

CO-CREATION METHODOLOGICAL FRAMEWORK . NATURE BASED SOLUTIONS. CLEVER PROJECT.

“The art of working together

1.- Objectives and mission

This document intends to design some operational bases to initiate and manage a co-creation process following the principles of the “Co-creation guide of nature-based solutions (NBS) for urban regeneration” within the framework of the CLEVER CITIES project and applied to the project “Habitable Itinerary-Del Río a Pradolongo”.

The co-creation process must respond to the following objectives within the intervention project:

Resilience objectives: create green infrastructure and explore new nature-based solutions to improve the microclimate and limit the phenomenon of urban heat island and air quality that, in turn, benefit in terms of health and human well-being.

Objectives of urban regeneration: to intervene in the public space in an integral way, making it climatically comfortable, walkable, attractive for the relations of coexistence, rooms and communication, where citizen life is favored, with equity and gender perspective.

Objectives of co-creation of NBS: to build a process of collective design and management for the itinerary of the River to Pradolongo that develops new responses to the climate and urban regeneration challenges, where to combine knowledge and practices of municipal technicians, scientific community and local community , generating networks between people, associations, companies, non-profit organizations, and public and private institutions of context and local actors.

Communication objectives: generate community listening processes that combine participatory methodologies with new information technologies,

designing a visibility and communication platform to scale up project information and transparency.

Evaluation objectives: design of new indicators that, together with existing ones, evaluate the effectiveness of the NBS.

In the co-creation methodology its participatory, creative and innovative character is essential to provide NBS, but what does it mean? It means that decisions about public space should increase use and coexistence of urban space, these solutions should be taken, as far as possible, in a participatory manner between technicians, researchers and local actors, creating instruments that are both transparent and practical so that a growing number of people can help define the project. Hence, this document, which includes the lines of a co-creation process, is only a first script that allows the further development of other texts.

A co-creation process is a collective learning. A great capacity for listening, analysis and co-responsibility among municipal technicians from different areas of municipal management, researchers from different disciplines and the knowledge of the local population. Everyone contributes offering knowledge and practices that must operate with the "harmony of an orchestra", while addressing the conflicts that will arise during the "rehearsals": these will always arise and must be understood as part of the process.

Public space articulates the life of a neighborhood or a district. How to intervene will have influences at the social level. Its participatory, creative and innovative character can generate networks that help to weave neighborhood, connect people and strengthen relations of coexistence as essential nodes in a network that generates citizen life in the public space. It is a model of intervention that takes to the territory a way of doing regeneration and environmental policy of the city.

A basic element of the process is that participation must be part of it since its inception, from the moment its design is intended. Therefore, participation is the history and future of the itinerary from the River to Pradolongo. Listening to the voice of the social and neighborhood entities of the area, improves the projects and adapts them to the characteristics and specificities of each neighborhood, generating with the own participation process an incipient network of support and coexistence in the public realm.

2. - Co-creation process and its phases

On the frame of CLEVER Cities project, co-creation process will follow the next phases.

- **Establishment of "Urban Innovation Partnerships" (UIP) and "CLEVER Action Laboratories" (CAL).** An UIP is an “informal alliance centered on the city or district, formed by local and municipal authorities, the community, businesses and academics, to promote the NBS for urban regeneration and to facilitate and promote the co-creation process. The UIPs are defined at city level, but each time one or more CLEVER Action Laboratories (CAL) will be supported”(Cantergiani et al., 2018). CALs will co-design, co-implement and co-administer NBS treatments in disadvantaged districts based on specific NBS technologies in place. The commitment and participation of all the actors involved, as well as the management of these multi-actor alliances are fundamental to any co-creation process.
- **Co-Design.** It entails the collaborative design of urban regeneration interventions. In this phase, new listening methodologies and intelligent technologies will be applied in order to improve the general participation of citizens in the process.
- **Co-Implementation.** Implement the solution jointly between citizens and the parties involved.
- **Co-Monitoring.** It involves evaluating the NBS implemented and monitoring the durability and quality of the interventions. The UIP, the CALs and other actors in the local community will contribute to assess the impact of the interventions and the success or failure of the processes. It is proposed to use local smart urban platforms to collect data and evaluate the progress of implementation from a NBS development perspective at the city level.
- **Co-Development.** It refers to exploring and finding solutions to replicate success stories in SBN. It requires the combination of resources, skills, structures and relationships so that the solution thrives and can be replicated and scaled.

3.- Who will be the participants in the co-creation process?

