents Park Estate Community Champions lead the "Cumberland Fun Fest".

August 2022
"Regents Park Estate Community Festival" was organised, with a focus on the Story Trail.
Testing and installation of the 'Story Trail' prototype during the Regents Park Estate Community Festival.

September 2022
Story Trail boards reinstalled after positive feedback.

October 2022
"Everton Mews/Prince of Wales Passage - Gateway to the Estate Artwork Ideas Workshop" held during the "Community Champions 'Halloween Social'".

December 2022
"Illumination Market" organised in Clarence Gardens on Regents Park Estate.

2023

January March 2023
Public realm improvements in Prince of Wales Passage/Everton Mews on Regents Park Estate.

PILOT NARRATIVE

The following text is based on conversations with the core delivery team of the pilot, which took the form of narrative interviews. Notes written from the interviews were shared with the pilot, who made edits and refinements, before small causal loop diagrams were sketched from each paragraph, the first towards visualising the data. Before these loops were colour coded and combined into larger pilot diagrams, relevant sections were shared with pilot collaborators, such as Old Diorama Arts Centre and Camden Council's Euston Team who added their perspectives on the narrative. The aim of the work was to highlight the complexity and challenges faced by each pilot in their specific local context and document nuance and efforts not covered by the other deliverables. Challenges faced by the pilots included how to collaborate and interact in meaningful ways, to build coalitions, and how to prototype in relation to exiting systems and structures, such as dense and bureaucratic urban development systems and local politics.

EUSTON PILOT NARRATIVE AND CORRESPONDING CAUSAL LOOPS

1. Enhancing Community Services through Collaboration

In Euston, the T-Factor pilot built upon existing collaborations between Central Saint Martins (CSM), an Art and Design University located in the Kings Cross Central area of Camden bordering the Somers Town neighbourhood, and its neighbouring organisations. Since 2015, CSM's Public Collaboration Lab has been exploring the synergy between local government goals linked to improving outcomes for residents, with those of Art and Design higher education, linked to research, knowledge exchange and teaching and learning opportunities of benefit to staff and students. Through initiatives like the Public Collaboration Lab we've co-delivered multiple projects with council, community, and student partners, addressing challenges like overcrowded living, integration of youth centres, reimagining library services and addressing the lack of availability of fresh fruit and vegetables at Chalton Street Market. A notable achievement is MAKE at the Story Garden, a meanwhile space behind the British Library.

2. Stakeholder Involvement and Community Support

In 2019/2020, discussions regarding T-Factor began. Around this time, Lendlease, the masterplan developers for Euston, initiated their involvement in the area and contributed financially to the makerspace in the Story Garden. While Lendlease had aimed to use the makerspace at the Story Garden for public engagements, landowners Stanhope and the British Library preferred that the controversial infrastructure project should not be associated with the British Library development, an extension to accommodate the Alan Turing Institute . Nevertheless, Lendlease remained committed to understanding and addressing local needs and priorities by supporting the Makerspace recognising that they did not have any land ownership in the area.
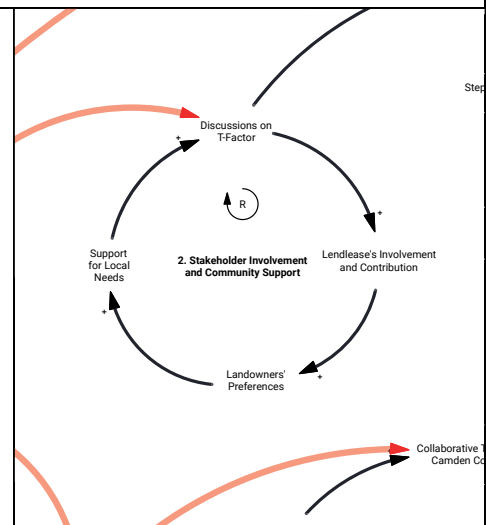
3. Collaborative Efforts to Address Social Issues

At this time, Lendlease was focusing on the themes of social isolation and loneliness, issues of significance both nationally and, especially, in Camden; linked to the high number of single person households and high student population. Through our prior activities with the Public Collaboration Lab, we had explored this topic. Collaborating with Lendlease's Loneliness Lab, we designed workshops to tackle these concerns. One notable workshop, 'Creating Connectedness' in January 20202020, pre-pandemic, was held at Regent's Place. About 30 organisations, many from Regent's Park Estate, participated. Small group activities generated ideas on addressing isolation and loneliness. One such concept was the "Curiosity Cabinet" – a public display of artefacts, each symbolising a local participation opportunity. Another proposal was the "Mobile Makerspace," suggesting a satellite makerspace for Regent's Park Estate, akin to the one at the Story Garden. We view these small projects as initial steps in meaningful engagement towards future collaboration.
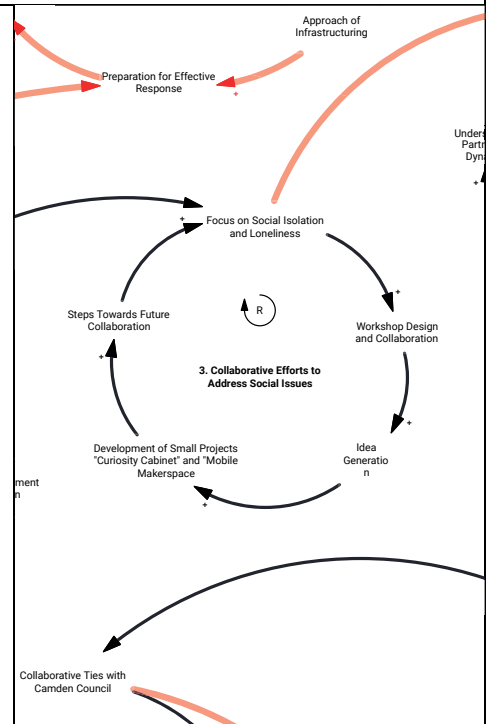
4. Enhancing Community Accessibility through Collaboration

Our collaboration with Ellie Rudd from Fitzrovia Youth in Action (FYA) arose from this workshop and our further exploration of the Curiosity Cabinet idea. Together, we mapped community facilities and neighbourhood movement patterns, pinpointing the station and changing road layouts linked to the Euston development works as a significant obstacle to east west access to amenities. This project gave us an opportunity to get to know each other, how we work and how we might work together.
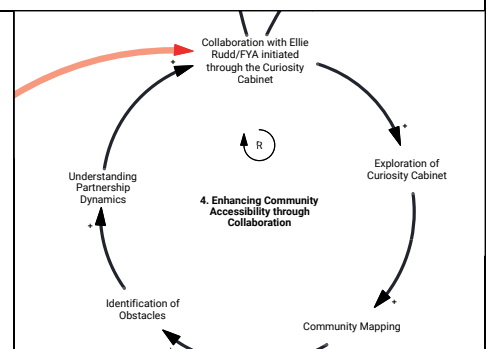
5. Development and Impact of the Mobile Makerspace Project in Regents Park Estate

Another project we co-delivered in Regents Park Estate was the Mobile Makerspace. Also, a follow up on the ideas proposed in the 'Creating Connectedness' workshop the Mobile Makerspace project happened during the pandemic and 'popped up' in Cumberland Market. MA industrial design students led the project, engaging asynchronously with residents via a pop-up structure located in the play area of Cumberland Market. We worked with Camden's Green Space team to gain access and permissions, with great attention paid to risk assessment and mitigation, including a daily cleaning regime. Ellie and other stakeholders in the area worked with the students, to understand what people wanted from the mobile maker space. The work on the mobile maker space continued through two more phases of activity (described later) that brought the Regents Park Estate Community Champions into the collaboration, eventually to take ownership of the 'community workbench'.
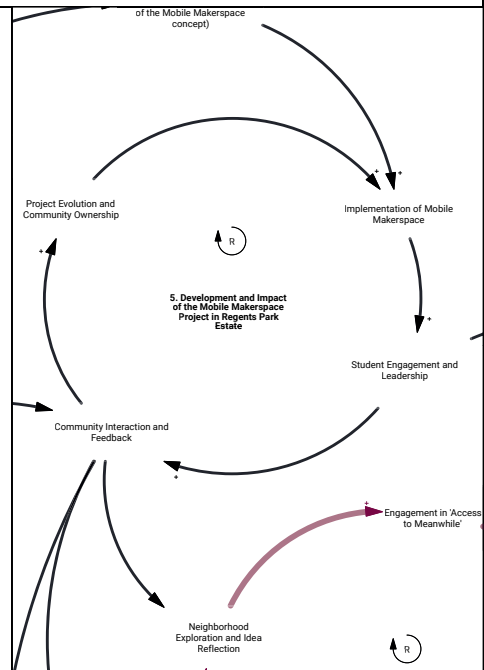
6. Community Engagement and Space Transformation in 'Access to Meanwhile' Project

Just prior to T-Factor, we engaged in a project called 'Access to Meanwhile' working with MA Service Designers from London College of Communication. At that point, T-Factor's funding was secured, and implementation was imminent. This period coincided with the gradual recovery from the pandemic and a growing interest from the council in revitalising high streets, especially as numerous shops had shut down. We viewed the COVID situation as a "meanwhile" scenario, aligning our perspective with the upcoming T-Factor's thematic focus. We explored two meanwhile contexts - high street recovery in Chalk Farm High Street and disruptive development in Euston. Through Access to Meanwhile, our collaboration with Ellie and FYA continued, and our service designers facilitated workshops centred on the transformation of abandoned spaces. Some of these areas appeared pretty grim and scary, and collaborators were coming up with proposals on how they could be improved. On reflection, this acted as a first exploration of the neighbourhood and residents' ideas for improvements.
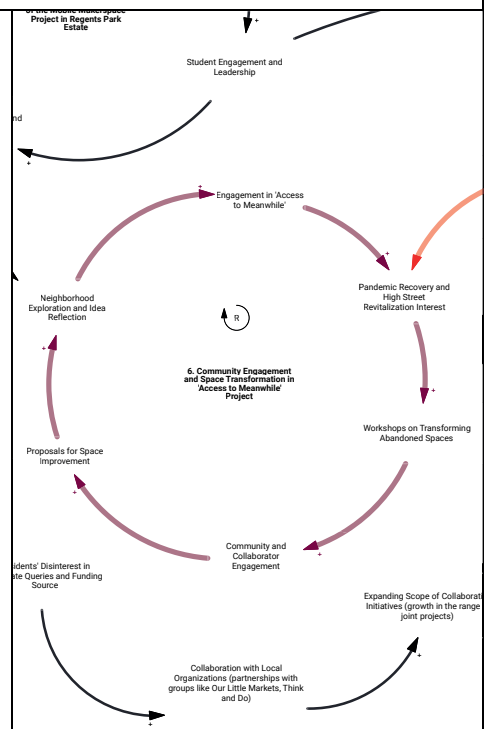
7. Transforming Distrust into Trust Through Tangible Collaboration

In Somers Town, we'd already established strong connections with local community organisations and the residents they serve, having worked there for about four to five years prior to the pandemic. Somers Town communities had previously experienced the upheavals of King's Cross and St Pancras regeneration development. Many residents and community organisations expressed their dissatisfaction from past consultations and engagements, feeling their concerns weren't addressed. There was evident distrust between them and larger institutions, including CSM and UAL, who some perceived as merely chasing funding without genuinely addressing community needs. However, our consistent involvement over the years, delivering tangible outputs and collaborating with council and community organisations to help secure funding that brought resources into the neighbourhood and its organisations, built a foundation of trust. Community leaders recognised our genuine commitment to collaborate and address residents goals and needs rather than always centring our own objectives. We had co-delivered several significant initiatives in the area, seeking to revive Chalton Street Market and increase access to arts and making activities in the area even before T-Factor funding was place, which we developed further through the Euston pilot.
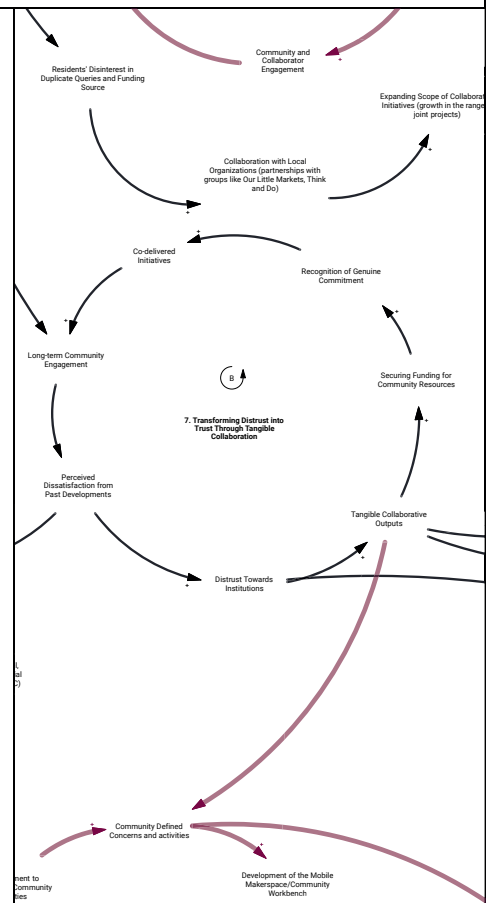
8. Adapting Engagement Strategies During COVID-19

During the initial "Exploring and Enquiring" phase of the Euston pilot, COVID posed a significant challenge. Normally, we would have been actively engaging with the community in-person. However, the pandemic forced a shift to online methods. While many community organisations attended our online sessions, residents were less active, which affected the depth of our insights. We pivoted to using mapping tools and Miro workshops. However, many residents and even some community organisations were not fond of Miro. A stable Wi-Fi connection, crucial for Miro and other online tools like Zoom, posed another issue. Somers Town, in particular, was notorious for its subpar Wi-Fi quality and its impacts during the pandemic, further complicating our online outreach efforts during the project's early stages.
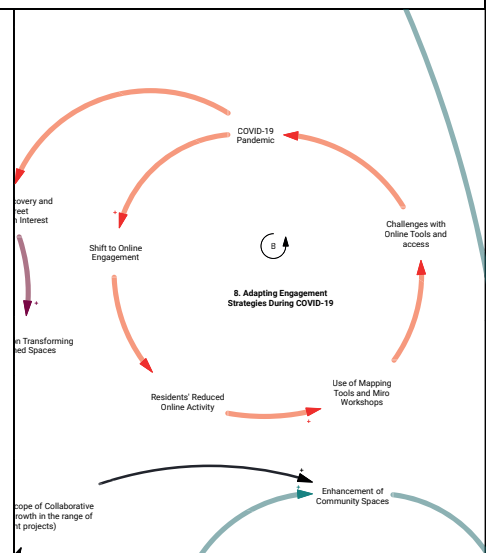
9. Enhancing Collaborative Efficiency in Euston Initiatives

Linked to our collaborative working through the Public Collaboration Lab, we were fortunate to have strong ties with Camden Council, notably with the former head of strategy and policy. When developing the T-Factor project, Noel links were made with the participation team, who were spearheading the "Good Life" initiative alongside Lendlease and UCL's Institute for Global Prosperity (IGP). They were collaborating with the IGP on a citizen social scientist project, leading to the creation of a participatory-designed well-being index for Euston. This initiative trained 24 individuals in autoethnographic methods to conduct primary research and partake in IGP workshops. Towards the end of this phase, we began to engage with IGP's sessions. Although we weren't financially supported by IGP's projects and vice versa, we navigated and overcame inherent institutional competitiveness to explore the potential for citizen-led, meanwhile initiatives to respond to the issues identified by the Citizen Social Scientists. At that point, Camden's participation team became our primary council contacts, overseeing Camden's involvement in the project and seeking to align T Factor Euston activities with other of the Council's participatory activities in the area, particularly those delivered through the 'We Make Camden' programme of post-Covid renewal missions. Simultaneously links were made with the dedicated Euston team within the council. The Euston team is responsible for the development of the Euston Area Plan which aims to inform future development at Euston. The Euston team were knowledgeable about Meanwhile Use and all other aspects of the complex Euston development area. In March 2020, we began collaborating with the Euston team. Our discussions centred on integrating our work with the ongoing initiatives in Euston, avoiding duplication and bringing more resources to engagement and participation with residents and community organisations in Euston.

Diagram labels: Discussions on T-Factor; Steps Towards Future Collaboration; 3. Collaborative Efforts to Address Social Issues; Stakeholder Involvement and Community Support; Lendlease's Involvement and Contribution; Development of Small Projects "Curiosity Cabinet" and 'Mobile Makerspace'; Landowners' Preferences; Collaborative Ties with Camden Council; Resource Allocation and Duplication Avoidance; Participation in the 'Good Life' Initiative; 9. Enhancing Collaborative Efficiency in Euston Initiatives; Collaboration with the Euston Team; UCL Citizen Social Scientist Project and Well-being Index Development; Alignment with Camden's Participatory Activities; Engagement with IGP Workshops and Sessions; Overcoming Institutional Competitiveness; Presence and Commitment; Euston Development Challenges; 11. Stakeholder Dynamics and Operational Challenges; Policy Inclusion for Meanwhile Use; Acknowledgement of Meanwhile Use Benefits

10. Addressing Engagement Fatigue through Collaborative Efforts in Euston

One challenge was Euston's crowded, complex and sometimes contested context. With numerous organisations already operating in the area, there was a need for these entities to collaborate. Residents were repetitively approached with similar queries by different groups, such as HS2, the council, and developers, leading to frustration and 'engagement fatigue'. Coupled with the long time frames associated with the projects, it was often difficult for them to see how their engagement could affect change. This issue was highlighted within the findings of the Oakervee review, announced in 2019, which led to the formation of the Euston Partnership to foster collaboration
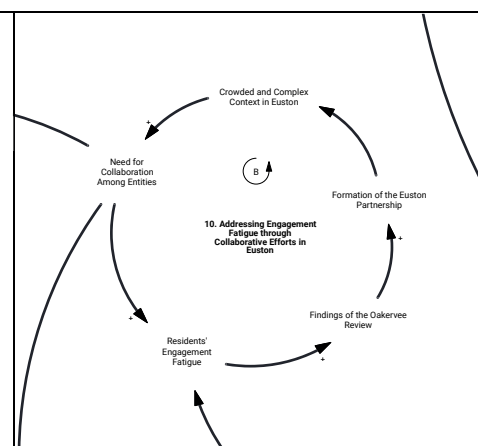
Diagram labels: Crowded and Complex Context in Euston; Need for Collaboration Among Entities; Formation of the Euston Partnership; 10. Addressing Engagement Fatigue through Collaborative Efforts in Euston; Findings of the Oakervee Review; Residents' Engagement Fatigue

11. Stakeholder Dynamics and Operational Challenges

In the initial stages of defining our role in T-Factor, while drafting the bid (2019), we sought endorsement letters from Camden, HS2 and Lendlease, ensuring their commitment. We had to determine our potential position in this evolving landscape. At that time, the Meanwhile Use Working Group (MUWG) had been established, seeking to explore opportunities for Meanwhile Use in Euston. Recognised by the GLA in London and throughout the UK, numerous reports validate the significance of Meanwhile Use for pilot testing and realising early benefits for impacted communities. Camden's planning policies around Euston and One Euston's strategic guidelines both include provisions for Meanwhile Use. Unlike some T-Factor consortium pilots unfamiliar with Meanwhile, Euston was aware of the benefits that meanwhile uses can provide and keen to leverage meanwhile uses to bring forward these benefits for residents around the Euston development. However, the complex nature of building a new railway alongside existing operations in a highly constrained central London location meant that land needed to be used efficiently for construction and opportunities for meanwhile where limited. Additionally, the Euston development journey has been marked by upheavals and interruptions. As we've witnessed, central government interventions have caused several halts, with the current pause being a testament to that unpredictability. Throughout T-Factor, we've encountered multiple pauses and shifts, with groups dissolving and then reforming, and different stakeholders entering the mix. However, the council has been a consistent presence, driven by their commitment to achieve optimal results for residents. Their objectives align well with T-Factor's emphasis on participatory, or citizen-led, Meanwhile. The council, along with other members of the MUWG, is dedicated to ensuring inclusivity and equity in accessing Meanwhile. While no one would argue for exclusivity, the reality of strict timelines, budget constraints, and operational demands posed by the intricate development makes prioritising inclusive and equitable Meanwhile initiatives challenging.
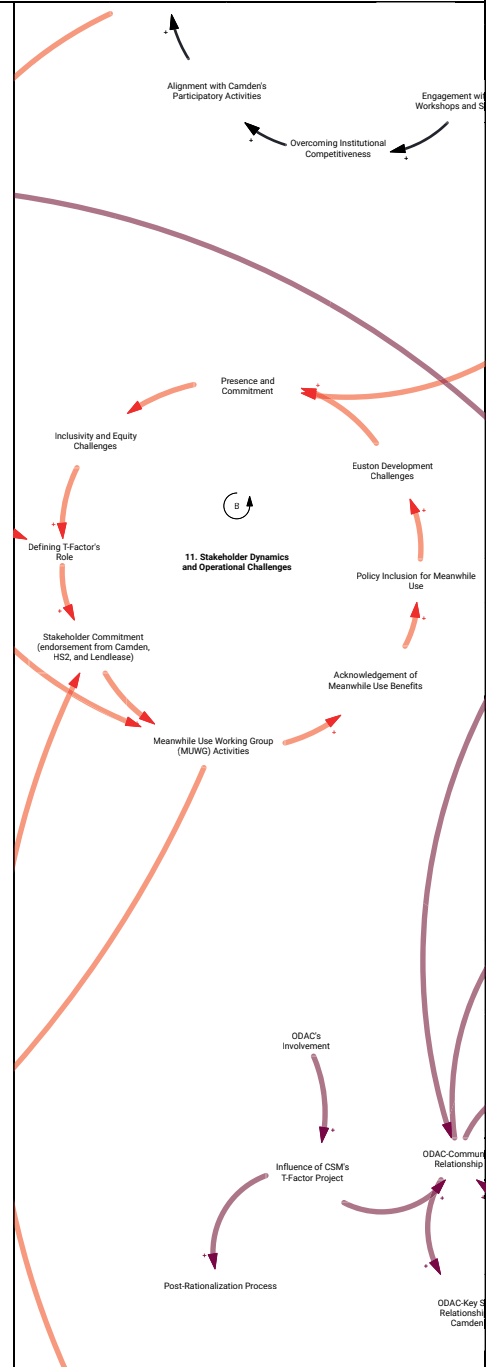
Despite disruptions, the MUWG stabilised in 2020 after undergoing reforms. This stability offered T-Factor a way to connect with the overarching development. The group comprised key stakeholders including – Lendlease, MACE Dragados, HS2, Euston Partnership, Network Rail, and the council. This enabled us to discuss and trial T-Factor tools, primarily through online workshops, exploring what inclusive and equitable access to Meanwhile at Euston would involve. A realisation emerged: there were no available Meanwhile spaces within the designated red-line during the project's duration. This led to discussion on whether activities and spaces outside the red line were in scope for the MUWG, with the distinction being made (by some) between the specific remit of bringing forward meanwhile uses within the red-line and wider 'place and social value' considerations. While the group was indeed committed to benefiting residents, spaces outside the red-line of the development weren't traditionally labelled as 'Meanwhile'. This experience led to a more expansive definition of Meanwhile , acknowledging both time and space components, and foregrounding neighbouring communities impacted by the development throughout its duration. Acquiring funding for Meanwhile initiatives, especially those outside the red line, presented challenges due to the fact that there was no funding allocated specifically to bringing forward meanwhile uses at that time. However, HS2 had established a business fund and a community and environment fund to assist organisations and stakeholders affected along the developmental line. HS2 had also made several assurances to Camden Council as regards mitigation of negative impacts of development on neighbouring communities. Included in these agreements were assurances linked to green and open spaces, wayfinding and public realm improvements. Our team observed that the Community Champions' Story Trail proposals aligned closely with part of the remit of the HS2 assurance funding allocated to the Camden Council green space team. Following discussions with Camden Council's green space and Euston teams an application for funding for implementation of the Story Trail (Mission 4: Safe and Convivial Streets and Spaces) was made by Old Diorama Arts Centre on behalf of the Community Champions. HS2 approved Camden's funding request in March 2023. Discussing the institutional framework and relationships, our connections evolved through prior collaborative practice, gradually introducing and integrating with the project. Our previous collaborative working with groups in Regent's Park Estate and Somers Town laid a foundation, enabling mutual understanding of 'Meanwhile' - its scope, significance, and potential implementation. These projects fostered trust, mutual understanding, and collaboration.
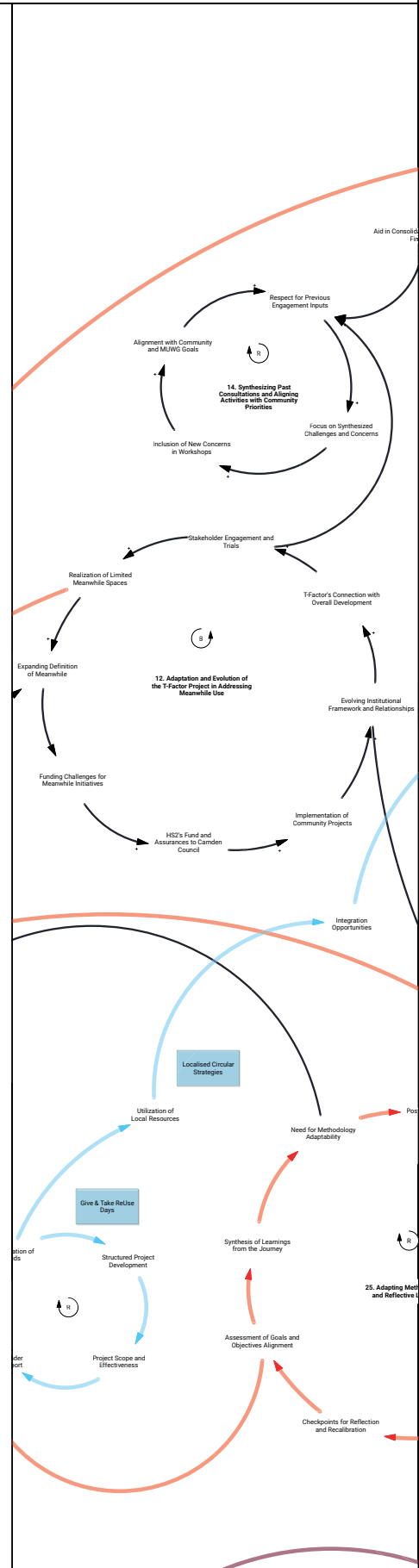
Through the MUWG, we gained the group's trust by honouring their concerns, acknowledging constraints, and maintaining the confidentiality of certain discussions. Given that 'participatory meanwhile' is at the heart of T Factor, we gently and persistently advocated for inclusive approaches. Over time, as a process for accessing meanwhile was discussed and defined in online workshops, the group began to emphasise inclusivity and accessibility in their Meanwhile discussions. While it's hard to say if the group would've naturally progressed in this direction, the group undoubtedly utilised and resonated with this inclusive language, aiming for an 'inclusive and accessible' version of 'Meanwhile', albeit within existing financial and operational confines.
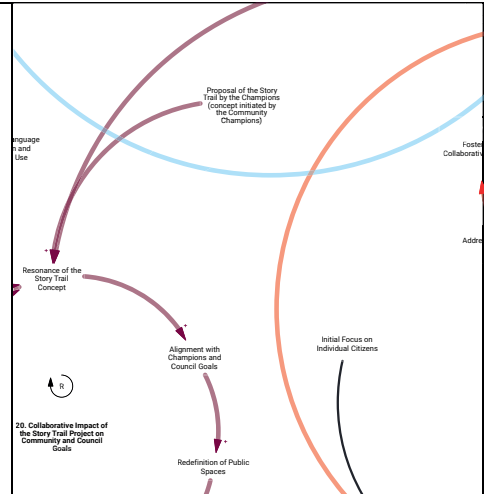
13. Adapting T-Factor's Strategy and Aligning with Existing Community Initiatives

