

COMMON GROUNDING

New Schools of Thought | New Forms of Collective Action

Professor Laura Lee, Architect, FAIA, Hon FRAIA

Zorrotzaurre, Bilbao Pilot

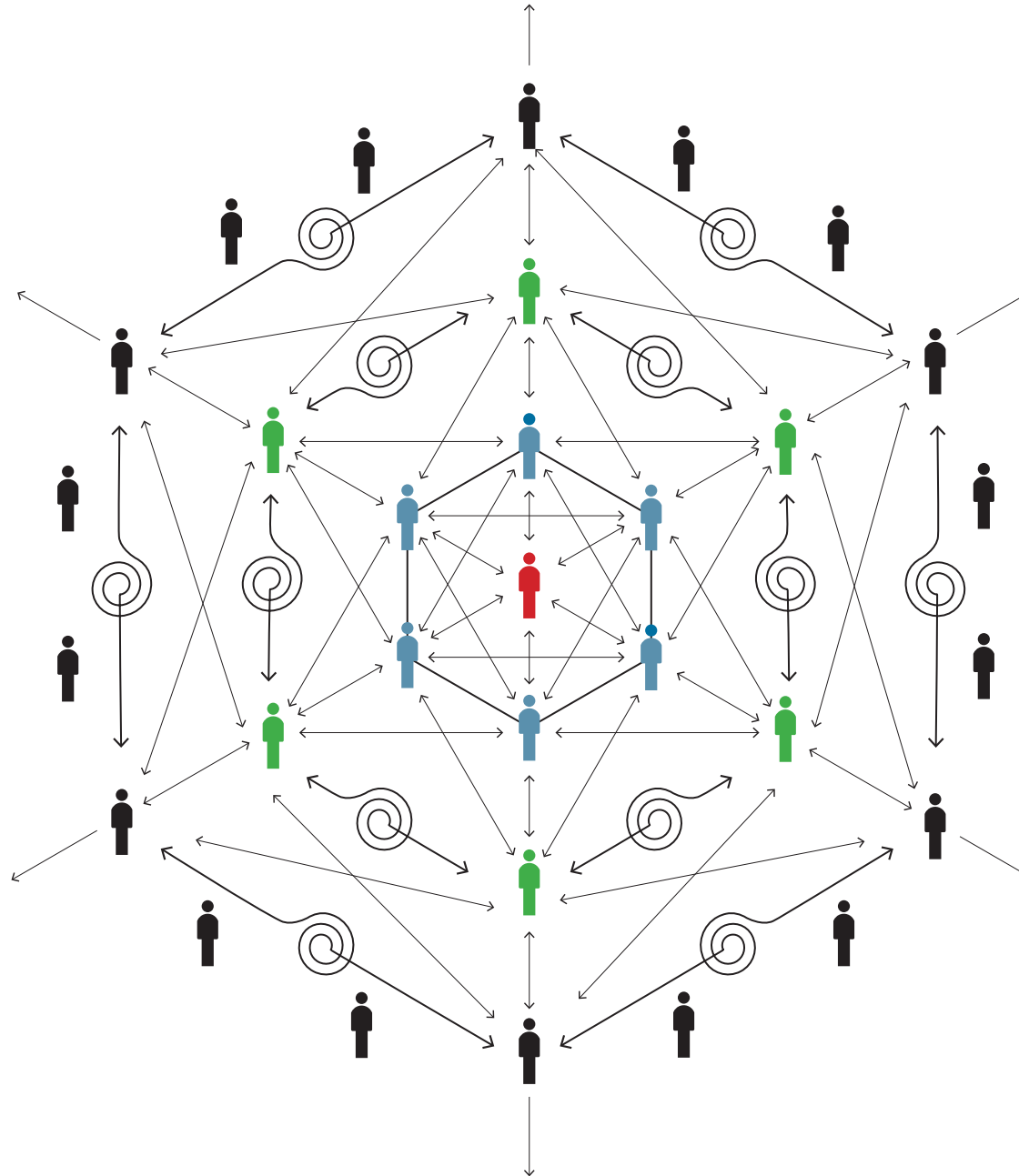
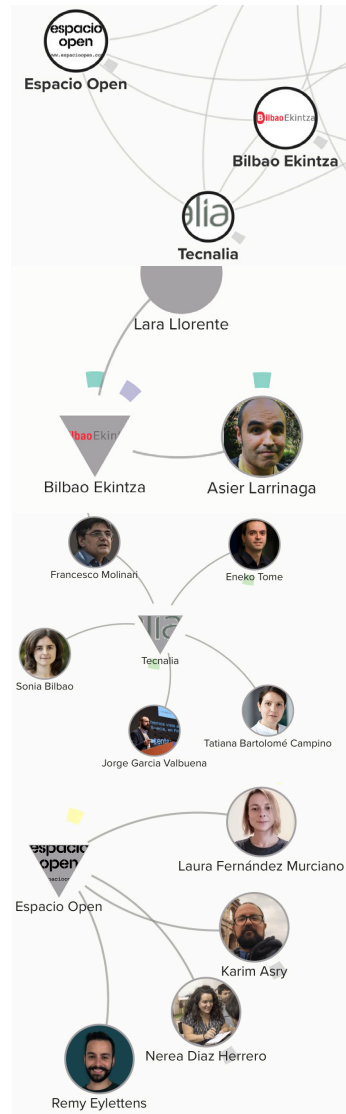
T-Factor Learning Module > 19 September 2022



University of Duesto
Department of Industrial Design and Engineering
Creativity and Methodologies



Laura Martelloni
Alejandra Castro-Giron
Dario Marmo
Andrea Balestrini
 T-Factor EU
Asier Larringa
 Bilbao Ekintza
Julian Trotman
 Godot Studio



BILBAO
 BIZKAIA
 Be Basque.

Eva Salcedo
 Head of Economic Development
 City of Bilbao

Ixone Soroa
 Urban Economic Development
 Bilbao Ekintza

Jorge Javier Merodio
 Urban Economic Development
 Bilbao Ekintza



Paola Fernandez Gago
Aiur Retegi Uri
Rodrigo Martinez Rodriguez
 University of Duesto

32 Students Second Year
 Department of Industrial
 Design and Engineering
 University of Duesto

17 Erasmus Students
 Industrial Designers
 Industrial Engineers
 Computer Scientists
 Various other disciplines

PRINCIPLES

Common Grounding



1. CONTEXT + MISSIONS Deusto, T-Factor, Zorrotzaurre | Bilbao and Beyond



2. CHALLENGE From Now to Our Future



3. METHODS Analysis, Design, Development



4. MODELS Theories of Change, Innovation Processes, Portfolios

PROCESSES

New Schools of Thought



5. NEW CURRICULUM The New Bilbaohaus Effect 2.0



6. EXAMPLES Leadership as Courage and Imagination

PRACTICES

New Forms of Action

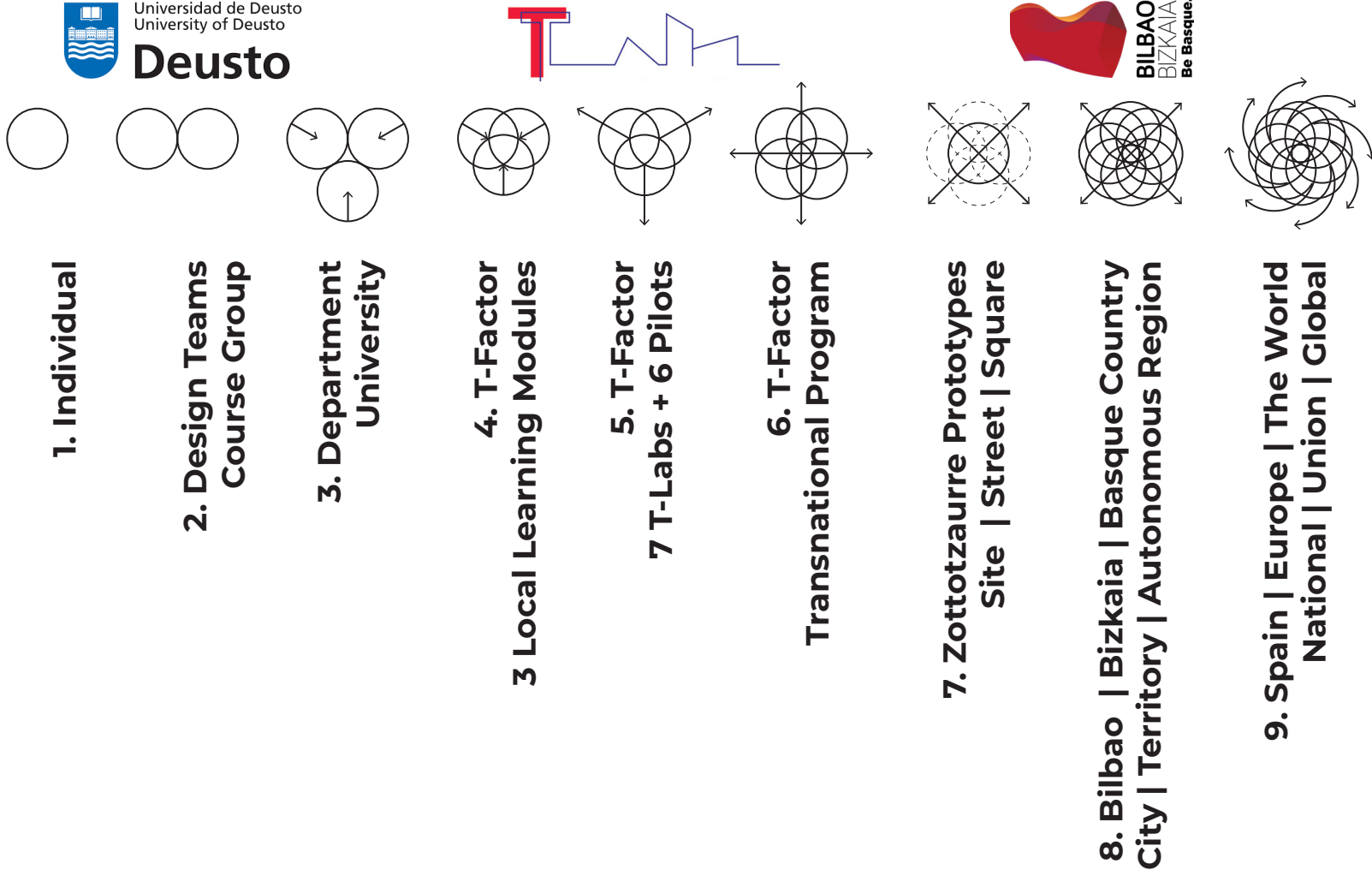


OUTLINE



FORMAT

SCALE + MISSION LEVEL



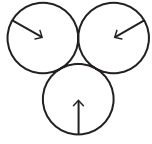
1. Individual



Universidad de Deusto
University of Deusto
Deusto



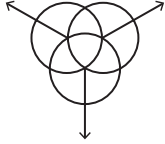
**2. Design Teams
Course Group**



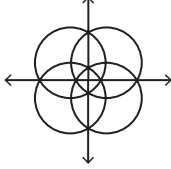
**3. Department
University**



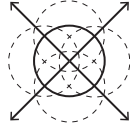
4. T-Factor
3 Local Learning Modules



5. T-Factor
7 T-Labs + 6 Pilots



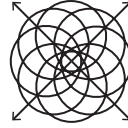
6. T-Factor
Transnational Program



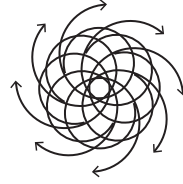
7. Zottotzaurre Prototypes
Site | Street | Square



**BILBAO
BIZKAIA
Be Basque.**



8. Bilbao | Bizkaia | Basque Country
City | Territory | Autonomous Region



9. Spain | Europe | The World
National | Union | Global



IED Kunsthall

Mondragon University

University of Deusto

**Sociality, Health
+ Well-being**

**Circularity
+ Collaboration**

**Climate Resilience
+ Green Infrastructure**

Haven

Island

Oasis

Socio-cultural

Eco-Economic

Ecological Environmental

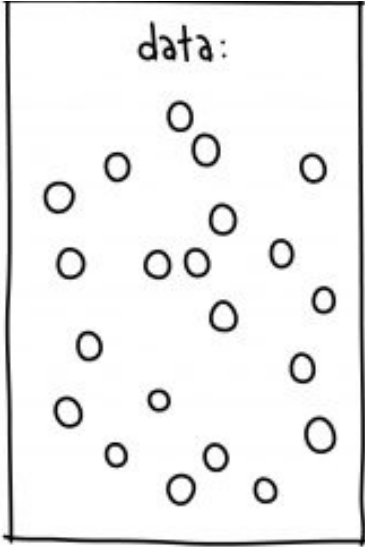
RED THREAD

BLUE PRINT

GREEN DEAL

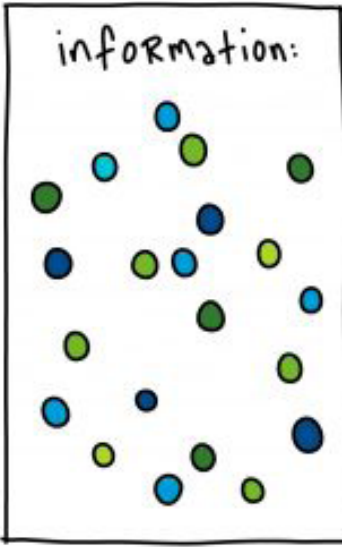


3 LEARNING MODULES



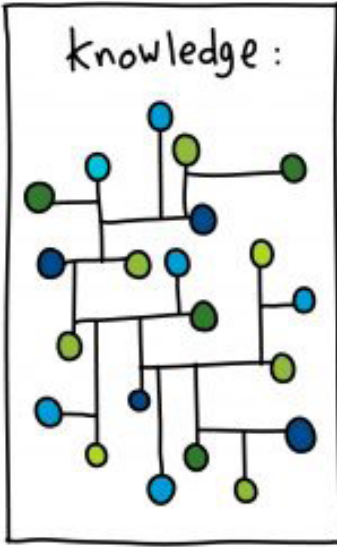
YOU

Building
Your Future



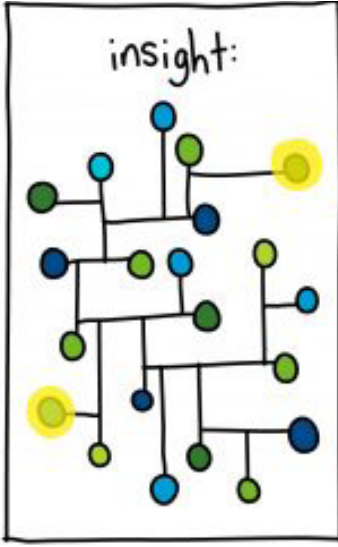
CREATE

Common
Ground



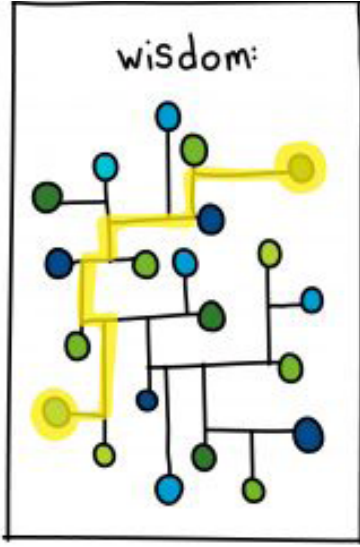
COLLABORATE

Common
Goals



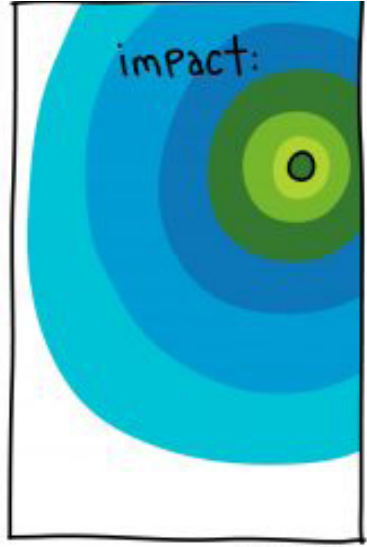
CONNECT

Common
Good



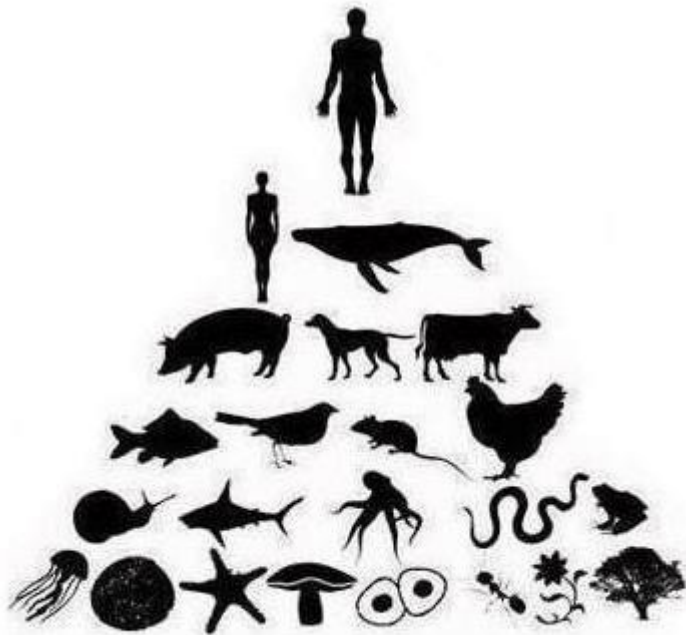
ZORROTZAURRE
Pathways

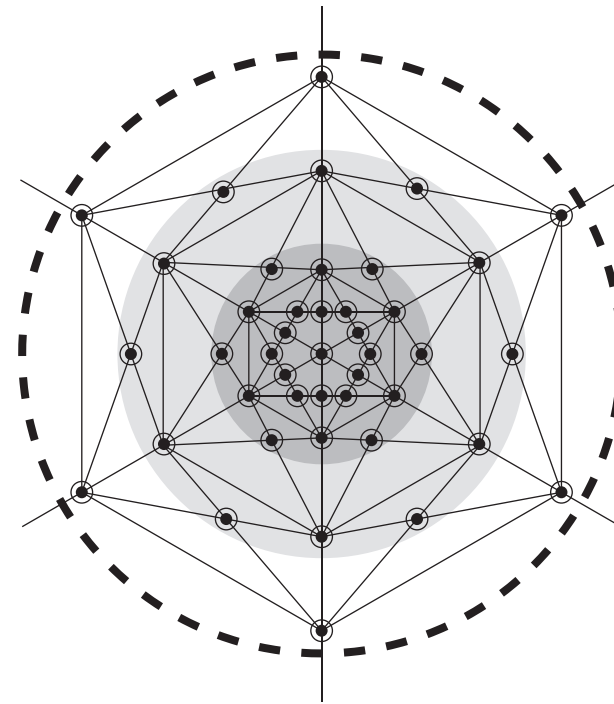
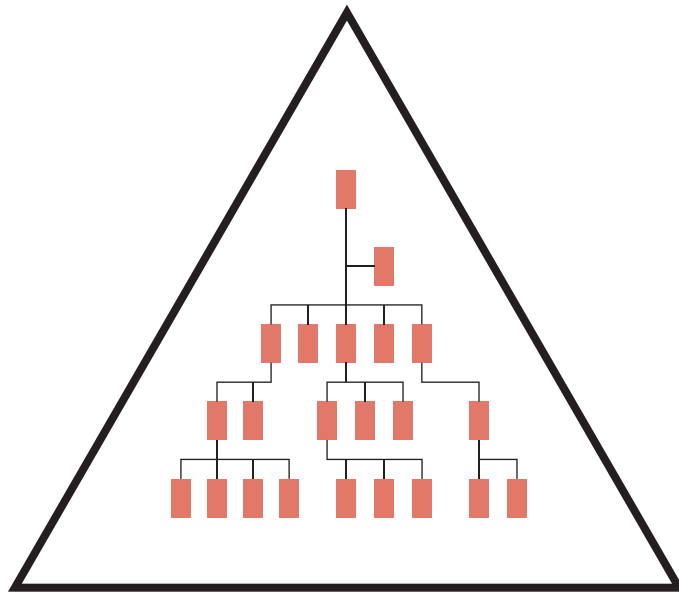
Building
Our Future