Next, we define who will constitute the work and participation structures according to different levels of involvement in accordance with the model established in CLEVER, that is, the '**Urban Innovation Partnerships' (UIP) and 'CLEVER Action Laboratories' (CALs).**

Three levels of social actors have been defined which will configure the "Urban Innovation Partnerships' (UIP), they will be involved in the project in a diverse way:

A.- Municipal authorities and technicians: As the objective of the project affects a public space itinerary, it must be taken into account that municipal competences are segregated in different management areas. Therefore, it is necessary to coordinate a cross-sectional work between different departments with different levels of involvement determined by the phases of the co-creation process. The following describes the most suitable municipal services for a first and second level of involvement respectively:

Government Areas with a first level of involvement

Environment and Mobility Government Area.

- Energy and Climate Change Deputy Directorate, with jurisdiction in Plan A. Air Quality and Climate Change Plan and in the coordination of Madrid CLEVER project and the Nature-Based Solutions program - NBS "Madrid + Natural". The project is focused in a high risk area due to the impacts of Climate Change (Analysis of Vulnerability to Climate Change in the City of Madrid).

- Water Management and Green Zones Directorate, with jurisdiction in the Green Infrastructure and Biodiversity Strategy, in the conservation of the green areas of the District of Usera, the management of the Municipal Nurseries and the coordination of the Blue Office (management strategies of waters).

Urban Development Government Area. General Directorate of Urban Strategic Planning, with jurisdiction in the Urban Regeneration Strategy and the Habitable Itineraries program, The submitted itinerary is included in a Preferential Area of Urban Regeneration Boost (APIRU).

Public Works and Equipment Government Area. General Directorate of Public Space, Works and Infrastructure, with jurisdiction in projects and conservation of public spaces.

Government Areas with a second level of involvement

Usara District (Local Government), with jurisdiction in all types of activities on public roads, and a direct relationship with the District's social agents

Government Area of Families, Equality and Social Welfare: the Transversal Unit of Equality to ensure the incorporation of the gender perspective in the project.

Madrid Health Agency (Health Services), with jurisdiction in the Madrid, a City that Cares Plan, within its line of work for urban spaces promoting health and living together.

Environment and Mobility Government Area

-General Directorate of Cleaning and Waste Services, Deputy Directorate of Cleaning and Equipment, in charged of acquisition and maintenance of street furniture and equipment, in collaboration with the General Directorate of Public Space, Works and Infrastructure.

-General Directorate of Management and Planning of Mobility Infrastructure, with competencies in studies, planning and aspects related to mobility in the remodeling projects of roads and public spaces

B.- Scientific Community

TECNALIA Research and Innovation Foundation. Within the framework of the CLEVER project, TECNALIA acts as leader of work packages 2, Co-creating with the Clever cities for urban regeneration and 4, Monitoring and Evaluation of the Impact of Nature Based Solutions, (Assessing NBS impact through the CLEVER Monitor). TECNALIA is also the reference partner in NBS technologies and innovation. Among its tasks and in direct relationship with the city of Madrid, TECNALIA offers support for the development and replication of NBS, also advising in the development of financing and investment strategies and in the implementation of neighborhood plans.

Center for Innovation in Technology for Human Development. Polytechnic University of Madrid. (itd-UPM). itd-UPM uses to address the problems complexes that do not have a technical solution through conventional projects, promoting multiactor alliances that provide reflections and learning and, especially, focused on the role of facilitators and academic institutions for the generation of alliances. In this sense, itd is a strategic partner that is incorporated into the co-creation process in all its phases and in the two work structures defined above.

In addition, the City Council and itd-UPM jointly participate in the European Institute of Innovation & Technology (EIT) Climate-KIC, which has the challenge of generating a climate innovation movement through innovation, education and entrepreneurship. Through the "Deep Demonstrations" program, Madrid participates with 9 other European cities to develop more sustainable demonstration projects through collaborations "multi-stakeholder partnerships" that, in the medium and long term, contribute to the development of public policies within the framework of the 2030 Agenda of Sustainable Development Goals.

C.- Local Community

One of the strategic lines of the project is its participatory character of the co-creation, creative and innovative. Therefore, having the history and culture of the local community is essential to re-signify existing spaces giving them urban value. One objective is fostering the mix of uses as generators of diversity, to support the presence of small businesses in the area, residential activities and cultural opportunities, or to tackle alternatives to reduce the number of vehicles parked on narrow streets or invading sidewalks. Therefore, to favor different scenarios and environments according to the itinerary, it is essential to work with a different and diverse local community according to the different territorial areas of the itinerary.