Upon realising the lack of space within the red line, we shifted our focus to areas outside it. For our community partners and those affected by the development, the distinction between inside and outside the red line was less crucial than realising tangible benefits. After our Exploring and Inquiring phase, we identified community priorities and made significant efforts to align T-Factor's objectives with existing initiatives and activities. Collaborating with the Euston team we coordinated T-Factor's engagement activities with partners' ongoing engagement efforts such as the Residents' Advisory Group, Citizen Social Scientists, the Euston Area Plan, and Community Board engagement. Our goal was to determine T-Factor's place within these existing initiatives and ensure complementary contributions. We aided in visualising engagement timelines and streamlined the convergence of various engagement activities being carried out.
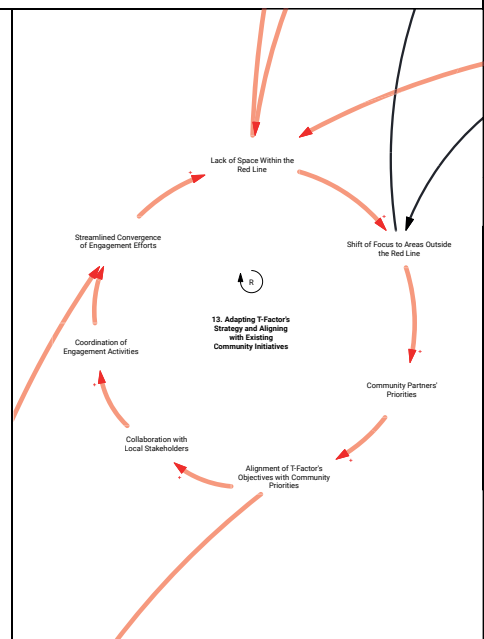
Euston Team (Collaborator View): There has been huge value in the convening power of T factor, the resources and expertise it has allowed access to have helped communities deliver on priorities that may otherwise have been more challenging and undertaken in a more ad hoc way. TFactor's strength has been in seeking to work with and support existing community organisations to deliver local priorities rather than attempting to replace or seeking to foreground it as a project in its own right. It has recognised the many challenges at Euston and has listened and adapted its approach to support the local community to identify and address what is important to them in a practical way. It has helped to connect groups and individuals and establish common goals, moving away from academic ideals as necessary.

14. Synthesising Past Consultations and Aligning Activities with Community Priorities

We actively aided the participation team and other stakeholders in consolidating consultation findings. Over the past decade, numerous public consultations have been carried out. A primary aspect of our scoping work was to compile and synthesise the findings of these prior consultations, so that our participatory 'Scoping and Ideation' activities with residents and stakeholders would respond to priorities previously defined by residents rather than start from scratch asking people what challenges and opportunities they wanted to see addressed. This effort was driven by the desire to avoid redundant questioning that contributes to consultation fatigue and to respect the time and input of those previously engaged. Our engagements shifted to understanding and prioritising the synthesised challenges and concerns, allowing workshop participants to introduce new concerns, but making it easy for participants to focus on previously identified ones. This approach resonated with our stakeholder network, as they could see our genuine efforts to acknowledge past work and add value to ongoing community and duty holder initiatives. Rather than positioning itself as the primary agenda, the T-Factor project aimed to serve the community and the MUWG. This approach of working alongside and through existing organisations and supporting and furthering established goals – especially those of community organisations – proved crucial in our activities.
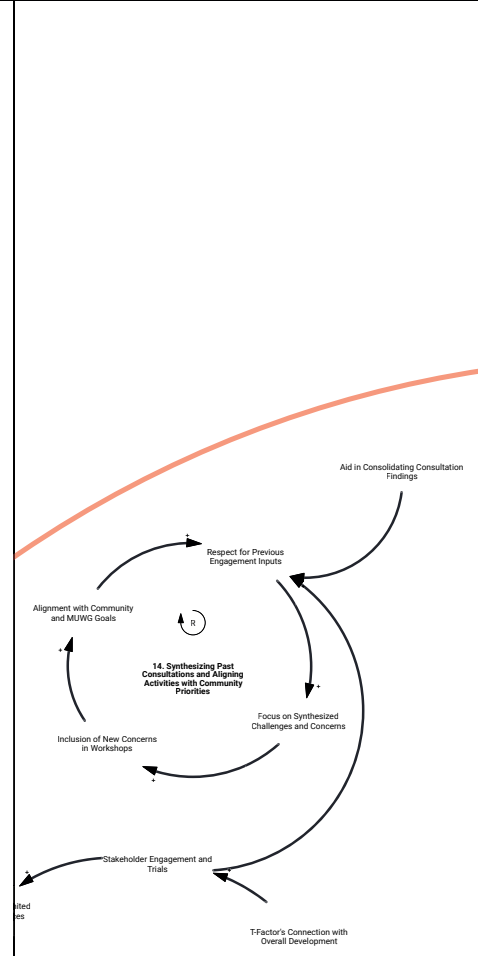
15. Collaboration and Project Evolution in Supporting Community Champions' Goals

At the start of 2021, our key collaborator on Regents Park Estate, Ellie, whom we knew from our projects with Fitzrovia Youth in Action, was commissioned by Camden and Islington Public Health team to initiate the "Community Champions" program on Regents Park Estate . This initiative aimed to support residents to define and lead activities that enhance the health and wellbeing of people living in the Regents Park Estate. Under Ellie's guidance, the group defined their concerns, which included community safety, litter, fly-tipping, and other issues impacting their living environment and quality of life. They proactively undertook litter picks and estate walks to bring residents together, identify strengths, challenges, and areas for improvement. The mobile makerspace idea prototyped by MA Industrial Design students was further developed by one of them, Tyler Inberg, as his graduation project. Redefined as the "community workbench" the prototype was co-developed and activated by Tyler working in collaboration with (and later as) the Community Champions. The workbench found its permanent home with the Community Champions who
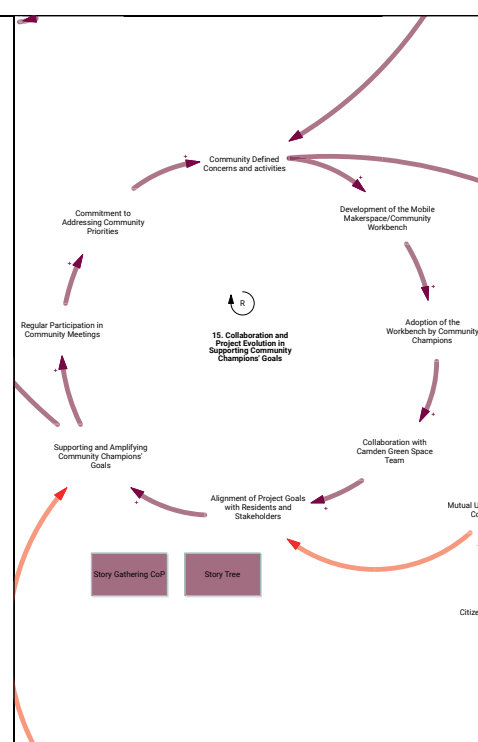
adopted it as a platform for engagement and creative activity outdoors in Cumberland Market. The workbench also provided an opportunity to work more with the Camden Green space team and understand their goals and requirements. This collaboration is an example of the way in which a project can evolve through synergy and reciprocity. The project goals aligned with those of residents and other stakeholders. We realise the significance of supporting and amplifying the existing goals and activities of the Community Champions. Rather than trying to get residents to participate in T Factor, we sought ways that T Factor could help the Community Champions and other residents and community organisations in Somers Town as well as Regents Park Estate, to achieve their goals. Our involvement was welcomed, and we became regular participants in the Champions' weekly Wednesday meetings. Our presence wasn't just about fulfilling an engagement requirement; we were committed to assisting in addressing the Champions' priorities, becoming Community Champions ourselves through genuine collaboration and shared values and goals.
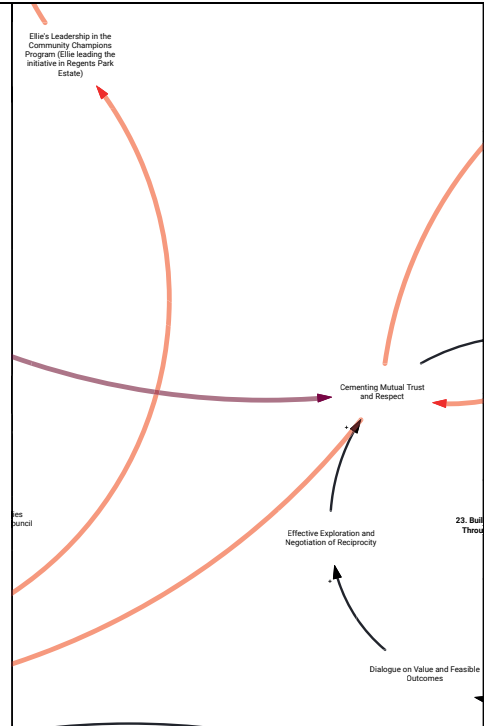
16. Strengthening Community Support through Collaboration with ODAC

At one of the Community Champion socials in Dick Collins Hall, we were introduced to Daniel, the director of Old Diorama Arts Centre, who was beginning a period of rejuvenation of the area's community-focussed arts centre. Having got to know the group since Autumn 2021, the Community Champions moved in early 2022 from their regular meeting spot, Dick Collins Hall, to the Old Diorama Arts Centre (ODAC). Under Ellie and Daniel's direction, the relationship between ODAC and the Community Champions strengthened, with ODAC providing significant support including a "Neighbourhood Studio" within the ODAC building, providing a permanent home for the Community Champions. With Daniel at the helm, ODAC not only supports the growth and promotion of the arts but also prioritises generating community benefits.
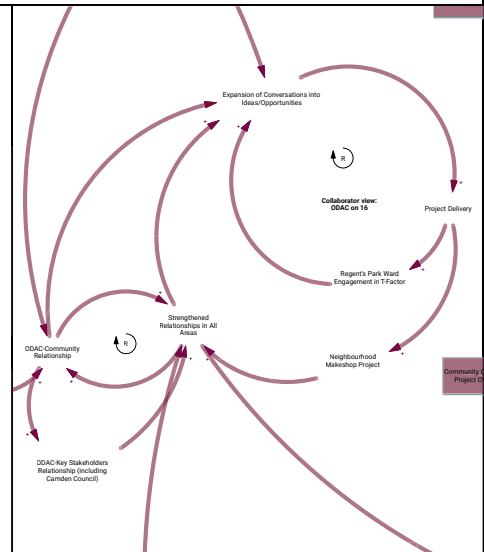
ODAC (Collaborator View): Our local residential communities, the relationship between ODAC and those communities, and the relationships that ODAC has with some key local stakeholders including some departments of Camden Council, have all been strengthened by our relationship with CSM's work on T-Factor. I note from the report that 'post-rationalisation' is a necessary part of the methodology, and it can be hard to see where the meandering journey will take us along the way. The grouping that has formed Regent's Park ward end of T-Factor in Euston has shared open and ambitious attitude to the expansion of conversations into ideas and opportunities then project delivery. Those projects mostly haven't looked like traditional 'meanwhile use', probably to its benefit initially, though now we are able to move on to more traditional 'meanwhile' projects such as Neighbourhood Makeshop with relationships in all areas strengthened from the other work

17. Facilitating Collaboration and Supporting Community Goals in Regent's Park Estate

In Regent's Park Estate, our collaboration expanded beyond meetings and socials. We participated in walks, mapping exercises, and social events. The Community Champions embraced the T-Factor project, seeing it as a tool to further their objectives. Our role entailed active listening and engagement, discerning the goals of both the Champions and the council. We sought to identify and harness the synergies between their objectives, facilitating collaboration. Ellie played a pivotal role in converging these groups. With our extensive network through T-Factor, we were well-positioned to introduce various council departments and practitioners to the Champions. This bridging of connections enabled us to structure T-Factor's support and resources in a manner that could benefit some of the Champions' projects.
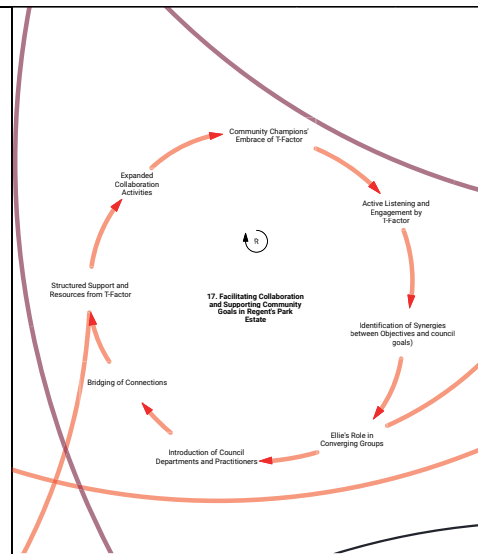
18. Resource Allocation, Stakeholder Engagement, and Collaboration

From the outset, a significant challenge was determining how to resource the various initiatives. We questioned where the art and design practitioners integral to these engagement activities would come from. While we had access to an art and design school, facilitating engagement from our academic and student body wasn't straightforward. It necessitated navigating through existing mechanisms, identifying course modules and gaps that align with the engagement requirements, and connecting them to ongoing projects to harness the needed capacity. We embarked on establishing a Community of Practice. The objective was to pinpoint individuals within our university cohorts who harboured an interest in publicly and socially engaged practices. We aimed to engage those who were eager to expand their practice in sync with the objectives of the resident and community groups we were engaged with. Through this process, we engaged in a comprehensive mapping exercise; we identified around 30 individuals. While a good number of our community of practice showed interest, it's always a challenge to pinpoint tangible opportunities and ensure there's mutual benefit and reciprocity in participation. Our approach is deeply rooted in understanding the objectives of different stakeholders. We inquire: What are the council's goals? They've expressed desires to connect green spaces, ensure safe routes, address community safety issues through violence reduction unit funding, and support community-led 'social action'. Then, what are the aspirations of the residents, specifically the Champions? They emphasise the importance of safe routes, public realm improvements, and a say in directing investments in their estate. They also want a more positive identity for their area. External perceptions might

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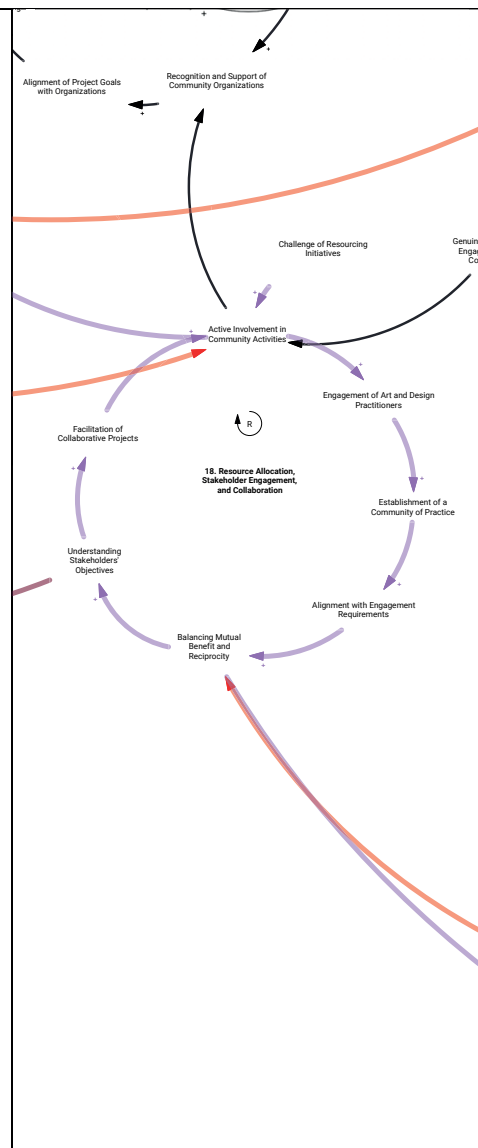
paint it as a problematic place in terms of safety, but residents' experiences tell a different story. They've nurtured a close-knit community, supporting each other, especially during challenging times like the pandemic. They take pride in their collective achievements and want to highlight the positive aspects of their community. Understanding the unique goals of various groups is pivotal. This includes discerning the agendas of the council, residents, and our community of practice. Once these agendas are clear, we act as intermediaries, facilitating introductions and fostering the development of collaborative projects. Several of our colleagues, like Marcus, Adriana, Rosie, and Katrin—a Ph.D. student with a keen interest in digital engagement and democracy—played an integral role in this process. They became actively involved with the Community Champions. Our ongoing attendance at the weekly Wednesday sessions and our collaborative approach helping to organise walks, designing ideas studios, and implementing them, reinforced our commitment and fostered a strong bond of cooperation.

19. Structured Approach to Collaboration in Design for Social Innovation

Over the years, in our efforts within Design for Social Innovation, we've developed a structured approach of analysing actors, assets, and agendas. First, we identify the actors involved in an issue. Next, we discern their respective agendas—understanding their specific goals, ambitions, and objectives. Finally, we take stock of the assets they bring to the table. This framework, having been honed over years, feels instinctive to us. For our community of practice colleagues, it's crucial to recognise their needs—whether they pertain to course requirements, student learning, or personal practice advancement. We strive to understand the essence of their practice and how it can be applied in varied contexts. Similarly, with the council, we determine their goals and potential funding avenues. For instance, if there's allocated budget, we explore opportunities to direct it towards areas like the Regent's Park Estate and examine the feasibility of the Champions influencing its deployment. For the Champions, it's about addressing their priorities and aspirations. Ultimately, our shared goal is to foster a coalition—a collective of different stakeholders rallied around shared concerns. Thankfully, these groups often have overlapping interests, enabling productive collaboration.
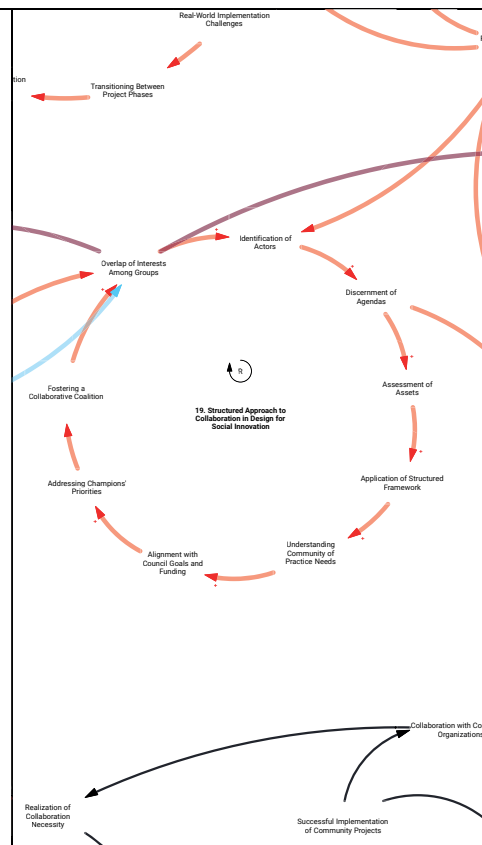
20. Collaborative Impact of the Story Trail Project on Community and Council Goals

The Story Trail, an idea proposed by the Champions, emerged as a resonant concept that encapsulated the aspirations and goals of various stakeholders, most notably the Champions and the council. This project intertwined numerous objectives: redefining public spaces, integrating art into these realms, connecting green spaces, establishing safe routes across the estate, and highlighting both areas needing enhancement and those deserving celebration. For ODAC, as an arts centre based on the edge of the estate and working to reconnect with our local communities, the project also provided a unique opportunity for collaboration.
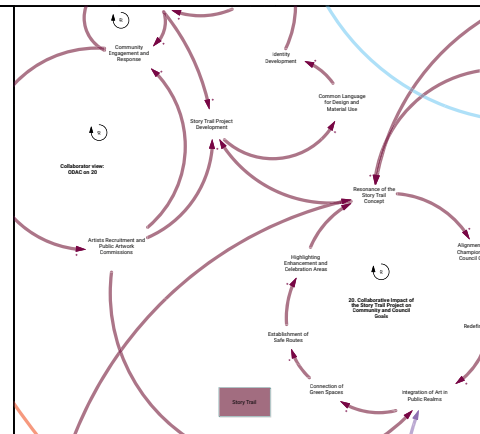
ODAC (Collaborator View): Building on the incredible work of the Champions and its partners the Story Trail project has continued to evolve the initial ideas and aspirations towards a fully realised resident-led Public Art and Wayfinding Trail on Regent's Park Estate. Integral to the underpinning and development of the project are a network of relationships created with and between residents and partners, including the Community Champions, UAL/CSM, T-Factor, ODAC and FYA, as well as Camden Council, whereby collaborative, respectful, intertwining and inclusive approaches to working together have been established and nurtured. In turn these approaches have set the positive tone for how residents and the wider community have been engaging and responding to the project. As part of the project, alongside a series of activities and community engagement events across the estate, there have been three significant developmental stages that have taken place since May 2023. The Regent's Roots Festival was a wonderful and timely opportunity to showcase and share the Story Trail project with residents and the wider RPE community. The festival offered unique and inspiring opportunities for residents to meet and connect to artists and experience hands-on making as well as collecting resident's stories, ideas and continued support in co-creating and developing the next stages of the project.In September 2023, Neighbour hood Curators were a key aspiration within the project, we successfully recruited three Neighbourhood Curators to support the ongoing development and shaping of the project. As local residents they each bring their unique knowledge and lived experience of the estate, as well as their links to the many communities and networks across the estate. Through various pop-up events they have been sharing the project with the local community and continuing to collect and represent the voices and stories of residents from across the estate. In December 2023 a Call for Artists went out for nine, new community-led Public Artwork Commissions for RPE. During the January and February 2023 the Story Trail team will be involved in the processes to shortlist, interview and select the artists who will then co-create the Story Trail and by the end of February 2024 we are aiming to have nine new artists in place to begin work with the community on the artwork commissions. Another significant and important aspect for the journey of the Story Trail project has been the collaboration and connection to the other regeneration and meanwhile projects being delivered by partner organisations across the estate. As a result, the Regent's Park Information Exchange has been convened to look at the various overlaps between the current regeneration and meanwhile projects. There is a common desire by all involved to be aligned with the steps taken to ensure minimum disruption for the community as each of the projects evolves and comes to fruition, as well as a genuine interest and enthusiasm for the development of each of the projects. Within the group there is also an aspiration to create a process of good practice for all involved. This would be based on agreed principles outlining a design foundation and coherent identity that could be used as a baseline of quality and a common language for design across the estate. It would ensure a joined-up conversation around a commonality of approach to materials and continuity of intervention based on Regent's Parks unique identity and language.

