

RAVENNA 2023

Intensive Study
Programme

24st july – 1st august



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FONDAZIONE
FLAMINIA
PER L'UNIVERSITÀ
IN ROMAGNA



cifla
Centro per l'innovazione
tecnologica e sociale



ALMA MATER STUDI
UNIVERSITÀ DI BOLOGNA
DIPARTIMENTO DI ARCHITETTURA

AGAINST ALL ODDS: DEFYING FUTURE THROUGH PARTICIPATORY DESIGN



commonspace



ΓΕΩΠΟΝΙΚΟ ΠΑΝΕΠΙΣΤΗΜΙΟ ΑΘΗΝΩΝ
AGRICULTURAL UNIVERSITY OF ATHENS

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Leading Landscape Education, Research and Innovative Practice



Hochschule
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Nürtingen-Geislingen

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Community Map for Empathy Mapping Exercise



PEOPLE, LANDSCAPE, SUSTAINABILITY

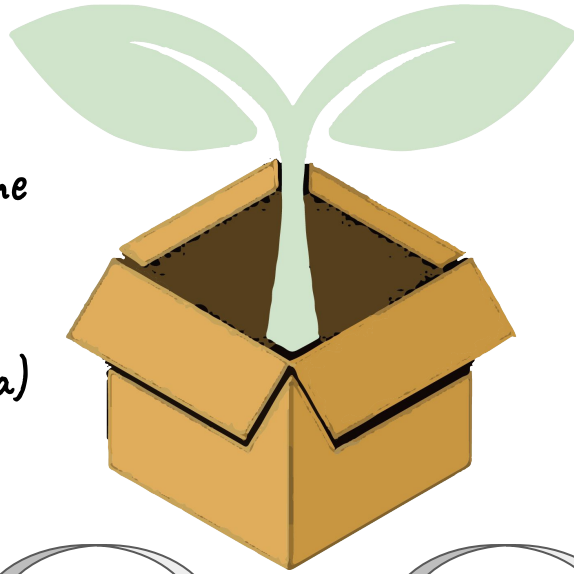
A Handbook for Community Innovation Promoters



DIRK FUNCK, BEATA DREKSLER, ELLEN FETZER
SUPPORTED BY ANNA SZILÁGYI-NAGY

"Consensus in smaller groups"
- Stefano (Sparta.Co)

"Ask locals to tell the story of the city"
- Kingsley
(Informagiovani Ravenna)



One small step at a time, goes a long way.

"Lots of companies are interested in this area"
- (Port Authority)