To start working, a small group will be defined. This group incorporates key actors from the local community with a high level of involvement in the project, which will be part of the motor group where participation will be designed by concentric circles, according to different levels of involvement of the local community and depending on the different activities and techniques that are implemented. Participation requires a structure that channels and energizes contributions and that has legitimacy in the neighborhood to inform and decide.

External hiring of specialized mediation personnel is required to work with the local community, which identifies the social actors that will be part of the motor group and the development of the different activities and techniques to work with different local groups according to the territorial areas of the habitable itinerary of the Rio to Pradolongo.

To ease this process, the support of several external teams is proposed, with different profiles that accompany, support and energize the co-creation process in its different phases.

A team with experience in participatory and collaborative projects will have the functions of organizing participation, design of methodologies, collection and formalization of proposals.

A team with experience in cultural and environmental research, creation and production projects will have the functions of enriching the meetings with ideas and examples of the application of nature-based solutions to other public spaces, awakening creative stimuli in the local community, and design public events and practical statements of the different possibilities.

A team with extensive experience in social planning projects and research in the recovery of urban habitats will have the functions of capturing plans and drawings concrete proposals at an advanced basic project level.

The three teams will work in coordination and jointly and will be intermediaries, translators and invigorators of the creativity of the motor group and the other participants. Their main task will be to translate the expectations, needs and neighborhood proposals of the elderly, children and young people and accommodate them in the definition of a habitable itinerary with NBS. Likewise, they must accompany the work of the municipal technical teams in their task of integrating in their professional work the new neighborhood requirements that will raise in the various sections of the Itinerary.

4.- Co-creation methodology

Co-creation processes are complex and delicate because they put together people with different levels of training, of different disciplines and roles and entail big effort of listening and communication. We need to build trust between professional teams and citizens, identify social actors with different levels of participation, design methodologies adapted to different contexts and social

actors, develop lessons that enable innovative solutions, experiment and work with different forms of expression of proposals. , and make the process visible on a digital platform.

Participation is first a communicative process. For this dialogue to exist, some conditions must be met: the balance of forces, the trust in collaboration with the other, the acceptance of the complexity that always leads to including more voices and more points of view in a project. The following principles are part of the methodology that we have to internalize to work together: the three “C” of participation: trust, communication, complexity.

Experience also helps us to observe the limits of participation. This works in concentric circles from greater to lesser commitment and has its limits and networks ("get into all the people"). The first limit, the most obvious and important, is that, no matter how profound a process, a limited number of people always participate. The obligations of modern life, schedules, lack of information, custom, etc., are many reasons, but the truth is that in the end, a mobilized or organized minority concentrates participation. Given this, there are several conclusions that can help improve the processes of participation, such as starting by constituting the “hard core” that will be the most committed group, will be present in all decisions, and will practically co-direct the project.

The first circle, the CLEVER Action Laboratory (LACs) will be the most committed steering group, which will be present in all decisions and will co-lead the project. Managers and technicians of the municipal administration, researchers of the scientific community and a representation of the local community will compose it. It will have the mission of implementing PHASE I actions: locating the project in the local context, mapping and participating stakeholders, designing and launching a public event and creating a local project communication platform. It will be the managing body of the whole process. In-group meetings, a work methodology that defines the topics, tasks and contents to be discussed must be proposed. In addition, much of the activities and events have to be organized during the development of the process.

In the second circle, technicians from different municipal areas with specific skills and jurisdictions in the public space will participate, who will contribute their management expertise to provide feasible and specific solutions to the proposals. In addition, TECNALIA and itdUPM researchers who will contribute their knowledge in defining alternative scenarios from NBS and collaborate in the co-design of proposals, design of indicators, monitoring and evaluation. Moreover, the neighbors who will contribute their experience and, associated or not, who wish to participate and be informed, but who will enter and leave the participation. For this last group, it is important to carry out workshops or ad hoc working days,

which require intense work at specific times: future workshops, informative parties, presentations or specific celebrations. For this second circle to be informed, it is essential to create a digital platform of the project, with different formats of process information and decisions, so that they can follow it without being present: write minutes, prepare models, working documents, videos, etc.

The third circle will be made up of representatives of schools and institutes, sports centers, shops, churches, cultural centers, local community meeting centers, other facilities, services of the District Board, political groups, parishes, etc. Activating and committing to this institutional network is essential if you want to reach more people and this can be done through, specific events and events aimed at those entities.

Finally, a fourth circle of citizens only receives information and / or participates in mass events. For this group we must use public communication techniques: web pages, posters, use of the media, social networks, parties or events in the street, etc. There is no perfect solution, but you have to try to open different doors and windows so that diverse people with different interests feel invited to participate.