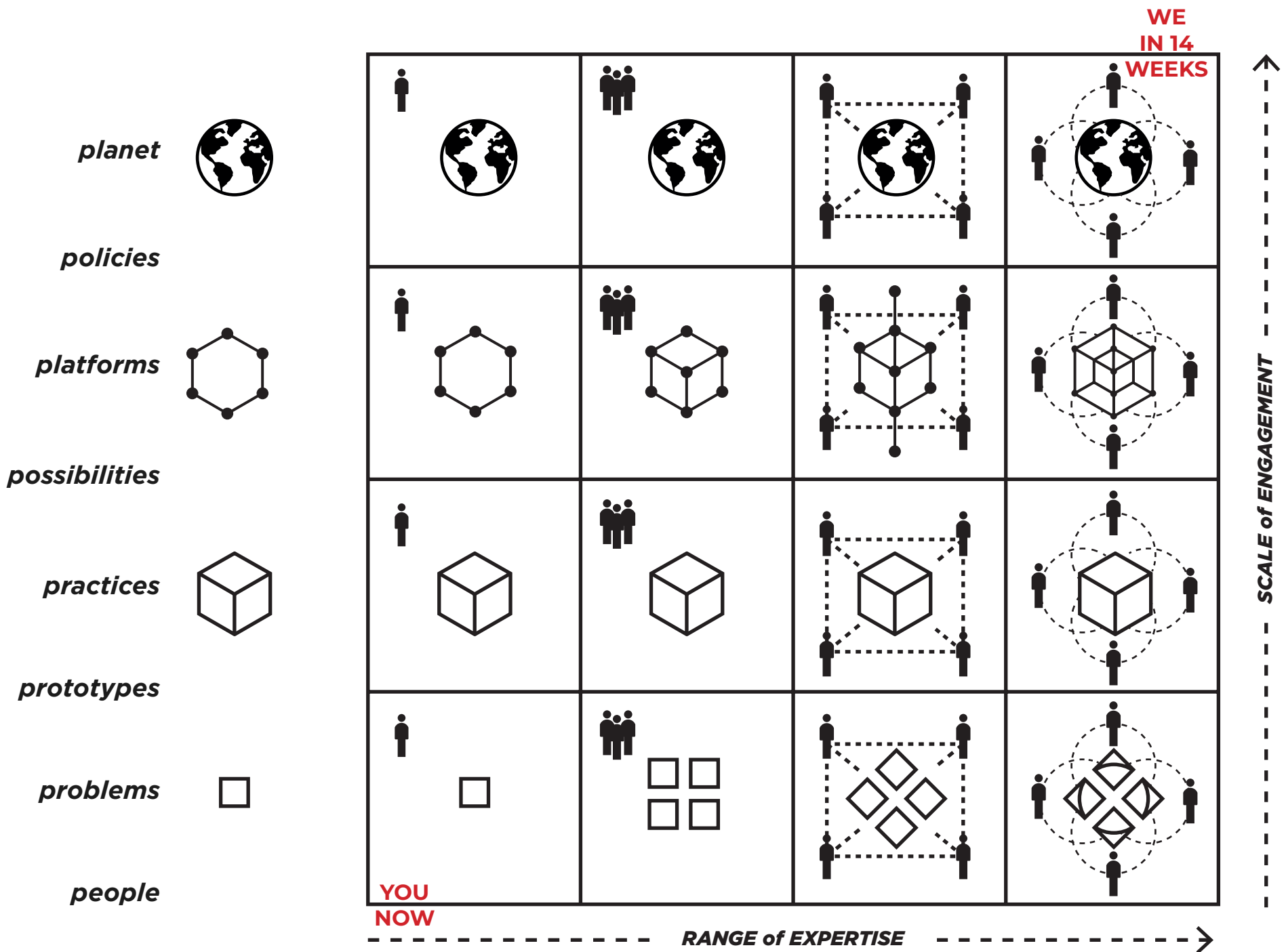


MISSION 1 TODAY

COMMON GROUNDING

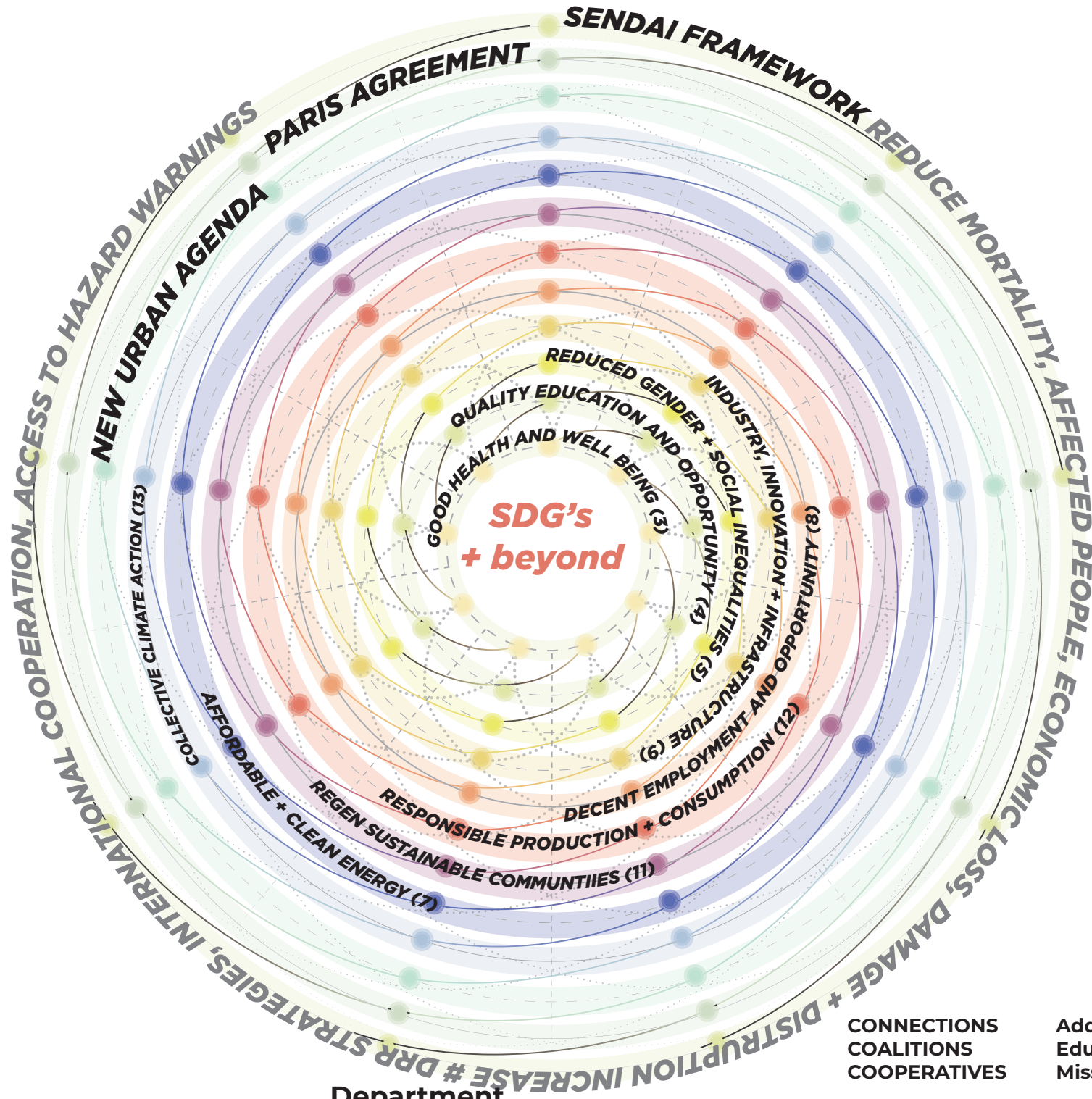






1.0 CONTEXT

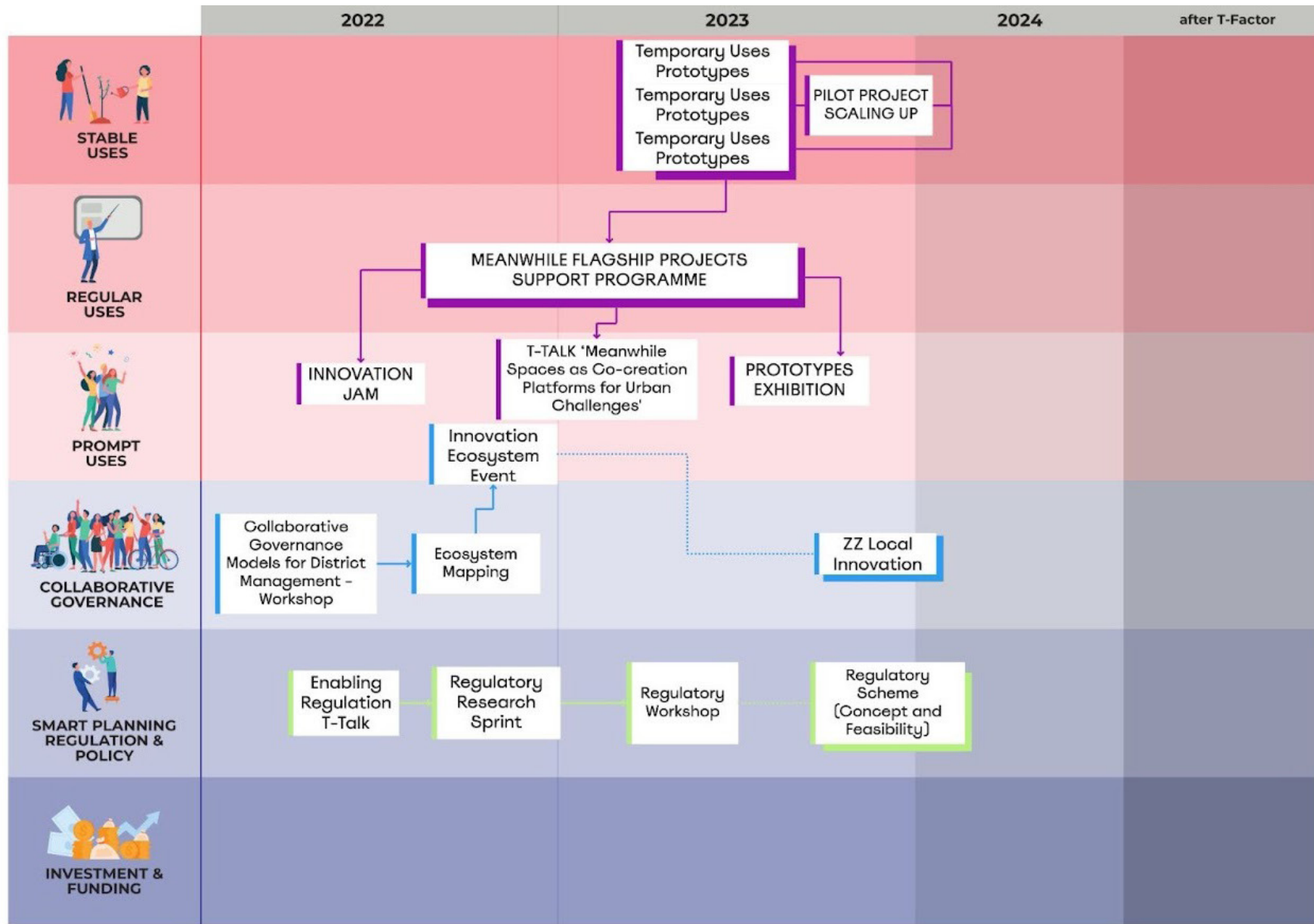
Journey from Individual to Planetary



CONNECTIONS
 COALITIONS
 COOPERATIVES

Added Value to Community
 Education, Research, Practice
 Mission Oriented Innovation





MISSIONS

MISSION 1
TRIGGERING COLLABORATION

MISSION 2
COLLABORATIVE GOVERNANCE

MISSION 3
ENABLING REGULATION

GREENING / NATURE BASED SOLUTIONS / WATER
 MULTI-MODAL MOBILITY / MOVEMENT
 CLIMATE RESILIENCE





NOW

NEAR

NEXT

POST-COVID ➤ MEANWHILE ➤ MASTERPLAN ➤ URBAN REGENERATION



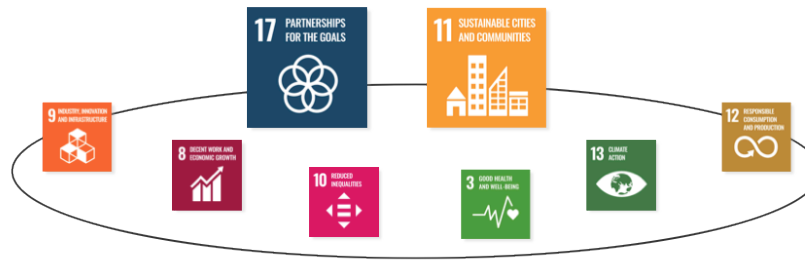
1.5 **CONTEXT**

T-Factor

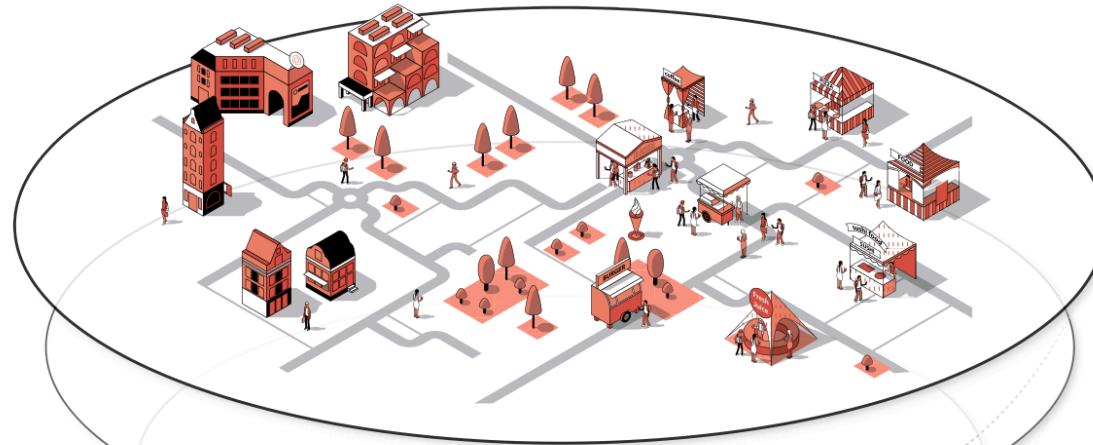
MASTERPLAN LEVEL

Glocal Pilots

TRANSNATIONAL LEVEL



MASTERPLAN & REGENERATION LEVEL



RELATIONAL

Empowered relational system

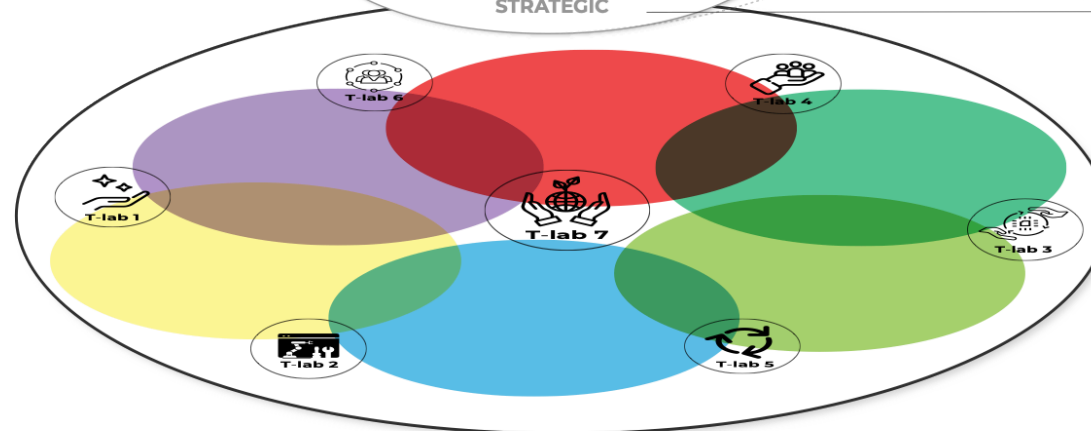
OPERATIONAL

Reinforced operational capacity

STRATEGIC

Enhanced strategic approach

MISSION LEVEL



BUILDING COMMUNITIES

CULTIVATING INNOVATION

GROWING PROSPERITY

ATTAINING SUSTAINABILITY

MAKING PLACES

IMPROVING QUALITY OF LIFE



1.6 CONTEXT

T-Factor

TRANSNATIONAL LEVEL

Global Impact

ZORROTZAURRE BILBAO THEORY OF CHANGE

How can we foster an Innovative ecosystem between grassroots movements and HEIs?

- #PROMPT USES: one off events that attract people in places
- #REGULAR USES: regular activities that retain people in places
- #STABLE USES: temporary uses that anchor people to places
- #COLLABORATIVE GOVERNANCE
- #INVESTMENT & FUNDING
- #SMART PLANNING, POLICY & REGULATION

Missions (if we)

Mission 1:
Triggering Collaboration

Mission 2:
Collaborative & Participatory Governance

Mission 3:
Enabling Regulation for
Meanwhile Uses



**CLIMATE RESILIENCE +
Nature-based Solutions for**

**Sites as temporary uses
Streets as linear connectors
Squares as green public space**



**BILBAO CITY MISSION 2023 +
ZORROTZAURRE MASTERPLAN**

**Competitive and Innovative =
Smart
Social
Sustainable**



**T-FACTOR Program for
Mixed Use Redevelopment**

**Housing, Culture, Sport
Knowledge Innovation Hub
Business + Enterprise**





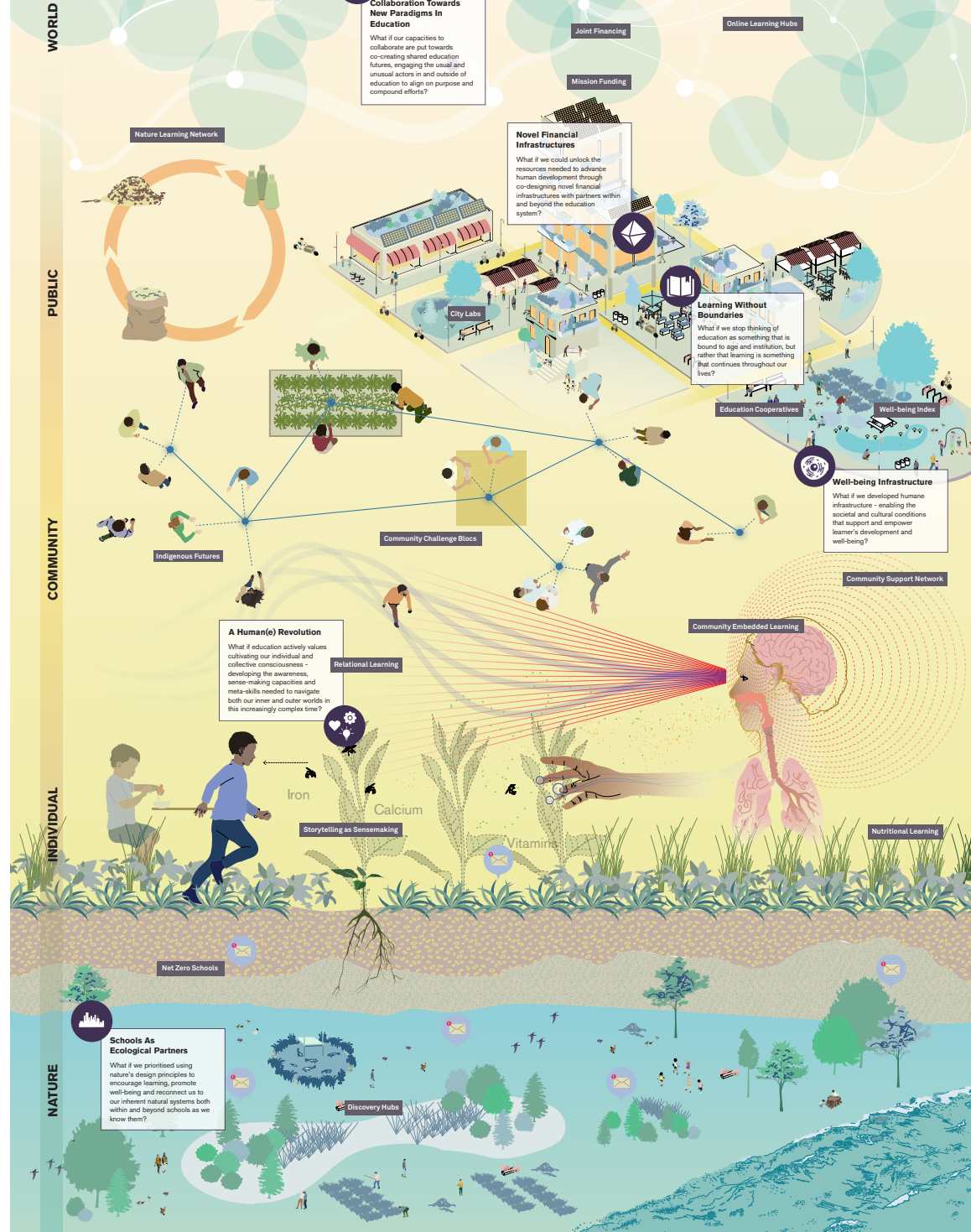
**MISSION beyond ZORROTZAURRE
JUST TRANSITIONS**