Euston Team (Collaborator View): Two of the most significant challenges at Euston are the long timeframes involved (HS2 Ltd was established in 2009 and conversations with the community about priorities and mitigations have been ongoing since then) and the number and complexity of the projects which make up the Euston development. The approach adopted by T-factor has been able to bring forward conversations and start to address existing issues with prototyping of ideas which could be adopted in the longer term. It has helped to fill the gap between engagements and delivery of more permanent development which has been further delayed, recognising that further work is needed to ensure this continues. Importantly, it has helped to establish connections and partnerships that will hopefully endure long beyond the lifetime of the project to help the local community fully participate in meanwhile activities and projects at Euston.

21. Evolving Collaboration in the Euston Hoardings Artwork Project

The Euston Hoardings artwork was another embodiment of ongoing collaboration. It had its origins in the 'Access to Meanwhile' projects around 2019/2020, where service designers identified hoardings as potential 'Meanwhile' spaces. Building on that, the 'Public Studio', a university funded knowledge exchange initiative supporting Covid recovery, took student projects – rich with community engagement – towards implementation. A key strategy for us has been persistence. Instead of initiating anew, we iterate and build on prior conversations and insights. It's about progression and evolution, ensuring that subsequent activities are constructed on the foundation of preceding ones. This approach fosters trust and continued engagement. Tangible outcomes, achieved through such continuity, motivate stakeholders to remain invested in collaboration. Every fresh wave of students offers a renewed perspective, yet the underlying issues remain. So, rather than rebooting the narrative, our focus is on augmenting the ongoing dialogue. This 'baton-passing' approach, rather than restarting, is crucial. The Euston Hoardings artwork, through collaborations with Fitzrovia Youth in Action, local professional artists, and community champions, became a tangible testament to this approach. By producing artwork on Euston's hoardings, they not only improved the space but also showcased how collaboration could materialise into community-led interventions. The hoarding project also produced learning about what is required to support communities to take advantage of meanwhile opportunities, with additional time and resources required to bring residents' expertise to the fore and ensure that all involved are kept abreast of the emerging and changing situations that arise during the (often long) intervening periods between engagement in co-production and installation (the collaborative workshops that produced the artworks took place in May 2021 but the hoardings were installed and unveiled in June 2022) . The complexities of working around a development schedule mean that activity often happens in 'spurts' as opportunities for implementation arise making it difficult to maintain updated communication with all involved. Also, changes in
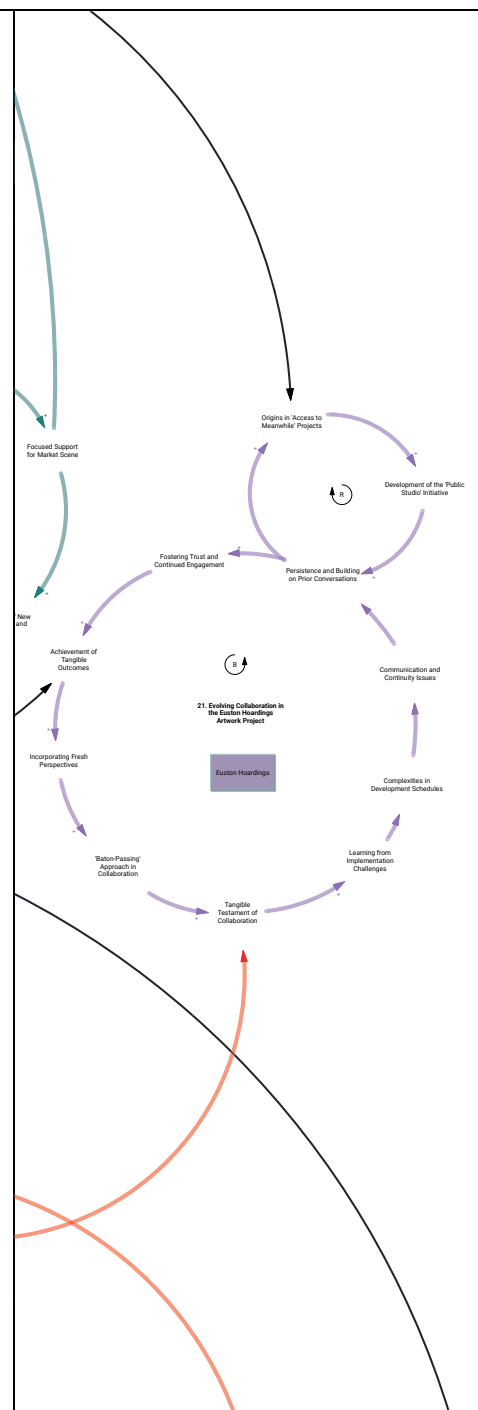
personnel involved during the term of a project can mean that details can be overlooked. For example, the 'rules' regarding branding of hoardings meant that not all contributors were able to have their logos included on the final hoarding, a situation that perhaps could have been addressed had there been more time and/or continuity. Later the hoardings project was shared with the MUWG when the topic of community access to hoardings was discussed.
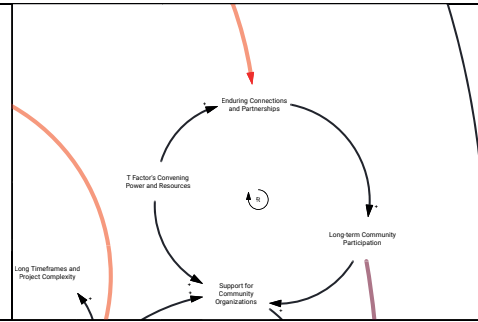
22. Iterative Prototyping and Collaborative Relationships in the T-Factor Project

We see our work as prototyping, developing and refining ways of working through practice and experience. When there's a need for strategy, for instance with the hoardings, we can offer insights from our hands-on prototyping work. Even if we don't always directly work with the primary stakeholders or duty holders, this iterative approach allows us to progress in phases. Starting small, we gradually expand and refine our efforts until the outcomes land with those responsible for policy-making and implementation. The relationship with the Champions and other community partners, is rooted deeply in trust, friendship, and mutual respect. Emphasising the relational aspect of our engagement as crucial. Our rapport with them is built on genuine care, trust, and understanding. By positioning ourselves as service providers to the Champions and their associates, we place their aspirations at the forefront of the T-Factor's objectives. The core of T-Factor is citizen-led Meanwhile, which means the champions, as the citizens, dictate the course of action, while we provide the necessary support. However, there's a mutual understanding. Organisations and individuals we collaborate with, including the Champions, Old Diorama Arts Centre (ODAC), Fitzrovia Youth in Action (FYA), and individuals like Daniel, Ellie, and Sarah, recognise our project's constraints. They are acutely aware of our deadlines and the need for the T-Factor project to stick to its timeframe. This awareness allows for a two-way support system, where both parties acknowledge each other's objectives and limitations, ensuring a harmonious collaboration towards shared goals.

23. Building Trust and Collaboration Through Transparency and Open Communication

The residents have showcased considerable understanding, sympathy, and empathy throughout our interactions. In my experience, when you provide individuals with comprehensive information and approach them with respect, they typically grasp the intricacies of a situation. Once they're privy to the whole picture, most people can discern the challenges and limitations in play. They
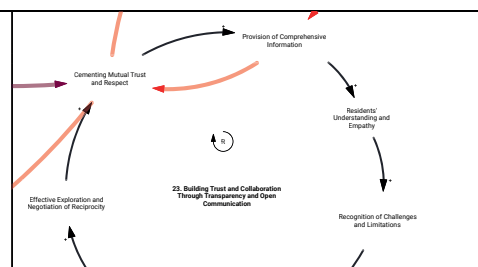
then decide whether the potential positive outcomes, despite the inherent constraints like timing or budget, are worth pursuing. Transparency has been instrumental in our work. By being as open as possible about details within our control and jurisdiction, we've fostered an environment where our community partners can assist in problem-solving or be forgiving when things don't align perfectly. Whether it's grappling with tight schedules that result in added stress or adjusting the trajectory of a project, clear communication and negotiation are vital. Engaging in open dialogues about value and feasible outcomes is essential. This open approach has cemented our mutual trust and respect, enabling us to explore and negotiate reciprocity effectively.
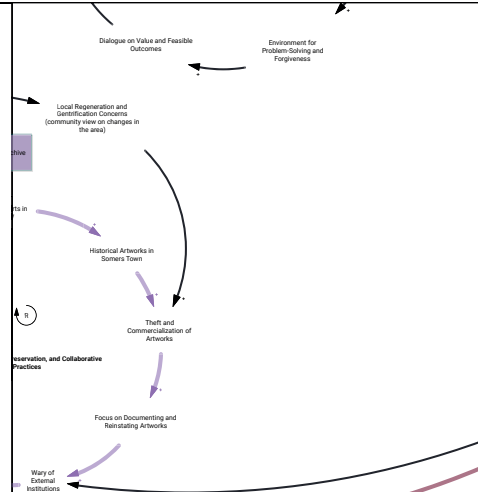
24. Enhancing Community Project Outcomes through Organisational Collaboration

Working closely and in collaboration with community organisations, like the Community Champions, Fitzrovia Youth in Action and Old Diorama Arts Centre, is crucial for the successful implementation of any project at the community level. These organisations have established themselves as pillars of support within the community. They not only understand the communities' needs and challenges but also have established networks and resources that can be called upon.
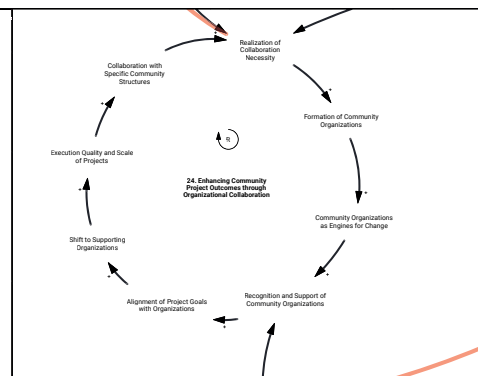
25. Adapting Methodologies and Reflective Learning

Initially, we thought we might be able to work directly with individual citizens, seeking out those with innovative ideas for community projects. However, we quickly realised that while many individuals might have great ideas, it takes a unique and rare person to bring those ideas to fruition alone. Effective execution, especially at the community level, typically requires collaboration. When people with shared concerns come together, they form community organisations. These organisations become powerful engines for change. Instead of bypassing or competing with these existing organisations, it is essential to recognise and support them, especially when their objectives align with the goals of our projects. These organisations need resources and support to continue their fantastic work, rather than competition or overshadowing by external entities. Their goals and remits usually align perfectly with what we aim to contribute during our projects. Considering this, we shifted our approach. Instead of funding individuals, we focused on working with existing community organisations. By doing so, we can ensure that projects are executed at the scale and quality that residents expect and deserve. In Somers Town, for instance, there were clear priorities regarding the local economy, circular economy, reuse, and recycling, which we framed
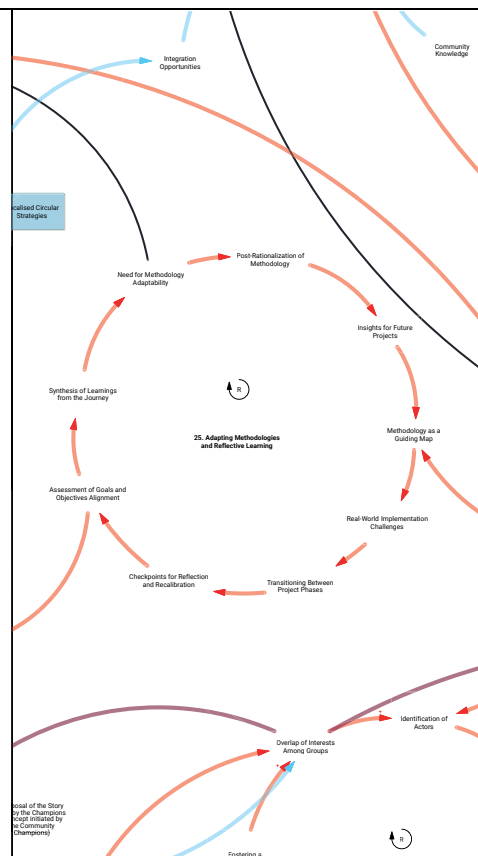
26. Involvement, responsibility and Stewardship

Navigating the complex world of community projects can often feel like swimming between rocks in a turbulent sea. The methodology you lay out on paper serves as your map, providing a broad overview of the journey from one point to another. However, when you dive into the real-world implementation of that methodology, you often find yourself in tumultuous waters, trying to make headway against unpredictable challenges and obstacles. In the context of the T-Factor project, these challenges can often make the journey seem unclear. However, certain project milestones, such as transitioning from the Exploring and Inquiring phase to the Scoping and Ideating phase, serve as checkpoints. These checkpoints act as opportunities to pause, reflect, and recalibrate based on the progress made so far. They allow you to assess whether you're still on track with the goals and objectives and to synthesise learnings from the journey so far. While methodologies offer a structured approach and a roadmap, they also need to be adaptable. No two community projects will be identical, and each will come with its own unique set of challenges and opportunities. Therefore, the methodology needs to be flexible enough to be adapted to diverse contexts while also providing a structured framework that can guide the project's direction. In light of this, the post-rationalisation aspect of the methodology is crucial. Once a phase or the entire project is completed, there's immense value in looking back to understand what worked, what didn't, and why. This reflection not only offers insights into how the methodology was implemented but also provides valuable learnings for future projects. While methodologies serve as guiding frameworks, their true value lies in their adaptability, the reflective insights they offer, and their ability to be moulded to suit diverse and complex contexts.
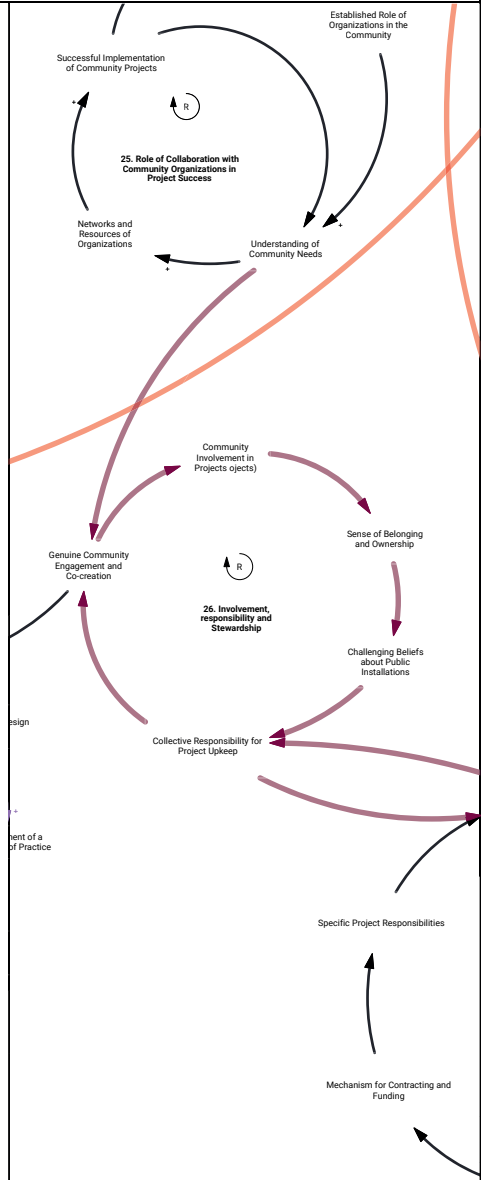
27. Enhancing Community Engagement through Integrated and Adaptive Strategies

It's heartening to see that when a community feels involved and values a project, they also protect and respect it. The Story Trail storyboards (deployed as part of the Regents Park Festival - Festival of Stories to test the idea of sharing site specific stories as a means of wayfinding) and the Community workbench were not merely objects placed in a public space; they were embodiments of the community's ideas, efforts, and aspirations. Despite being openly accessible 'on street' in Regents Park Estate for many months they were not vandalised or mistreated in any way. Their preservation demonstrates the community's ownership and pride in the Community Champions and their projects. It's essential to understand that when people see their thoughts, feelings, and contributions manifested in a tangible form, they develop a sense of belonging and ownership. This sentiment can lead to a collective responsibility where members of the community become custodians of projects (and places), ensuring their protection and upkeep. This respect and care for communal projects also challenges the often-held belief that public installations will inevitably face vandalism or misuse. While such concerns are valid in some contexts, when community engagement is genuine, and people see the value in what's been created, they are more likely to treat it with care. This positive outcome underscores the importance of genuine community engagement and co-creation. This reaffirms the idea that genuine participation can lead to sustainable and respected community assets. This methodology is being taken forward into the delivery of the permanent Story Trail to safeguard the artworks and will be a larger-scale test.
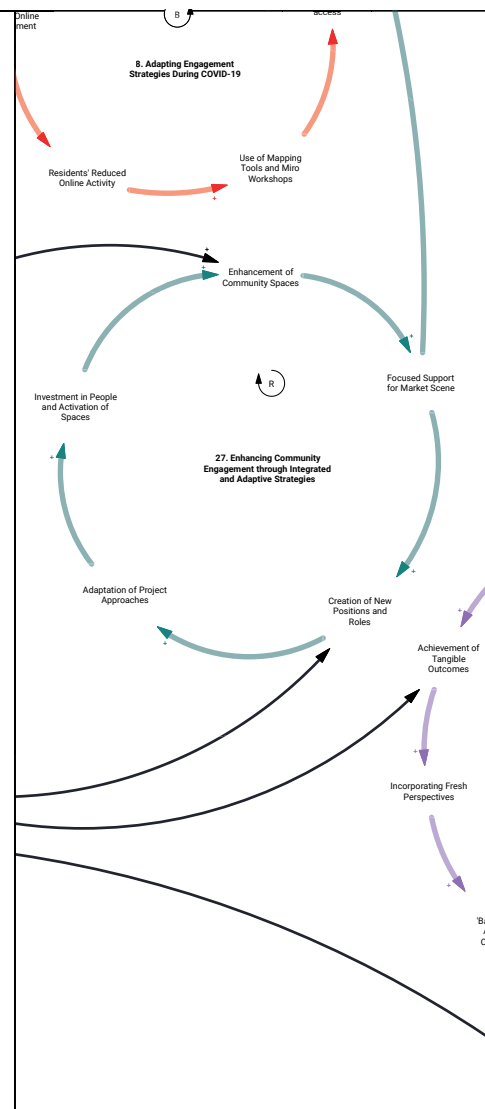
28. Empowering Community Organisations through Resource Allocation and Contracting

Residents aren't concerned about funding sources and don't want duplicate queries from multiple parties. So, it's crucial to seamlessly integrate projects. We built upon our established connections in Chalton Street Market in Somers Town and collaborated with the community interest company, Our Little Markets. Working together since 2019, we started with designing market stalls and later expanded our collaboration as their initiatives grew. We've also partnered with Think and Do, a climate resilience organisation birthed from a citizen's assembly on climate about five years ago. Together, we've organised "give and take days" focusing on reuse, with T-Factor helping bridge gaps and streamline efforts. We supported the establishment of community market stalls for residents and contributed to enhancing green spaces, such as the Greening Estates initiative led
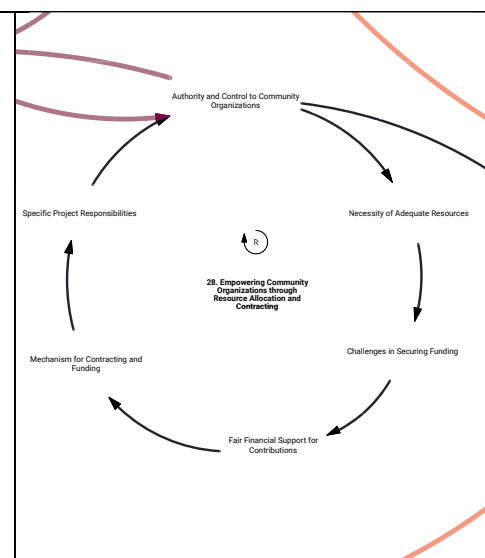
by Global Generation that aimed to "turn the Story Garden inside out" to bring the benefits of greening to Somers Town housing estates. Using mobile platforms like the Greening Workbench, we helped to bring Story Garden activities into communities. While Growing and Greening is a priority in the pilot area there were and are many initiatives on greening, so we chose not to directly involve ourselves in that sphere, as it was already well-addressed by organisations like Global Generation. Instead, we focused on bolstering the market scene, understanding its social and economic value for the community. Through T-Factor, we funded a new position at Our Little Markets called the Market Hub Facilitator. This role serves as a bridge between local makers using reclaimed materials and traders lacking stock. Additionally, the facilitator explores collaborative purchasing models for fresh produce and guides residents on trading in the market. Originally, we intended to establish a physical Market Enterprise Hub in Chalton Street, but due to contractual challenges, we shifted our approach. Now, the market stall itself serves as the "meanwhile space," with the focus being on investing in people to activate and bring life to these spaces. Working alongside community organisations necessitated them having real authority and control over projects. To facilitate this, it was essential to ensure they had adequate resources. However, securing funding for them was challenging since they weren't initially listed as third parties within the project. We recognised that by introducing T Factor to their projects, we were increasing the workload and expectations of these community organisations. As we are compensated for our efforts, it was only fair that they too should be financially supported for their additional contributions. Finding a mechanism to contract and fund these community organisations took time, but eventually, agreements were reached. For example, ODAC and Community Champions have now been contracted to deliver the Story Trail. Similarly, Our Little Markets has taken on the task of managing the market enterprise hub and facilitator. The People's Museum in Somers Town, a group dedicated to preserving community memory and heritage, particularly focusing on working-class heritage, is leading the creation of a 3D digital archive and an augmented reality heritage trail.

Our Little Market (Collaborator View): I believe that anybody wanting to do this work in the future needs to be passionate and enthusiastic about their work and well informed of their area and surrounding community. Before undertaking the project, I had long established a reputation in Camden, Somers Town as a person who could find local people stints of employment and support local people with general queries and just generally help out in different areas of their lives. I've been doing this long before I was funded or paid to do any of the projects that Our Little Markets delivers today. You need to have a genuine interest in helping people, not just helping them to earn money, but also overcoming any barriers that may hinder them because there are a number of barriers that hinder progress into employment or enterprise. I suppose really and truly it is about looking at what you're doing already and then how you can turn that into a project to support more people in a more structured way. This is where collaborative work is key. It is important to work with people who have different skills to

you but share the same passion and want to achieve similar goals.
I think it's really important to look at the different resources you've got in your area, resources such as local people, alternative education provisions for adults and children, I'd even go so far as to look at local prisons and look at all the people that really want to re-engage back into Society after a period of offending.

29. Arts, Heritage Preservation, and Collaborative Practices

Father Basil Jellicoe, a pioneer in early social housing in Somers Town, founded the innovative St Pancras House Improvement Society in 1924. This espoused the idea that "housing is not enough" by incorporating in housing structures that strengthened community, such as community halls, courtyards, clubs to create strong community bonds and residents' wellbeing. An example of the significance of incorporating arts into daily life to enhance community well-being and social connections was the work of renowned sculptor, Gilbert Bayes, who commissioned to create "art in everyday life" ceramic sculptures in Somers Town on washing poles, where people could see art, talk to each other and commune whilst going about their daily tasks. Today, many of these artworks have been stolen and later offered for private sale at high-end auctions, epitomising the theft and commercialisation of public assets. Many locals view local regeneration and gentrification with a similar lens. The People's Museum, an activist community-led museum, was itself borne out of a palpable sense amongst locals that the area and its communities were being 'pushed out' (Somers Town Neighbourhood Forum 2016), and the identity and character of the area was at risk under the onslaught of huge development, such as HS2, a stark contrast to its social housing identify. Their focus on preserving local working class memory, community and actively restitute physical heritage back (SAVE art from the USA) succeeding in raising funds to buy back and to commemorate the neglected and lost Gilbert Bayes art via a physical and digital trail in the public realm. This has been enhanced by the CSM input in digitally documenting the lost artworks. Diana Foster, Founding Director of the People's Museum, is understandably wary of institutions that she perceives as parachuting into communities, seeking engagement without genuine reciprocity. She emphasises that the local community possesses the skills and insights to preserve their heritage and should be given the resources to do so. Within the T Factor pilot, The People's Museum provides leadership, expert knowledge in heritage and history, expertise in activism and engagement and a deep understanding of local context, while our T-Factor community of practice, especially Liz's Digital Markers team, brings specialised digital skills. Mutual respect and understanding of each party's unique contributions are pivotal for these collaborations to flourish. Acknowledgement and attribution is essential and we have come to realise the importance of ensuring community leadership and legacy is central to shared narratives. In the

midst of our collaborative efforts, we've gained significant insight in this regard, particularly through the People's Museum who pulled us up on early accounts of engagement activities that failed to foreground their inception and leadership of the Heritage Trail project. With the People's Museum leading and the Digital Markers team providing support, we're effectively realising the STEAM (Science, Technology, Engineering, Arts, and Mathematics) agenda at the same time as supporting efforts to celebrate and valorise local culture and heritage. Camden, as a STEAM borough, has objectives that schools aim to achieve, linked to integrated skills development across these disciplinary areas, and our collaboration offers a perfect platform for realising these objectives, including through co-creation workshops delivered as 'enrichment activities' with Regents High School sixth form students. This also strengthens links the local museum wishes to build with local schools. Our work is about identifying synergies, establishing mutual benefits, and then fostering the connections to help realise and enhance these projects.