The first step to contextualize the CLEVER project in the context of the municipal administration and the collaborating partners of the project will be the organization of working days with the following program.

Bibliography

- "Co-creation guide of nature-based solutions (NBS) for urban regeneration. Prepared by Mercedes Renó. ItdUPM Master Student - Madrid City Council, 2019.
- "San Fermín Library. Summary document of the collaborative process to guide the design and drafting of the architectural project. Prepared by Gea21 - Madrid City Council, 2016.
- Documentation of the CLEVER Cities project financed by the European Commission

Jornadas CLEVER-Cities – Del Rio a Pradolongo

3 y 4 de octubre de 2019. Matadero-Madrid

OBJETIVOS

Conocer la planificación estratégica de diferentes ciudades para la adaptación al cambio climático, con implementación de soluciones basadas en la naturaleza (SBN) y casos prácticos.

Conocer las SBN para la regeneración urbana que se plantean desde el proyecto europeo CLEVER Cities y el marco metodológico de la co-creación.

Analizar desde el contexto de los diferentes servicios municipales, los socios científicos del proyecto y la comunidad local de Usera, el proyecto “Itinerario Habitable-del Rio a Pradolongo”, así como diseñar una estrategia operativa desde la metodología de trabajo de co-creación del proyecto CLEVER Cities.

PROGRAMA

Jueves 3 de octubre

9:00 a 9:10 h.- Apertura de las Jornadas. Juan Azcárate. Subdirector de Energía y Cambio Climático. Ayuntamiento de Madrid

9:10 a 9:30 h.- Estrategias locales para la adaptación al cambio climático. El papel de las ciudades. Francisco Heras. Oficina Española de Cambio Climático. MITECO

9:30 a 9:50 h.- Iniciativas urbanas de adaptación. Proyectos europeos para la implementación de Soluciones Basadas en la Naturaleza (SBN). Proyecto CLEVER. Efrén Feliú. TECNALIA

9:50 a 11:30 h.- Mesa redonda. Las estrategias de las ciudades para adaptarse al Cambio Climático desde las SBN. Casos prácticos

- Eduardo Rojo. Jefe del Servicio de Espacio Público y Medio Natural. Ayuntamiento de Vitoria
- Irma Ventayol. Coordinadora del Plan Clima. Ayuntamiento de Barcelona
- Catarina Freitas. Departamento de Energía, Clima, Ambiente y Movilidad. Ayuntamiento de Almada. Portugal
- Luis Tejero. Coordinador del Proyecto “Madrid + Natural”. Departamento de Cambio Climático. Ayuntamiento de Madrid

11:30 a 12:00 h.- Pausa-Café

12:00 a 12:45 h.- Visita a la Exposición Ecovisionarios. Proyecto Acción Mutante: propuestas de intervención en las plazas de Matadero. Ana Arda (Matadero-Madrid) y Eva Gil (Oficina de Arquitectura elii).

12:45 a 13:00 h.- Introducción al Itinerario Del Río a Pradolongo. Mónica de Blas. Jefa del Departamento de Renovación Urbana. Ayuntamiento de Madrid

13:00 a 15:00 h.- Visita guiada del Itinerario ‘Del Río a Pradolongo’

Viernes 4 de octubre

9:00 a 10:30 h.- Mesa redonda. El proyecto piloto de regeneración urbana ‘Del río a Pradolongo’ desde la perspectiva de los diversos servicios y estrategias municipales

- Silvia Villacañas. Directora General de Planificación Estratégica.
- Juan Azcárate. Subdirector General de Energía y Cambio Climático.
- Beatriz García. Directora General de Gestión del Agua y Zonas Verdes
- Manuel de Pazos. Jefe del Departamento de Inspección y Seguimiento. Dirección General de Espacio Público, Obras e Infraestructuras
- Ana Rosa Llorente. Jefa del Departamento de Planificación de la Movilidad
- ¿?? Junta Municipal Distrito de Usera
- Purificación Barreiros. Referente de la Unidad de Género del Área de Medio Ambiente y Movilidad

10:30 a 10:45h.- Marco conceptual y metodológico de un proceso de co-creación. CLEVER Cities. Marisol Mena. Subdirección de Energía y Cambio Climático. Ayuntamiento de Madrid

10:45 a 11:15 h.- Pausa-Café

11:15 a 13:30 h.- Grupos de trabajo. Cómo iniciar un proceso de co-creación, cómo organizarnos, niveles de implicación, contenidos y fases.

13:30 a 14:00 h.- Conclusiones grupos de trabajo y cierre de las jornadas