**Quality of Life
Value of Design
Long-term Impact**

**URBAN REGENERATION
Caring, Sharing, Daring Economic Model**

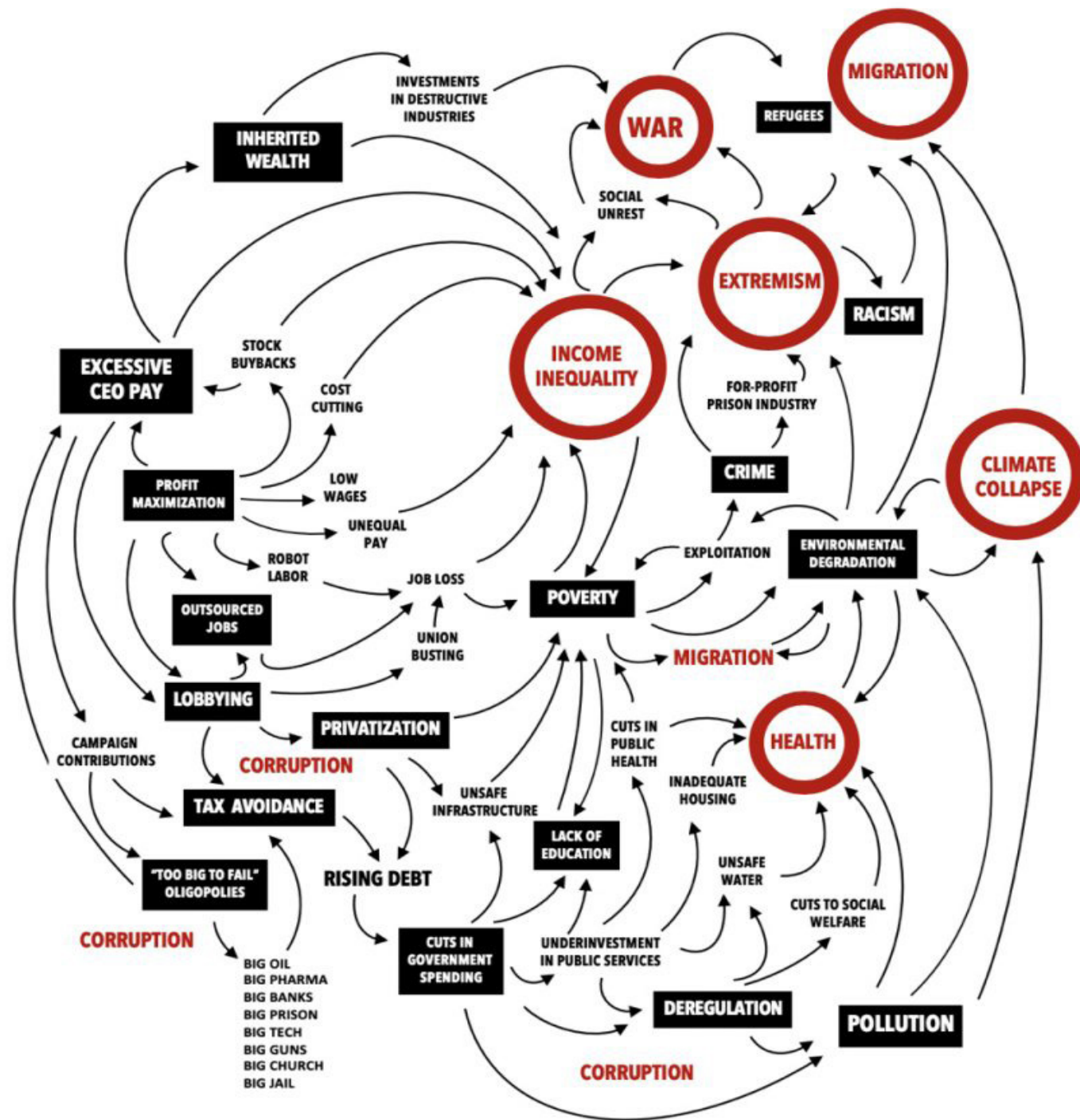
**Clusters
Coalitions
Cooperatives**

ALCHEMISTS
 BIOMIMICRISTS
 CROSS POLINATORS
 EDGERIDERS
 FREE RADICALS
 FRONTIER FINDERS
 FUSIONISTS
 IMAGINEERS
 KNOWMADS
 LIMINALISTS
 PANARCHISTS
 MAVERICKS

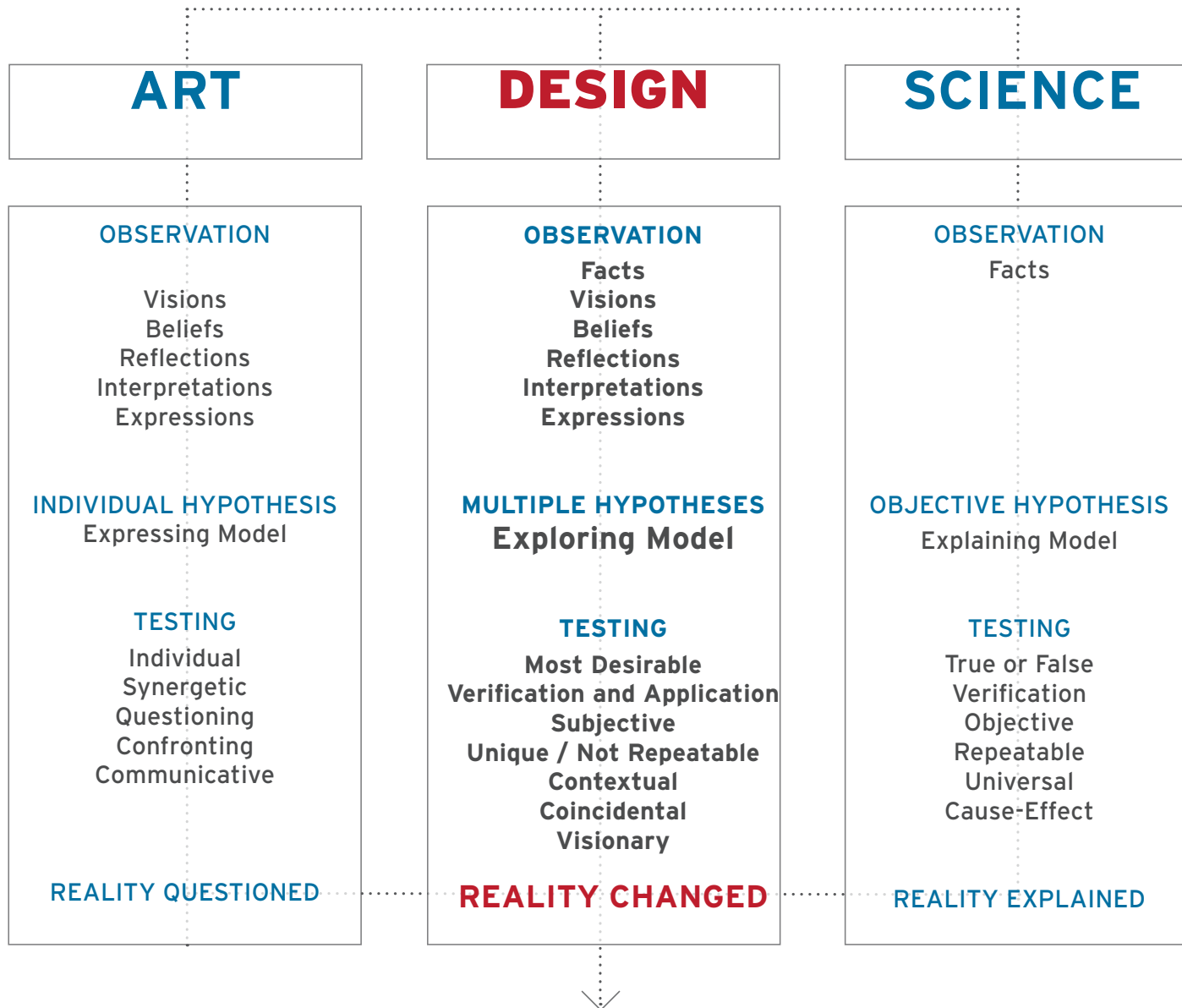


PRACTICE ACADEMIES
 CREATIVE ATELIERS
 BOOT CAMPS
 JAM FACTORIES
 HACKATHONS
 ENGINEERING GARAGES
 IMPACT HUBS
 SKILLS INCUBATORS
 CHANGE LABS
 POLICY SANDBOXES
 MAKER SPACES
 CLASSIC STUDIOS