Empathy mapping and
Community mapping

Theory of Change

The Business Model
Canvas

Execution

Reflection and Scaled
expansion

1

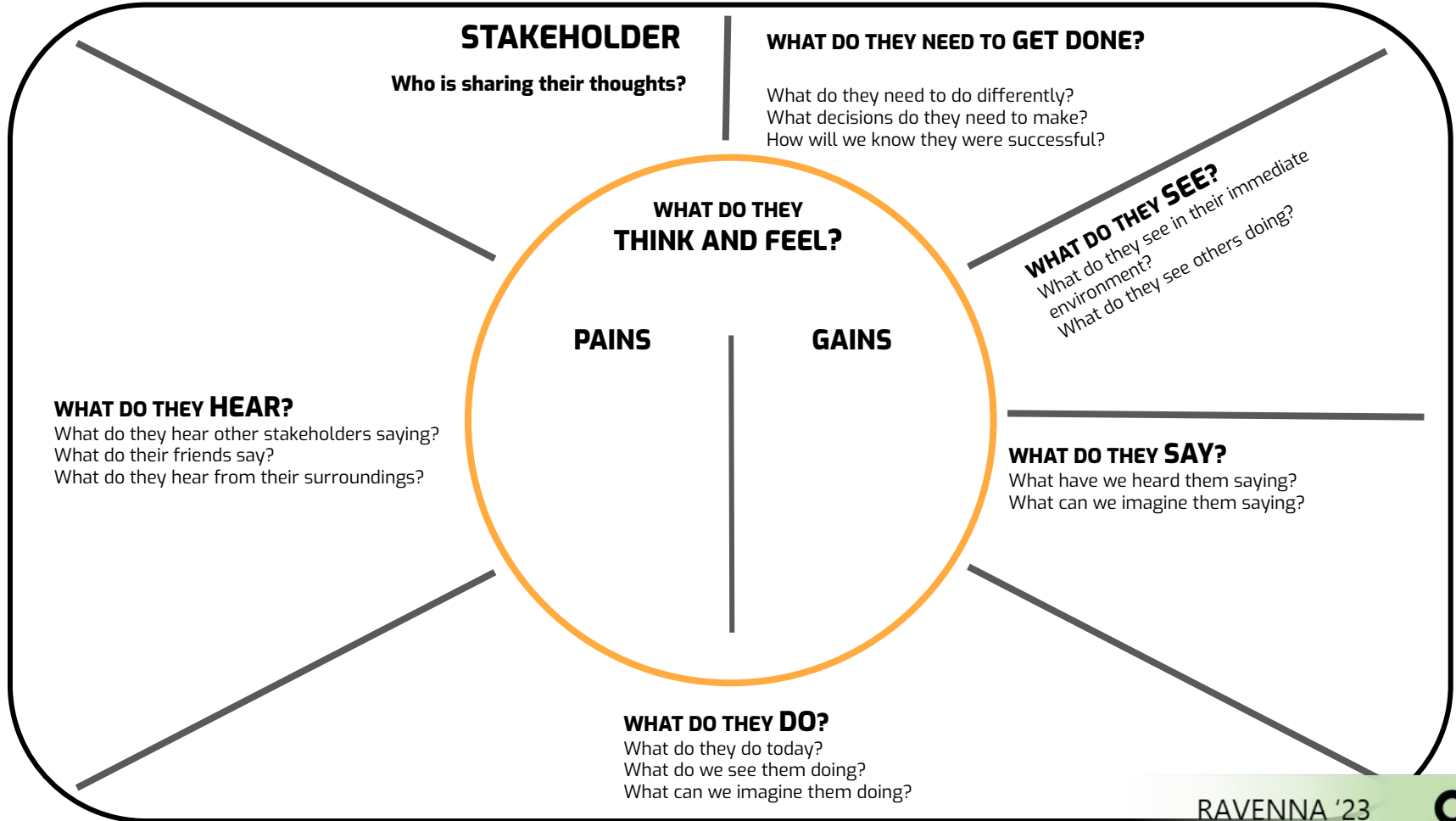
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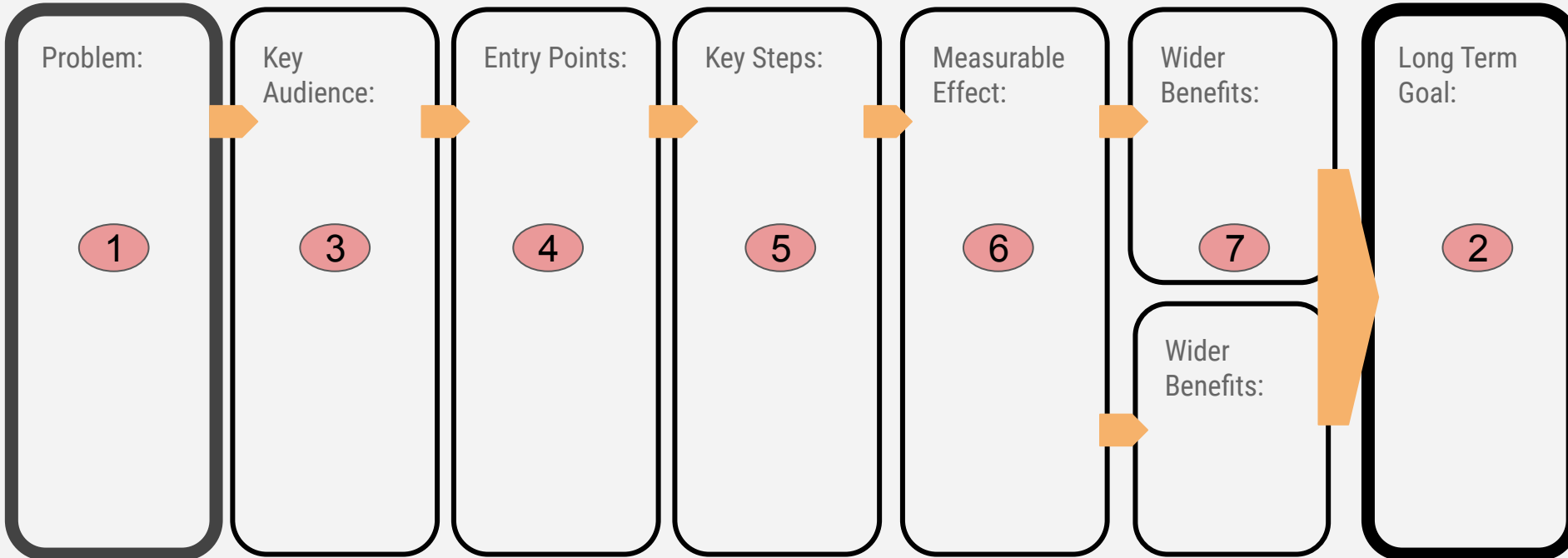
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EMPATHY MAP



THEORY OF CHANGE



(Social) Enterprise or charity / community based organizations: „name“, „legal form“, „location“, „founding year“, „founders“, „main field of activities“, „no. of employees“. Note: This canvas can also be used for describing, analysing and developing business models for more charity and community based organisations as long there are costs to cover and revenue streams to secure.