30. Enhancing Skills and Opportunities through Learning Recognition for Social Action

One key aspect we've explored is "learning recognition for social action." This initiative, something we've been developing over several years, received a fresh boost from the T-Factor, allowing us to further refine its role, particularly in the context of Meanwhile and capacity building for local communities. This learning mechanism essentially serves as a 10-week course. It guides residents from the spark of an idea, often residing on workshop sticky notes, to a fully fleshed-out concept ready for implementation. The program essentially operates as a design methods course, encompassing stages from initial idea brainstorming to in-depth research, challenge and opportunity identification, response formulation, and finalising a feasible, fundable solution. We noted significant interest from development partners like Mace Dragados (MDJV) in this approach. They saw its potential in laying a foundation for locals to build upon their local knowledge and expertise into project management roles within construction, extending MDG's previous work developing construction skills amongst local people to enable them to benefit from employment opportunities during the construction phase of lengthy development. The ability to enable local individuals to advance towards project management roles within the context of Meanwhile emerged as a promising avenue, indicating the potential socio-economic benefits of our learning recognition initiative.

31. Adapting to New Opportunities and Building Collaborative Partnerships in Euston

An important recent development has been the Euston pause. With construction halted as of April 2023 due to political and economic considerations, sites around the development's "red line" suddenly became available for meanwhile use. All our prior work outside this boundary, when there was no urgency (or opportunity) for using space within the red line, now stands as a blueprint for how we might engage and support citizen-led meanwhile uses now that the situation has changed. This shift emphasises our approach of 'infrastructuring' through active projects, forging relationships, building capacities and aligning strategies and resources for mutual goals. The preparation we've done has placed us in a strong position to respond effectively to this new development scenario. Navigating the complex landscape of individual and group agendas, objectives, and skills is akin to learning how to sail in unpredictable waters. You cannot control the vast ocean of human dynamics and motivations, but with time and experience, you can learn to navigate it effectively. While it may be tempting to approach it in a formulaic manner, this would result in a rigid, top-down process that could stifle genuine collaboration. The key is to work with the inherent fluidity and diversity of people and situations, understanding and negotiating through practice. While the term 'infrastructuring' might not be commonly used in our interactions with partners, from an academic standpoint, our activities are undeniably foundational and infrastructural in nature. Regarding the Euston pause, our involvement has been instrumental in supporting the development of workshops and strategies. While it's clear that our primary role isn't to define the strategy, our inclusion in the Euston Meanwhile's working group as key contributors shows that T-Factor's role is valued as a collaborative partner. It underscores our significant contribution and presence in the process.
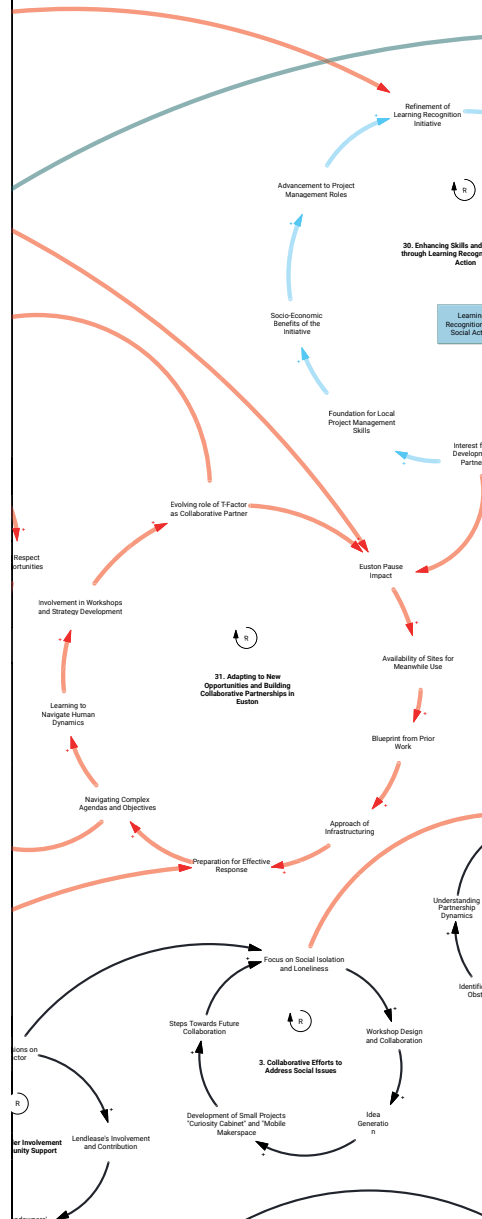
32. Balancing Realities and Project Requirements

A notable challenge we faced was maintaining a delicate balance between 'on the ground' realities and 'centralised' project requirements. This was akin to being stretched like elastic between two extremes. If this tension were to break, I'd like to believe that my allegiance would lean towards the ground, the grassroots reality. This is where we began, and this is where we'll continue to work post-project. However, it's crucial to highlight that there's profound respect for the project and the opportunities it presents for our amazing partners. That said, the pilot must serve its communities. Failing to do so would not only undermine the project's objectives but would also jeopardise our long-standing relationships, a risk we aren't willing
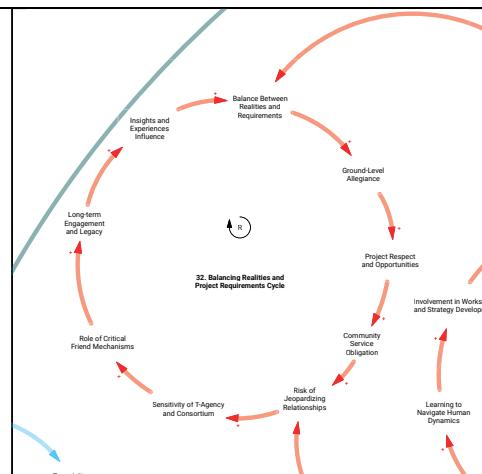
to take. I'm profoundly thankful that the T-Agency and consortium demonstrated sensitivity to our approach. The "critical friend" mechanisms surely played a pivotal role in this understanding. Thankfully, the metaphorical elastic never broke, though there were moments it felt immensely stretched. While we will certainly deliver significant work within the scope of this pilot, it's essential to understand that our involvement in Euston Meanwhile is merely the beginning of a much longer journey. This development process spans decades, and our current project only covers a fraction of that time. However, given our university's location, we hope to remain engaged in the area for many years ahead, building a lasting legacy from our efforts. The insights and experiences gained from this T-Factor funded activity will be invaluable. It will shape how we engage with our surrounding community, emphasising our commitment to fostering participation through the practices of art and design.

PILOT CAUSAL LOOP DIAGRAM

The next page shows the combined causal loop diagram for the entire pilot including collaborator feedback. The image can be viewed digitally by clicking this:

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LONDON, EUSTON

Legend:
- Arts, Culture & Heritage
- Safe & Convivial Streets and Spaces
- Collaborative & Circular Economy & Enterprise
- Growing & Greening
- T Factor Project Workings
- Local Structures and Systems

Causal loop / systems diagram — node and link labels:

20. Enhancing Skills and Opportunities through Learning Recognition for Social Action
- Refinement of Learning Recognition Initiative
- Role in Capacity Building for Communities
- Advancement of Project Management Roles
- 10-Week Learning Course Structure
- Socio-Economic Benefits of the Initiative
- Learning Recognition for Social Action
- Design Methods Course Components
- Foundation for Local Project Management Skills
- Interest from Development Partners

5. Development and Impact of the Mobile Makerspace Project in Regents Park Estate
- of the Mobile Makerspace concept)
- Implementation of Mobile Makerspace
- Project Evolution and Community Ownership
- Student Engagement and Leadership
- Community Interaction and Feedback

21. Adapting to New Opportunities and Building Collaborative Partnerships in Euston
- Evolving role of T-Factor as Collaborative Partner
- Button Phase Project
- Involvement in Workshops and Strategy Development
- Availability of Sites for Meanwhile Use
- Learning to Navigate Human Dynamics
- Blueprint from Prior Work
- Recognizing Complex Agencies and Objectives
- Approach of Infrastructuring
- Preparation for Effective Response

6. Community Engagement and Space Transformation in Access to Meanwhile Project
- Engagement in Access to Meanwhile
- Pandemic Recovery and High Street Revitalization Interest
- Neighbourhood Exploration and Idea Reflection
- Workshops on Transforming Abandoned Spaces
- Proposals for Space Improvement
- Community and Collaborator Engagement
- Residents' Disinterest in Duplicate Queries and Funding Source

8. Adapting Engagement Strategies During COVID-19
- COVID-19 Pandemic
- Shift to Online Engagement
- Challenges with Online Tools and access
- Residents' Reduced Online Activity
- Use of Mapping Tools and Mini Workshops

4. Enhancing Community Accessibility through Collaboration
- Collaboration with Allies Build FYU initiated through the Curiosity Cabinet
- Understanding Partnership Dynamics
- Exploration of Curiosity Cabinet
- Identification of Obstacles
- Workshop Design and Collaboration
- Community Mapping
- Steps Towards Future Collaboration

27. Enhancing Community Engagement through Integrated and Adaptive Strategies
- Expanding Scope of Collaborative Initiatives (growth in the range of joint projects)
- Enhancement of Community Spaces
- Investment in People and Activation of Spaces
- Focused Support for Market Scene
- Adaptation of Project Approaches
- Creation of New Positions and Roles

3. Collaborative Efforts to Address Social Issues
- Focus on Social Isolation and Loneliness
- Idea Generation
- Development of Small Projects "Curiosity Cabinet" and "Mobile Makerspace"
- Leadmen's Involvement and Contribution
- Collaboration with Local Organizations (partnerships with groups like Our Little Markets, Think and Do)

Collaborative Tie with Camden Council
- Participation in the 'Good Life' Initiative

9. Enhancing Collaborative Efficiency in Euston Initiatives
- UCL Citizen Social Scientist Project and Well-being Index Development
- Engagement with IGP Workshops and Sessions
- Overcoming Institutional Competitiveness

10. Addressing Engagement Fatigue through Collaborative Efforts in Euston
- Crowded and Complex Context in Euston
- Need for Collaboration Among Entities
- Formation of the Euston Partnership
- Residents' Engagement Fatigue
- Findings of the Dakrovan Review

7. Transforming Distrust into Trust Through Tangible Collaboration
- Co-delivered Initiatives
- Recognition of Genuine Commitment
- Securing Funding for Community Resources
- Long-term Community Engagement
- Perceived Dissatisfaction from Past Developments
- Tangible Collaborative Outputs
- Distrust Towards Institutions

27 / Community spaces cluster
- Origins in Access to Meanwhile Projects
- Development of the Public Studio Initiative
- Persistence and Building on Prior Conversations
- Fostering Trust and Continued Engagement

21. Evolving Collaboration in the Euston Hoardings Artwork Project
- Achievement of Tangible Outcomes
- Communication and Continuity Issues
- Incorporating Fresh Perspectives
- Complexities in Development Schedules
- Euston Hoardings
- Learning from Implementation Challenges
- 'Baton-Passing' Approach in Collaboration
- Tangible Testament of Collaboration

16. Strengthening Community Support through Collaboration with Old Diorama Arts Centre
- Shift of Community Champions' Meeting Location (moving from Dick Collins Hall to ODAC)
- Introduction to Daniel, Director of ODAC (initial connection with ODAC)
- Strengthening Relationship between ODAC and Community Champions
- Provision of 'Neighbourhood Studio' by ODAC
- ODAC's Support for Arts and Community Benefits
- Community Champions' Growth and Activities
- Presence and Commitment
- Euston Development Challenges
- Policy Inclusion for Meanwhile Use
- Acknowledgement of Meanwhile Use Benefits
- Maker Working Group Activities

15. Collaboration and Project Evolution in Supporting Community Champions' Goals
- Community-Defined Concerns and activities
- Development of the Mobile Makerspace Community Workbench
- Regular Participation in Community Meetings
- Adoption of the Workbench by Community Champions
- Commitment to Addressing Community Priorities
- Supporting and Amplifying Community Champions' Goals
- Alignment of Project Goals with Residents and Stakeholders
- Collaboration with Camden Green Space Team
- Gateway to the Estate
- Story Gathering Cart
- Story Tree

22. Iterative Prototyping and Collaborative Relationships in the T-Factor Project
- Collaboration Towards Shared Goals
- Prototyping and Refining Work Methods
- Two-Way Support System
- Iterative Progress in Phases
- Mutual Understanding of Constraints
- Expansion and Refinement of Efforts
- Citizen-Led Approach in T-Factor
- Emphasis on Relational Engagement
- Trust-Based Relationship with Community Partners
- Influence on Policy-Making and Implementation

Collaborator view: ODAC on T4
- Expansion of Conversations into Ideas/Opportunities
- Project Delivery
- Regent's Park Ward Engagement in T-Factor
- Strengthened Relationships in All Areas
- ODAC's Involvement
- ODAC-Community Relationship
- Neighbourhood Makershop Project
- Community Champions Project Officer
- Influence of CSBEs ... T-Factor Project
- ODAC Key Stakeholders Relationship (including Camden Council)

17. Facilitating Collaboration and Supporting Community Goals in Regent's Park Estate
- Community Champions' Embrace of T-Factor
- Expanded Collaborative Activities
- Active Listening and Engagement by T-Factor
- Identification of Synergies between Objectives and council goals
- Structured Support and Resources from T-Factor
- Bridging of Connections
- Elite's Role in Convening Groups
- Introduction of Council Departments and Practitioners

23. Building Trust and Collaboration Through Transparency and Open Communication
- Provision of Comprehensive Information
- Cementing Mutual Trust and Respect
- Residents' Understanding and Empathy
- Recognition of Challenges and Limitations
- Environment for Problem-Solving and Forgiveness
- Effective Exploration and Negotiation of Reciprocity
- Dialogue on Value and Feasible Outcomes

Collaborator view: Camden 1,6 on 22
- Enduring Connections and Partnerships
- T-Factor's Convening Power and Resources
- Long-term Community Participation
- Support for Community Organizations
- Long Timeframes and Project Complexity
- Intermediate Project Impacts
- Bridging Planning and Development Gap
- Prototyping Ideas
- Effective Addressing of Local Priorities
- Adaptation to Challenges in Euston

- Necessity of Adequate Resources
- Challenges in Securing Funding
- Local Regeneration and Gentrification Concerns (community view on changes in the area)
- Preservation of Community Memory and Heritage (focus of groups like The People's Museum)

Sunsetion / Reconstructing Heritage / 3D Digital Archive

29. Arts, Heritage Preservation, and Collaborative Practices
- Integration of Arts in Community
- Historical Artworks in Somers Town
- Synergy and Mutual Benefit Established
- Theft and Commercialization of Artworks
- Acknowledgement of Community Leadership
- Focus on Documenting and Reinstating Artworks
- Collaboration between People's Museum and T-Factor
- Wary of Archival Institutions

Prototype Narratives

This pilot narrative presents a comprehensive exploration of innovative community-led initiatives in Euston and Somers Town, focusing on the integration of arts, culture, heritage, economy, and enterprise within these dynamic urban spaces. It encapsulates the collaborative efforts between local institutions, community groups, and residents.

Digital Archiving in Arts and Heritage, the Circular Market in Economy and Enterprise, and the Story Trail for Safe and Convivial Streets and Spaces - each embody a specific approach to fostering community engagement, preserving local heritage, and promoting sustainable economic practices. Through these prototypes the pilot demonstrates the power of collaborative innovation in urban community development.

DIGITAL ARCHIVING: Relating to Arts Culture and Heritage

The pilot narrative provides an overview of processes related to arts, culture, and heritage in community projects in Euston and Somers Town. It details the collaboration between The People's Museum and the Digital Markers team in promoting the STEAM agenda, which combines science, technology, engineering, arts, and mathematics to support local culture and heritage, alongside enrichment activities with local schools. The People's Museum played a pivotal role in preserving local working-class memory and heritage, including creating digital trails to document and commemorate lost artworks. Community groups like The People's Museum also led efforts in digital archiving and creating augmented reality heritage trails. The prototype narrative highlights the significance of integrating arts into community life, as exemplified by the work of sculptor Gilbert Bayes in Somers Town. Emphasising collaborative practices, the narrative explored the necessity of working with people who shared similar goals for preserving arts and heritage, utilising local resources and skills.

Engaging local communities in art projects through events and activities like co-creation of art was key to the success of these initiatives. Collaboration with various groups and institutions, focusing on mutual benefits and shared goals, were vital components of these projects. The narrative stressed the importance of

building trust and genuine engagement, overcoming initial distrust, and focusing on tangible outputs that addressed shared needs.

CIRCULAR MARKET: Relating to Collaborative & Circular Economy & Enterprise

The prototyping activities relating to economy and enterprise underscore the importance of focusing on the local economy, circular economy, reuse, and recycling. Key to these initiatives was the collaboration with local structures like the Somers Town Community Association, The People's Museum, Think & Do, and Our Little Markets CIC. The narrative demonstrates the necessity of genuinely helping people overcome barriers to progress in employment or enterprise, stressing the value of collaborative work among individuals with diverse skills but shared passions. It discusses the establishment of community market stalls and the enhancement of green spaces, including roles like the Market Hub Facilitator, which connected local makers using reclaimed materials with traders, and supported collaborative purchasing models for fresh produce.

Empowering community organisations through thoughtful resource allocation and integration of projects was emphasised to avoid duplication of efforts. Working closely with community organisations led to the successful implementation of projects.

STORY TRAIL: Relating to Safe & Convivial Streets and Spaces

The Story Trail project involved several key processes centred around community engagement and collaboration. The project encompassed a variety of pop-up events, aimed at sharing the initiative with the local community and gathering residents' stories. This was coupled with a call for artists to commission new public artworks, where artists were invited to co-create the Story Trail in collaboration with the community. A critical aspect of the project was the integration of various initiatives to prevent duplication of efforts and enhance collaborative efficiency. The project was also aligned with significant funding opportunities, such as the HS2 assurance funding for Camden Council's green space team, underscoring the necessity of strategic funding and resource allocation in supporting community initiatives. The development of the Story Trail as a resident-led public art and wayfinding trail established a network of relationships among residents, partners,

and local councils, fostering a collaborative approach essential for addressing local needs. The prototype aimed to intertwine various objectives, such as redefining public spaces, integrating art, connecting green spaces, and establishing safe routes across the estate, reflecting the shared goals of different stakeholders. Reflective learning and adaptive strategies were emphasised, focusing on post-rationalisation and reflection to understand the successes and shortcomings of the project. This approach was instrumental in adapting strategies to diverse and complex contexts, thereby enhancing community engagement.

Lastly, recognising the increased workload on community organisations due to the project, ensured that they had the necessary resources and authority over the projects they were involved in, highlighting the pilot's commitment to supporting community organisations.

EMERGING THEMES

The Euston pilot emphasised collaborative engagement with community organisations, leveraging local insights and forming partnerships based on deep community understanding. Financial transparency and clear resource allocation were key, requiring explicit communication to ensure residents understood the tangible benefits of funding. The project faced complexities and obstacles, highlighting the need for adaptability and resilience in managing diverse stakeholder interests. It focused on iterative learning and adaptation, continually refining initiatives based on real-world feedback. The value of visible outcomes, like public art installations, was crucial in fostering trust and sustained involvement. The pilot also stressed the importance of preserving cultural heritage and community identity, as seen in initiatives like the digitisation of local artworks. Looking towards the future, it aimed to create lasting community benefits and improve existing initiatives, aligning immediate actions with long-term aspirations. The pilot at Euston underscored the synergy and alignment of diverse activities, integrating various projects to avoid overlap and foster mutual enhancement, ensuring coordinated efforts matched the community's desires and goals.

Collaborative Community Engagement

The pilot emphasises the significance of working together with community organisations and recognising their contributions. Such collaboration leverages

local insights and bolsters community groups. The narratives highlight the benefits of forming close partnerships with these organisations, drawing on their deep understanding and connections within the community. Utilising this local expertise allows projects to genuinely engage with residents. Additionally, nurturing these local groups fosters the development of initiatives that are both authentic and organically driven. This collaborative approach not only fosters trust but also facilitates the development of initiatives that truly address the community's real needs and aspirations, ensuring enduring effects and sustainability.

Financial Transparency and Allocation

This pilot prominently features dialogues about funding, clear resource allocation, and the importance of making sure residents comprehend the tangible benefits. Although residents might display a lack of concern regarding funding sources, the necessity for continuous and explicit communication is emphasised. Successful integration of projects hinges on clearly established financial routes, with any redundancy or overlap potentially diminishing the efficiency and worth of community initiatives. The complex nature of funding processes, especially when dealing with multiple partners and stakeholders, calls for exceptional transparency. This level of openness is crucial for the effective distribution of resources and for building trust among community members and all involved parties.

Project Challenges and Elasticity

The pilot narratives underscore the complexities and obstacles faced in project implementation, stressing the need for adaptability in managing the diverse interests of stakeholders. Community projects encountered various challenges, ranging from aligning with residents' expectations to balancing the needs of different stakeholders. This scenario was metaphorically compared to an 'elastic band', linking actual situations with project requirements. This elasticity represented the capacity for adaptability, resilience, and handling stress without breaking. However, it also highlighted that there are limits to this flexibility, demonstrating the essential balance between following established methodologies and adapting to real-time challenges.

Continuous Learning and Adaptation

The focus is on iterative processes, ongoing education, and the significance of refining community initiatives based on insights gained from each phase. The pilot portrayed an adaptive approach to community engagement, where strategies were flexible and continually fine-tuned in response to real-world feedback and challenges. By emphasising the value of learning from each activity, the pilot underscored the importance of prototyping, iterating, and optimising strategies. This dynamic approach, rooted in practical experience, highlighted the need to adjust to the community's evolving needs and goals. Projects were not seen as finished tasks, but as evolving activities that mirrored the ever-changing dynamics of the communities they served.

Value of Visible Outcomes

The pilot emphasised the importance of delivering visible and tangible results, such as public art installations or market stalls, to foster trust and sustained community involvement. These physical manifestations not only symbolised real progress but also served as key catalysts for ongoing engagement and trust within the community. The community's respect for the projects, as demonstrated by the care shown towards unvandalised storyboards and the valued Makerspace, reflected their appreciation for tangible benefits. These concrete outcomes solidified the commitment to the community, recognised their contributions, and encouraged further participation. By focusing on results that were both observable and interactive, the projects transformed from abstract ideas to impactful activities, enhancing stakeholder relationships and cultivating a sense of shared pride and ownership.

Cultural Heritage and Community Identity

The focus on preserving and celebrating local heritage, along with nurturing community identity, emerged as a prominent theme. Initiatives such as those by the People's Museum in Somers Town 'A Space for us?" highlighted the need to and significance of maintaining community identity, cultural memory and the area's sense of place and identity amidst the threat posed to this by development. The commitment to restitute, document and digitise important local assets,

particularly lost artworks of historical value, represented a conscious effort to maintain and value local identity and its past even as the community evolved. This approach not only honoured pioneers like the housing association values but also resisted the commercialisation of public spaces, affirming that cultural heritage remains a common good and an integral part of community identity and resilience.

Strategic Future Vision

The pilot outlined a vision for the future, centring on creating lasting benefits for communities and improving existing initiatives. Both community and project leaders showed a dedication to addressing immediate concerns while also laying strong, long-term foundations. Leveraging the T-Factor pilot to bridge disparities and integrating various projects for residents, the pilot placed a strong emphasis on future planning. By aligning immediate actions with future aspirations, it consistently ensured that current activities were in line with the community's desired future.

Synergy and Alignment

The pilot at Euston highlighted the importance of harmonising diverse activities. It focused on integrating various projects to prevent overlap and competition, instead fostering mutual enhancement for the community's benefit. The program stressed the importance of collaboration, aiming to unite diverse stakeholders' strengths and objectives for a common goal. This included aligning T-Factor activities with existing community projects and residents' aspirations with community organisations. The emphasis was on coordinated efforts, ensuring that initiatives were not isolated but complementary and reinforcing. This approach maximised resource utilisation and facilitated a more inclusive development process, leading to outcomes that more closely matched the community's desires and goals.

CONCLUSION

T Factor's Euston pilot's journey offers valuable insights and lessons, presenting both opportunities and challenges for future initiatives. This conclusion reflects on key learnings, identifies gaps and opportunities, outlines next steps, and considers the project's legacy.

The pilot developed valuable learning. The significance of actively involving the local community in the pilot cannot be overstated; it played a crucial role in aligning initiatives with community needs and aspirations. Furthermore, adaptability emerged as a critical factor for success, emphasising the need to adjust to evolving circumstances, whether they pertain to budget constraints, planning alterations, or changing community requirements, especially in the context of large-scale projects like HS2 and the many delivery organisations at Euston. A collaborative approach, fostered through concerted efforts among various stakeholders, including local authorities, residents, and businesses, proved critical in effectively addressing the myriad challenges encountered throughout the development process.