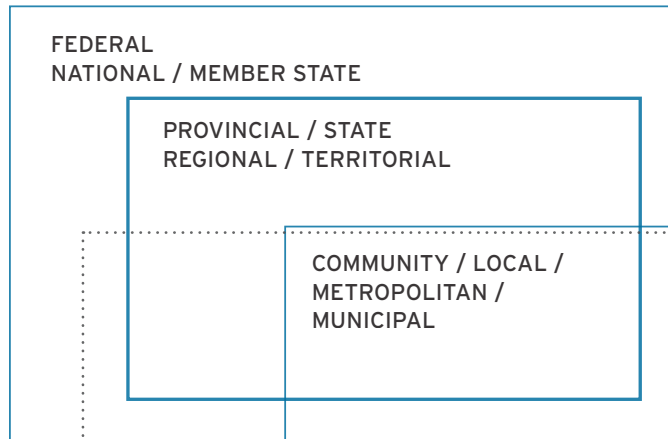
EXISTING WORLD



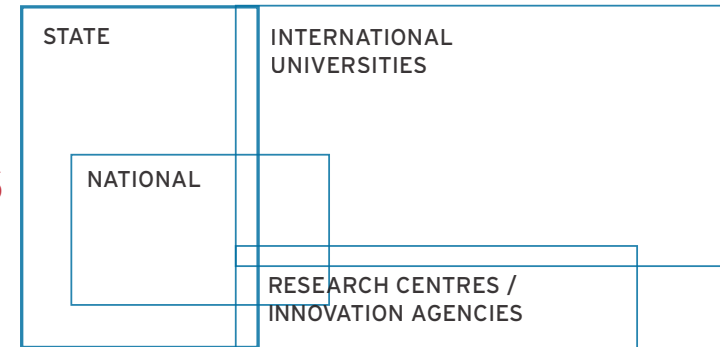
FUTURE WORLD



GOVERNMENT



ACADEMIC INSTITUTIONS, INNOVATION UNITS, RESEARCH CENTRES

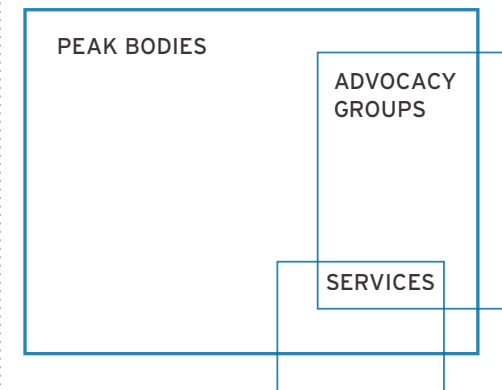


**CLIENTS / CITIZENS
PUBLIC / SOCIETY
USERS / PEOPLE**

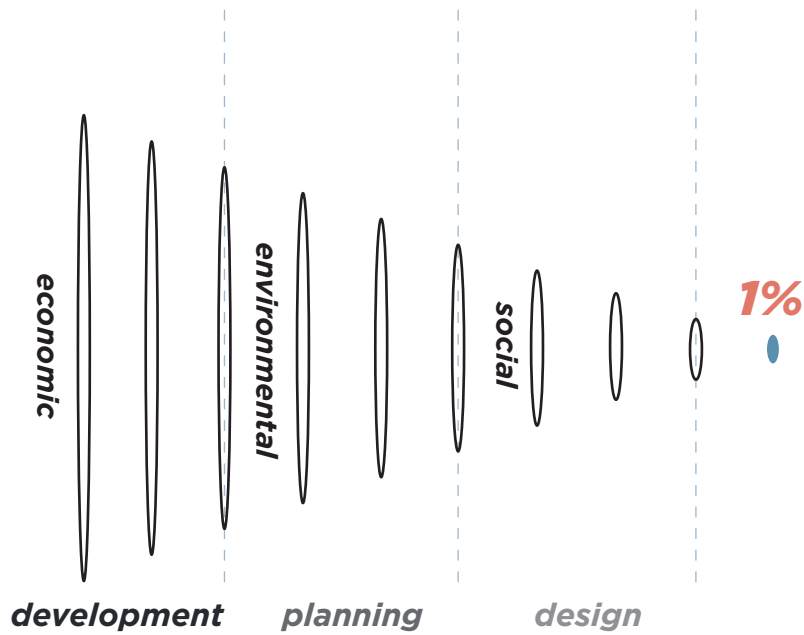
BUILT ENVIRONMENT AND CREATIVE / CULTURAL / DESIGN INDUSTRIES



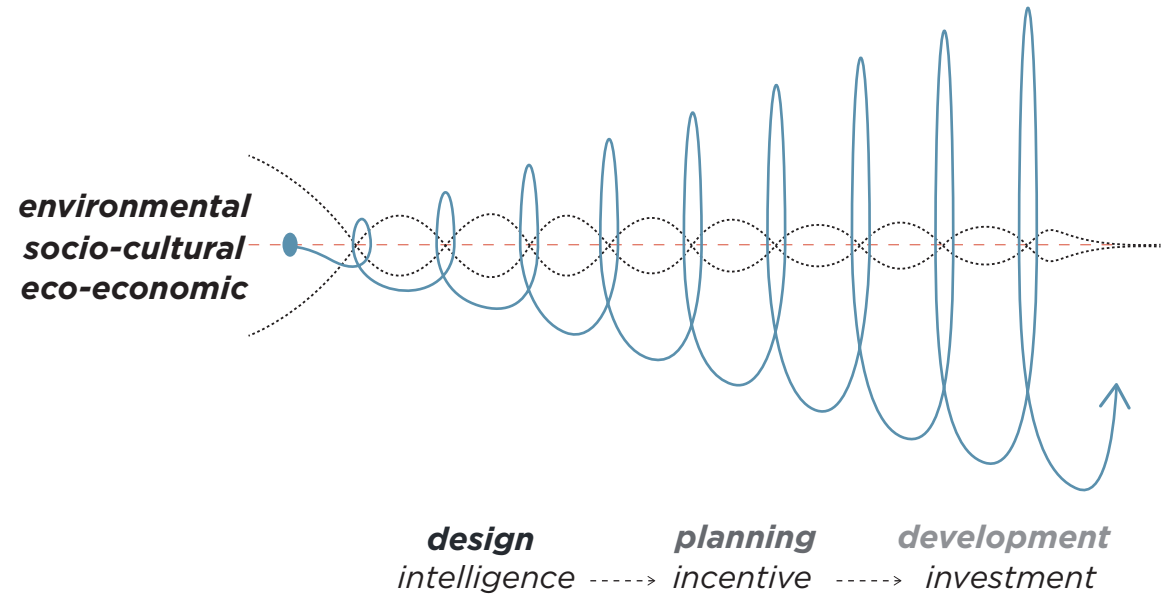
BUSINESS + ENTERPRISE, NON-PROFIT ORGANISATIONS, PROFESSIONAL ASSOCIATIONS







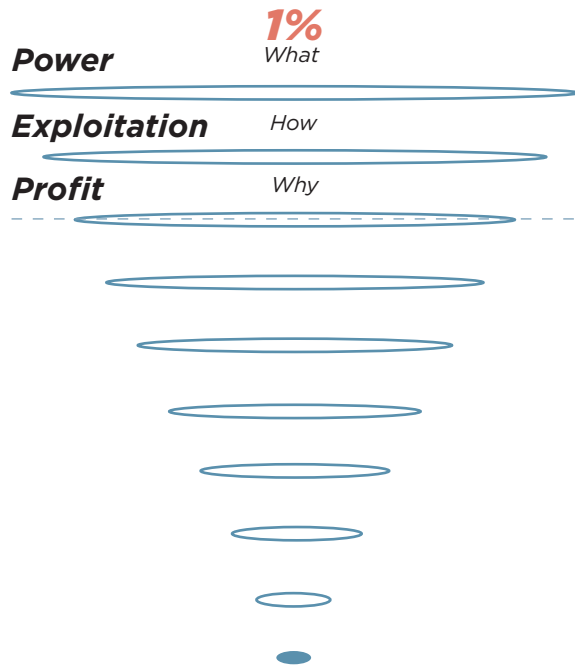
***Present Practices
Real Estate***



Partnerships for Public Good + Public Places

***Imagined Future
Real Value***

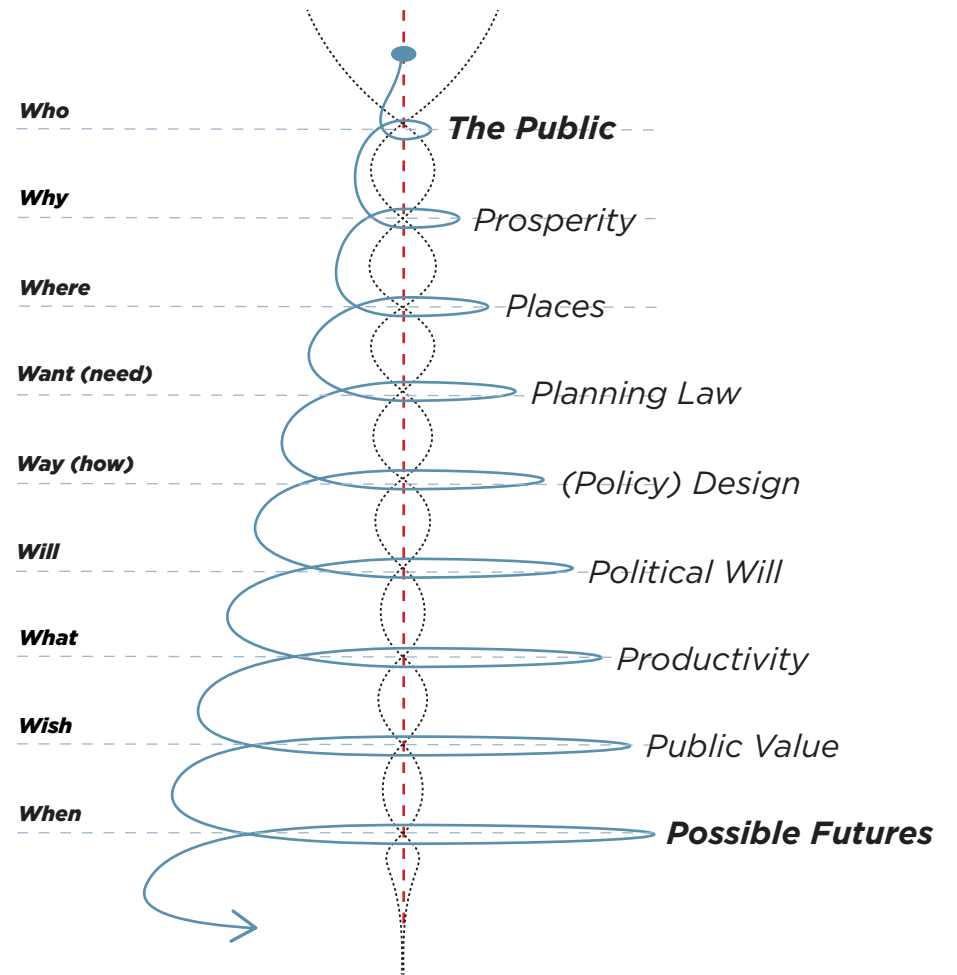




culture
SERVICE
impact of built environment
on quality of life

convergence
STRATEGY
inter-scalar
interdependent
conditions

context
SYSTEM
complex
cultural / natural
challenges

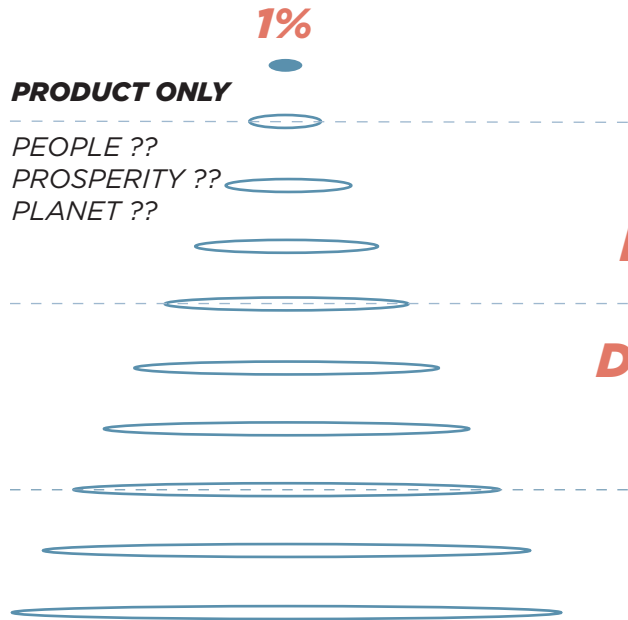


Present Practices
What Wows

The Missing Middle

Imagined Future
What Works





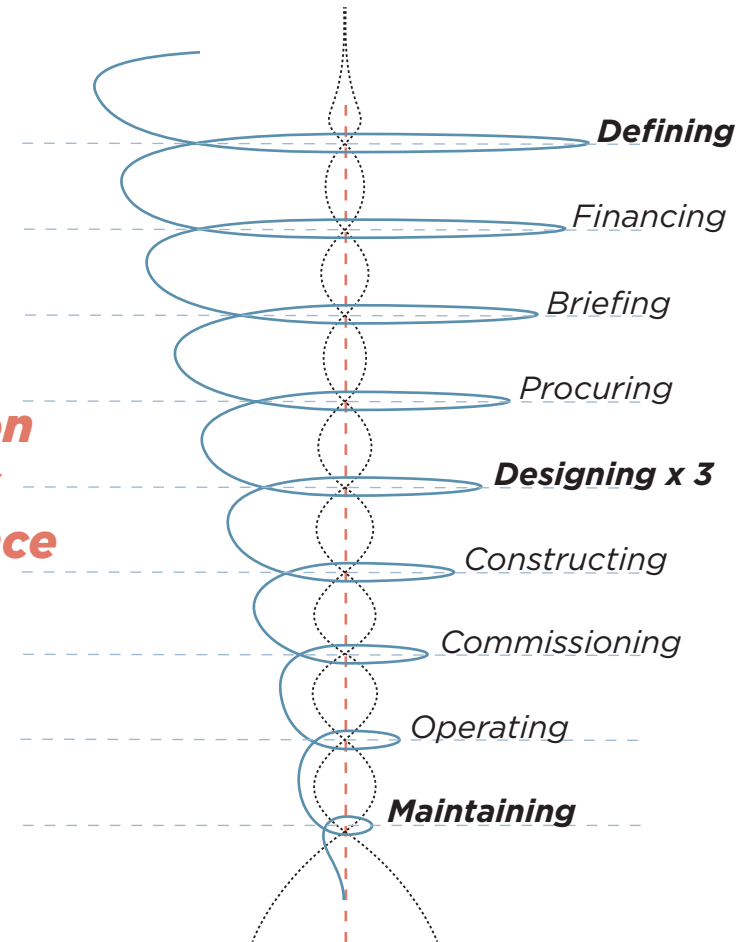
**Present Practices
Design as Noun**

*upstream
systems analysis
context*

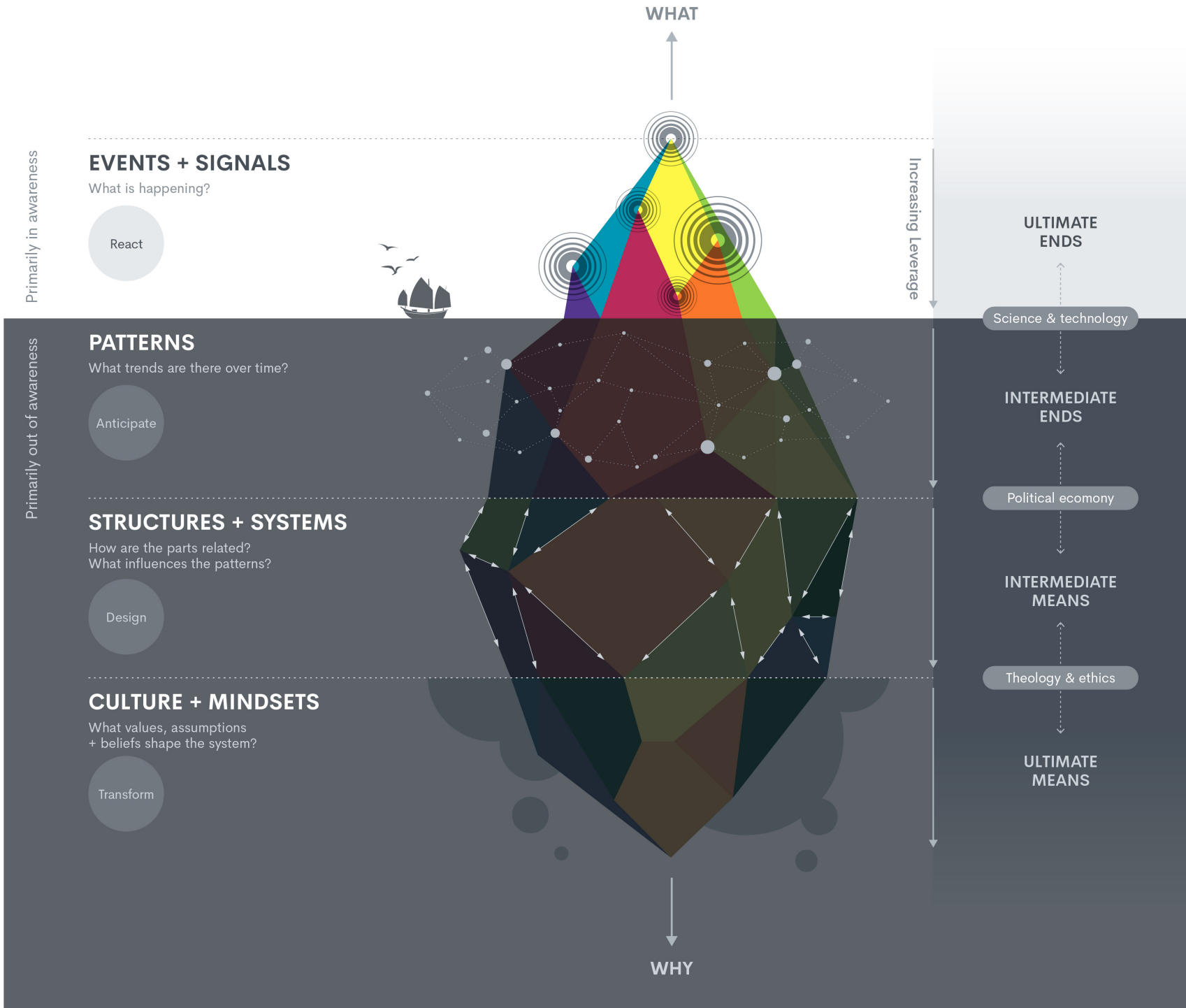
systems design
*Design for fabrication
Design for delivery
Design for performance*

*downstream
systems health
consequences*

The Missing Middle



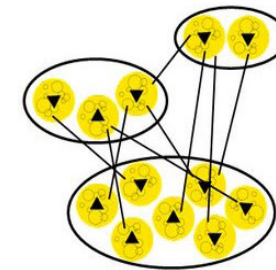
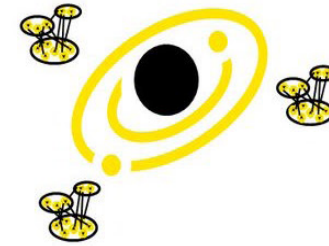
**Imagined Future
Design as Verb**



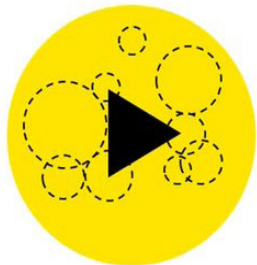
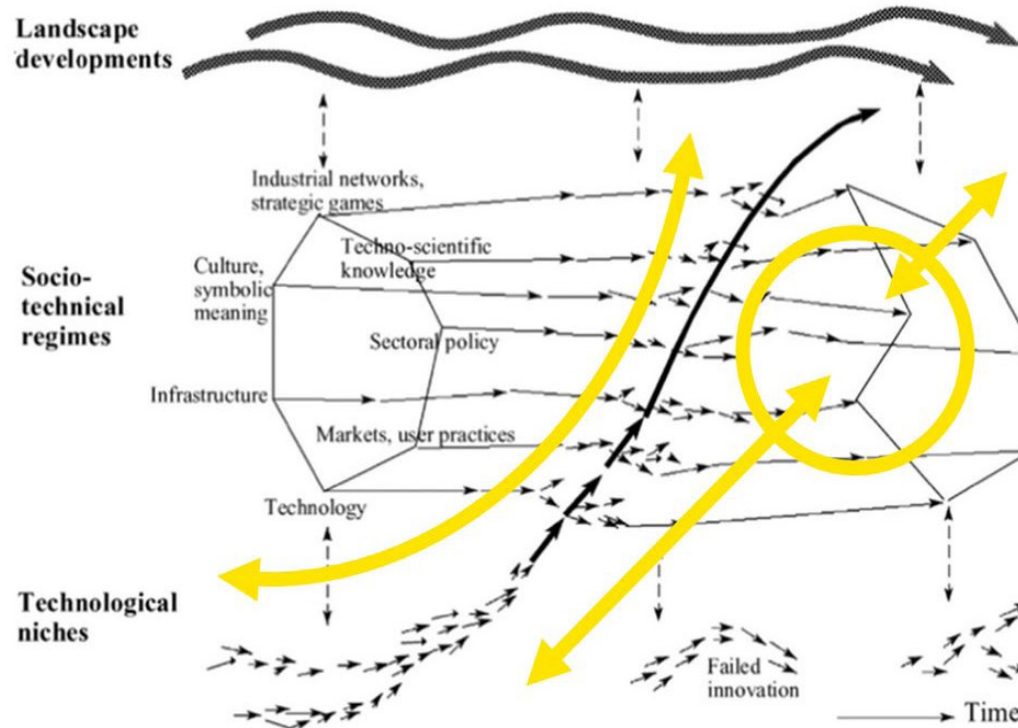


Three complementary perspectives to innovation

**INNOVATION
INFRASTRUCTURES**



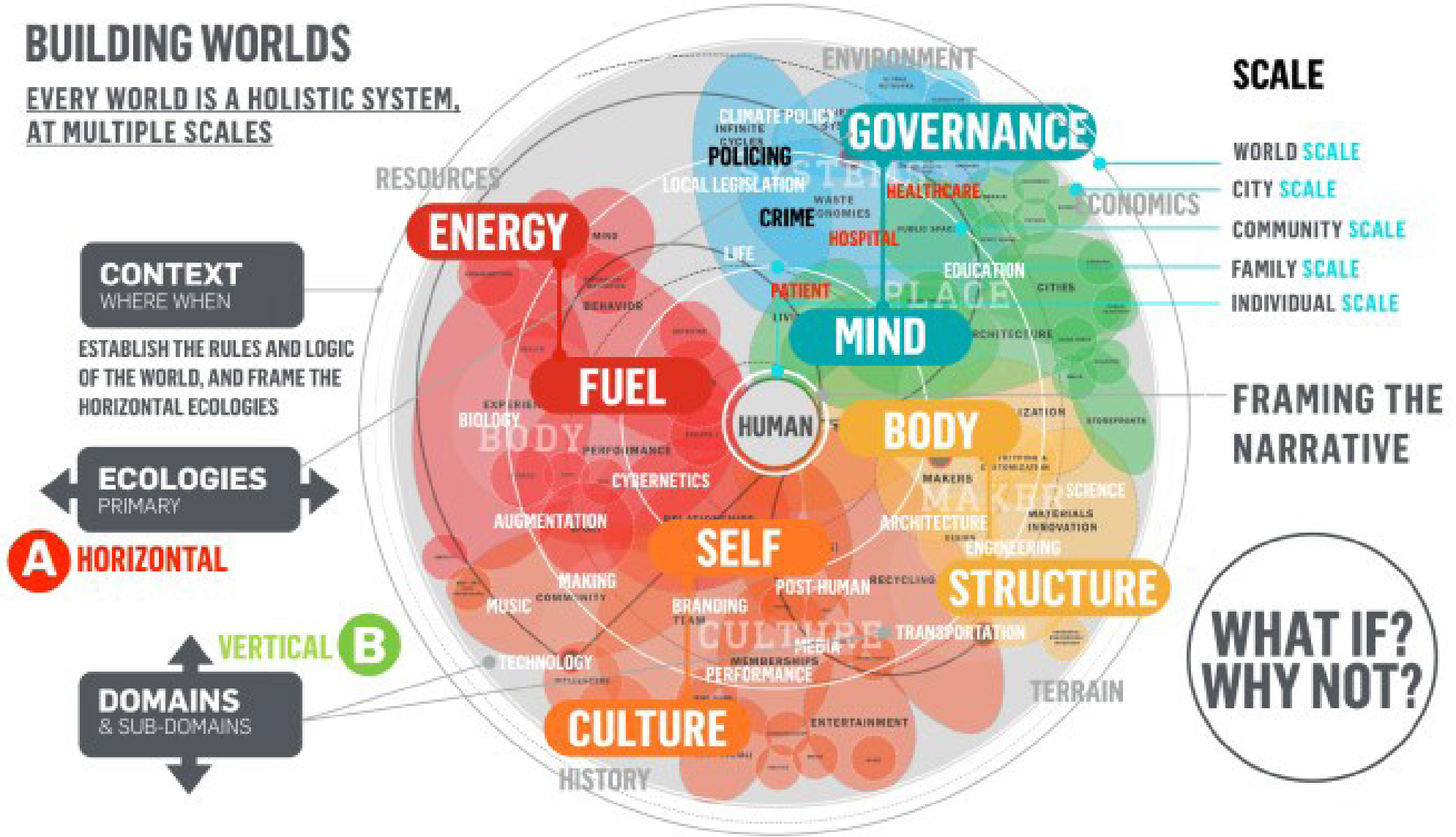
**INNOVATION
CAPABILITIES**



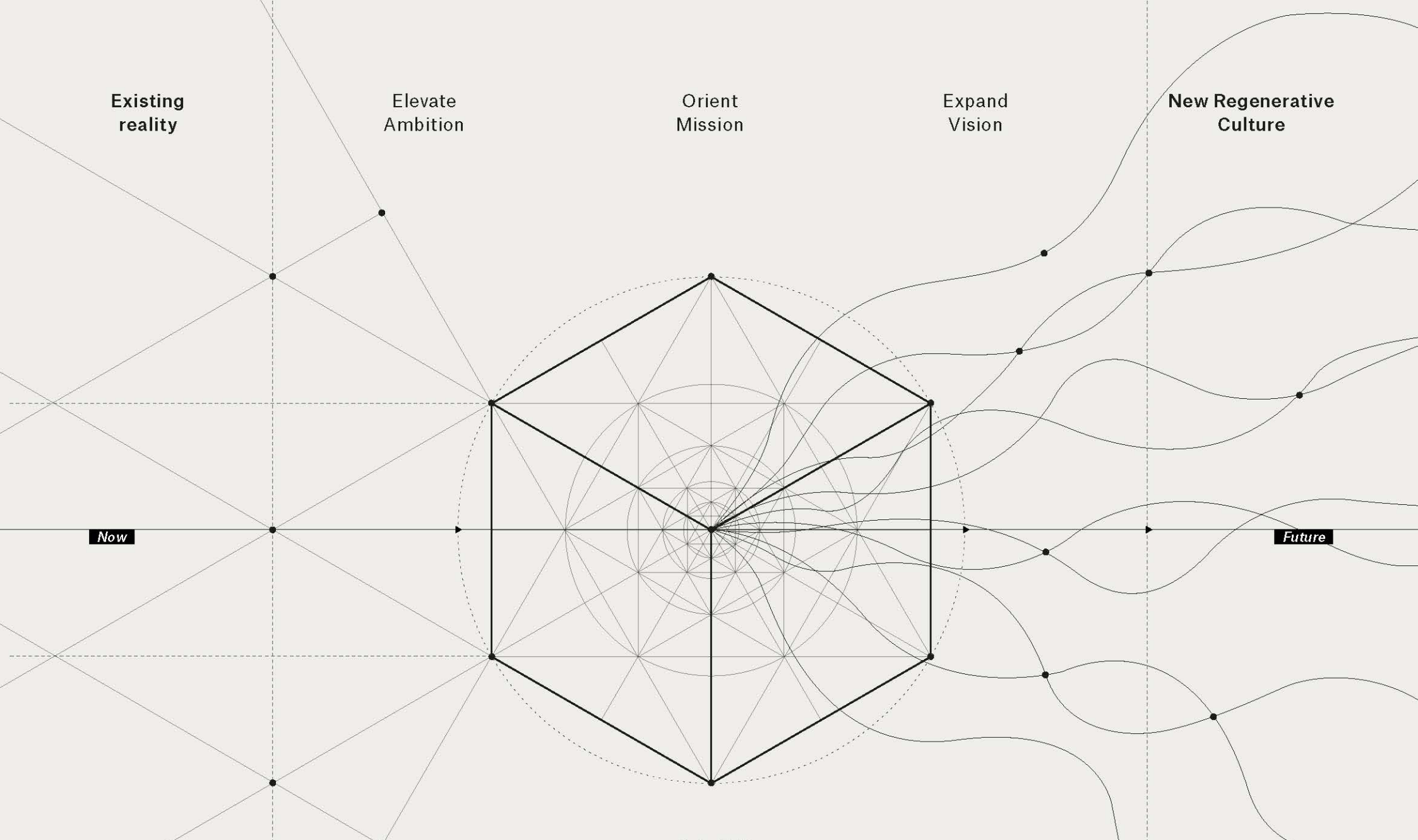
**INNOVATION
SKILLS**

BUILDING WORLDS

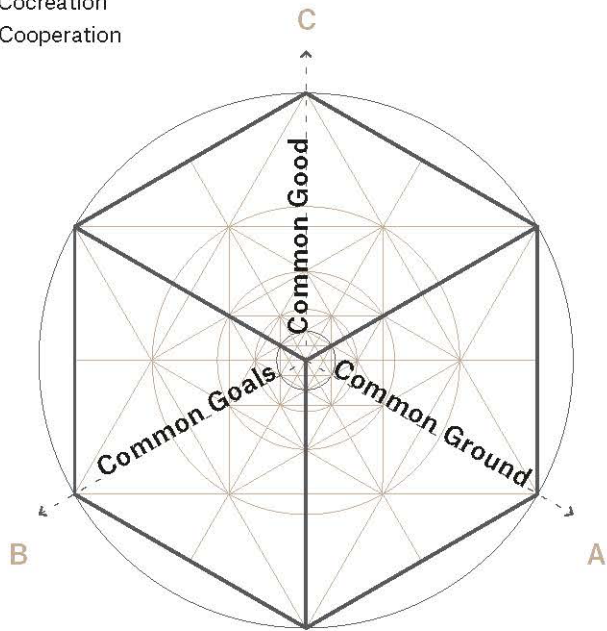
EVERY WORLD IS A HOLISTIC SYSTEM,
AT MULTIPLE SCALES