Mission Statement: company's purpose as a way of unifying the organization. A combination of what your business or nonprofit does and how and why it does it, expressed in a way that encapsulates the values that are important to you. Example: "Fair Collection": We employ disadvantaged people in developing countries. Together we create and sell jewelry - providing dignified wages and holistic social programs.

Key-Partners

- Which partners, who are not in the direct sphere of influence of the company are important for the success?
- Examples: central suppliers, advertising online platform, municipality, donors, politicians, ...

Key Processes

- Which processes are of central importance for the value creation of the company?
- Examples: recruiting, training & education, crowd funding,

Key Resources

- Which (in)tangible input factors determine the success of the SE.
- Examples: data, know-how employees, brand reputation, location, support of volunteers

Value Proposition

What characterizes the value added of the company?

What makes it "different" / "special"? Why do customers become "fans"?

What are the special benefits you create for the customers / beneficiaries?

Example: "Fair Collection"
We create and sell attractive genuine and costume jewelry.

Key-Prod. & -services

- Which activities & services inspire the customers and help to win/retain them?
- Examples sustainability-standards, levels of creativity & innovation

Channels

- Which ways to your customers do you use and combine?
- Examples: Shop, online-shop, social media, platforms, weekly markets

Customers

- Who do you address?
- Criteria to describe the target group: demographic, socio-economic, psychographic, market behaviour
- Personas help to explain the target group more comprehensibly

Beneficiaries

- See customers
- In addition: What are their needs, why are they in need

Cost drivers: What are the most important cost items? Which ones have a strong dynamic? Which ones can be decisively influenced? (raw material, rent, online marketing, personnel, interest, ...)

Income drivers: What are the most important sales drivers? Which ones have a strong dynamic? Which ones can be decisively influenced? (products, services, online shop, events, donations, ...).

Customer & Beneficiary Input: In what way do customers and / or beneficiaries contribute to the value creation? (Examples: acceptance of higher prices or inconvenient processes, supporting campaigns, ...)

KPI (Key Performance Indikator): With which key figures do you want to measure the success? Link them to your mission statement and value proposition as well as to different areas of the company (e.g. finance, customers, development, processes, resources).

Social & Environmental Impact / Impact on Beneficiaries: Which effects does the companies work have on the Sustainable Development according to UN SDG and with regard to the beneficiaries needs (payment, education, health, quality of life, participation, ...)

Community Map for Empathy Mapping Exercise



Municipality

Pains: People do not take ownership of their landscape.
Gains: Darcena PopUp was a successful initiative.
Need to renovate and reuse buildings.
People rather live their life than take part in projects. Difficult to maintain old buildings due to multiple ownerships and conservation laws.



Port authority

We need to maximize business.
We see large profits to be made.
We are "sustainable" (greenwashing)
Expanding facilities in area.



Refugee / Immigrant

Losing my culture. Unable to connect with the locals.
Gains: Finding other refugees around me with the same situation.
Get involved with the community.
I see different food/ different faces.
I need a better job.



Tourist

Pains: No bench to sit. No shade and tree.
Gains: Historical places.
A district starting with cosy and bars and ending with a residential apartment and then quit path.
We walk, ride bikes, have fun in the bars.
We hear it's not safe, it has nothing to visit.



Associations / NGOs

Pains: missing a proper park for people.
Gains: People are happy to use places, if we offer them the opportunity.
We need find financial support.
We organize events.
Hard to keep people in the programs.



Resident - Adult

Darcena is ignored by the main city people and tourists and municipality.
Gains: The small walkway of Darcena mile is nice.
They see abandoned places.
They are excited to have a better place to spend some time.



Resident - younger generation

Pains: dangerous old buildings with anti-social activities.
Gains: Darcena Pop Up is cool to hang out.
Need pace to hang out.
Animals? Where?
We are not allowed to use many spaces if we want to.



Animals of the canal

Pains: polluted water.
Gains: Habitat- areas to nest.
Need to complete migrations.
People leaving garbage in the area.
Our health communicates the health of the environment



Questionnaire and Interview



What does Darsena mean to you?

“A place not for everyone and not accessible, but a place with rich biodiversity to be protected”

What do you hope will happen at Darsena in the next 20 years?

“Open to everybody! One canal park! From the City to the seaside!”