Reflection on the pilot and prototype journeys identified key gaps and opportunities. While progress was made, there is still a gap in fully addressing the concerns of all community members, particularly those most adversely impacted by the HS2 project and the long term nature of the associated development which means that it could be decades before more permanent benefits are recognised. Future activities could place a stronger emphasis on fostering even more inclusive and diverse community representation to ensure that voices are heard and considered. Simultaneously, significant opportunities exist for local economic growth and revitalisation, especially in the context of a UK cost-of-living crisis. These opportunities encompass support for local businesses and the creation of new job prospects, offering a path forward. It may also be beneficial to further explore sustainable and environmentally friendly practices in urban development, encompassing the development of green spaces, sustainable transportation solutions, and the adoption of eco-friendly building practices.

Regarding next steps, prioritising the implementation of feedback received from the community and stakeholders, to continue actively integrating their input into ongoing development projects, will ensure the baton keeps getting passed on. Additionally, the establishment of a robust system for continuous monitoring and evaluation of these projects is essential, as it ensures their sustained alignment with their intended objectives and their capacity to adapt to evolving requirements. A key strand of future initiatives could involve the expansion of community programs, with a special emphasis on those centred around arts, culture, and heritage, fostering enrichment within the local community while simultaneously attracting visitors to the area.

The legacy of the Euston pilot lies in setting a precedent for future urban development projects. It demonstrates the importance of community-led approaches, collaboration, and adaptability in creating vibrant, sustainable, and inclusive urban spaces. The project's impact will be measured not only in its physical manifestations but also in its contribution to community cohesion, economic vitality, and environmental sustainability.

6. MILAN
Mind

Mind, Milan

This chapter offers a comprehensive overview of T Factor pilot activities related to urban regeneration at MIND, Milan. It encompasses the historical and social context of Milan's international expositions, leading to the regeneration project at MIND. With an emphasis on innovation and sustainability, sections cover the pilot's missions, timeline, activities, prototypes, and emerging themes, including leadership, funding, and the balance of diverse objectives. The conclusion summarises the project's outcomes and implications for future urban redevelopment.

The chapter is structured as follows:

(15) **Context:** This section offers an overview of Milan's rich history and contemporary significance, emphasising global events that paved the way for the creation of MIND on the previous Expo 2015 site. It presents MIND as an innovative urban district that places a strong emphasis on sustainability, wellness, and the integration of nature.

(16) **Meanwhile Missions**: Details three pilot missions aimed at knowledge dissemination, sustainable urban lifestyles, and enhanced territorial integration.

(17) **Activity Portfolio:** Describes activities aimed at promoting sustainable urban living, educational empowerment, community engagement, and interdisciplinary convergence.

(18) **Pilot Timeline:** Provides a comprehensive overview of the pilot's initiatives and collaborations focusing on sustainability, urban biodiversity, and community engagement.

(19) **Prototype Narratives:** Reflects upon the distinct challenges and achievements encountered, this section examines the narratives of three prototypes focusing on knowledge dissemination, sustainable lifestyles, and accessibility. The discussion encompasses their implementation and the analysis of their impact.

(20) **Emerging Themes:** Identifies key themes such as community engagement, diversity, challenges in leadership, funding, strategic adjustments, and the importance of trust and engagement in partnerships.

(21) **Conclusion:** Reflects on the key insights, challenges, and opportunities presented by the MIND pilot, outlining the next steps and considering the project's legacy.

CONTEXT

Milan, a city renowned for its rich history and contemporary flair, has twice been at the centre of global attention through two key events: The World's Fair of 1906 and Expo 2015. These expos, though set a century apart, frame the meanwhile activities at MIND, which today occupies the site of the 2015 event.

The Milan International Exposition of 1906

The 1906 World Fair shaped the Milan's urban landscape, particularly through the establishment of Parco Sempione, a public park that hosted pavilions from 40 nations. Its strategic location near Castle Sforza and the Duomo, connected by newly constructed avenues, was a deliberate move to reflect Milan's development post-Italian unification, showcasing both modern infrastructure and a rich historical heritage. The event also prompted urban expansion discussions and led to considerations for incorporating the neighbouring municipality of Baggio into Milan, demonstrating the city's strategy to decentralise military and public facilities.

The timing and purpose of the event raised questions, given recent economic struggles and the city's pressing need for more housing and better sanitation. It represented a clash between economic development and social priorities. Choosing to promote commerce, the fair was a calculated effort to enhance Milan's influence in Europe. It showcased the city's potential for future economic interactions with neighbouring countries. It was a strategic decision, aimed at positioning Milan not just as a city of historical significance, but also as a forward-thinking, globally relevant city.

Milan Expo 2015

With the overarching theme of 'Feeding the Planet, Energy for Life,' Milan Expo 2015 explored connections between technology, innovation, culture, traditions, and food. The site, where MIND is currently under development, is strategically positioned near the Fiera Milano fairgrounds, which had undergone substantial urban regeneration. The design of the expo site was conceived as a global marketplace. Previously agricultural land underwent a transformation that resembled a 'tabula rasa' treatment. While event organisers lauded the expo as a political and economic triumph, many Milanese expressed scepticism.

Leading the opposition was the No Expo Network, a coalition of activists and community leaders formed over the eight years since the expo's announcement. They criticised the event as a manifestation of a neoliberal agenda, prioritising corporate interests at the expense of local communities and the environment. The network highlighted issues such as worker exploitation, displacement of residents, greenwashing practices, and a disconnect between government actions and public interests. The ensuing protests, marked by confrontations with police and conflicts in Milan's city centre, contrasted sharply with the polished image of the ticketed expo site. These protests not only challenged the expo's proceedings but also raised significant questions about the legacy and impact of such events in Milan. For event planners and city officials, the backlash served as a crucial point of reflection on balancing large-scale events with the needs and voices of the local community.

The Milan Innovation District (MIND)

MIND Milano Innovation District, is a pioneering urban innovation district, it places an emphasis on sustainability, wellbeing, nature integration, and functionality. The district is home to Human Technopole, IRCCS Galeazzi, Triulza Foundation, and the Science Campus of the University of Milan, and offers a blend of research, training, business activities, services, commerce, residential spaces, shared areas, and expansive parks.

Central to the district is the MIND Village, a business hub that hosts companies and integrates research activities, coworking spaces, labs, shared spaces, and green areas. Another prominent feature, the West Gate, is a contemporary, mixed-use neighbourhood championing sustainable urban regeneration. The entire district is underscored by the "Common Ground" philosophy, which emphasises a connected, open environment at the street level, animated by shops, terraces, bars, and the omnipresence of nature.

Adding to the district's appeal are its expansive green spaces. The Decumano Linear Park, inspired by ancient Roman cities, reimagines a main corridor from Expo 2015 into a 1.5 km green pathway. The Parco Verde Blu, spanning 120,000 m^2, is a green sanctuary accentuated with gardens, canals which are not yet active, and a significant water square. Additionally, the Parco del Cibo e della Salute serves as a central wellness-focused park, while the Parco dello Sport e dell'Intrattenimento will provide a medley of recreational sports facilities and entertainment options.

MEANWHILE MISSIONS

The T-Factor pilot at MIND addressed three 'meanwhile missions' encompassing a proactive approach to knowledge dissemination, sustainable urban lifestyle promotion, and enhanced territorial integration. Through preparatory activities and core initiatives like the Herbula Wild Garden and Life Science Open Hub, T-Factor MIND demonstrated its commitment to community engagement, biodiversity, and the symbiosis of art and science. Here is an exploration of each mission:

Mission 1: Open, Vibrant and Collaborative R&I Ecosystem

Objective: This mission highlighted the thorough dissemination and dynamic sharing of research and scientific knowledge. The aim was dual: first, to develop a well-informed community cognisant of MIND's ongoing research and possible impacts on society; and second, to build and fortify connections with external stakeholders, fostering collaborations and shared benefits from the research conducted at MIND.

Key Features:

- **Comprehensive Dissemination:** Actively spreading and sharing research and scientific knowledge produced at MIND.
- **Community Building:** Creating an informed and engaged community aware of MIND's research contributions and their potential societal impacts.
- **External Collaboration**: Establishing and nurturing bonds with external stakeholders to facilitate collaborations and mutual benefits from MIND's research activities.

Mission 2: Active, Healthy and Sustainable Lifestyles

Objective: This mission focused on advocating for conscious and sustainable lifestyles. Its objective was to support well-being through environmentally friendly practices and outdoor activities. The pilot aspired to serve as a model for sustainable urban living by launching educational and cultural initiatives that highlight the importance of nature, biodiversity, and green practices in urban settings.

Key Features:

- **Eco-friendly Practices**: Prioritising and promoting sustainable and green activities that enhance well-being.
- **Outdoor Engagement:** Offering open-air activities that spotlight the significance of nature and biodiversity in urban settings.
- **Educational Interventions:** Launching awareness-raising, cultural, and recreational initiatives to guide and educate individuals about more conscious and sustainable urban lifestyles.

Mission 3: Accessibility & Identity

Objective: This mission highlighted the thorough dissemination and dynamic sharing of research and scientific knowledge. The aim was dual: first, to develop a well-informed community beyond MIND cognisant of MIND's ongoing research and possible impacts on society; and second, to build and fortify connections among and with internal and external stakeholders, fostering collaborations and shared benefits from the research conducted at MIND.

Key Features:

- **Enhanced Identity:** Ensuring MIND is both recognisable and easily reachable for diverse audiences.
- **Territorial Integration:** Building stronger connections with neighbouring municipalities and communities to create a unified urban ecosystem.
- **District-City Cohesion:** Focusing on the seamless integration of the MIND district into the broader cityscape of Milan, promoting a harmonious city-district relationship.

ACTIVITY PORTFOLIO

MIND Milan's activity portfolio adopted a comprehensive approach, focusing on spreading knowledge and fostering sustainable urban living. The Life Science Open Hub, blending art and science, highlighted healthcare through educational and dissemination activities. The Herbula Wild Garden, showcasing MIND's dedication to urban biodiversity, functioned as an educational area, showcasing local flora and encouraging community awareness. The Community House, a symbol of collaboration, provided a venue for various stakeholders, including businesses and non-profits, to interact and form alliances. Collectively, these initiatives underscored MIND's goal of leading in economic, technological, and societal innovation.

Key Features:

- **Interdisciplinary Convergence**
  The MIND pilot emphasised interdisciplinary integration, notably in the Life Science Open Hub. This approach, blending varied perspectives, led to comprehensive and innovative solutions for complex challenges.
- **Sustainable Urban Evolution**
  A focus on sustainable urban development, exemplified by the Herbula Wild Garden. The portfolio promoted eco-friendly practices and urban biodiversity, envisioning cities in balance with nature and integrating environmental stewardship with urban growth.
- **Community Engagement & Collaboration**
  Community was central to MIND's ethos. The establishment of the Community House epitomised this commitment, serving as a hub for collaboration and mutual growth. Through its initiatives, MIND aimed to cultivate unity, nurturing shared aspirations and visions.
- **Educational Empowerment**
  The portfolio focused on enlightening its community across various domains. From biodiversity projects to scientific knowledge sharing, the activities championed informed involvement, fostering an environment where learning was both valued and disseminated.
- **Innovation & Transformation**
  At its core, MIND is dedicated to pioneering change. By championing innovative solutions and fostering fresh collaborations, the portfolio paved the way for a future-oriented approach, ensuring adaptability and relevance in an ever-evolving landscape.
- **Identity & Inclusivity**
  The portfolio actively sought to be inclusive and accessible. With programs tailored for various stakeholders and an intention to blend seamlessly with Milan's broader context, it embodied a vision where diverse communities were engaged, represented, and integral to its mission.

PILOT TIMELINE

The pilot timeline offers a comprehensive overview of initiatives and collaborations spanning from November 2022 to 2026, emphasising sustainability, urban biodiversity, and community engagement. The timeline span three main phases: preparation, education, and engagement.

Preparatory Phase (Nov 2022 - May 2022): This period involved engaging MIND's stakeholders, including tenants, representatives, and the public, through guided tours and events, setting the stage for future developments.

Educational Collaborations (July 2022, Sept 2022, Mar-May 2023): Notably, Polifactory's extracurricular course in July 2022 and Herbula Lab's activities starting in September 2022 highlighted partnerships with academic institutions. The

"BiodiverCity@MIND for schools" initiative continued this trend, integrating education into the project.

Community and Public Engagement (Oct 2022, May 2023, End of 2023, Projected 2026): Inauguration of the Herbula Wild Garden and events like the "Civic Nature and "Body Fundamentals" exhibitions engaged the community and fostered participation in sustainability efforts. Future community house initiatives and the possibility of a physical Community House in MIND by 2026 demonstrate a long-term commitment to community-centric collaboration.

Pilot Timeline

November May 2022

Preparatory activities initiated.
Series of guided tours involving MIND's tenants, representatives, and the general public to promote the project.
Series of events to increase the project's visibility and foster collaborations.

July 2022
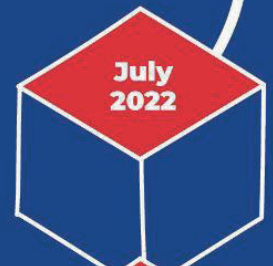
Extracurricular training course "tools for animals & plants" delivered by Polifactory as part of Politecnico di Milano's 'Passion In Action' programme.

September 2022

Launch of the "Open Food Factory" call for ideas under the European project "Distributed Design".
Herbula Lab commences experimental activities in collaboration with two second-grade classes from an agrarian high school in Milan.

October 2022

Herbula Wild Garden inauguration in the MIND Village.

November 2022

The first of the LSOH Talks series commences.

2023

January 2023
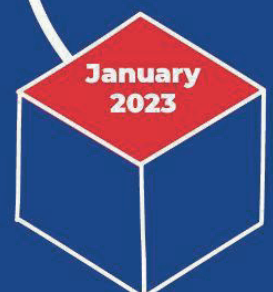
The second LSOH Talk is conducted.

Milano - Mind

Pilot Timeline

March April 2023
"Exhibit Tailor-made organs" launched during the "Fuori Salone del Mobile", a major event in Milan.

March May 2023
"BiodiverCity@MIND for schools" initiative begins. 160 students between 9 and 12 years old from two neighbouring schools are involved.

May 2023
Third LSOH Talk is held.
"Civic Nature exhibition" at the Herbula Wild Garden begins.
"Urban Biodiversity Lab" event promotes the Herbula Wild Garden.
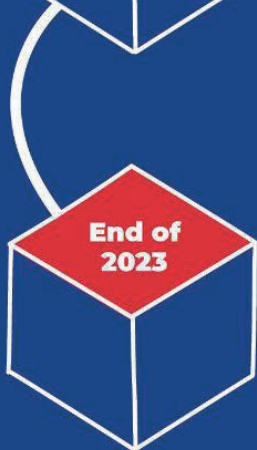
End of 2023
Plans to Revamp:
LSOH Exhibit.
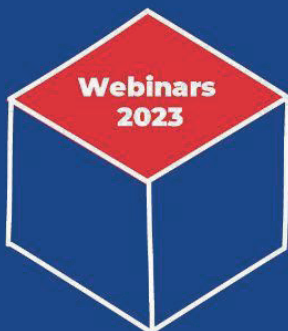
Webinars 2023
For MIND workers on T-Factor activities of 2023.
Urban Biodiversity Mapping:
Exploration of urban biodiversity in regenerating contexts.
Community House Initiatives:
Follow-up on "Futurabili" for future implications.
Collaborative discussions on the governance model for a new Community House.

Projected 2026
Completion of the new Community House in MIND.

Milano - Mind

PILOT NARRATIVE

The following text is based on conversations with the core delivery team of the pilot, which took the form of narrative interviews. Notes written from the interviews were shared with the pilot, who made edits and refinements, before small causal loop diagrams were sketched from each paragraph, the first towards visualising the data. Before these loops were colour coded and combined into larger pilot diagrams, relevant sections were shared with pilot collaborators, such as Lendlease and Terra Viva who added their perspectives on the narrative. The aim of the work was to highlight the complexity and challenges faced by each pilot in their specific local context and document nuance and efforts not covered by the other deliverables. Challenges faced by the pilots included how to collaborate and interact in meaningful ways, to build coalitions, and how to prototype in relation to exiting systems and structures, such as dense and bureaucratic urban development systems and local politics.

MIND PILOT NARRATIVE AND CORRESPONDING CAUSAL LOOPS

1. Lack of a Well-Defined Local Community

A distinctive feature of MIND, compared to other pilots, is its lack of a well-defined local community. As a matter of fact, before Expo 2015 MIND used to be a brownfield. This absence sometimes simplifies certain aspects of our work, but it also introduces unique challenges. Unlike other areas, in fact, we cannot heavily rely on a rich cultural or social heritage. While we can engage closely with the individuals currently working within MIND, it was more difficult to engage with the surrounding community. Nearby, there are approximately 17 small municipalities, each distinct in its cultural, social, economic, and demographic attributes. This diversity adds a layer of complexity, making our community engagement efforts both intricate and rewarding.

2. Successful implementation and outcomes of mission one

We established three core missions at MIND to guide our efforts. Our first mission revolved around scientific dissemination. We were dedicated to projecting the innovations and discoveries made within MIND to the broader local and national stage. Ensuring that the cutting-edge research and developments were shared and accessible, amplifying their impact and fostering collaborations beyond our immediate environment.
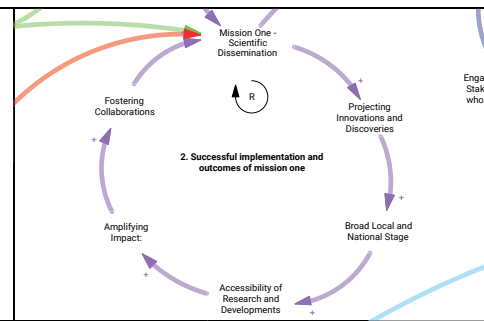
3. Successful implementation and outcomes of mission two

The second mission was centred around biodiversity and well-being. Given that the area is dedicated to life science and deep tech, it was essential to emphasise the integration of urban biodiversity and well-being. We aimed to demonstrate to the MIND workforce and the broader community that these elements can coexist and thrive in an urban setting. We focused on showcasing the tangible benefits arising from the harmonious blend of technology and nature.
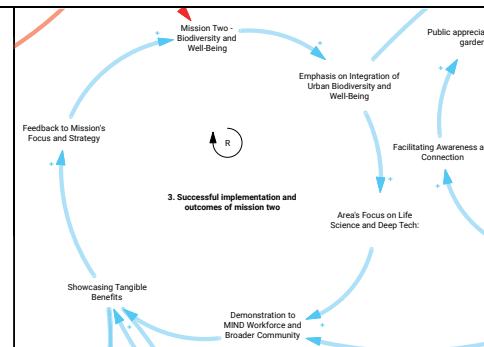
RNA (Collaborator View): The architecture studio RNA had the pleasure of designing the 'body fundamentals' exhibition, following both its development and realisation. T-Factor's request was to tell the story of the research work of the Milanese start-up PrintMed 3D, whose field of research is advanced biomedicine, by means of an installation at MIND. One of the start-up's objectives is to create models of human organs from real biometric data in order to study the pathologies of patients before proceeding with medical treatment or surgery. It was a great challenge for us architects to imagine staging all this. It was not easy to tell the story of such a complex project; we did not want to disperse the message of the research through a set-up that was too complex or full of protagonism but at the same time we had the challenge to educate people through a curatorship project. What emerged was a light installation project at the entrance to MIND's Hive building, a place of passage and at the same time a meeting place, where hexagonal prisms of various heights housed the contents of the PrintMed 3D project for almost three months, including precious full-scale models of human organs, the fundamentals of the human body, to borrow the title of the installation. The professional relationship with TFarctor and PlusValue was pleasant and fruitful, and made it possible to tell many people about the work of an Italian excellence in a place like MIND aimed at science and innovation.

4. Successful implementation and outcomes of mission three

The third mission was the establishment of the "community house". At present, it exists as a metaphorical space rather than a physical entity. It serves as a nexus where third-sector, university research centres, MIND businesses and the local community outside MIND converge. This collaborative space is dedicated to the inception and development of initiatives and projects that are mutually beneficial. It embodies a symbiotic relationship, fostering a vibrant exchange of ideas, resources, and support, all aimed at enhancing the well-being and progression of the community at large.
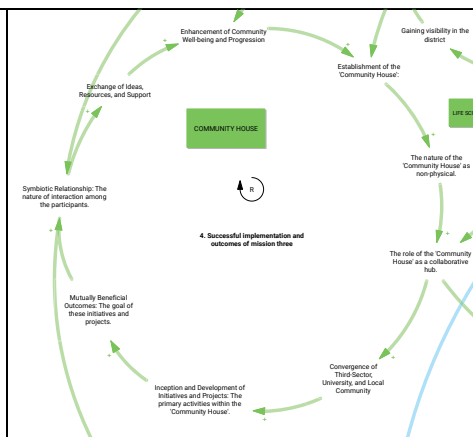
ROLD (Collaborator View): What we liked about the process is that we were guided through clear inputs and steps to follow by the Local Coalition to develop the initiative, but with the possibility to contribute with our own ideas, interests and capacities, in a cross-contamination perspective. The main challenge for us was to align our work approach, commitments and velocity to those of other actors involved. Futurabili allowed us to gain visibility inside the district, and most importantly to get in contact with an audience we usually do not address, experimenting with a new training approach

5. Mapping the Community

Our initial step was to map the community both within and outside our organisation. We began with desk-based research, and after this, we transitioned to personal interactions, meeting the members of that community. One of the challenges met was discerning the true relevance of certain organisations within the local context. Externally, some appeared highly active based on their online presence. However, upon deeper investigation, we realised that their actual significance didn't always align with their projected image. This assessment was crucial, as our intention was to involve these organisations in future activities. A primary hurdle was to convene these organisations, facilitate dialogue among them, and from our end, determine which ones held genuine importance. After these evaluations, we selected the most relevant ones to collaborate with moving forward. One significant challenge at the start was mapping the intricate ecosystem we were part of, including almost 100 actors moving around MIND. It was complex and required time to grasp, capture, and subsequently decide on the most promising players to involve. Collaboration with Lendlease and thanks to the presence of PlusValue in the local coalition being very well connected within that ecosystem and knowing most of the actors, consultations with experts were vital in this process, as they played key roles in guiding our prototyping efforts.
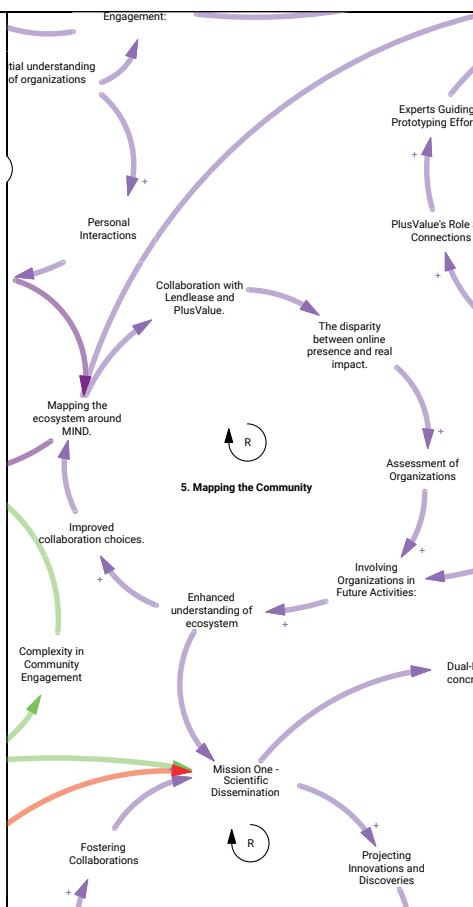
6. Balancing Project Goals and Realities through Co-creation in Urban Ecology

Discussing the behind-the-scenes, as you inquired, the initial phase of defining our missions was relatively straightforward. The direction we wished to pursue was evident from the outset, especially when considering MIND's broader objectives. Conversations with stakeholders further refined our path. However, the initial representation of these missions differed from their current state. For instance, our early discussions centred around site accessibility, which eventually evolved into a focus on identity. While we initially spoke of sustainable lifestyles in broad terms, we later chose to narrow our focus to urban biodiversity specifically. Similarly, the prototypes we initially conceptualised in our portfolio underwent transformations. The primary ideas we began with differed from what was eventually brought to life.
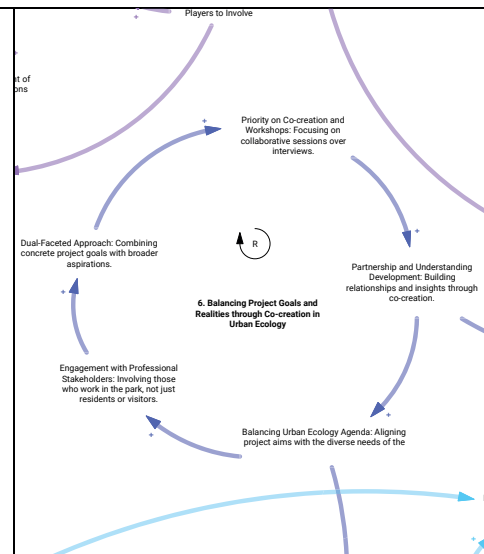
7. Understanding and Mapping the MIND Ecosystem