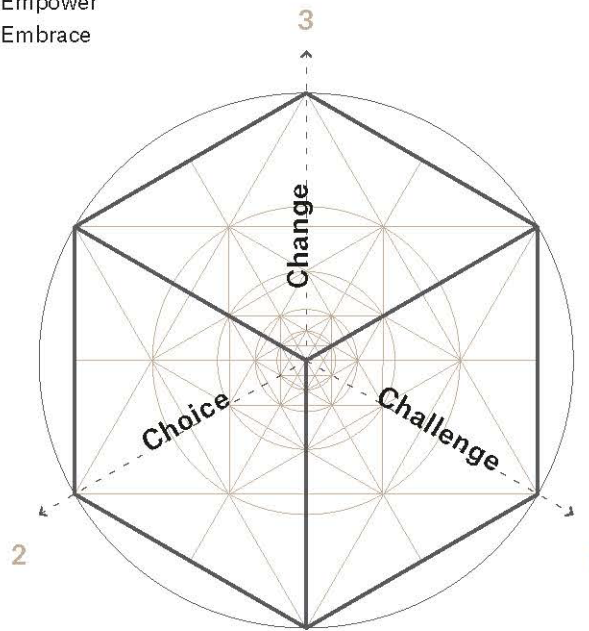


- A. Collaboration
- B. Cocreation
- C. Cooperation



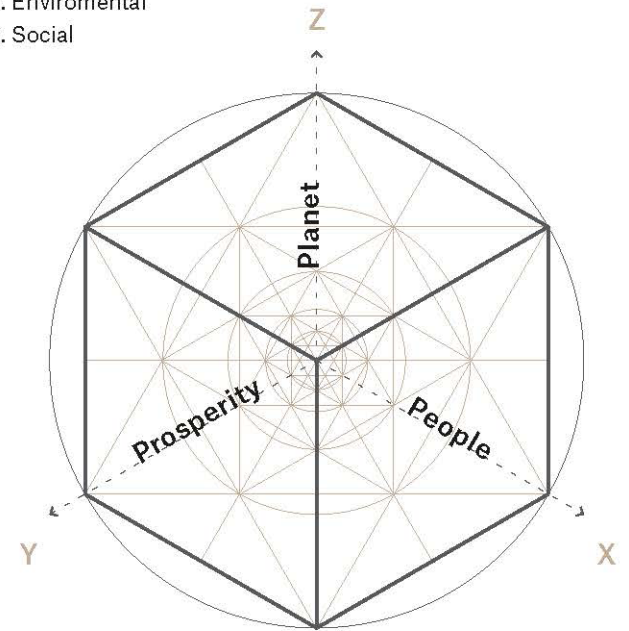
VALUES

- 1. Enable
- 2. Empower
- 3. Embrace



MISSION

- X. Economical
- Y. Enviromental
- Z. Social



VISION



Existing value system & context

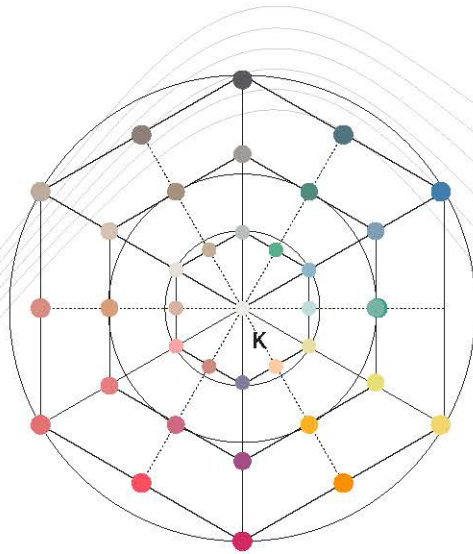
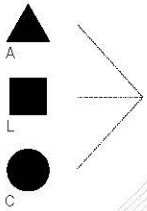
New shapes of knowledge

New forms of experimentation

New spaces of opportunity

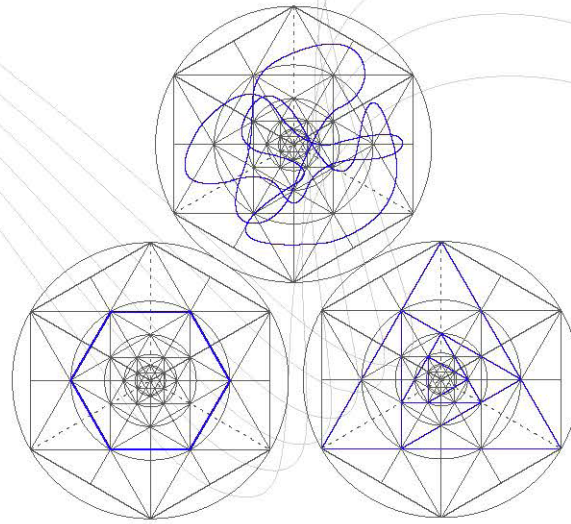
New movements for change

New cultural expression



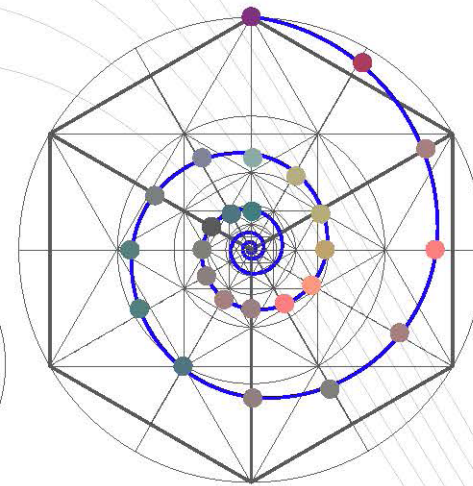
SCIENTIFIC

Rational Thinking



FLUID

Creative Being



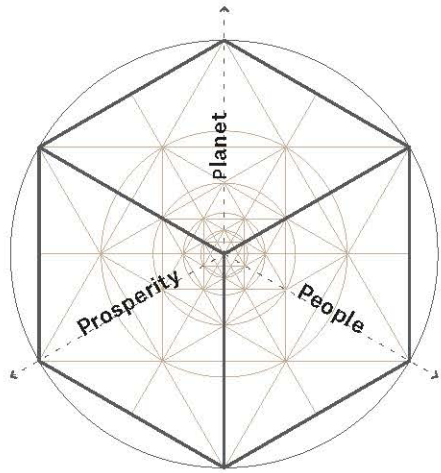
ORGANIC

Emergent Doing

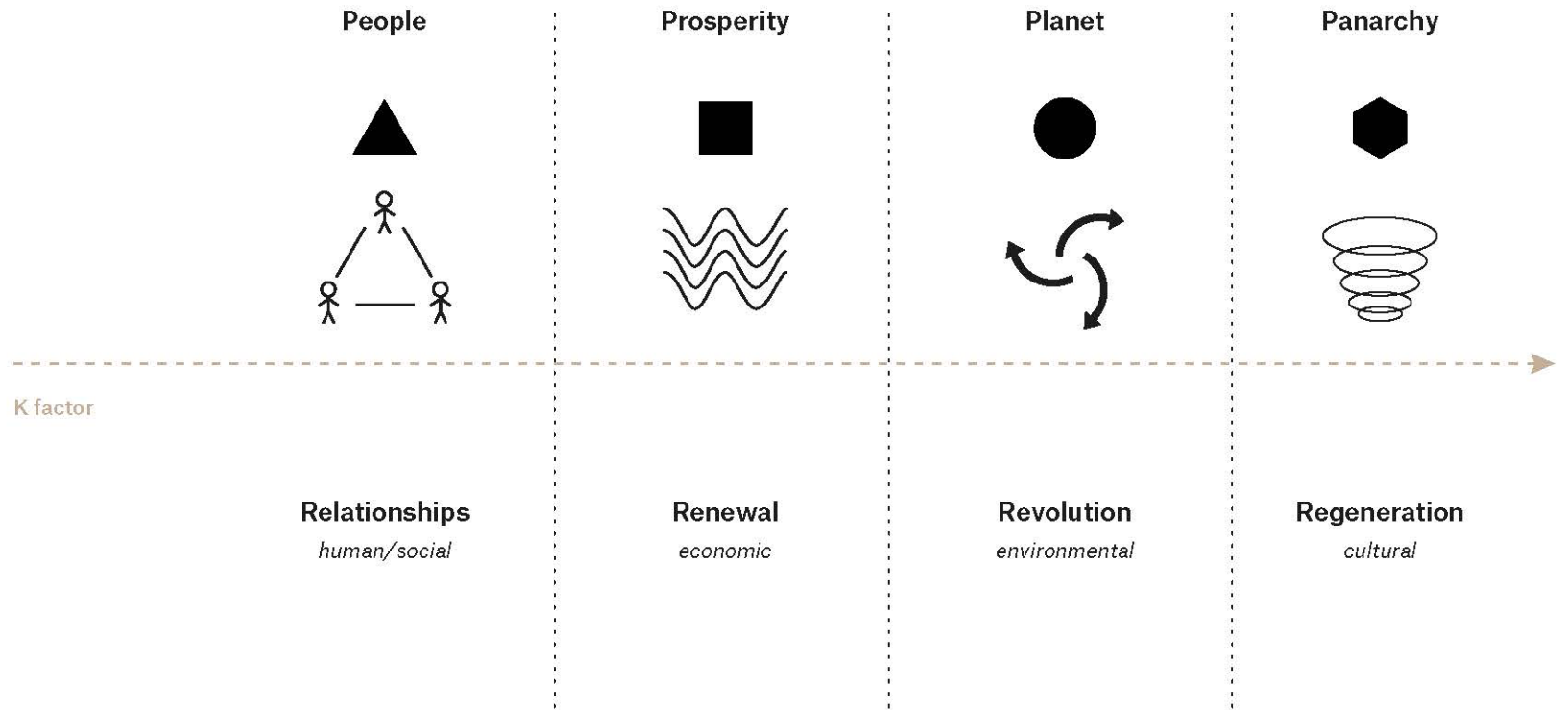


3.3 PROCESSES

Scientific Fluid Organic



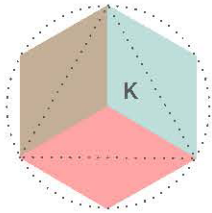
VISION



3.4 PROCESSES

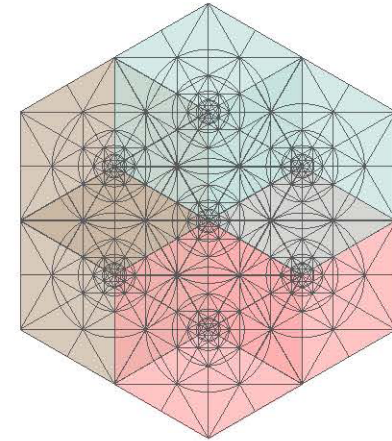
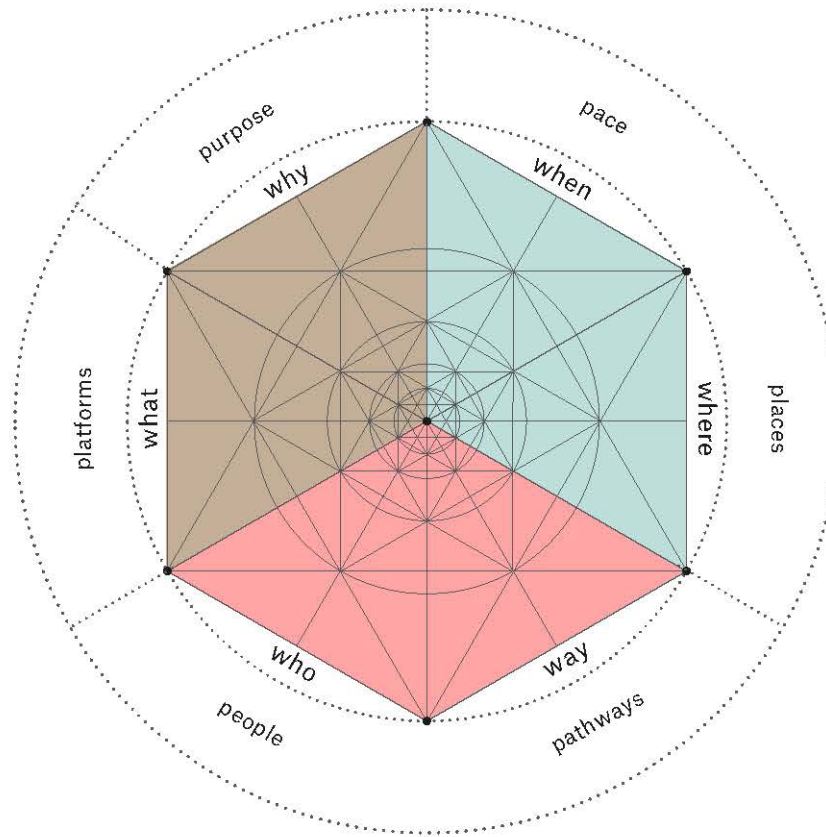
Relationships Renewal Revolution = Regeneration

Ways of Being



Ways of Doing

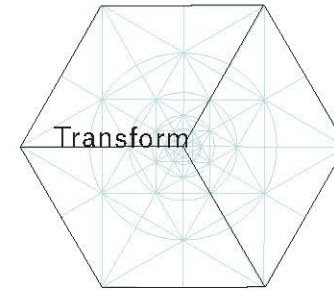
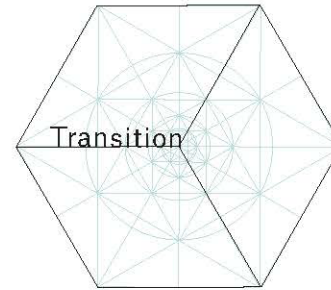
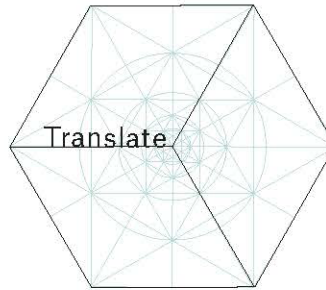
Ways of Thinking



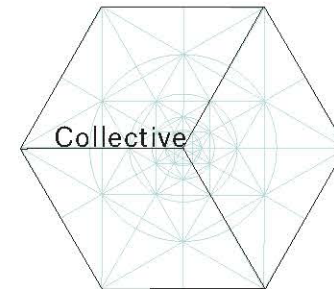
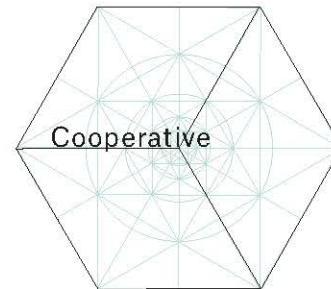
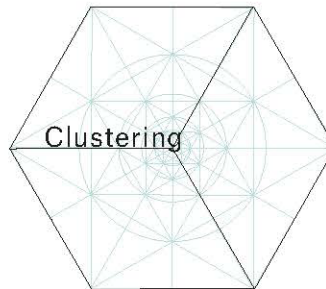
3.5 PROCESSES

Thinking Being Doing

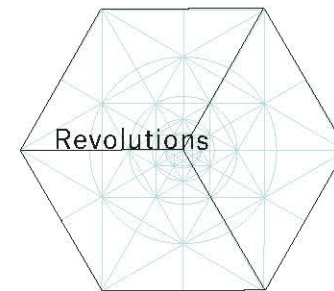
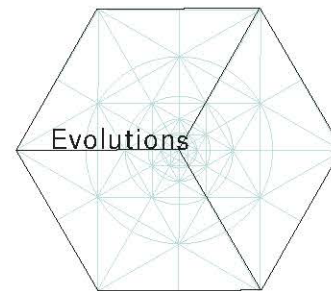
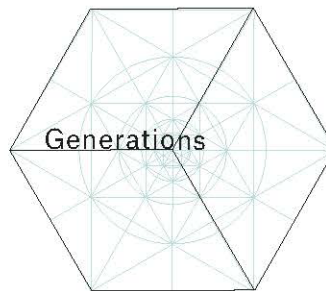
**2.1
Building
Narratives**



**2.2
Building
Communities**



**2.3
Building
Futures**



Fashion



Commerce



Infrastructure



Governance

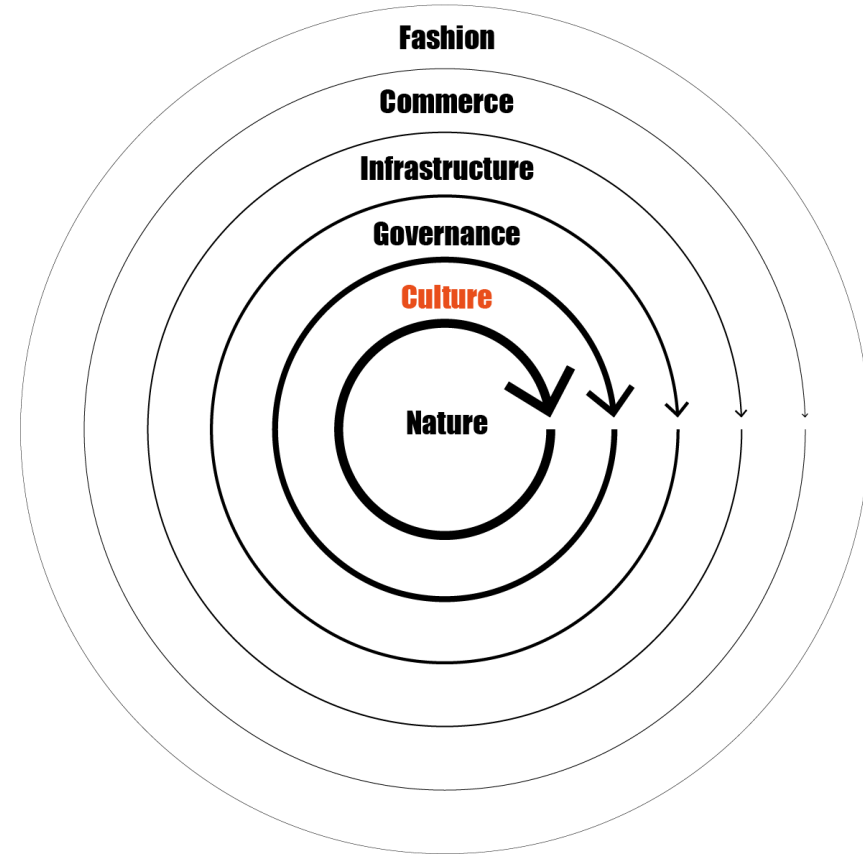
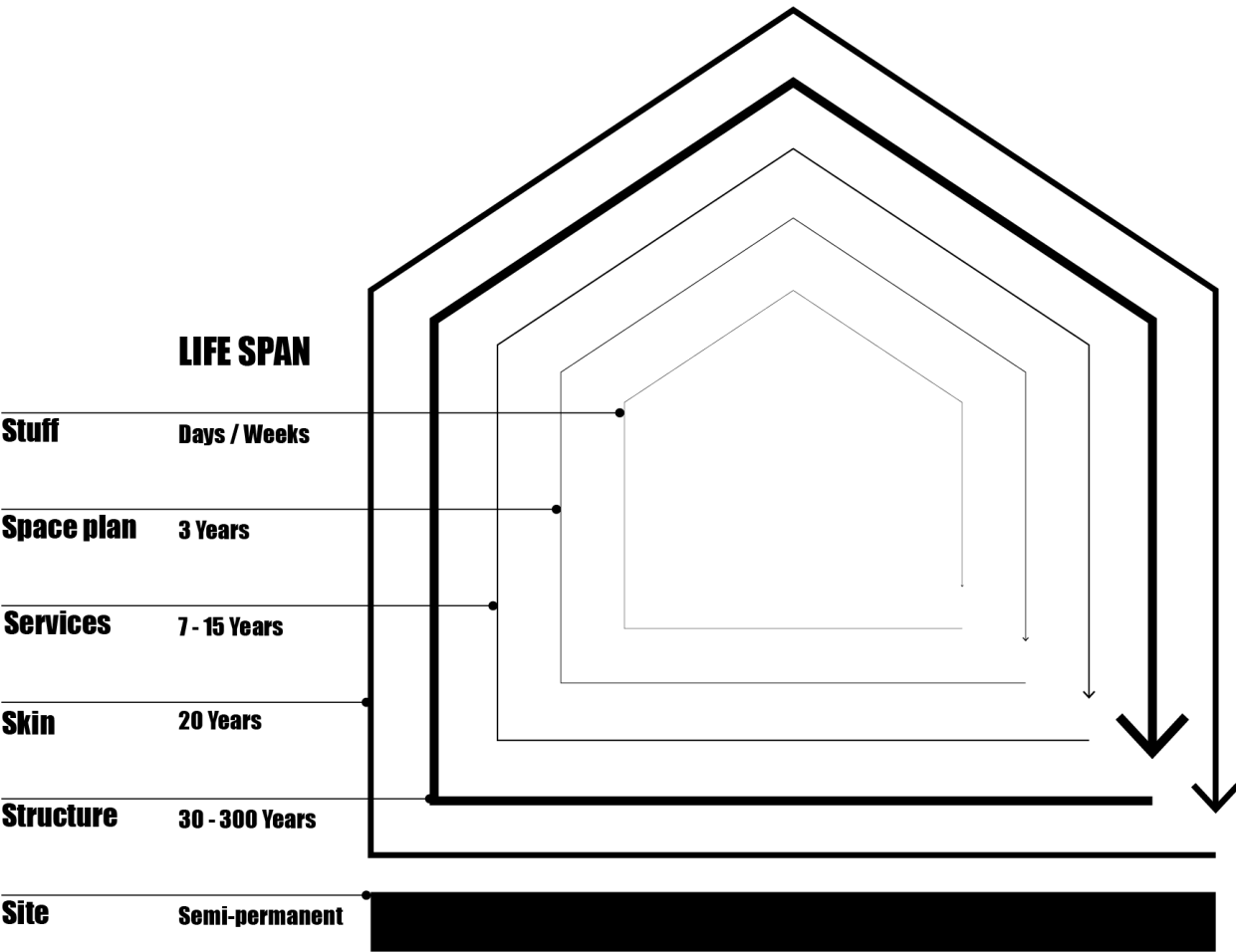