THEORY OF CHANGE

Problem:

Lack of land
Lack of public space and green amenities
High price
Area not approachable
Risk of displacement
Disintegration of local identity (cruise ships)

Key Audience:

Darsena community (youth and retired people included)

Entry Points:

Demos to introduce the prototype (events)
Offering a **prototype Workshop** (in between the Popup Bar and Skatepark)
Advertise
Start with **participation**

Key Steps:

Funding
Material
Workforce
Space
Permission
Event to help to get there and start
Advertisement
Insurance

Examples:

- library
- cafe
- green infrastructure

Measurable Effect:

How many people are and will be involved
Can be classified by:
- library: number of books lent and number of events
- cafe: number of customers and revenue
- green infrastructure: number of trees planted by people of Darsena

Wider Benefits:

Education about canal and environment
Revenue for more pop-ups, projects
More greenery
Interest in expansion

Wider Benefits:

Multiplication in scale and number of socioeconomic, environmental projects, education

Long Term Goal:

Consistent participation in socio-economic interventions
Increase quality of life and development without gentrification

Key Assumptions

Visual observation
Conversation with associations
Information shared by local sources

Key Assumptions

The community is interested in

Key Assumptions:

The community will come
The owners will give us the space
The NGO's will agree to join

Key Assumptions:

To be able to find: Fund, material, etc. and people to continually be motivated

Key Assumptions:

Profit is generated, people take initiative and ownership of their landscape

Key Assumptions

Participatory work scales up to larger interventions

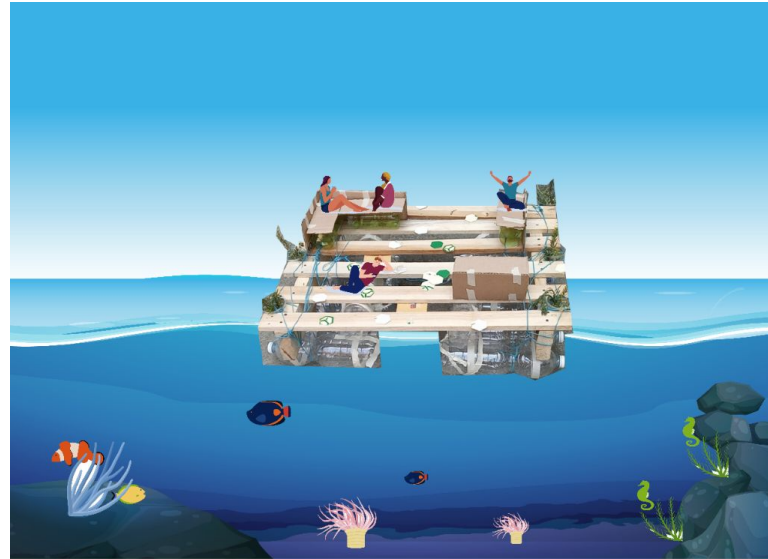
Stakeholders:

Darsena community
Owners of the land
Tourists
NGO's
Municipality

Prototype: Floating Deck



Example: Floating park with water plants in the Rotterdam Maas River



Example: Floating deck providing public space and structure for life below water.

Cost

Material: 100-200€

Labour: Free (voluntary by local youth)

Space on water: Free (subsidised by Port Authority / Municipality)

Revenue:

Entry fee for visitors: 1€ per person =

Approx. 20-50€/day

Business Model for the Blue-Green Floating Deck

Key Partners:

- Darsena community
- Maintainer of the canal
- Municipality
- Port authority
- NGOs and Associations
- POWERACT

Key Activities

- Get the material
- Construct the deck together
- Maintain the Deck
- Organising events

Key Resources

- Space on Water
- Funding
- Material from shipping yard
- Participants and partners

Value Proposition

- Create a sense of ownership for the landscape through participatory work
- Create new place for the community (solves - lack of public spaces)
- Create a small modular intervention that can be quickly and easily scaled

Customer Relationships

Participation - communication with local people

Channels

Workshops
Social media
Education sessions

Customer Segments

Local community
Tourists

Cost Drivers

Material - Wooden palettes, barrels, old fruit-supply containers
Cost of labour

Income Drivers

Donations through adoption by tourists
Visitor photo-point
Port Authority subsidy

KPI (Key Performance Indicator)

Number of people using the deck
Number of animals come to the area

Beneficiaries

Local community, tourists, wild life, owners of bars, municipality

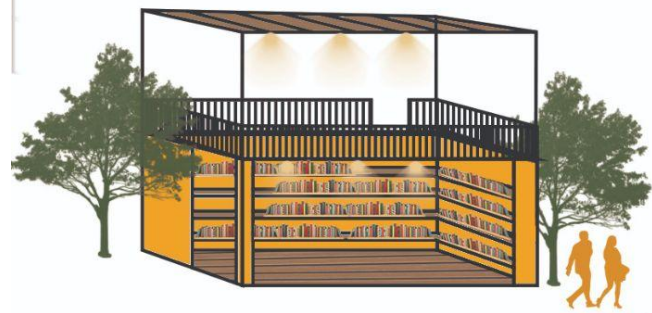
Social and Environmental Impact
Improve community, improve habitat