Another initial challenge revolved around our concerns about where we could establish our prototypes in response to our missions which defined our key thematic priorities. As mentioned, MIND was not accessible to the public during that phase. We were uncertain if we would secure a physical space to implement our ideas. Given the rapid and somewhat unpredictable development of the building site, pinning down a permanent location seemed unlikely. It became evident that while an enclosed building space was out of the question, we would need to operate in an open-air environment. This presented its own set of challenges. Beyond the obvious hurdles posed by weather conditions, establishing an infrastructure in such a setting, especially with limited resources, was daunting, in addition to this temporary use in Italian legislation is tricky, you cannot stay longer than 6 months and there is a lot of paperwork. If you're interested in understanding our initial hurdles, these were some of the primary obstacles we encountered at the outset of our journey.
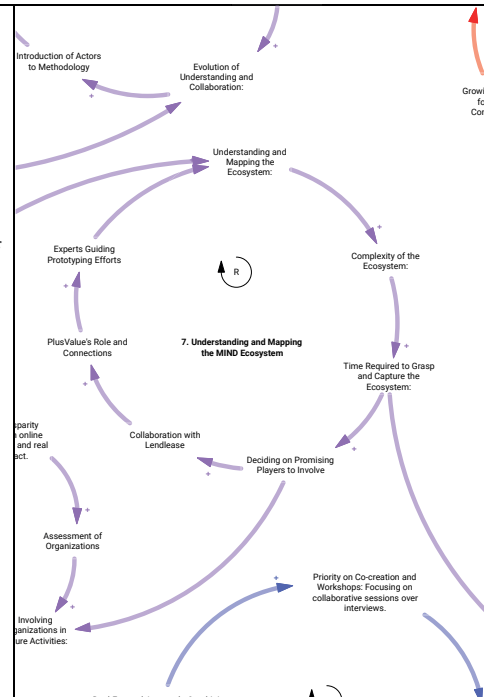
8. Challenges related to physical space to establish prototypes

Furthermore, from the outset, we grappled with the concept and implementation of what constitutes 'prompt', 'regular', and 'stable' approaches. Many of our initial ideas began as 'prompt' activities. The challenge was transitioning these activities into a 'regular' format, especially in a context like MIND that changes continuously, and subsequently ensuring their stability. A lingering question was the defining characteristics and features that would qualify an activity or use as 'prompt', 'regular', or 'stable' and getting the message across. Often, these features were tied to economic factors. Ensuring stability often requires a dedicated entity
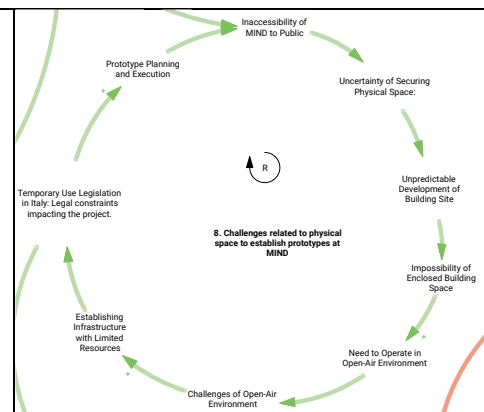
to continue and maintain the legacy of previous work. However, given that we don't have a fixed and well-defined community in MIND, identifying such an entity was challenging. In more established communities, this role might be taken up by multiple NGOs or local associations that oversee and drive these projects. In our case, we struggled to find an actor or organisation that was both deeply committed and sufficiently experienced to spearhead these initiatives. Consequently, a significant portion of our discussions centred on strategies to render these activities regular and stable. We are still navigating this challenge.
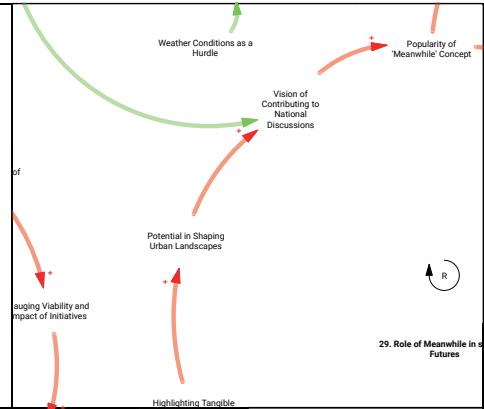
9. Project Planning and Implementation

This issue aligns closely with what I mentioned earlier. Initially, we were uncertain about the locations for our activities and potential financing options, aside from the budget allocated by T-Factor. To address this, we engaged in numerous discussions and explorations to identify alternative funding sources. We considered partnering with organisations or identifying entities active in surrounding neighbourhoods that could potentially take the lead or financially support some activities.
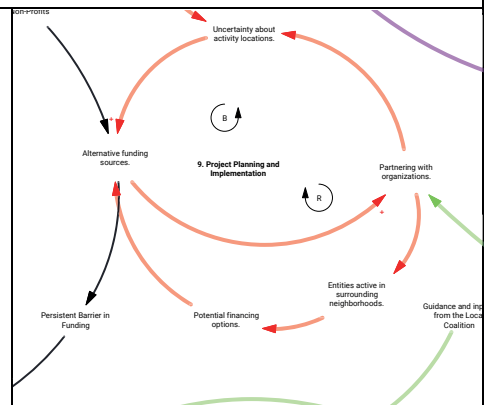
10. Iterative Development of the Portfolio

The development of our portfolio was iterative; it underwent several revisions before reaching its final version, and even then, we made ongoing adjustments. We continued to refine our approach and activities up until a couple of months ago, and some activities are still underway. In this way we think we have adjusted parts of activities based on pressing needs, making them more useful and appealing to the developer and other actors.
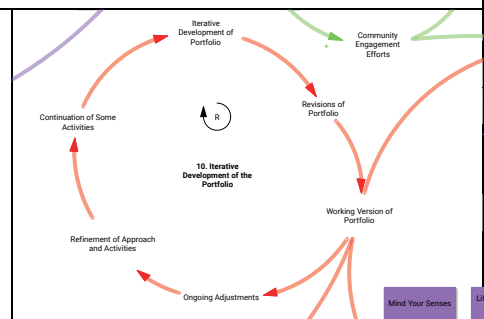
11. Turning Point following on the ground activities

A significant turning point occurred when we initiated the first tangible actions on the ground. We organised guided tours to increase public awareness about the area and initiated our first events. These efforts were somewhat successful. The guided tours, in particular, were well-received. They attracted good participation and positive feedback, allowing us to gain insights into the barriers and perceptions associated with MIND. Lendlease appreciated these initial engagements. The guided tours were so impactful that they were repeated multiple times by Lendlease and Fondazione Triulza and other actors, albeit with modifications to enhance their effectiveness. These early interactions facilitated a better understanding of the public's perception and the existing barriers to engaging with MIND. The activity addressed the
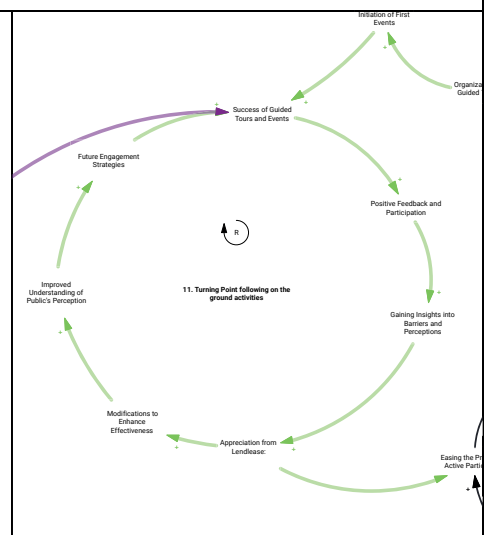
12. Journey and insights gained from the guided tours

Reflecting on our journey, the positive outcomes from activities such as the guided tours lead to some insights that are more apparent in hindsight. Given the success of these tours, we realise now that an area for improvement could have been to institutionalise them, making them a regular and stable feature. We could have explored more in depth partnerships with organisations to conduct these tours with greater frequency, given the keen interest not just from the local community but also from residents of Milan and beyond. People were curious about the developments at MIND, and these tours could have offered insights into the ongoing construction and the workings of a project of such massive scale. We did attempt to make this shift. I recall efforts to engage an organisation we had previously mapped and involved in our activities. They were concluding a European project and expressed interest in leading this activity. However, the initiative didn't progress as hoped. If I remember correctly, we faced challenges in coordination and follow-through with T-Factor. Looking back, understanding, and capitalising on the interest in MIND could have offered more opportunities for engagement, even amidst its status as a construction site. Regular tours could have de mystified the development process and fostered a stronger connection with the broader community.
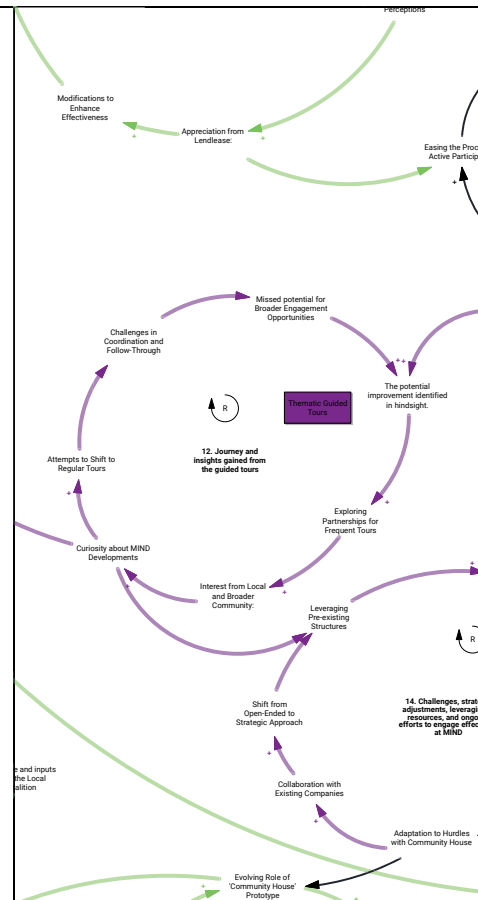
13. Challenges in transitioning leadership and securing funding

We're currently grappling with a challenge that extends beyond the T-Factor activities to encompass the broader concept of temporary uses and activities. Our initiatives have been successful largely because they were spearheaded with clear objectives and backed by available funds. However, the transition of leadership to charities, NGOs, or non-profit organisations, especially in Italy, introduces a significant hurdle - securing external funding. This remains a persistent barrier. Many of these organisations are small, with limited personnel, and despite we were "the payers" it was exceedingly difficult to align the timelines of their projects with ours. Achieving synchronicity – if I may use the term – has been a complex endeavour.
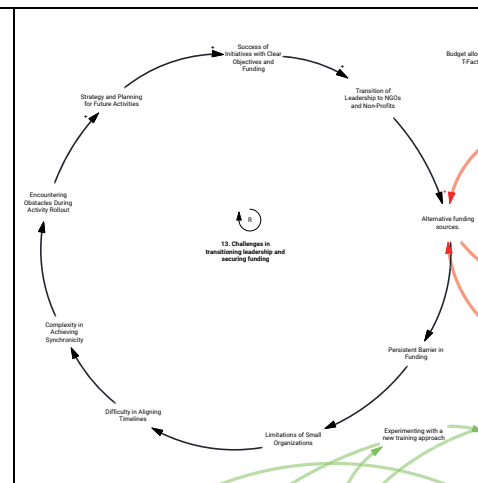
14. Challenges, strategic adjustments, leveraging of resources, and ongoing efforts

Our initial challenges centred around two main issues. First, we struggled with effective communication. We lacked both the expertise and human resources to promote our initiatives adequately within the community (and outside the
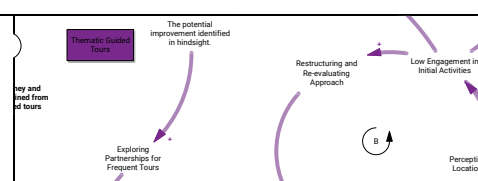
community, as well). Second, the physical location of MIND is perceived as a barrier, deterring participation. The result was that our initial activities saw little engagement. These setbacks prompted us to re-evaluate and restructure our approach. We began by refining the target audience for each activity. For instance, we shifted our focus to schools for certain programs. When our vision for the "community house" faced hurdles— particularly our inability to establish a temporary infrastructure that would also serve as a landmark for T-Factor—we adapted. Instead of establishing a new physical location, we collaborated with existing companies within MIND to host some of our activities. This approach also required us to define a specific target audience from the outset. We recognised that a broad, open-ended approach, awaiting community engagement, might have left us stagnant. To ensure the success of our initiatives, we had to be more strategic, pinpointing specific audiences and collaborating closely with established entities within MIND. This shift in strategy enabled us to overcome initial barriers and implement meaningful activities. Indeed, our strategy shifted to leveraging pre-existing structures and organised entities, ensuring that our activities were grounded in a foundation that was already active and involved. However, mapping potential partners and stakeholders doesn't necessarily equate to genuine engagement.
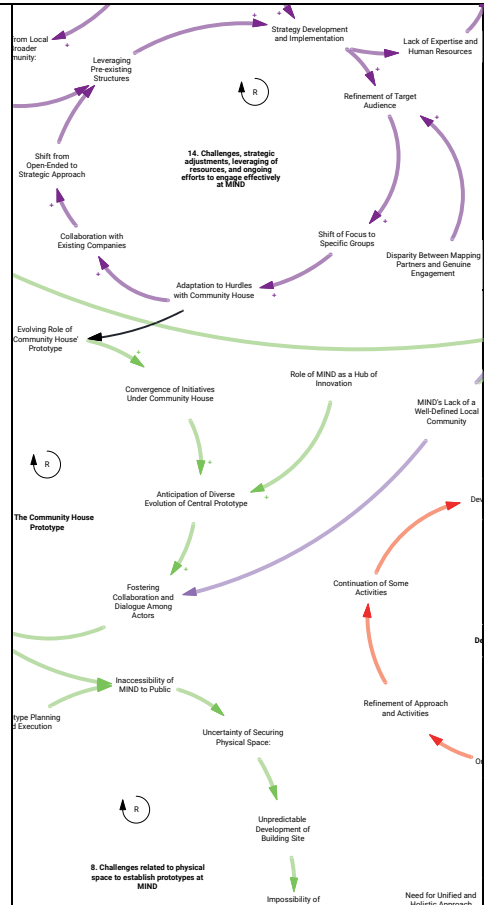
15. Difference between identifying potential partners and truly engaging

A significant lesson we learned from this process was the difference between identifying potential partners and truly engaging with them. We experienced this first-hand when our expectations weren't met. Even when we believed we had identified the perfect partner for an activity, and there seemed to be a connection due to their involvement with the third sector hub in MIND, the anticipated level of engagement sometimes fell short. Various factors contributed to this disparity between expectation and reality, emphasising the complexity of building genuine, effective partnerships.
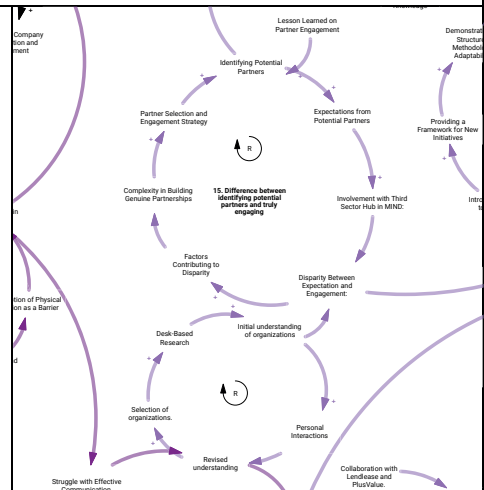
16. Collaboration and partnership strategies

Generally, our observation has been that thorough preparation and early engagement facilitate a more receptive and collaborative stance from potential partners. The trust built throughout this process is invaluable. In the context of MIND, our partnership with Lendlease was instrumental. Although not part of the coalition, Lendlease was deeply involved and had extensive knowledge of everyone in the district. Our joint efforts in building the ecosystem offered us insights into its strengths

and weaknesses, as well as those of individual entities within it. This nuanced understanding proved beneficial in navigating partnerships and collaborations effectively.

17. Preparation, early engagement, and the partnership with Lendlease

Navigating a vast ecosystem necessitates a strategic approach in selecting partners. This principle holds true not only for external stakeholders but also for internal ones. We've actively engaged with various internal actors within MIND. While they naturally have a deeper familiarity with MIND compared to external partners, ensuring effective collaboration still demands clarity of purpose and mutual understanding. We encountered a challenge where some internal actors were either not interested in engaging, lacked the necessary expertise and resources, or did not prioritise engagement with us. This highlighted the critical nature of preparation and timing when involving entities in such activities. Companies and schools, for instance, operate on annual plans and schedules. To secure their participation, early engagement is essential to align with their planning cycles. However, our experience with the ambassador programme deviated slightly from this pattern. The engagement process for this programme was relatively swift, suggesting that the necessity for long-term preparation might not be a universal rule but rather contingent on specific contexts and partners.

Lendlease (Collaborator View): The T-Factor initiative in MIND has played a key role in supporting and enhancing our placemaking efforts as developers from the beginning. Investing in spaces to experiment with ideas and activating them yields returns in terms of community engagement, social impact, and sustainability. T-Factor presented a valuable challenge that urged us to elevate our focus on proposing the next steps for temporary use regulations. Italy has a significant opportunity to capitalise on a meanwhile use strategy, revitalising empty spaces and supporting the community, fostering economic growth during extended regeneration periods, especially during challenging phases of construction.

18. Role of Trust

Certainly, trust is a foundational element in fostering engagement, as exemplified by the ambassador programme just mentioned, or the exhibit at The Hive during the Innovation Week. The Ambassador Programme initiative isn't depicted in the pathway visualisation as it was introduced at a later stage, underscoring our ongoing adaptability and the evolving nature of our portfolio. The exhibit "Body Fundamentals" was held in a core building of the MIND Village. We were given this space possibly because of the trust between PlusValue and Lendlease, working together for years, in addition to the fact that the installation was conceived interesting by Lendlease.

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19. Impact of the temporary garden and activities with schools and events on biodiversity

The establishment of the temporary garden and our extensive activities with schools and events centred on biodiversity served as tangible demonstrations of our initiatives. These visible efforts, encountered daily by people at MIND, especially when they pass through the garden area during lunch breaks, facilitated a deeper awareness and connection.

Moreover, people appreciated the colourful flowers blossomed in spring, which made it possible to appreciate the garden even more, from an aesthetic point of view specifically.

Istituto Pareto (Collaborator View): Participating in this initiative allowed our school to explore biodiversity in the urban context and shift to the traditional idea of agricultural production. The students who participated were between 14 and 15 years old and their idea of value creation was exclusively related to the production of food goods. With this project they were able to explore the opportunities of experimental productions leading to different products (e.g. cosmetics) but above all to appreciate how sustainability issues have no boundaries and if well implemented are themselves creators of value, not just economic value. From an educational point of view, it was interesting that the project brought tangible outputs and took place in small groups of students. At the beginning of the project, the main challenge was to convey to the students the importance of carrying out activities in the MIND area. In fact, the identity of agricultural schools has traditionally been linked to a static and uninnovative image. The world is changing and is placing the role of these schools at the centre of extremely important dynamics and issues; our collaboration with the Polytechnic within an area dedicated to innovation is testimony to this. Logistical management was another point of reflection and growth for the students, as they had to organise and plan activities to be carried out remotely in sites that had to be reached by public transport. In the process, especially when they were able to see the project in its entirety and exploit the results of their intervention in the workshops, they realised the importance of being in the field.

TERRA VIVA (Collaborator View): Participation in the T-Factor project allowed us to experiment and explore topics related to Urban biodiversity in the regeneration context. It was also an invaluable opportunity to strengthen practices for the investigation, monitoring and processing data on urban biodiversity vulnerability and wildlife suitability. The overall research emphasises the ecological potential of ephemeral biotopes (such as Herbula Wild Garden) that can contribute to the ecological balance of MIND areas. The gaze of the research was extended to the broader surrounding context, since it is more significant to assess how the local area serves the ecological balances on a larger scale. In this specific case, the MIND area could, across the times, become an important connection point and qualify as a stepping stone in the system of ecological connections in the north-west of Milan. A tile with functions not only of connectivity, but with connotations of environmental resource and therefore source of biodiversity, overall in urban contexts.

20. Addressing Gaps in Engagement

We noted a gap in engagement with the companies situated within MIND. Despite their proximity to the ongoing activities, their involvement was minimal. To address this, we introduced an activity specifically tailored to these companies, aiming to enhance their participation and investment in the legacy of these initiatives. The prior events and activities under the T-Factor umbrella had sown seeds of awareness amongst these companies. They were not entirely unfamiliar with the ongoing efforts, having been invited to various events. This foundational awareness, cultivated over months and even years, eased the process of drawing them into more active participation.

A possible hurdle in the MIND stakeholder's engagement can be given by the lack of a unified communication within the district as a whole. Occasions for communications to the district are few and scattered and not all stakeholders are necessarily involved.
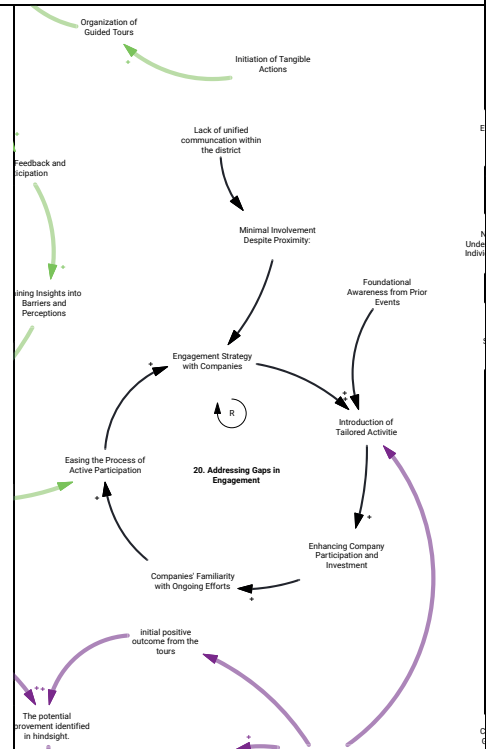
21. Timing and Future Governance

During the roadshow in November 2023, we delved into discussions on potential governance models, exploring ways to transition these companies from passive observers to active contributors in this dynamic process. The journey to this point has been marked by iterative learning, and each step forward is both informed by and a reflection of the cumulative efforts and engagements that precede it. The future remains uncertain. While there seems to be a growing readiness for more in-depth conversations now, the timing of T-Factor's introduction to MIND might have been premature in the regeneration process. Perhaps if T-Factor had been introduced a couple of years later, the response in terms of participation might have been different. The future remains uncertain.
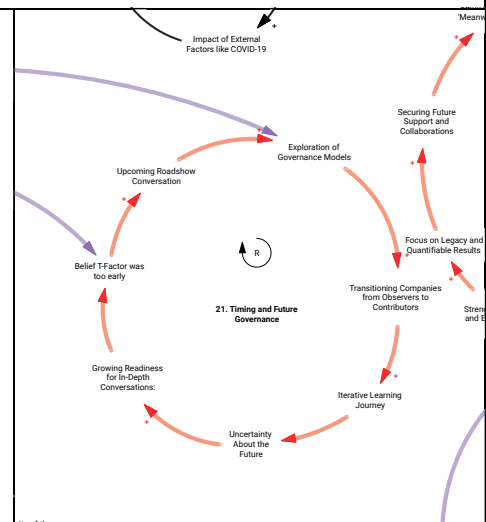
22. Governance and Legacy

Discussions around governance and legacy might still be in their nascent stages. While for the developer, Lendlease, the topic is very clear and a priority, companies, as well as the broader community, might not yet fully grasp their potential or understand the opportunities available to them for active participation. They may still be discerning the strategies they can employ to foster a lasting impact. However, our efforts have planted a seed, and while it's yet to be seen how it will grow, there's hope that it will blossom into meaningful and sustained engagement. The journey continues, and
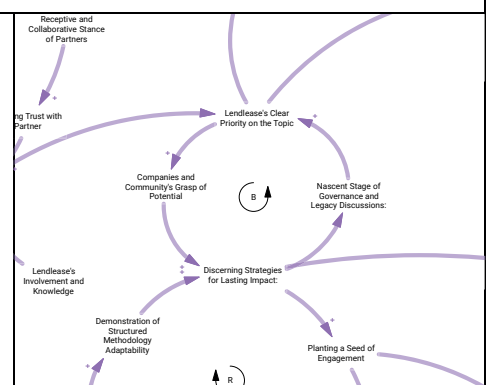
with it, the evolution of understanding and collaboration. One approach that has shown promise is introducing various actors to the methodology behind our processes and initiatives. Our primary ambition is to demonstrate that once a structured methodology is in place, it can be adapted, allowing the same initiative or project to be replicated and scaled. Essentially, we aim to provide them with a framework and a methodology. By making minor adjustments and customising specific features within this framework, they can easily develop new initiatives.
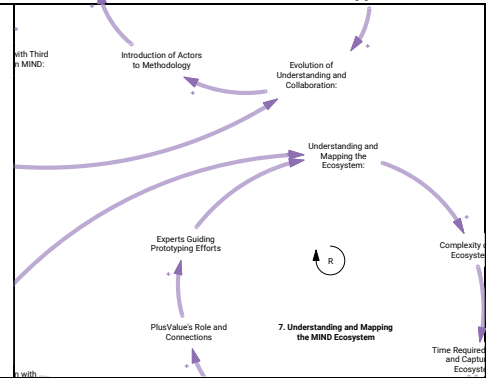
23. Prototypes to test and explore leading to changes in the landscape and engagement