Culture



Nature

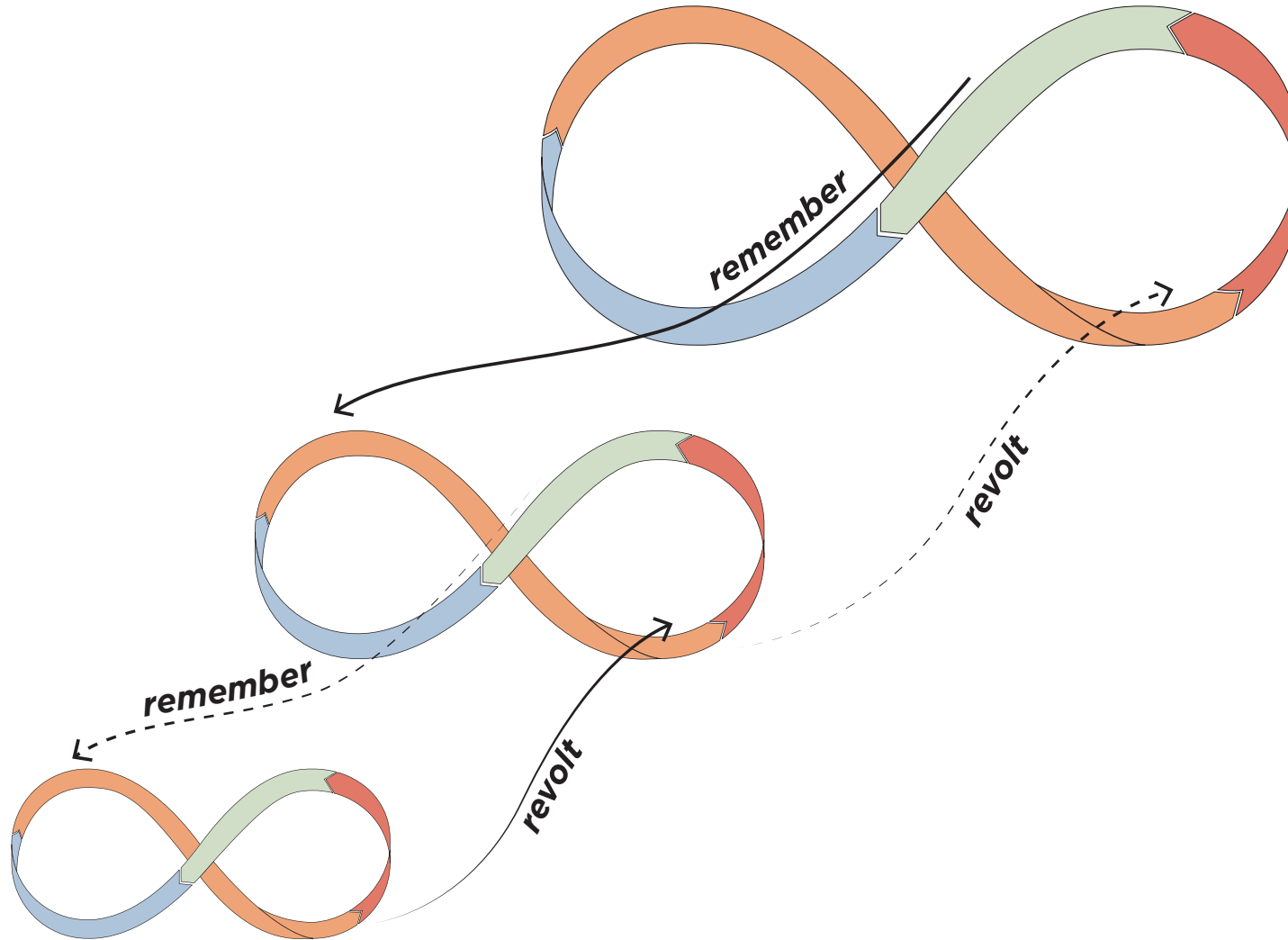




Institution
 global reciprocity
 large scale
 and long-term

Infrastructure
 glocal impact
 intermediate scale
 and paced

Industry
 local agility
 small scale
 and fast

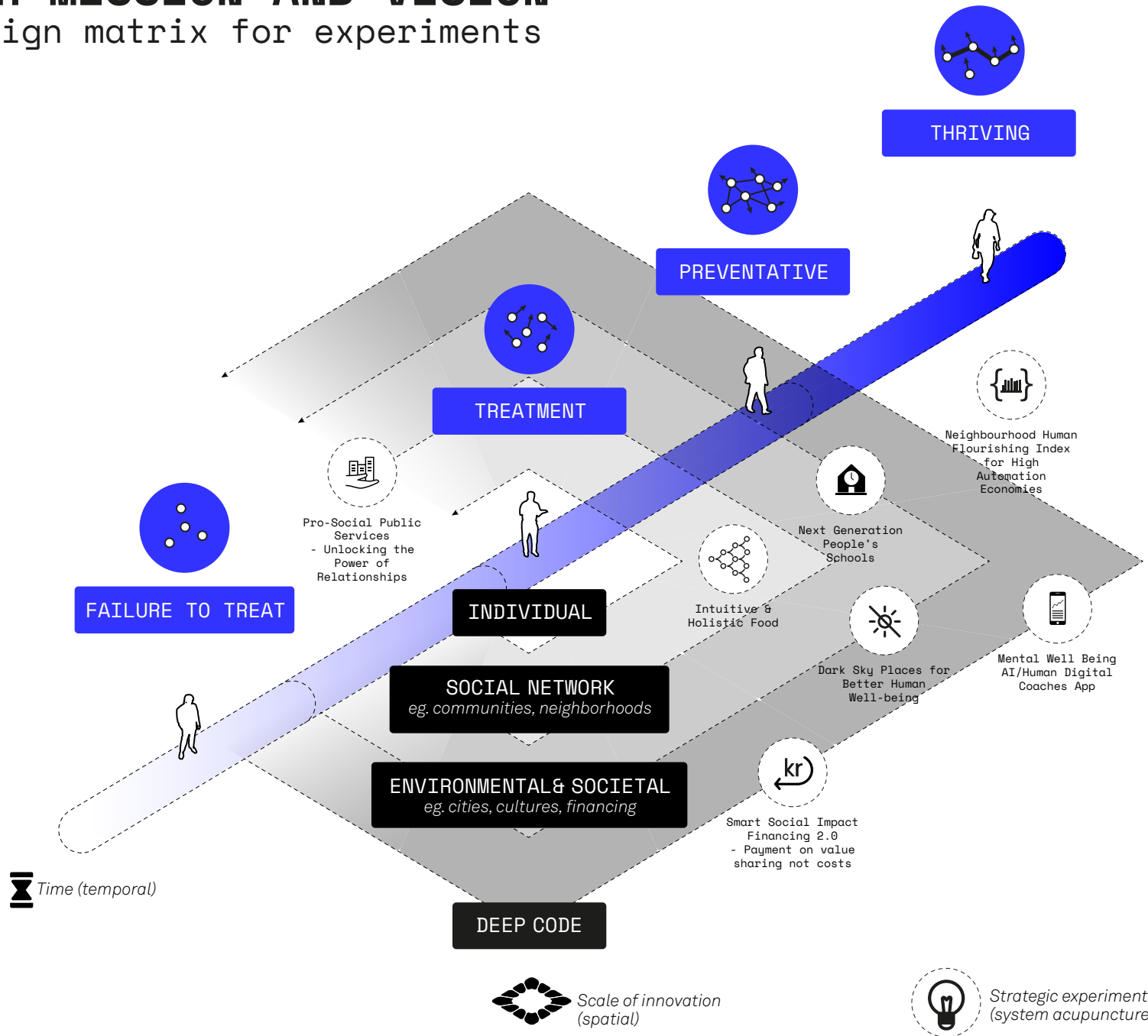


Hindsight	Oversight	Insight	Foresight	Outsight
Descriptive Analytics	Investigative Analytics	Dignostic Analytics	Predictive Analytics	Prescriptive Analytics
WHAT HAPPENED?	WHAT IS HAPPENING?	WHY DID IT HAPPEN?	WHAT WILL HAPPEN?	HOW CAN WE MAKE IT HAPPEN?
DATA Standard Reports KPIs / Data Mining	INFORMATION Dashboards Control Trials	KNOWLEDGE Regression Analysis Simulation/Visualization	INTELLIGENCE Forecasting / Scenarios Predictive Modelling	WISDOM Speculative Design in context of VUCA



OUR MISSION AND VISION

design matrix for experiments



Flourishing in Transition

EmergencEroom Preliminary Results Framework

STRATEGIC FRAMING

STRATEGIC INVESTMENT

Deep sensemaking

Reimagining possibilities

Catalyzing Transformative Action



Structural Racism & Inequality

Covid-19

Climate Breakdown

Psychological Health

Address legacy lock-ins

Changing Systems

HORIZON 01
Responding to known crises

Building Institutional Infrastructure for Emergent Futures

Raising Collective Awareness

Prototyping & Scaling Niche Innovations

Recognize interdependencies

Work cross-sectorally

HORIZON 02
Preparing for crises that are knowable

Strengthen social legitimacy

Participatory Social Infrastructure

Transition Innovation Foundation

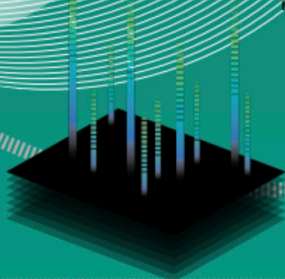
Community Wealth

21st Century Learning Systems

Democratize organizational processes

Shift from:

- 1 - sector-driven innovation
- 2 - ego-systems
- 3 - colonial / imperialist



Globally scalable collaboration platforms



Shift towards:

- 1 - mission innovation
- 2 - eco-systems
- 3 - Indigenous / democratized

Transitions in an Age of Long Emergencies



PROBLEM

IF WE

BY

THIS WILL RESULT IN

AND EVENTUALLY IN

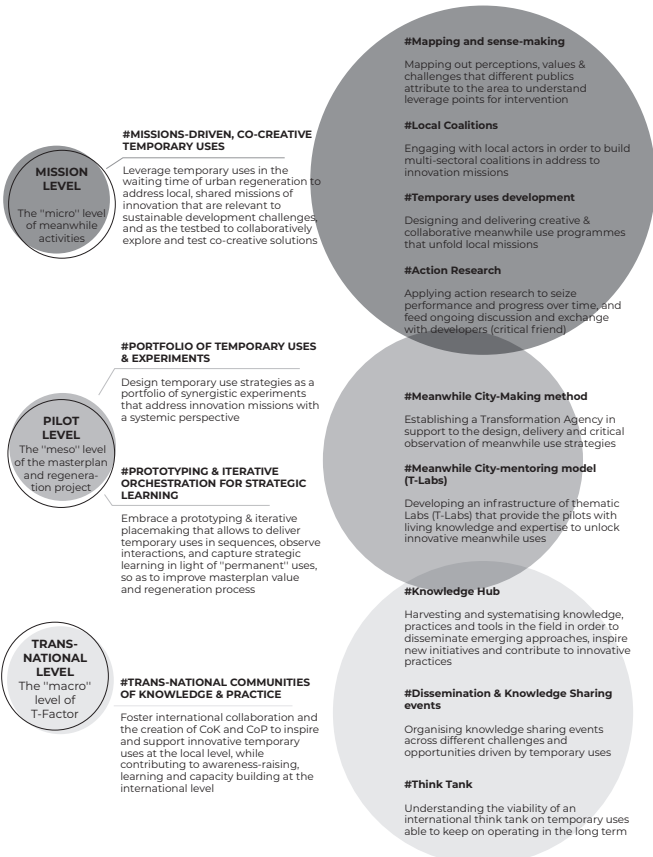
CONTRIBUTING TO



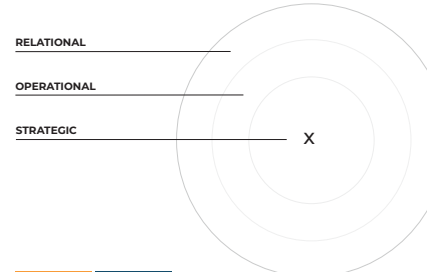
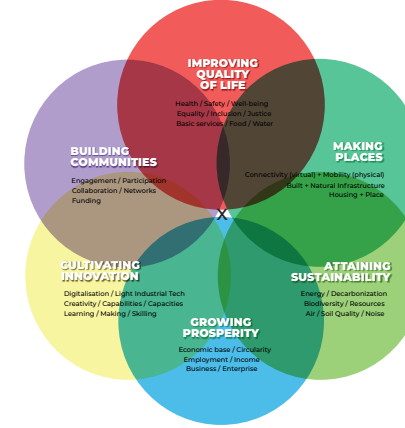
PARADOX OF URBAN REGENERATION

Rigid, deterministic and infrastructure-only approaches to urban regeneration are no longer able to deal with rapid changes in our societies.

We increasingly risk redevelopments unable to stand the time test, and with poor quality and value for the local communities.



- Stakeholders engaged and allied around shared missions & stakeholder typology
- Missions addressed relevant to SDGs
- New (meanwhile) services, products, programmes & activities that create opportunities for:
 - education & training
 - jobs & enterprises
 - active citizenship (volunteering, association, etc)
 - sustainable lifestyles
- Pooled material/immaterial resources
- Diversity in meanwhile uses delivered
- Outreach / Access to spaces
- Diversity in publics engaged
- Citizens and stakeholders actively engaged in co-creation, co-production & co-management of TU
- Tested tools and methods for designing & delivering meanwhile placemaking in UR
- Actual support delivered by the Agency/Labs to developers and key local stakeholders
- Tested innovations for regulating, governing and funding meanwhile uses in UR
- International collaborations established
- Knowledge and practical resources created, made available and accessed
- Knowledge exchange events realised
- Outreach & diversity in publics engaged
- Stories created
- Platform subscribers
- Think Tank model



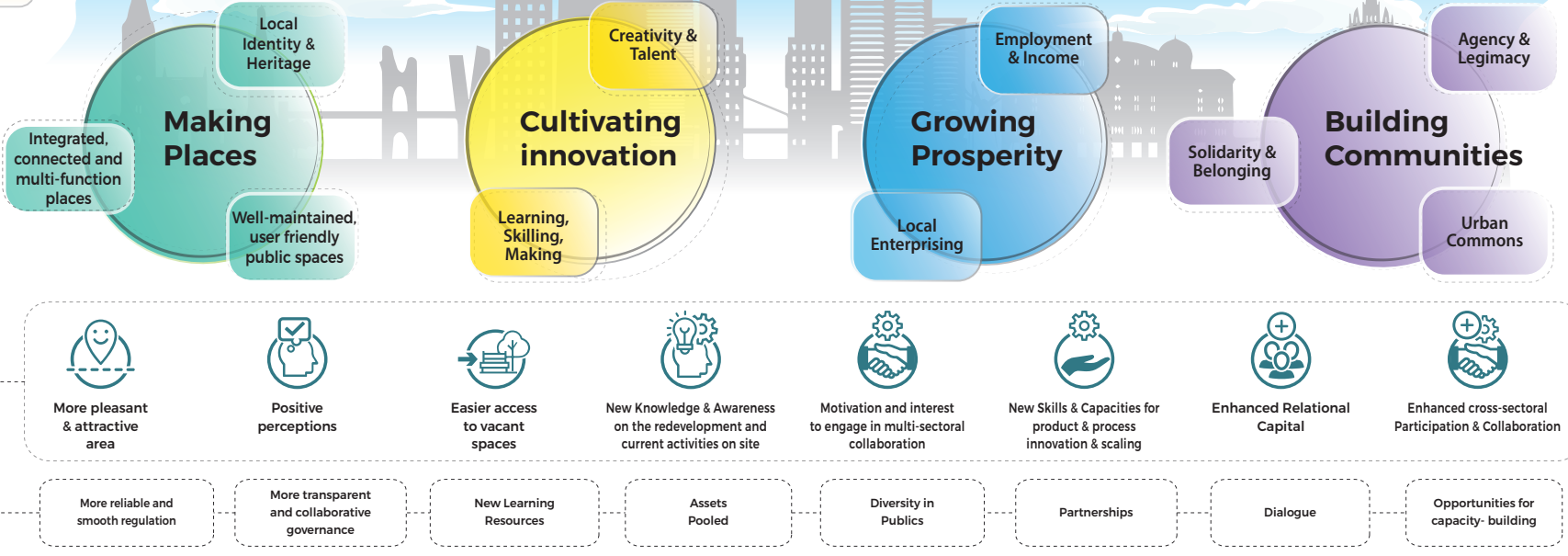
ZORROTZAURRE BILBAO THEORY OF CHANGE



How can we foster an Innovative ecosystem between grassroots movements and HEIs?