Prototype: Green Box

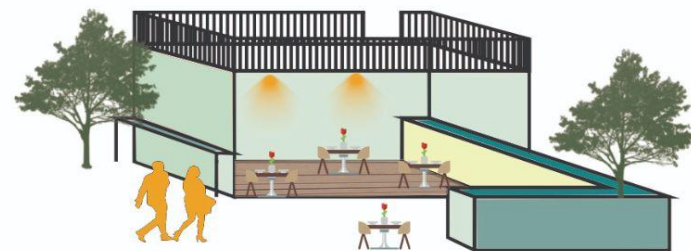


COST
Material: Shipping container : 1000-1500€
Plants : Approx. 500€
Furniture and site beautification : approx. 500€
Labour: Technical/experts : 30€/hour = Approx. 600€
Local participation : Voluntary = Free
Space in abandoned site: Free (subsidised by site owner)
Maintenance : 50€ / month

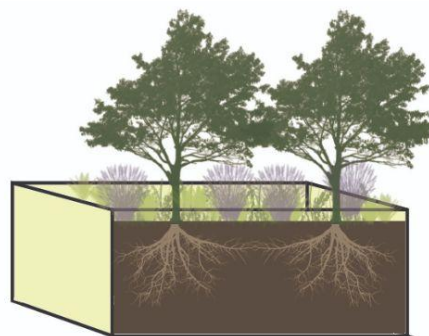
REVENUE
Renting the space for education/events: 50
€/day = approx. 500€/month
Hosting small concerts / entertainment events based on ticket :
20€ per person = Approx. 200-500€ per event