Our prototypes truly lived up to their name, serving as experimental tests for various strategies, approaches, and topics. Given the scattered and unstructured nature of activities when we began, these prototypes were essential in gauging the viability and impact of our initiatives. While we aimed to provide a cohesive structure to these activities, achieving that in its entirety would likely require an extended timeline, perhaps another three years. When T-Factor first arrived at MIND, the landscape was largely barren with only a handful of people actively working. The role of our prototypes was to navigate this nascent stage, trial different initiatives, and lay the groundwork for future activities. The landscape at MIND has undergone significant transformation since our arrival three to four years ago. Back then, the area felt almost deserted with very few people around. Gaining access required specific authorisation, there were limited facilities, and navigating the space was challenging. Our prototypes played a pivotal role in this evolving environment. They not only spotlighted specific needs but also cultivated interest in various topics and potential opportunities. These prototypes facilitated collaborations with sectors and target audiences that had previously only been conceptualised but never truly explored or tested. In essence, our prototypes fulfilled their intended purpose of testing, exploring, and laying the foundation for future endeavours. However, to truly institutionalise these initiatives and leave a lasting legacy, a more extended engagement would be necessary.
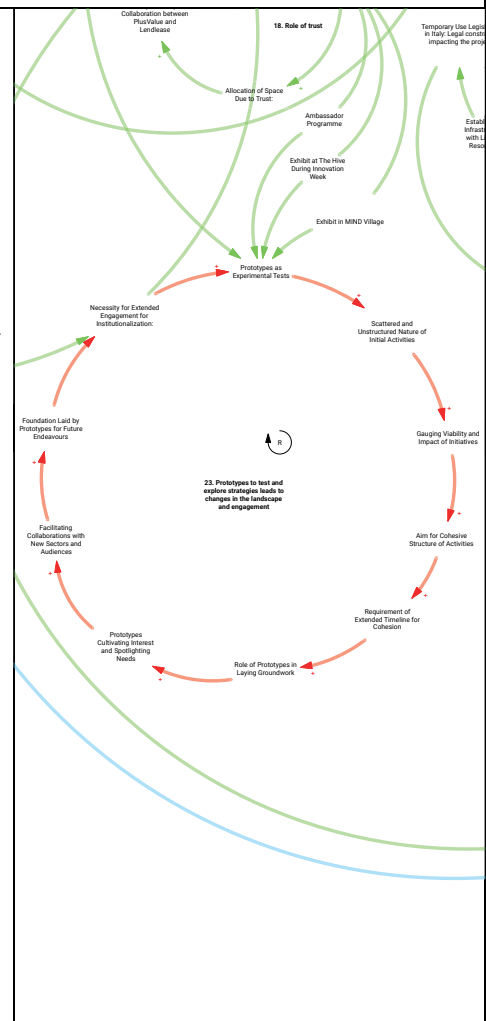
24. The Community House Prototype

Indeed, our journey has led to several insights. One significant realisation is the potential role of the "Community House" prototype. Originally conceived as one among many prototypes, the Community House is now emerging as a central, unifying prototype or, as you aptly put it, the "gathering prototype." The various initiatives and prototypes we've launched could potentially converge under the overarching banner of the community house. We anticipate and hope this central prototype will evolve and manifest in diverse ways in the coming months. In an ecosystem like MIND, which is not just a neighbourhood but a hub of innovation, fostering collaboration and dialogue among various actors is crucial. This interconnectedness can drive a tangible impact both within and beyond the confines of the district. The community house can serve as a nexus for these interactions, creating a conducive environment for stakeholders to come together, share ideas, and collaboratively drive innovation. In essence, it can become the epicentre where meaningful encounters and collaborations unfold. Certainly, facilitating dialogue and fostering genuine encounters becomes smoother when a space like MIND is recognised as a hub for such interactions. If the surrounding community perceives MIND as a vibrant centre for active projects discussions and opportunities, it becomes easier to advocate for its value and offerings. The narrative shifts from abstract descriptions to tangible activities and initiatives people can participate in. With the November roadshow, our aim was also to delve deeper into the governance structure of a community house, aiming for a model that ensures sustainability and legacy.
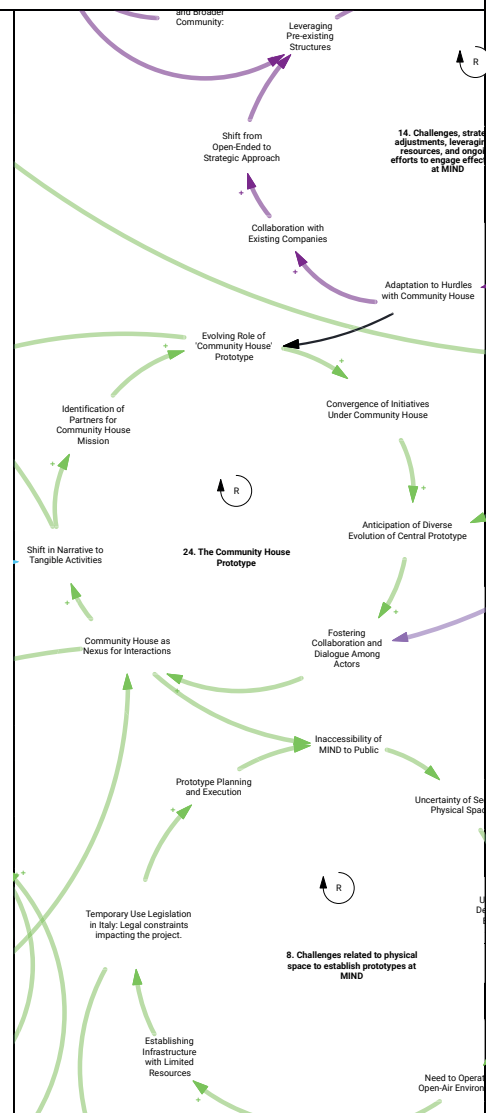
Fondazione Triulza (Colaborator View): Having an impact on communities is one of the main goals that Fondazione Triulza - a network of 70 non-profit and social economy organisations - works for with its activities in the area since the very beginning of the MIND project.. We try to reach this goal through the engagement of the citizens of the surrounding area and putting the values of the non-profit sector at the centre of the MIND development. Thus, our collaboration with T-Factor occurred naturally, especially for the Community House and in BiodiverCity@MIND initiatives, in which we gave our support for involving young students with the possibility to get to know MIND closely thanks to proper learning activities. The Community House realised two editions of Futurabili initiative, a series of short training modules about competences of the future carried out by companies in MIND with the intent to explore opportunities and metaphorically breaking down the wall between inside and outside MIND. BiodiverCity@MIND focussed on another core topic for us: nature, and especially urban greenery as a mean of wellbeing. We were happy to be engaged in T-Factor and support the involvement of students of the near municipalities in experiential activities at school, as well as in MIND in the Temporary Wild Garden. Our collaboration with T-Factor was fruitful since we shared the same goal: building a new identity for MIND, opening up the district to make it more and more inclusive, and overall make MIND a place of opportunities, experimentation, and co-planning between different stakeholders. With T-Factor we share the awareness that urban regeneration needs to focus on the community, even before buildings and spaces. I

25. Adaptable Meanwhile Use to build resilience

The concept of "meanwhile uses" underscores the adaptability required in our journey. Over the past four years, we've navigated a shifting landscape – from evolving relationships and funding structures to tangible changes on the ground. The ability to adapt our activities to the evolving context was paramount. External factors, like the COVID-19 pandemic and fluctuations in real estate prices, further underscored the need for flexibility. Even our collaboration with partners, such as Lendlease, required adaptability as their priorities and missions underwent subtle shifts. In essence, adaptability was not just a virtue but a necessity in our journey, allowing us to remain relevant and effective amidst a constantly changing environment. In general, extreme events and pandemics would become more usual and part of our daily lives (see recent big floods or rainstorms in Italy) and we should learn to adapt using adequate tools, and learn to become more resilient, as people and as a community.
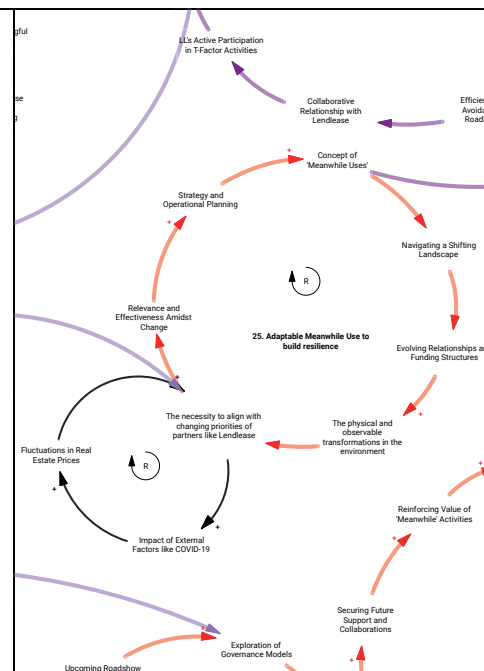
26. Accomplishments, challenges, and the transition to focusing on legacy

Navigating through the myriad challenges, we can reflect with a sense of satisfaction on our accomplishments. Despite the obstacles, we've successfully conducted numerous activities, involving a diverse range of actors. The concept of "meanwhile use" is now familiar to many, and the relationships forged during our journey are testament to our efforts. Moreover, the desire among stakeholders to replicate and continue some of our activities is a testament to their impact and relevance. As we transition to focusing on legacy, we acknowledge the complexities inherent to this phase. Yet, looking back at our journey and the strides we've made, it instils confidence in our ability to leave a lasting and meaningful imprint.
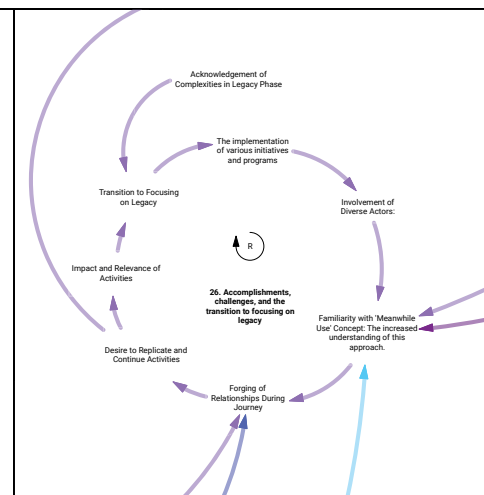
27. Opportunities of being part of T-Factor

Being part of a European project like T-Factor offers an exceptional opportunity to draw upon a rich tapestry of experiences, insights, and strategies employed across various pilots. However, harnessing this potential requires an effective mechanism for sharing and comparing these diverse experiences systematically. The absence of a well-structured platform for comparing and contrasting the activities, legislations, and funding mechanisms of different pilots and case studies has indeed been a limitation. Such a platform could have enriched our approach and facilitated conversations with high-level actors by providing concrete case studies and comparative insights. As we navigate the legacy phase and organise the roadshow, the value of having such comparative
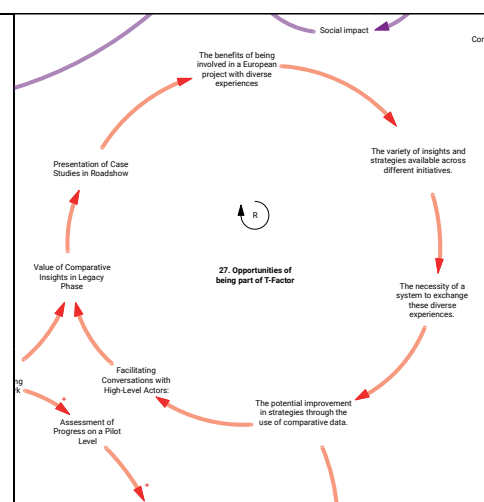
insights becomes even more pronounced. The ability to present t-factor case studies, showcasing the strengths and weaknesses and drawing parallels with advanced instances from other pilots, could have strengthened our narrative and made the discourse around legacy more compelling for all, inserting mind in a wider international context.
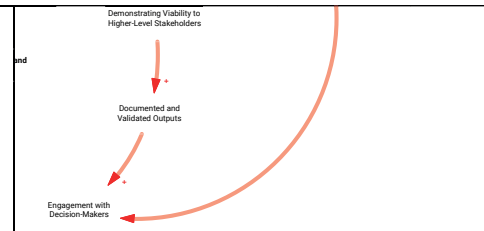
28. Collaboration with real estate developer

Having a partner like Lendlease, who was intrinsically aligned with our objectives, significantly enhanced our efforts. Although Lendlease wasn't formally part of the local coalition, their involvement felt as if they were an integral part. A significant advantage was the clarity in communication channels. With Laura Pellegrini as the Head of Placemaking for Lendlease Italy, we knew our point of contact for discussions related to our initiatives. Such clarity can't be undervalued, especially when there are instances where such direct channels of communication aren't established, leading to inefficiencies and potential roadblocks. In our case, the relationship with Lendlease was not only clear but also collaborative. Laura and her colleagues were not just a point of contact; they actively participated in many T-Factor activities, underscoring Lendlease's commitment to the project's objectives. While Lendlease had their own meanwhile activities, such as the temporary food court, the synergy between our objectives was evident. Our initial mapping efforts, aimed at understanding the community, dovetailed with Lendlease's goals. Although our collaboration was fruitful, having more resources on both sides might have further solidified our alignment in missions and objectives. In essence, we were fortunate to collaborate with a developer like Lendlease, who recognises the importance of community-building alongside infrastructure development. Our shared vision and direction greatly facilitated the project's progress. Our involvement with entities like Lendlease and Arexpo in discussions centred around regeneration was a testament to the growing recognition and importance of the "meanwhile" concept in the realm of urban development. Being a part of these dialogues provided us an opportunity to advocate for the potential and benefits of interim uses.
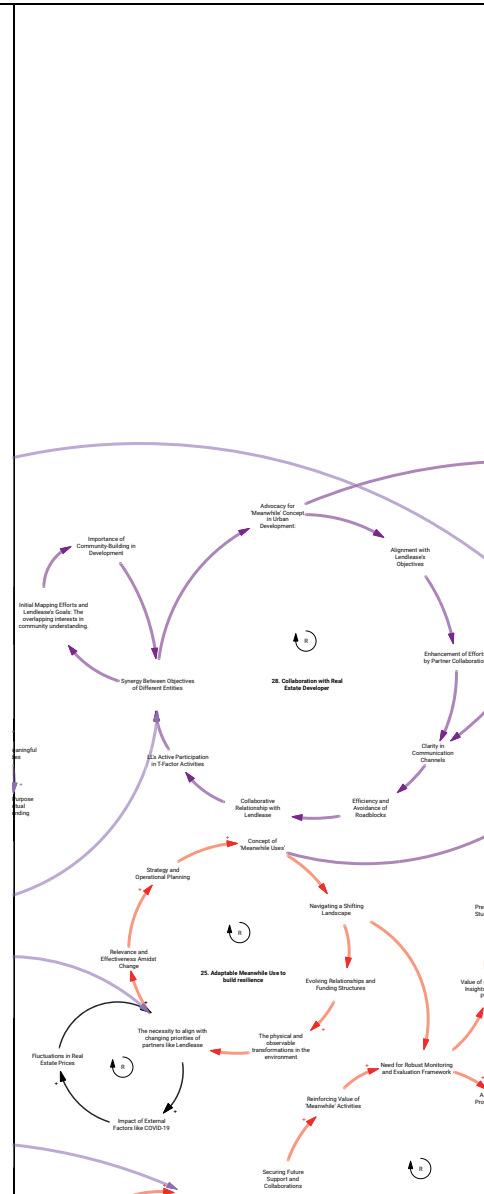
29. Role of Meanwhile in shaping Futures

While "meanwhile" is currently a trending topic in the broader public discourse, especially given the plethora of public buildings awaiting regeneration, there's still considerable work to be done to fully integrate it into standard development practices. The advantages of such initiatives extend beyond merely filling spaces temporarily; they can catalyse community engagement, foster innovation, and drive sustainable urban development. For entities like Lendlease, having us championing and clarifying the many benefits of "meanwhile" activities was invaluable. Our collaboration not only highlighted the tangible benefits of these interim activities but also underscored their potential in shaping the future of urban landscapes. While our scope and Lendlease's might differ in scale, with our initiatives being on a more modest scale and theirs being more expansive, the core principles and objectives align closely. We always envisioned ourselves as valuable partners, capable of contributing to discussions on the "meanwhile" concept, even on a national scale. It's this belief in the universality and significance of our shared mission that drives our efforts, such as organising the roadshow. We're keen on involving stakeholders from all levels, including national representatives, because addressing the topic of interim uses requires a unified and holistic approach. Bringing together diverse voices and perspectives is essential to drive meaningful change in the realm of urban regeneration.

The Roadshow in November was the moment in which we gathered many of the public and private actors who have a stake on meanwhile, spotlighting problems and limitations in the current Italian regulation and planning.

30. Robust Monitoring and Evaluation

Addressing the topic of impact, particularly when we discuss outputs and outcomes, having a robust monitoring and evaluation framework is pivotal. This isn't just to track and assess our progress on a pilot level, but it's also crucial in demonstrating the viability and potential scalability of our initiatives to stakeholders. A well-documented and validated set of outputs not only provides tangible evidence of our efforts but also serves as a compelling argument when engaging with decision-maker and higher level representatives. It's about making a case that what has been successful on a pilot scale, given the right resources and framework, can be replicated, and expanded upon at a broader level. While we acknowledge that there may be areas of improvement in the evaluation tools we've utilised, recognising these gaps is the first step towards strengthening our approach. Our primary focus is on the legacy we leave behind. Ensuring
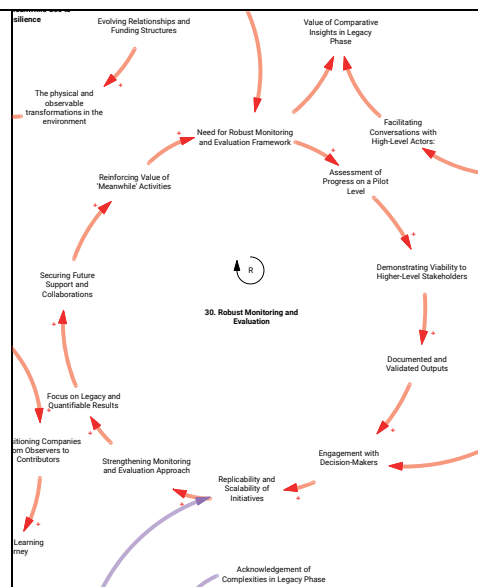
that we have quantifiable results to showcase can be instrumental in securing future support and fostering collaborations with entities like Lendlease and others. This emphasis on measurable outcomes is not just for our validation but to reinforce the potential and value of "meanwhile" activities in urban regeneration to a wider audience.

MILAN, MIND

Legend:
- Open, Vibrant and Collaborative R&I Ecosystem
- Active, Healthy and Sustainable Lifestyles
- Accessibility & Identity
- T Factor Project Workings
- Local Structures and Systems

Loop / cluster titles:
- 11. Turning Point following on the ground activities
- 20. Addressing Gaps in Engagement
- 12. Journey and insights gained from the guided tours
- 14. Challenges, strategic adjustments, leveraging of resources, and ongoing efforts to engage effectively at MIND
- 9. Project Planning and Implementation
- 13. Challenges in transitioning leadership and securing funding
- 24. The Community House Prototype
- 10. Iterative Development of the Portfolio
- 1. Lack of Well-Defined Local Community
- 4. Successful implementation and outcomes of mission three
- 18. Role of trust
- 8. Challenges related to physical space to establish prototypes at MIND
- 23. Prototypes to test and explore strategies leads to changes in the landscape and engagement
- 29. Role of Meanwhile in shaping Futures

Other labels (selection):
- Initiation of First Events
- Organization of Guided Tours
- Initiation of Tangible Actions
- Success of Guided Tours and Events
- Future Engagement Strategies
- Positive Feedback and Participation
- Gaining Insights into Barriers and Perceptions
- Improved Understanding of Public's Perception
- Modifications to Enhance Effectiveness
- Appreciation from Landlease
- Easing the Process of Active Participation
- Lack of unified communication within the district
- Minimal Involvement Despite Proximity
- Engagement Strategy with Companies
- Foundational Awareness from Prior Events
- Introduction of Tailored Activities
- Enhancing Company Participation and Investment
- Companies' Familiarity with Ongoing Efforts
- Effective Navigation of Partnerships and Collaborations
- Nuanced Understanding of Individual Entities
- Insights into Ecosystem Strengths and Weaknesses
- Missed potential for Broader Engagement Opportunities
- Challenges in Coordination and Follow-Through
- Attempts to Shift to Regular Tours
- Thematic Guided Tours
- Initial positive outcome from the tours
- The potential improvement identified in hindsight
- Exploring Partnerships for Frequent Tours
- Curiosity about MIND Developments
- Interest from Local and Broader Community
- Restructuring and Reevaluating Approach
- Low Engagement in Initial Activities
- Perception of Physical Location as a Barrier
- Lack of Expertise and Human Resources
- Strategy Development and Implementation
- Leveraging Pre-existing Structures
- Refinement of Target Audience
- Shift from Open-Ended to Strategic Approach
- Collaboration with Existing Companies
- Shift of Focus to Specific Groups
- Adaptation to Hurdles with Community House
- Disparity Between Mapping Partners and Genuine Engagement
- Struggle with Effective Communication
- Partner Selection and Engagement Strategy
- Complexity in Building Genuine Partnerships
- Desk-Based Research
- Selection of organizations
- Budget allocated by T Factor
- Uncertainty about activity locations
- Alternative funding sources
- Partnering with organizations
- Entities active in surrounding neighborhoods
- Potential financing options
- Persistent Barrier in Funding
- Limitations of Small Organizations
- Strategy and Planning for Future Activities
- Success of Initiatives with Clear Objectives and Funding
- Transition of Leadership to NGOs and Non-Profits
- Encountering Obstacles During Activity Rollout
- Complexity in Achieving Synchronicity
- Difficulty in Aligning Timelines
- Guidance and inputs from the Local Coalition
- Experimenting with a new training approach
- Structure and direction of the initiative
- Identification of Partners for Community House Mission
- Contribution of personal ideas, interests, and capacities
- Evolving Role of 'Community House' Prototype
- Convergence of Initiatives Under Community House
- Role of MIND as a Hub of Innovation
- MIND's Lack of a Well-Defined Local Community
- Diverse Municipalities Nearby
- Iterative Development of Portfolio
- Community Engagement Efforts
- Revisions of Portfolio
- Working Version of Portfolio
- Refinement of Approach and Activities
- Ongoing Adjustments
- Continuation of Some Activities
- Collaborator View: ROLD
- Contact with a new audience
- Cross-contamination perspective
- Gaining visibility in the district
- Alignment of work approach with other actors
- Enhancement of Community Well-being and Progression
- Establishment of the 'Community House'
- COMMUNITY HOUSE
- LIFE SCIENCE OPEN LAB
- Exchange of Ideas, Resources, and Support
- Symbiotic Relationship: The nature of interaction among the participants
- The nature of the 'Community House' as non-physical
- The role of the 'Community House' as a collaborative hub
- Mutually Beneficial Outcomes
- Inception and Development of Initiatives and Projects
- Convergence of Third-Sector, University, and Local Community
- Shift in Narrative to Tangible Activities
- Anticipation of Diverse Evolution of Central Prototype
- Fostering Collaboration and Dialogue Among Actors
- Community House as Nexus for Interactions
- Inaccessibility of MIND to Public
- Foundational Role of Trust in Engagement
- Ongoing Adaptability of the Portfolio
- Long-standing Collaboration between PlanValue and Landlease
- Prototype Planning and Execution
- Uncertainty of Securing Physical Space
- Unpredictable Development of Building Site
- Temporary Use Legislation in Italy: Legal constraints impacting the project
- Allocation of Space Due to Trust
- Ambassador Programme
- Impossibility of Enclosed Building Space
- Need for Unified and Holistic Approach
- Need to Operate in Open-Air Environment
- Feedback to Mission's Focus and Strategy
- Exhibit at The Hive During Innovation Week
- Establishing Infrastructure with Limited Resources
- Challenges of Open-Air Environment
- Exhibit in MIND Village
- Weather Conditions as a Hurdle
- Popularity of 'Meanwhile' Concept
- Integration into Standard Development Practices
- Showcasing Tangible Benefits
- Prototypes as Experimental Tests
- Necessity for Extended Engagement for Institutionalization
- Scattered and Unstructured Nature of Initial Activities
- Vision of Contributing to National Discussions
- Potential in Shaping Urban Landscapes
- Advantages Beyond Filling Spaces Temporarily
- Foundation Laid by Prototypes for Future Endeavours
- Gauging Viability and Impact of Initiatives
- Aim for Cohesive Structure of Activities
- Catalysing Community Engagement
- Facilitating Collaborations with New Sectors and Audiences
- Requirement of Extended Timeline for Cohesion
- Highlighting Tangible Benefits of Interim Activities
- Fostering Innovation and Sustainable Urban Development
- Prototypes Cultivating Interest and Spotlighting Needs
- Role of Prototypes in Laying Groundwork
- Value of Collaboration with Landlease

Causal Loop Diagram

Advocacy for 'Meanwhile' Concept in Urban Development

- Importance of Community-Building in Development
- Internal Actors within MIND
- Initial Mapping Efforts and Lendlease's Goals: The overlapping interests in community understanding.
- Alignment with Lendlease's Objectives
- Direct Contact with Head of Placemaking at Lendlease
- **Collaborator View: Lendlease on 19**
- Streamlining the Collaboration Process
- Advantages of Shared Understanding with Known Entities
- Partnering with Known Actors
- Synergy Between Objectives of Different Entities
- Enhancement of Efforts by Partner Collaboration
- Sustainability
- Revitalization of empty spaces
- Investment in experimental spaces

28. Collaboration with Real Estate Developer

- Predictability in Collaboration with Schools
- Delivering Meaningful Activities
- Clarity in Communication Channels
- Economic growth
- Community engagement
- Temporary use regulations
- Experience with the Ambassador Programme
- Engagement of Partners in Activities
- Clarity of Purpose and Mutual Understanding
- L1.a Active Participation in T-Factor Activities
- Collaborative Relationship with Lendlease
- Efficiency and Avoidance of Roadblocks
- Social impact
- Construction phases
- Partnership Strategy and Ecosystem Development
- Alignment with Partners' Planning Cycles
- Involving Organizations with a Stake in Activity
- Alignment of Interests and Needs
- Concept of 'Meanwhile Uses'
- Strategy and Operational Planning
- The benefits of being involved in a European project with diverse experiences
- Thorough Preparation and Early Engagement
- Receptive and Collaborative Stance of Partners
- Navigating a Shifting Landscape
- Presentation of Case Studies in Roadshow
- Value of Comparative Insights in Legacy Phase
- The variety of insights and strategies available across different initiatives.