- #PROMPT USES:** one off events that attract people in places
- #REGULAR USES:** regular activities that retain people in places
- #STABLE USES:** temporary uses that anchor people to places
- #COLLABORATIVE GOVERNANCE**
- #INVESTMENT & FUNDING**
- #SMART PLANNING, POLICY & REGULATION**

Contributing to
And eventually in
This will result in

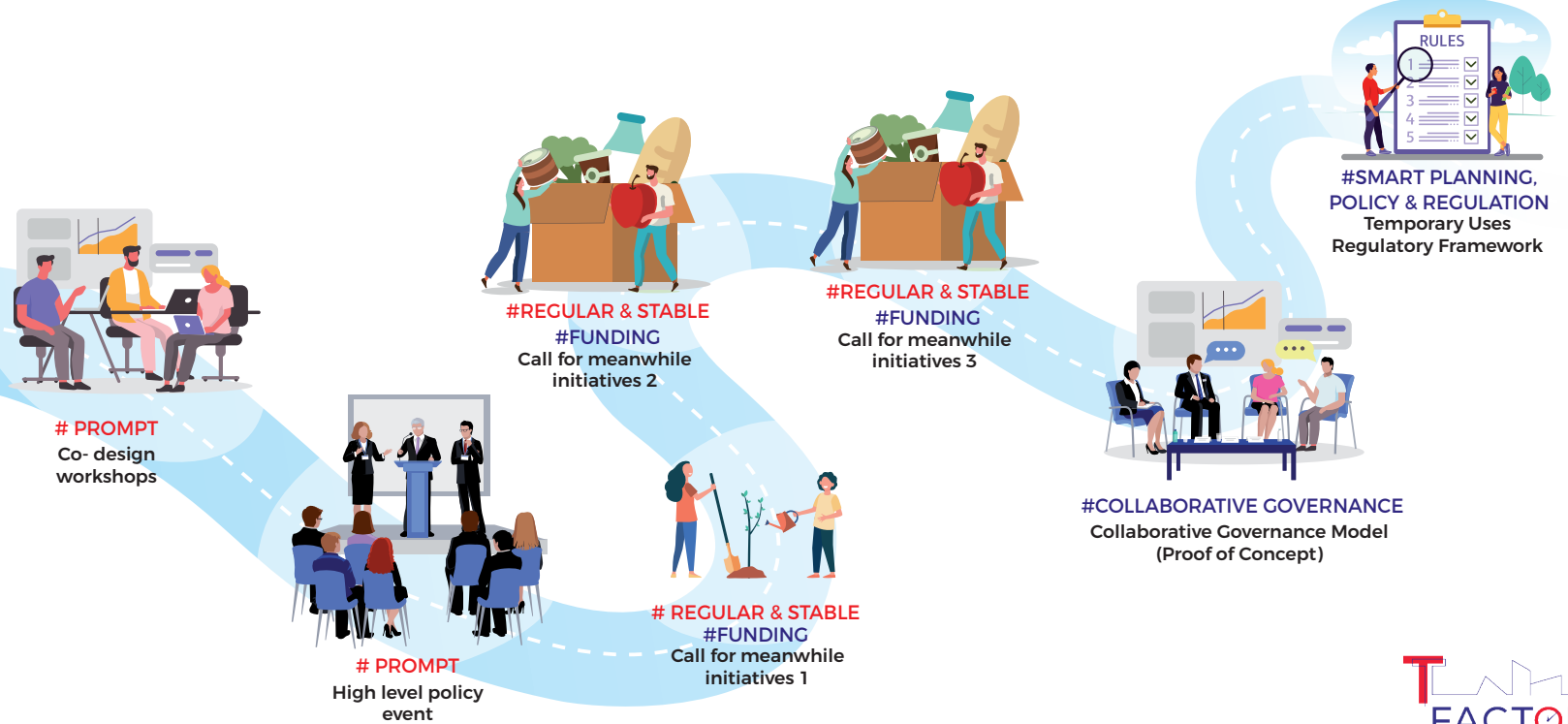


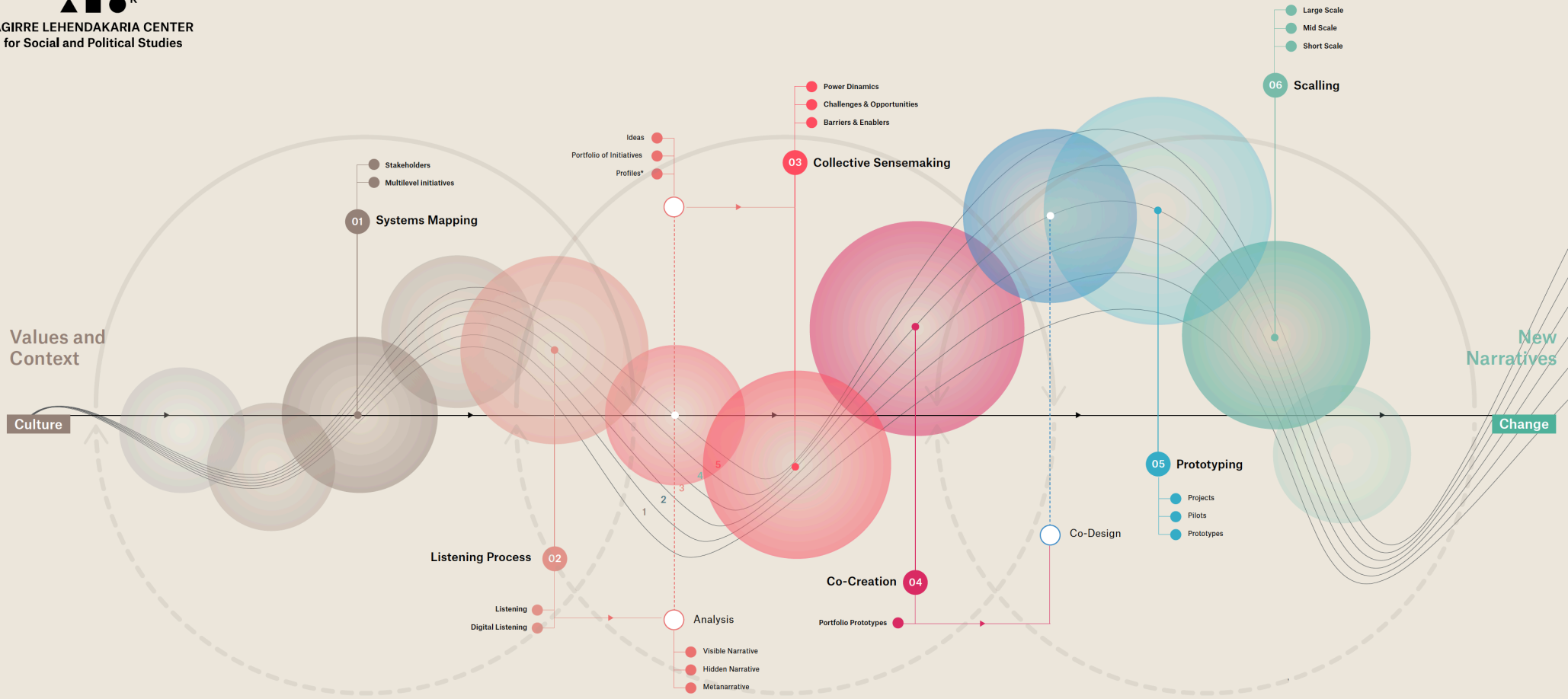
Missions (if we)

- Mission 1:** Triggering Collaboration
- Mission 2:** Collaborative & Participatory Governance
- Mission 3:** Enabling Regulation for Meanwhile Uses



By (Portfolio of temporary activities)



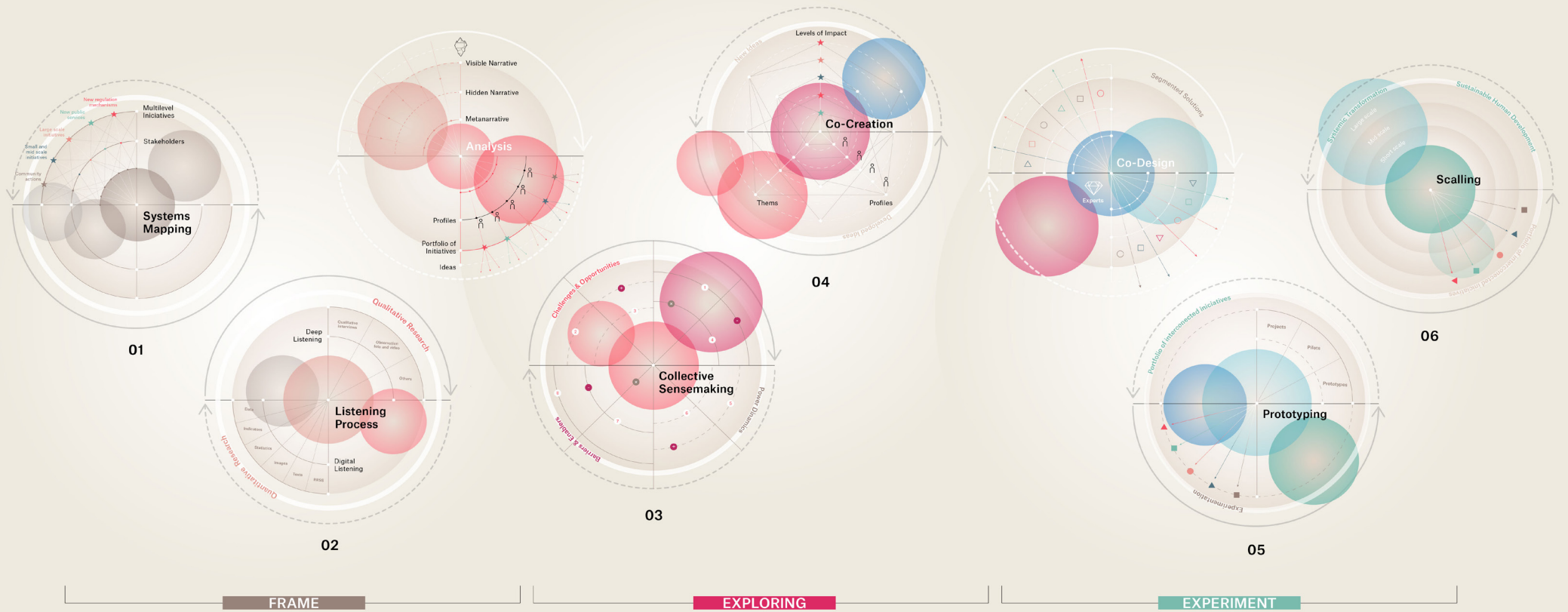


**The personas/profiles are based on the narrative analysis. They are not merely based on demographic data or quantitative analysis; they represent unified perception, behavioral and thinking patterns.*

Our Process

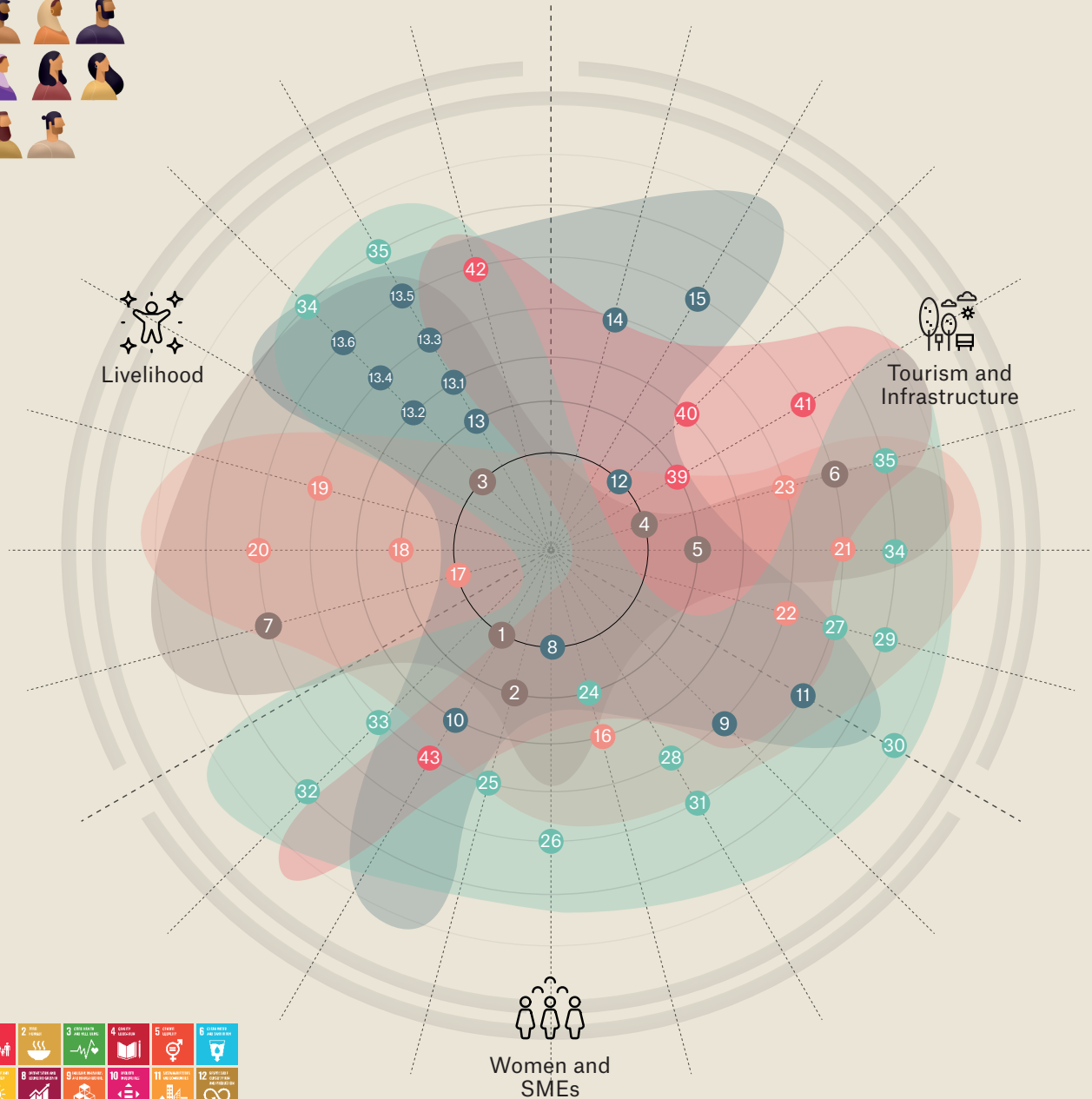
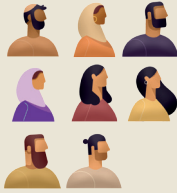