LIBRARY PROTOTYPE



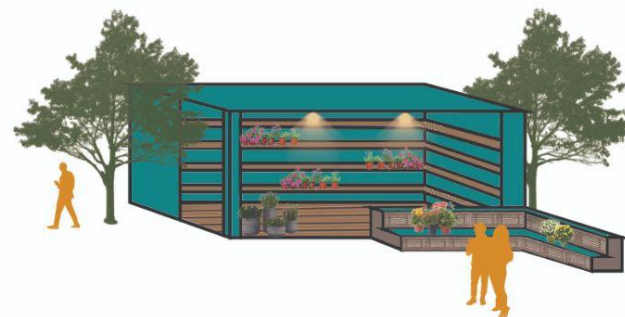
RESTAURANT PROTOTYPE



PLANT BASKET PROTOTYPE



STAGE PROTOTYPE



FLOWER SHOP PROTOTYPE

DARSENA, RAVENNA

PARTICIPATORY INTERVENTION



Intervention area

EXISTING SOCIAL / COMMUNITY NETWORK



Community Centers



New Investment



Abandoned Buildings



Port Authority



Apartments

TRANSPORTATION



Railway



Bus Station

LAND USE



Building Footprints



Green Areas



Industrial Areas

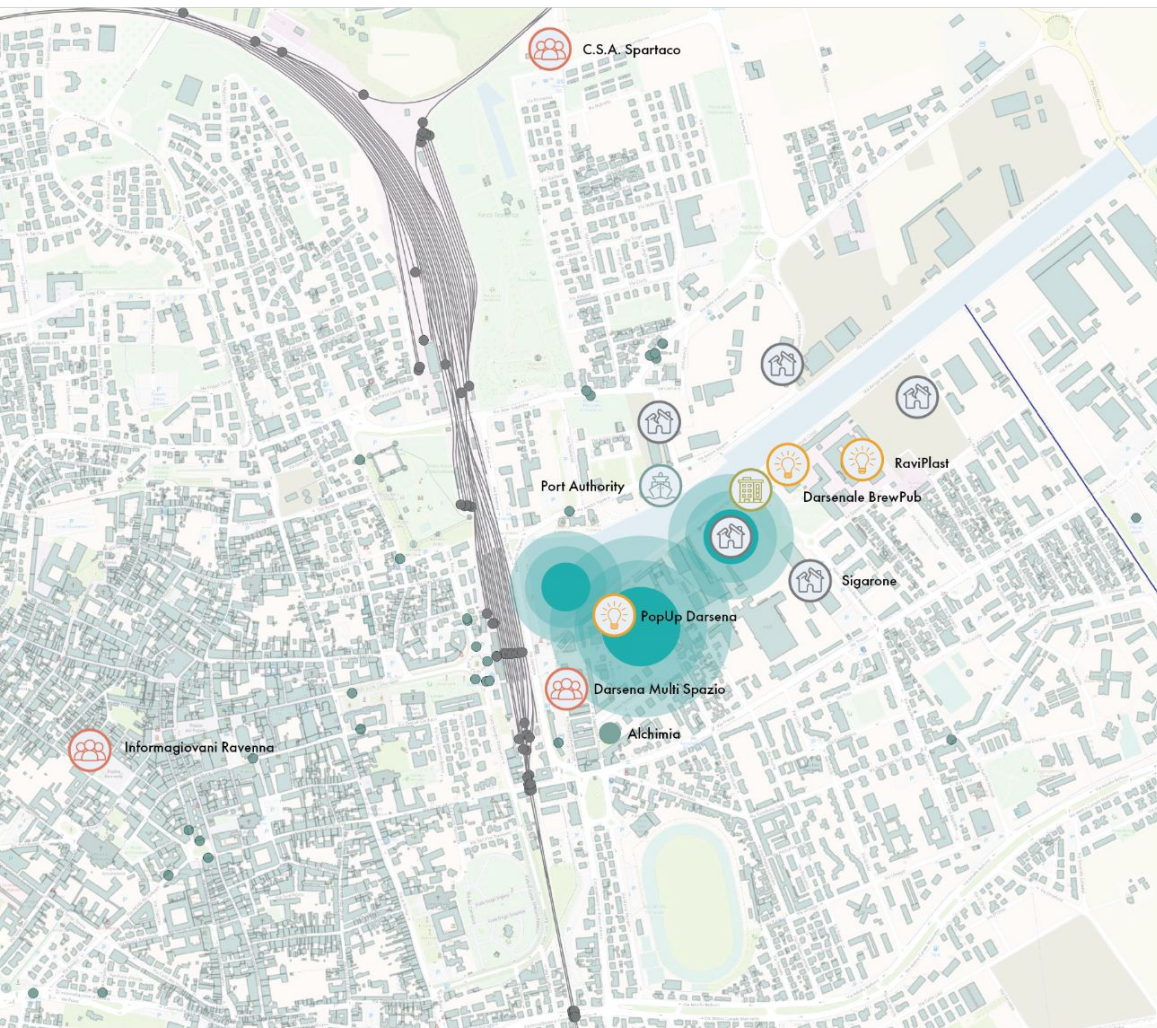


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RAVENNA '23

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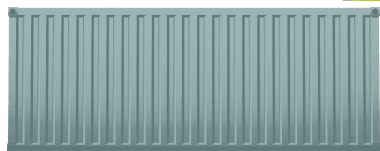




Flooding Data in Darsena, Ravenna May 2023

- Railway and Tramway, Possibly damaged 
- Observed Event Area
- Flooded area 
- Flood trace 
- Facilities Area
- Damaged 
- Possibly damaged 
- Built Up Points
 - Residential building, Damaged 
 - Residential building, Possibly damaged 
 - No residential building, Damaged 
 - No residential building, Possibly damaged 
 - Unclassified building, Damaged 
 - Unclassified building, Possibly damaged 

Source: Italy|Presidenza del Consiglio dei Ministri - Dipartimento della Protezione Civile - Centro Situazioni
<https://rapidmapping.emergency.copernicus.eu/EMSR664/>



Business Model for the Container Garden

Key Partners:

- Darsena community
- Owners of land and existing bars
- Municipality
- Port authority
- NGOs and Associations
- POWERACT

Key Activities

- Get the material
- Constructing garden
- Maintain the garden
- Organising events

Key Resources

- Space on the abandoned lands
- Funding
- Material from shipping yard, plant nursery
- Participants, partners

Value Proposition

- Create a sense of ownership for the landscape through participatory work
- Create new place for the community (solves - lack of public spaces)
- Create a small modular intervention that can be quickly and easily scaled

Customer Relationships

Participation - communication with local people

Channels

Workshops
Social media

Customer Segments

Local community
Tourists

Core Structure

Material - 40Ft container : 1000€
Plants and trees, soil, material for pergolas and benches
Cost of labour for voluntary participatory work: free (or 30€ per hour per person)

Revenue Streams

Funding from partnerships,
Renting the space for activity, donations from tourist for adopting the prototype

KPI:

Number of people and animals come to the area
Number of events
Readiness to create more of such places

Beneficiaries

Locals, tourists, flora, fauna, small businesses, municipality, education

Social and Environmental Impact:

Educate community, improve habitat, GI



STAKEHOLDER

Refugee / Immigrant

WHAT DO THEY NEED TO GET DONE?

Try to **get involved with the community** (join Night markets, associations) and accept the change with adapting to it. Only. Then will I feel like I'm home.

WHAT DO THEY SEE?

Different food/ different faces. Dirty, dark streets. Lively in the summer. Everyone is sitting in the streets trying to enjoy their time. People always stare at me in the city

WHAT DO THEY SAY?

I need a better house, **a better job**. I want to vote for change. I wish there were more high quality parks. I wish there were good restaurants representing my culture.

WHAT DO THEY THINK AND FEEL?

PAINS

No permanent home.
Limited resource and jobs.
Losing my culture.
Unable to connect with the locals/ not welcomed by society.
Difficult language to learn

GAINS

Security to some extent.