17. Preparation, early engagement, and the partnership with Lendlease

25. Adaptable Meanwhile Use to build resilience

27. Opportunities of being part of T-Factor

- Relevance and Effectiveness Amidst Change
- Evolving Relationships and Funding Structures
- The necessity of a system to exchange these diverse experiences.
- Building Trust with Partner
- The necessity to align with changing priorities of partners like Lendlease
- The physical and observable transformations in the environment
- Need for Robust Monitoring and Evaluation Framework
- Facilitating Conversations with High-Level Actors
- The potential improvement in strategies through the use of comparative data.
- Partnership with Lendlease
- Companies and Community's Grasp of Potential
- Lendlease's Clear Priority on the Topic
- Nascent Stage of Governance and Legacy Discussions:
- Fluctuations in Real Estate Prices
- Reinforcing Value of 'Meanwhile' Activities
- Assessment of Progress on a Pilot Level
- Lesson Learned on Partner Engagement
- Lendlease's Involvement and Knowledge
- Demonstration of Structured Methodology Adaptability
- Discerning Strategies for Lasting Impact
- Planting a Seed of Engagement
- Impact of External Factors like COVID-19
- Securing Future Support and Collaborations
- Demonstrating Viability to Higher-Level Stakeholders
- Identifying Potential Partners
- Expectations from Potential Partners
- Providing a Framework for New Initiatives
- Hope for Blossoming Engagement
- Exploration of Governance Models
- Upcoming Roadshow Conversation
- Focus on Legacy and Quantifiable Results
- Documented and Validated Outputs

22. Governance and Legacy

15. Difference between identifying potential partners and truly engaging

- Involvement with Third Sector Hub in MIND:
- Introduction of Actors to Methodology
- Evolution of Understanding and Collaboration:
- Belief T-Factor was too early
- Transitioning Companies from Observers to Contributors
- Strengthening Monitoring and Evaluation Approach
- Engagement with Decision-Makers
- Replicability and Scalability of Initiatives.
- Disparity Between Expectation and Engagement:
- Iterative Learning Journey
- Initial understanding of organizations
- Understanding and Mapping the Ecosystem:
- Growing Readiness for In-Depth Conversations
- Uncertainty About the Future
- Acknowledgement of Complexities in Legacy Phase

21. Timing and Future Governance

30. Robust Monitoring and Evaluation

- Personal Interactions
- Experts Guiding Prototyping Efforts
- Complexity of the Ecosystem:
- The implementation of various initiatives and programs
- Revised understanding
- PlusValue's Role and Connections
- Time Required to Grasp and Capture the Ecosystem
- Transition to Focusing on Legacy
- Involvement of Diverse Actors:
- Collaboration with Lendlease and PlusValue.
- The disparity between online presence and real impact.
- Collaboration with Lendlease
- Deciding on Promising Players to Involve
- Impact and Relevance of Activities

7. Understanding and Mapping the MIND Ecosystem

26. Accomplishments, challenges, and the transition to focusing on legacy

- Mapping the ecosystem around MIND.
- Assessment of Organizations
- Desire to Replicate and Continue Activities
- Familiarity with 'Meanwhile Use' Concept: The increased understanding of this approach.
- Improved collaboration choices.
- Involving Organizations in Future Activities:
- Priority on Co-creation and Workshops: Focusing on collaborative sessions over interviews.
- Forging of Relationships During Journey

5. Mapping the Community

- individuals
- Enhanced understanding of ecosystem
- Complexity in Community Engagement
- Dual-Faceted Approach: Combining concrete project goals with broader aspirations.
- Partnership and Understanding Development: Building relationships and insights through co-creation.
- Mission One - Scientific Dissemination
- Projecting Innovations and Discoveries
- Engagement with Professional Stakeholders: Involving those who work in the park, not just residents or visitors
- Fostering Collaborations
- Balancing Urban Ecology Agenda: Aligning project aims with the diverse needs of the

6. Balancing Project Goals and Realities through Co-creation in Urban Ecology

2. Successful implementation and outcomes of mission one

- HERBILA
- Monitoring and data processing
- Amplifying Impact
- Broad Local and National Stage
- Experimentation with urban biodiversity
- Practices for investigation, monitoring, and data processing
- Accessibility of Research and Developments
- Environmental resource connotations and biodiversity sources
- Enhances understanding of urban biodiversity
- Mind Your Senses
- Life Science Open Hub Exhibition
- Urban Biodiversity Mapping Kit
- MIND area as a connectivity point in ecological networks
- Temporary Garden
- Ecological potential of ephemeral biotopes (e.g., Herbula Wild Garden)

Collaborator View: TERRA VIVA on 3

- Mission Two - ...diversity and ...Well-Being
- Public appreciation of the gardens
- Broader ecological context and balance
- Emphasis on Integration of Urban Biodiversity and Well-Being
- Activities with Schools and Events on Biodiversity
- Facilitating Awareness and Connection
- ...cessful implementation and outcomes of mission two
- Area's Focus on Life Science and Deep Tech
- Daily Encounter of Efforts by People at MIND
- Tangible Demonstrations of Initiatives
- School participation in biodiversity initiative
- Demonstration to MIND Workforce and Broader Community

19. Impact of the temporary garden and activities with schools and events on biodiversity

- Educational approach (tangible outputs, small group activities)
- Student age group (14-15 years old)
- design
- Further exploration and learning
- Understanding of sustainability as a value creator
- Limitation to traditional agricultural concepts
- Need for innovative educational approaches
- Biodiversity@Mind For Schools
- Biodiversity Exhibition
- Increased interest in alternative production methods
- Traditional idea of value creation through food production
- Enhances the quality and impact of the exhibition
- Exploration of experimental productions (e.g., cosmetics)
- Feeds back into the appreciation and understanding of the exhibition
- Professional collaboration
- "Exhibit 'false maize organs'"
- event in Milan
- Visitor engagement
- Enhances the representation and understanding of PrintMed 3D's research
- Increases public education and awareness of advanced biomedicine
- Creation of human organ models

Collaborator View: Istituto Pareto on 19

Collaborator View: RNA on 3

PILOT CAUSAL LOOP DIAGRAM

The previous page shows the combined causal loop diagram for the entire pilot including collaborator feedback. The image can be viewed digitally by clicking this:

https://acrobat.adobe.com/link/track?uri=urn%3Aaaid%3Ascds%3AUS%3A6614ff7b-a4ee-371d-84c7-947e5f357404

PROTOTYPE NARRATIVES

The prototypes at MIND focused on fostering collaboration, sustainability, and community engagement, with the 'community house' emphasising adaptability and the Herbula Wild Garden integrating education, ecology, and inclusivity to achieve urban development goals.

COMMUNITY HOUSE: Open, Vibrant and Collaborative R&I Ecosystem

The development of the 'community house' at Mind, a project set on a former brownfield site lacking a traditional local community, required a unique approach to community engagement and development. The prototype emphasised scientific dissemination, focusing on biodiversity and well-being, and conceptualised the community house as a metaphorical space for collaboration and exchange rather than merely a physical entity.

A comprehensive community mapping was undertaken to identify and engage local organisations for potential collaborations. As the prototype progressed, its focus evolved based on stakeholder discussions, especially highlighting the importance of biodiversity in an urban setting. However, establishing physical space for the prototypes faced various legal and logistical challenges.

The pilot portfolio developed iteratively, adapting to the community's needs and stakeholder realities. Early engagement and trust-building were key, particularly in collaboration with partners like Lendlease. The community house prototype emerged as a unifying element, fostering collaboration and dialogue

among diverse actors in Mind's innovation hub. The pilot placed a strong emphasis on adaptability and aimed to create a lasting legacy. Discussions about governance models and stakeholder involvement highlighted the project's ongoing nature and the challenges associated with securing sustained engagement and funding, illustrating the complex and dynamic process of developing the 'community house' at MIND.

HERBULA GARDEN: Active, Healthy and Sustainable Lifestyles

The Herbula Wild Garden at MIND integrated educational, ecological, and community engagement aspects. Serving as a platform for exploring biodiversity within an urban setting, the garden provided tangible demonstrations of MIND's initiatives through various schools and events. Particularly impactful in the educational domain, it offered students from Istituto Pareto a chance to broaden their understanding of value creation beyond traditional agricultural practices to more diverse and sustainable methods. This shift allowed them to experiment with different production forms, like cosmetics, deepening their grasp of sustainability's broader implications.

It became a pivotal site for investigating, monitoring, and processing data on urban biodiversity vulnerability and wildlife suitability. Its role as an ephemeral biotope highlighted its contribution to the ecological balance of MIND areas. Beyond its local impact, the garden was conceptualised as a key component in the ecological network of northwest Milan, playing a significant role in broader environmental and urban biodiversity contexts.

Community engagement and inclusivity were also central to the project, engaging students from nearby municipalities in experiential activities. This collaboration aimed to forge a new, inclusive identity for MIND, emphasising community engagement as a priority in urban regeneration. The prototype's adaptability was evident in its evolution over four years, responding to changing relationships, funding structures, and on-the-ground realities, underlining the importance of flexibility in such developmental initiatives.

EMERGING THEMES

The MIND pilot faced challenges in engaging, due to the lack of a well-defined

local community. This emphasised the importance of embracing diversity to create inclusive community engagement strategies. The process of community mapping within and outside MIND highlighted the challenges in engaging relevant organisations and understanding the diverse interests of stakeholders, underscoring the need for a cohesive community network. The pilot activities also focused on the iterative development of missions, showing adaptability and collaborative creation to balance core objectives with stakeholder co-creation. Establishing physical space prototypes was difficult, particularly due to Italian legislation on temporary use, emphasising the need to navigate legal and logistical challenges. Guided tours and events provided insights and opportunities for enhancing community engagement, though some areas needed further improvement. Leadership and funding also presented challenges, highlighting the need for sustainable structures and resources. Strategic adjustments and collaboration were necessary in response to initial challenges, underscoring the importance of flexibility and modifying approaches for continued success. Lastly, building trust was essential for effective collaborations, with genuine engagement with potential partners being crucial for forming strong, productive partnerships in the MIND project.

Community Engagement and Diversity

The challenge faced by the pilot in engaging with a diverse range of municipalities due to the lack of a well-defined local community. This situation presented unique complexities and opportunities in reaching out to and involving various distinct groups. The narrative underscored the importance of embracing this diversity to create inclusive and effective community engagement strategies, thereby highlighting the critical role of diversity in fostering broader community involvement and cooperation in the pilot.

Community Mapping and Realities

Highlighting the challenges in identifying and engaging relevant organisations within and outside MIND, this process involves understanding the diverse stakeholders' interests and their relevance to the project and takes into account the complexities of building a cohesive community network. The narrative

underscored the importance of accurately mapping these dynamics to ensure effective engagement and collaboration, crucial for success in a diverse and multifaceted environment.

Balancing Goals and Co-Creation

Emphasising the iterative development of the missions, the narrative highlights the evolution from initial concepts to their current forms, demonstrating a focus on adaptability and collaborative creation. This approach reflects the pilot's commitment to balancing its core objectives while actively involving various stakeholders in the co-creation process, ensuring that the project remains dynamic, responsive to community needs, and aligned with its foundational goals.

Challenges in Establishing Prototypes

Focusing on the difficulties encountered in setting up physical spaces, the narrative highlights the complexities of Italian legislation related to temporary use and the transition of activities to more stable formats. This underscores the practical challenges faced in bringing innovative concepts to fruition, emphasising the importance of navigating legal and logistical obstacles to create effective, tangible prototypes.

Insights from Guided Tours and Events

Reflecting on the learning experiences and opportunities for improvement identified through these activities, the tours and events have been instrumental in gaining practical insights, enhancing community engagement, and assessing the project's impact. The narrative highlights their success in connecting with the community while also acknowledging areas where further enhancements could be made, illustrating the importance of on-the-ground interactions in evaluating and refining activities.

Challenges in Leadership and Funding

Focusing on the difficulty in transitioning leadership to local organisations and

securing external funding, the narrative emphasised the critical need for sustainable leadership structures and financial resources to ensure the long-term viability and success of the activities. It underscores the complexities and importance of establishing strong leadership and consistent funding sources, which are essential for maintaining momentum and achieving the project's ambitious goals.

Strategic Adjustments and Collaboration

The necessity for the pilot to adapt its strategies in response to initial challenges. This involved refining target audiences and enhancing collaboration with established entities within MIND. The narrative highlights the importance of flexibility and the ability to modify approaches, illustrating how strategic adjustments and collaborative efforts are crucial for the project's continued success and relevance in a dynamic environment.

Trust and Engagement in Partnerships

Underscores the importance of building trust for effective collaborations. The narrative highlights the complexities involved in establishing genuine engagement with potential partners. This aspect is crucial for forming strong, productive partnerships that can significantly contribute to the success of the MIND project. Trust and authentic engagement were foundational in fostering meaningful and lasting relationships with various stakeholders.

CONCLUSION

T Factor's MIND pilot journey offers valuable insights and lessons, presenting both opportunities and challenges for future initiatives. This conclusion reflects on key learnings, identifies gaps and opportunities, outlines next steps, and considers the project's legacy.

The pilot developed valuable learning, highlighting the importance of integrating community engagement, sustainability, and innovative practices in urban development. The pilot's approach to addressing contemporary challenges

underscores the potential for urban districts to lead in environmental stewardship and societal well-being.

Reflection on the pilot and prototype journeys identified key gaps and opportunities, particularly gaps in balancing large-scale urban development with local community needs and interests. The challenge of maintaining a cohesive vision amidst diverse stakeholders and the need for sustainable funding mechanisms are crucial areas for further development. There is potential for MIND to become an exemplar in sustainable urban development, driving innovations in technology, community integration, and environmental conservation. The focus on interdisciplinary collaboration and knowledge dissemination demonstrated through the prototype journeys presents fertile ground for future research, development, and community-led initiatives.

Regarding next steps, the project might aim to strengthen and diversify community engagement, ensuring that local voices and needs are integral to the development process. Additionally, establishing robust partnerships and funding models would be essential in sustaining and scaling the pilot's impact.

The legacy of the MIND pilot lies in its potential to redefine urban development paradigms, positioning Milan not just as a city of historical significance but as a beacon of future-oriented, sustainable urban living. The lessons learned from this project can inform similar initiatives globally, contributing to a more sustainable and inclusive futures.

PILOT JOURNEYS:
CONCLUDING DISCUSSION AND RECOMMENDATIONS

Whilst there have been ideological moves towards greater public participation in planning since the 1960s, achieving meaningful involvement in practice can be difficult. As such, local voices can struggle to be incorporated into large-scale urban regeneration at appropriate moments and scales. Cultural responses to urban regeneration, such as activism and art practices, may highlight local issues and needs. However, the fragmented, transient nature of these activities also means they are easily misappropriated and absorbed by gentrification. Large-scale urban regeneration takes decades to design and construct, so local benefits are not immediate. In the interim, communities and businesses may face uncertainty and disruption.

The activities described in this report advocated for participatory meanwhile use as a strategy for reactivating underused or vacant spaces to secure tangible local benefits during this 'waiting time'. Adopting meanwhile use in times of transition is not new. However, supported by a wide range of stakeholders, including policymakers, artists, and community groups, the project explored how participatory meanwhile use practices could support more joined-up approaches to civic engagement across six European cities. Rather than simply providing temporary solutions, these practices can be viewed as contributing to socio-technical infrastructures for equitable development, helping cities imagine and collaboratively shape potentials for long-term systemic urban change.

T-Factor aimed to establish cultural and creative urban hubs, developed by local coalitions of municipal government, universities, businesses, and grassroots organisations working together towards shared goals. Through the project, strategic portfolios of participatory meanwhile use were prototyped by each of the case study cities. These were infrastructures for engagement and innovation. By focusing on reusing and reimagining existing spaces, prototyping activities acted as platforms for social experimentation. Though temporary and local, these types of initiatives can have long-term impact when strategically aligned and collectively implemented.

Through comparative narratives in Amsterdam, Bilbao, London, Kaunas, Lisbon, and Milan, this report explored how infrastructures of socially engaged art and design practices supported citizen-led urban interventions. By creating enabling conditions for collaboration and amplifying neighbourhood voices, the approach emphasised the significance of temporality in shaping and imagining urban spaces.

This report took a reflective position based on narrative interviews with case study teams who initiated meanwhile use practices in relation to local large-scale urban regeneration projects. To understand some of the challenges and dynamics of these practices, systems maps were generated from the city narratives. These, in turn, fed into situated and common reflections on learning through the cases and recommendations for ethical and impactful participatory meanwhile use.

Discussion

The six case studies provide insights into the potential and challenges of using participatory meanwhile use as a framework for equitable urban regeneration. This discussion offers comparison and lessons learnt across the cases, highlighting the contributions, limitations, and broader implications in practice.

Lessons Learnt:

- Participatory meanwhile use can serve as a strategic tool for fostering civic engagement, cultural enrichment, and social inclusion. Distinctively, the approach activates 'underused' spaces to provide immediate benefits while prototyping more permanent uses. However, gaining access to these spaces was a common challenge, especially those within the red lines of large-scale urban regeneration projects. Consequently, most prototyping moved to outdoor spaces and buildings outside these red lines, bringing forward benefits for those neighbouring communities affected by disruptive development whilst building capacity for meanwhile uses in future phases of developments, when opportunities arise.

- A recurring theme across the cases was the importance of multi-stakeholder collaboration. Successful prototyping involved partnerships between local governments, universities, businesses, and community groups. However, these collaborations often faced challenges such as differing visions and bureaucratic hurdles, requiring strategic navigation and operational flexibility. Building trust with local residents, who were understandably wary of municipal and external partners, was critical. Successful engagement often depended on demonstrating

tangible benefits to those impacted by the regeneration processes and maintaining clear and transparent communication.

- Despite the 'participatory' label, the impact of meanwhile use on gentrification and displacement is a critical concern. While these projects can drive urban regeneration, there is a risk of reinforcing socio-economic divides if not managed carefully. Ensuring that local communities benefit from regeneration efforts requires intentional strategies to include marginalised voices and address potential displacement effects. For example, in Trafaria, an informal settlement near the prison was cleared by the municipality during the study, and in Zorrotzaurre, a forced eviction was initiated by local authorities. These top-down actions call into question the influence of collaborative urban research initiatives and generate local fear and hostility. In Euston participatory meanwhile approaches were not framed as alternatives to political processes and activism, but as additional means by which to valorise and amplify ambitions and actions of citizens and community organisations.

- Funding was another major issue, with many projects struggling to secure sustainable financial resources. This limitation points to the need to develop diverse funding models and financial support for meanwhile uses, including community-based and community-led initiatives.

Pilots innovated in response to challenges by:

- Creating an urban ecology hub and fostering long-term collaborations among diverse stakeholders, Amsterdam managed to align broader ecological policies with grassroots initiatives. This approach involved inclusive engagement to naturally demonstrate the project's significance.

- Bilbao focused on the strategic alignment of temporary uses with the city's long-term regeneration plans. Despite facing evictions and top-down actions, the case worked on improving stakeholder collaboration to mitigate these issues.

- In Euston, the emphasis was on integrating local cultural history and addressing the needs of a diverse community. The project adapted to changing circumstances by aligning project activities with stakeholder goals and efforts and maintaining flexibility and adjusting strategies as needed, asking not 'how can we get local stakeholders to participate in this project?' but rather, 'how can this project participate in achievement of local stakeholders' goals?'.

- Kaunas leveraged interdisciplinary collaboration and local partnerships to align project objectives with community needs. This involved engaging various fields such as technology, science, and social sciences to create a holistic community experience.

- Lisbon's approach included advocating for supportive policies and legislative frameworks that facilitate participatory meanwhile use. This helped in addressing

issues of land use, community engagement, and environmental sustainability.

- Milan emphasised strategic adjustments and collaboration with established entities. This involved refining target audiences and enhancing collaboration with local stakeholders to ensure the project's success.

Lessons from the pilots reveal essential principles for successful participatory meanwhile in urban planning. Integration of temporary uses into long-term plans requires a flexible approach, adapting strategies to evolving community needs and circumstances. Effective collaboration among diverse stakeholders, is crucial, involving local community members and experts alike. Prioritising local engagement and tailoring interventions to community needs fosters trust and inclusivity, observed across all cases. Overcoming bureaucratic hurdles and complex governance requires transparency, clear communication and persistent negotiation with authorities. Sustainable financial resources and diverse funding models are needed for longevity of meanwhile uses beyond initial phases. Viewing temporary uses as prototypes allows cities to experiment with innovative solutions, refining interventions before scaling them.

Concluding Highlights and Recommendations

The six case studies of Amsterdam, Bilbao, London, Kaunas, Lisbon, and Milan each sought to enhance the cultural and social fabric of their local situations through developing joined-up strategies for participatory meanwhile use. The Pilot narratives tell a story of:

- **Emergence, evolution and adaptation:** recognising and accommodating participatory meanwhile as an open-ended process that must be responsive to changing contexts and available resources.

- **Resilience and reconciliation:** finding ways to valorise and build capacity of existing groups seeking to address local challenges, helping to counter potential displacement and exclusion threatened by development.

- **Contestation and collaboration:** creating spaces (physical and metaphorical) for negotiation and experimentation in meeting and resolving sometimes contradictory goals of stakeholders.

- **Alignment and integration:** combining outcome mapping, theory of change and portfolio logic to effectively define shared goals and combine activities and resources towards collective impact.

- **Innovation and bureaucracy:** finding new ways to navigate policy and legislation that can hinder participatory meanwhile approaches.

The Pilot research highlights:

- The importance of long-term collaboration, prioritising the establishment of responsive inclusive platforms to ensure diverse voices and interests are represented.

- The centrality of communities and grassroots organisations in realising participatory meanwhile uses.

- The contribution of participatory arts and design to citizens' agency to act and power to decide in meanwhile scenarios.

- The significance of culture and heritage in countering exclusion, maintaining identity and sense of place.

The study suggests the following recommendations for participatory meanwhile uses:

- Enhanced stakeholder collaboration which prioritises establishing consistent, strong, inclusive platforms for collaboration, ensuring diverse voices and interests are represented.

- Flexible and adaptive strategies that can respond to changing circumstances and feedback from stakeholders and other actors.

- Developing sustainable funding models is critical. This might involve exploring diverse funding sources, including public-private partnerships, grants, and community funding initiatives.

- Advocating for supportive policies and legislative frameworks that facilitate participatory meanwhile use, especially in terms of land use, community engagement, and environmental sustainability.

- Policy Reform and Agile Governance. The study highlights the need for policy reform and more agile urban governance structures.

Ultimately the pilots demonstrate the potential of participatory meanwhile use as a strategic tool for civic engagement in urban regeneration. By prototyping

meanwhile uses, the pilots offer insights into how to facilitate dynamic, multifunctional, and community-focused spaces and places. Participatory meanwhile uses combined art, culture, technology, and community engagement, to generate new forms of urban space and experience. The cities each faced specific complex dynamics collaborating with stakeholders, including local communities, governments, educational institutions, and private entities. Through the incremental development of trust and confidence through participatory activities, meaningful interventions were developed which aligned with context specific needs, desires and interests; demonstrating the potential of participatory meanwhile uses as rehearsals for new ways of working that are more inclusive and equitable and foster hope for just transitions.