New life/ culture.
Finding other refugees around me with the same situation.
My child will be Bilingual

WHAT DO THEY HEAR?

When I don't understand Italian the locals get frustrated with me and say mean things. A lot ask why I'm here ? Why I can't go back to my country?
My friend always complains about how she can't get enough shifts at work.
My children always get upset when I can't pack then their favorite lunch.

WHAT DO THEY DO?

My typical day starts by taking the hot bus to buy groceries and go home to cook food for my family, on the way back i like to sit on benches under the shade and cool off in the breeze. **I only work 3 days a week so I'm usually free and have nothing to do.** Then I pass by my neighbors and drink some coffee and later I take my kids to the closest park and watch them carefully because a swing once broke.



STAKEHOLDER

Resident - Adult

WHAT DO THEY NEED TO GET DONE?

WHAT DO THEY HEAR?

this area will be able to be accessed by everyone . Also help generate revenue for the locals

The chaos will be a little more because of the amount of tourist that are calculated to visit the city

More services provide by the harbor

WHAT DO THEY THINK AND FEEL?

PAINS

Unsafe places

Dangerous old buildings with anti-social activities

The outsiders create a lot of disturbance

My house rent is so expensive

Darcena is ignored by the main city people and tourists and municipality

GAINS

The small walkway of Darcena mile is nice

WHAT DO THEY SEE?

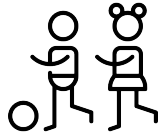
They **see abandoned places** nd really not so much potential for things to change bcs the canal will need a lot of menagment from the port authority and also municipalities.

WHAT DO THEY SAY?

They say that are very **excited to have a better place to spend some time after the work with their kids or friend** and not being forced to go to city center for a more qualitative space.

WHAT DO THEY DO?

They live in a neighborhood near Darcena with their family in one of used to be abandoned houses around that was fully renovated by them.



STAKEHOLDER

Resident - younger generation

WHAT DO THEY NEED TO GET DONE?

Space to hang out or to gather
Space for activities and events

WHAT DO THEY HEAR?

There will be more tourists soon
Darcena will change?
There will be more cruise ships with a lot of noise.
The municipality will make some changes soon

We are not allowed to use many spaces if we want to

WHAT DO THEY THINK AND FEEL?

PAINS

Unsafe places
No space for youth activity
Dangerous old buildings with anti-social activities
Entertainment places are expensive

GAINS

NGOs provide opportunity for youth activity
Darcena Pop Up is cool to hang out

WHAT DO THEY SEE?

Old buildings falling apart
More tourists
Dead spaces in Darcena

Darcena PopUp and other spots are great to hang out

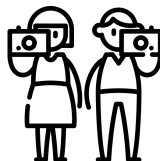
WHAT DO THEY SAY?

Animals? Where?

Its cool to hang out, but I dont have time for participation
Tourists are interesting , but will they take away my favourite spaces?

WHAT DO THEY DO?

Throw trash around, no real
Take part in NGO initiated activities
Hang out with friends at bars, open spaces, or sport areas



STAKEHOLDER

Tourist

WHAT DO THEY NEED TO GET DONE?

Don't leave the garbage on the ground.
Have the food in the restaurants located in the Darsena to help them.

WHAT DO THEY THINK AND FEEL?

PAINS

Transportation is not convenient and efficient
Not attractive entrances
No bench to sit
No shade and tree
Drug dealers are there

GAINS

Good local food
High quality coffee
Historical places
Different types of bars and restaurants
International residents
Night life

WHAT DO THEY SEE?

Vacant land and buildings with fences
Lots of big silos
A district starting with cosy and bars and ending with a residential apartment and then quit path
Youth hanging around

WHAT DO THEY HEAR?

Don't go
It's not safe
It has nothing to visit
You may be pickpocketed
Even local residents don't go there

WHAT DO THEY SAY?

Not attractive go further
Don't waste time to walk there
Too hot in the summer without shade
Too cold in the winter due to breeze from sea
Not safe
There are lots of places better than Darsena

WHAT DO THEY DO?

Walk, ride bikes, have fun in the bars, enjoying live music
Have food outside of city center



STAKEHOLDER

Municipality

WHAT DO THEY NEED TO GET DONE?

Renovate and reuse buildings,
People could take up unused space
to create social-economical benefit
Provide supporting bye-laws to
activate change

WHAT DO THEY SEE?

People rather live
their life than take
part in projects

Old buildings falling
apart

WHAT DO THEY THINK AND FEEL?

PAINS

Darcena is not safe
**People do not take
ownership of their
landscape**
Participation is missing
Funds might be
available, but not for
EVERYTHING

GAINS

**Darcena PopUp
was a successful
initiative**

The Darcena Mile is
a good development
for all people

NGOs are taking
initiative in different
interest zones

Tourism will bring
economic growth

WHAT DO THEY SAY?

**Difficult to maintain old buildings due to
multiple ownerships and conservation laws**

Difficult to engage people in participation

Ready to start participatory projects
Ready to support peoples initiatives
Ready to create subsidies and benefits for
social-innovation projects

WHAT DO THEY HEAR?

People want the municipality to
provide all the change
**People want them to invest in their
space**

WHAT DO THEY DO?

Approach people to take up agency in changing their landscape
Work on bye-laws that support social-innovation



STAKEHOLDER

Port authority
Global port that handles the complexities of international trade

WHAT DO THEY NEED TO GET DONE?

Maximize business
Meet supply and demand

WHAT DO THEY THINK AND FEEL?

WHAT DO THEY SEE?

International port
Large profits to be made
Declining sea quality and marine biodiversity

PAINS

Limited space and a desire to grow

GAINS

Large business with profits
Facilitating the movement of resources all throughout Europe

WHAT DO THEY SAY?

That they are “sustainable”
(greenwashing)

WHAT DO THEY HEAR?

Conflicting interests from many sides.
Ships wanting more trade options
Locals wanting more waterfront access
Environmental protection groups wanting more environmental protect and habitats for animals

WHAT DO THEY DO?

Lots of complicated logistics & trade
Many stakeholders and pressures, but focused on their own business
Expanding facilities in area



STAKEHOLDER

Associations / NGOs

WHAT DO THEY NEED TO GET DONE?

Keep people in the programs
Create a network of associations – share knowledge and good methods
Find financial support

WHAT DO THEY THINK AND FEEL?

PAINS

Hard to keep the interest of local people for programs
Missing places for people to gather
There are no places for poor people what they can afford
Missing a proper park for people

GAINS

People are active to join the programs in the beginning
People are happy to use places, if we offer them the opportunity
There are many open, accepting people

WHAT DO THEY SEE?

Many abandoned buildings without use
People use the places if they have the opportunity
Immigrants are not welcomed in many open spaces – uses mostly the surrounding of train station
People help each other in emergency like flood

WHAT DO THEY SAY?

People need places for gathering, environmental education
Hard to keep people in the programs long-term
Hard to create changes because of the property conditions

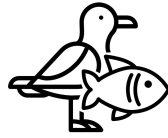
WHAT DO THEY HEAR?

The port wants more development, and have more cruises with tourists (they say it will be good for the city)
Municipality started to develop the area, but they say it is hard because of the private owners
Local people need more space to be together as a community

WHAT DO THEY DO?

Create a place for people to be together and use it for anything they need
Help local people with information
Organize events, tours, games (escape room)

Give people opportunity, infrastructure to make a podcast
Help in emergency like flood



STAKEHOLDER

Animals of the canal

WHAT DO THEY NEED TO GET DONE?

Complete migrations

Reproduce and lay eggs

Find a comfortable place to rest

WHAT DO THEY THINK AND FEEL?

PAINS

Polluted water

Garbage being mistaken as food or getting caught in wings and gills

Dangerous ship propellers

GAINS

Habitat- areas to nest

Tourists and residents leaving crumbs for us to eat

WHAT DO THEY SEE?

People leaving garbage in the planting beds and in the water

WHAT DO THEY HEAR?

The daily actions and calls of the residents

Passing cars and trains

Groups of tourists discovering the canal

The nightly music coming from bars and restaurants

Calls from other animals

WHAT DO THEY SAY?

Communicate with other animals on where to find the best food and shelter.

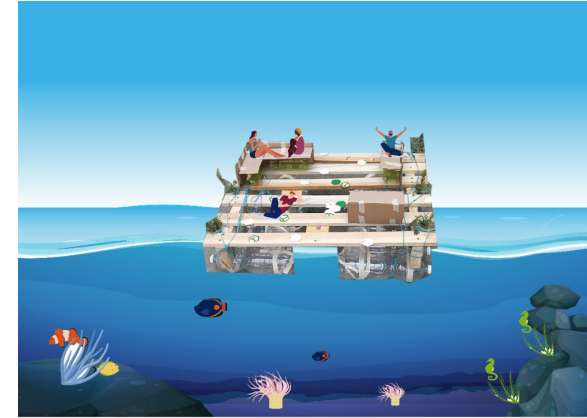
Our health communicates the health of the environment

WHAT DO THEY DO?

Search for food
Explore the area
Look for shelter

Find a mate
Avoid being stepped on by humans

Prototype: Floating Deck



Example: Floating park with water plants in the Rotterdam Maas River

Cost

Material: 100-200€

Labour: Free (voluntary by local youth)

Space on water: Free (subsidised by Port Authority / Municipality)

Revenue:

Entry fee for visitors: 1€ per person = Approx. 20-50€/day

Prototype: Floating Deck



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