OUR PROCESS



GORONTALO, INDONESIA

Portfolio of Initiatives



Community Actions

Small/Mid Scale

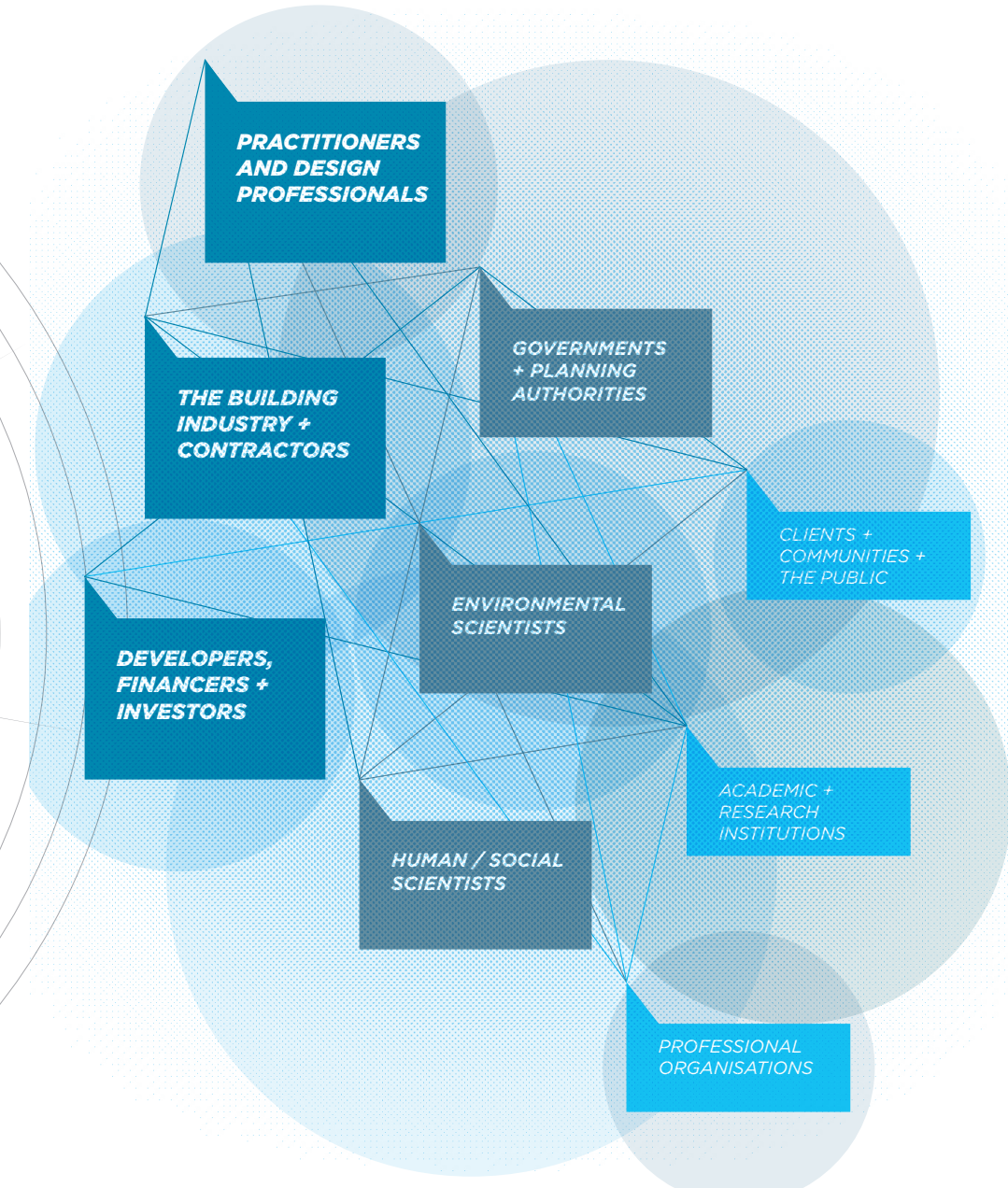
Large Scale

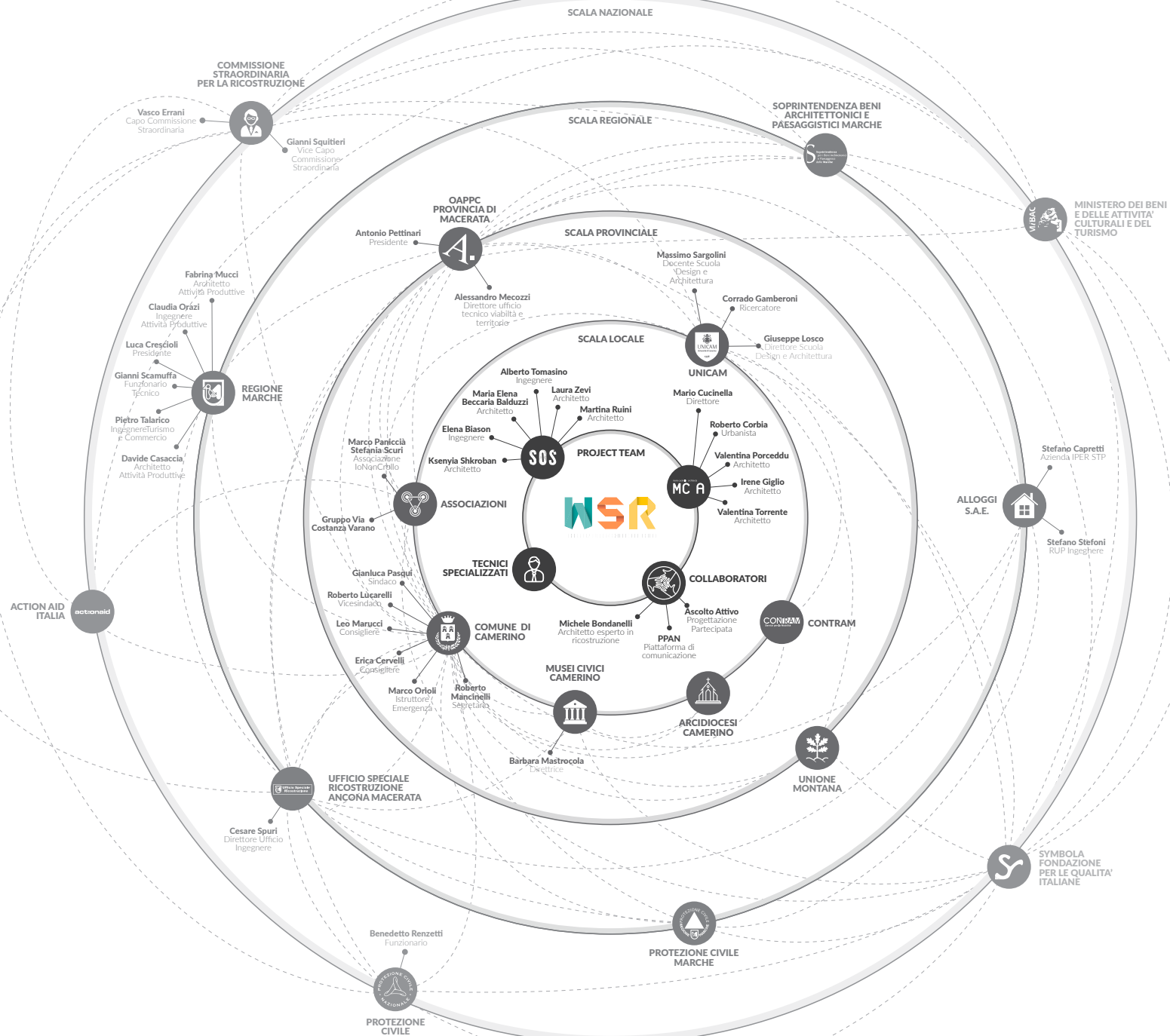
Public Services

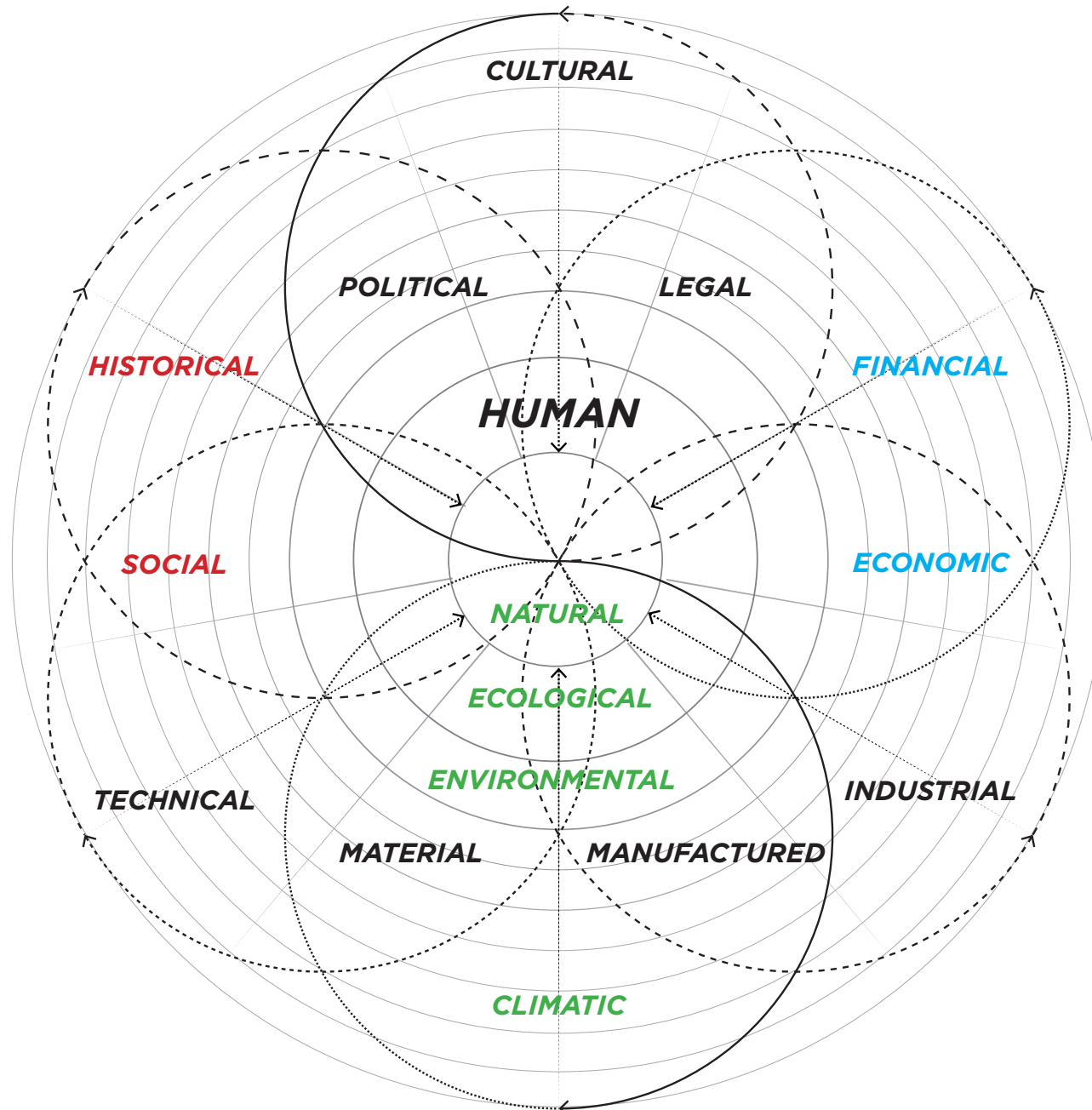
Regulation Mechanisms

- 1 Saronde Festival Celebration
- 2 Revitalization of Poneo and Katialada Boat Taxi Cooperatives
- 3 Revitalization (organizational strengthening) of Fishermen Groups
- 4 Revitalization (organizational strengthening) of Women Fishermen Groups
- 5 Revitalization of Farmers Groups (including Women Farmer Groups)
- 6 Food and seafood competitions and festivals
- 7 Videography competition event encouraging POKDARWIS/GENPI
- 8 Desa Ekowisata Poneo: pilot village for blue ecotourism village (Community based tourism)
- 9 Capacity building for actors involved in different areas related to Tourism
- 10 Facilitate/establish the network of homestay/accommodation owners, local tour and travel agencies to collaborate and promote ecotourism at the village cluster
- 11 Prototyping on vernacular of floating house using local materials and knowledge
- 12 Digital Tourism Promotion
- 13 Development of Prukades (village cluster featured products)
- 13.1 Poneo Prukades Gallery
- 13.2 Capacity building and technical assistance for UBK (Usaha Berbasis Komunitas) on local production of food
- 13.3 Training in post-harvest Management of the Prukades
- 13.5 Provision of processing and packaging tools for Poneo Prukades
- 13.6 Training in packaging and marketing of the Poneo Prukades
- 14 Curation of local indigenous knowledge on fishing practices (methods, tools, seasons)
- 15 Seed breeding specialists' company
- 16 Redesign of content and itinerary for Saronde Festival - linking with the local community and tourism packages of the surrounding area
- 17 Redesign of long-term ecotourism plan for Gorontalo Utara District based on marine conservation
- 18 Facilitation of access to funding through Fishermen/Farmer Groups/Bum-Des/Ma, local SMEs, Usaha Berbasis Komunitas (community-based small businesses) in collaboration with banks, fintech
- 19 Large scale development of an organic local food brand
- 20 Fish value chain redesign at provincial level
- 21 Development of Sentra UKM: Offline and online marketplace for Poneo Prukades (featured products)
- 22 Revitalization of BUM-DES/MA
- 23 Millennial Fishermen Program Fishermen/fishery vocational training program targeting the youth and fishermen who can teach and talk at schools
- 24 Clean water development program at provincial level
- 25 Desalination technology company
- 26 Ecotourism Information Center
- 27 Village cluster level sustainable waste management system to support marine conservation and ecotourism
- 28 Integrated monitoring system for fishing zones, garbage management, illegal fishing and conservation of mangroves and coral reefs
- 29 Public Internet access program
- 30 Blue shipping/transportation connecting Katialada and Poneo Island
- 31 Provide certification for tourist guides
- 32 Redesign of waste recycling policies
- 33 Rethinking local government's online market place/platforms (FG, IG) as an online market-place for local food products
- 34 Public Internet access program
- 35 Scaling up the local government's tourism relationship network
- 36 Establishment/construction of roads connecting the villages to facilitate economic mobility and access to health and education services
- 37 Halal certification for local food products
- 39 Socialization (reformulation) on existing regulation on Poneo Islands as a conservation area
- 40 Village/village cluster level regulation on ecotourism/marine conservation
- 41 Waste management regulation development
- 42 Local seeds certification (seal of quality)
- 43 Local seeds certification (seal of quality)

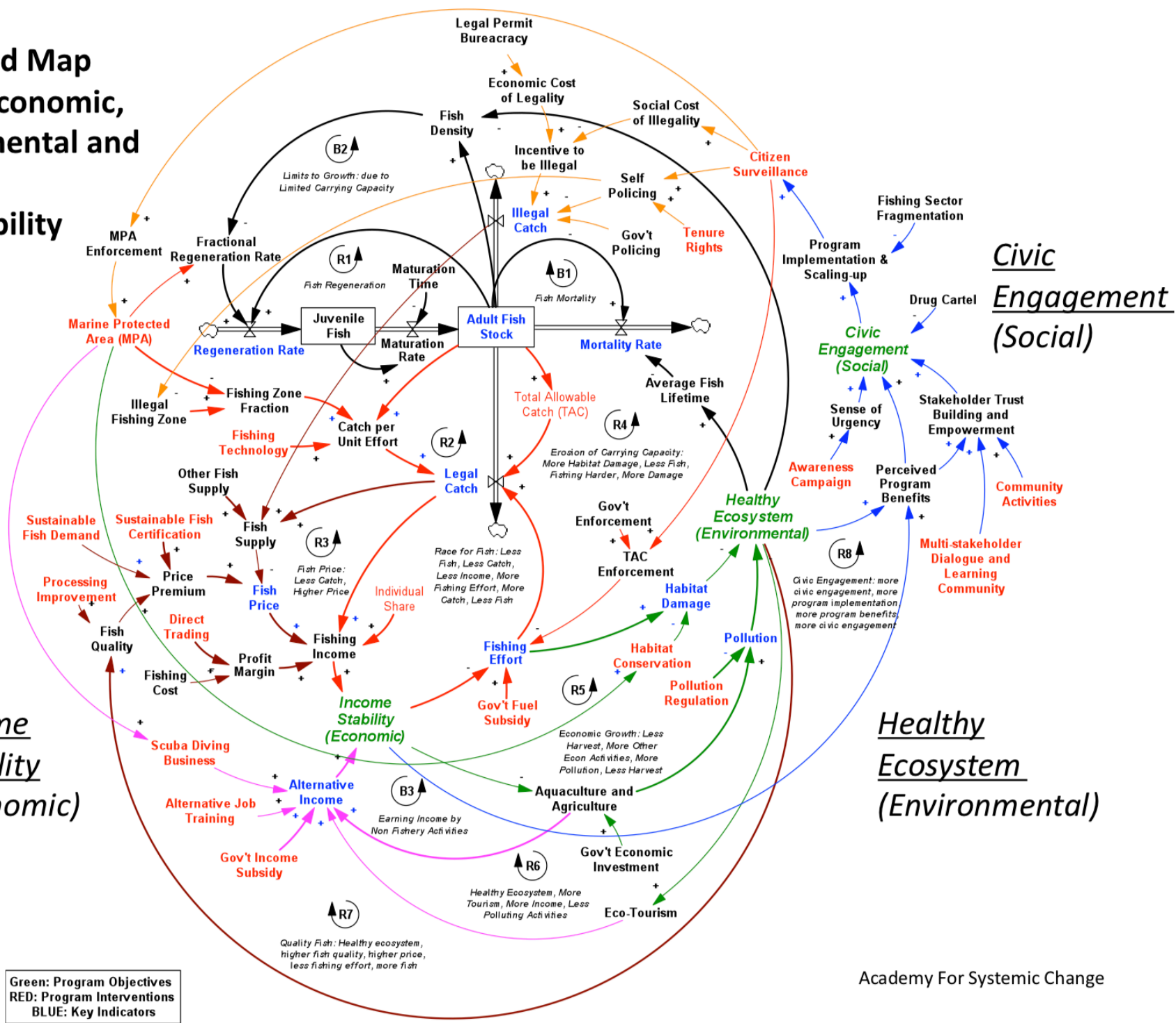
- Community Actions
- Small/Mid Scale
- Large Scale
- Public Services
- Regulation Mechanisms







A Detailed Map Linking Economic, Environmental and Social Sustainability

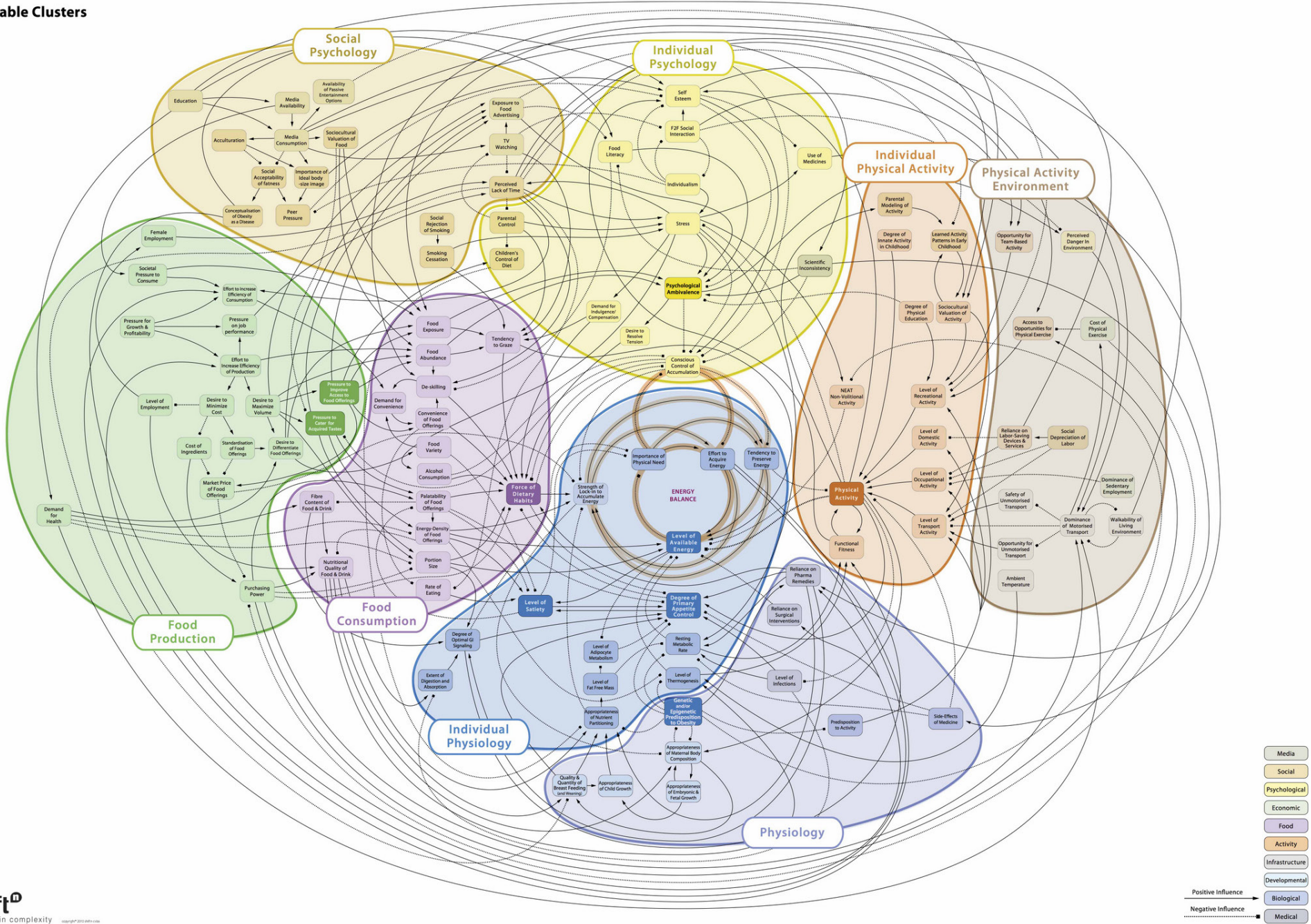


Academy For Systemic Change

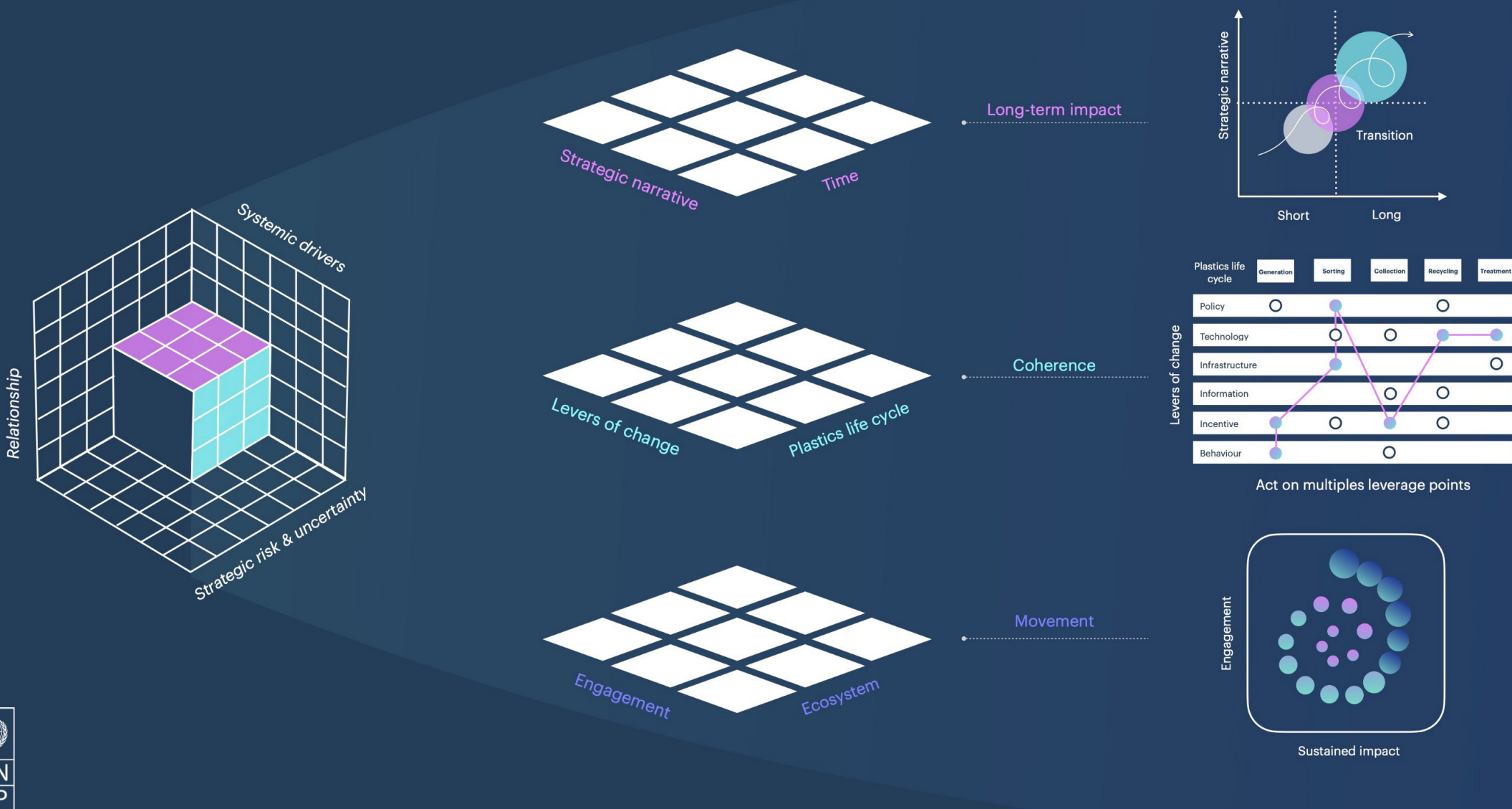


Obesity System Map

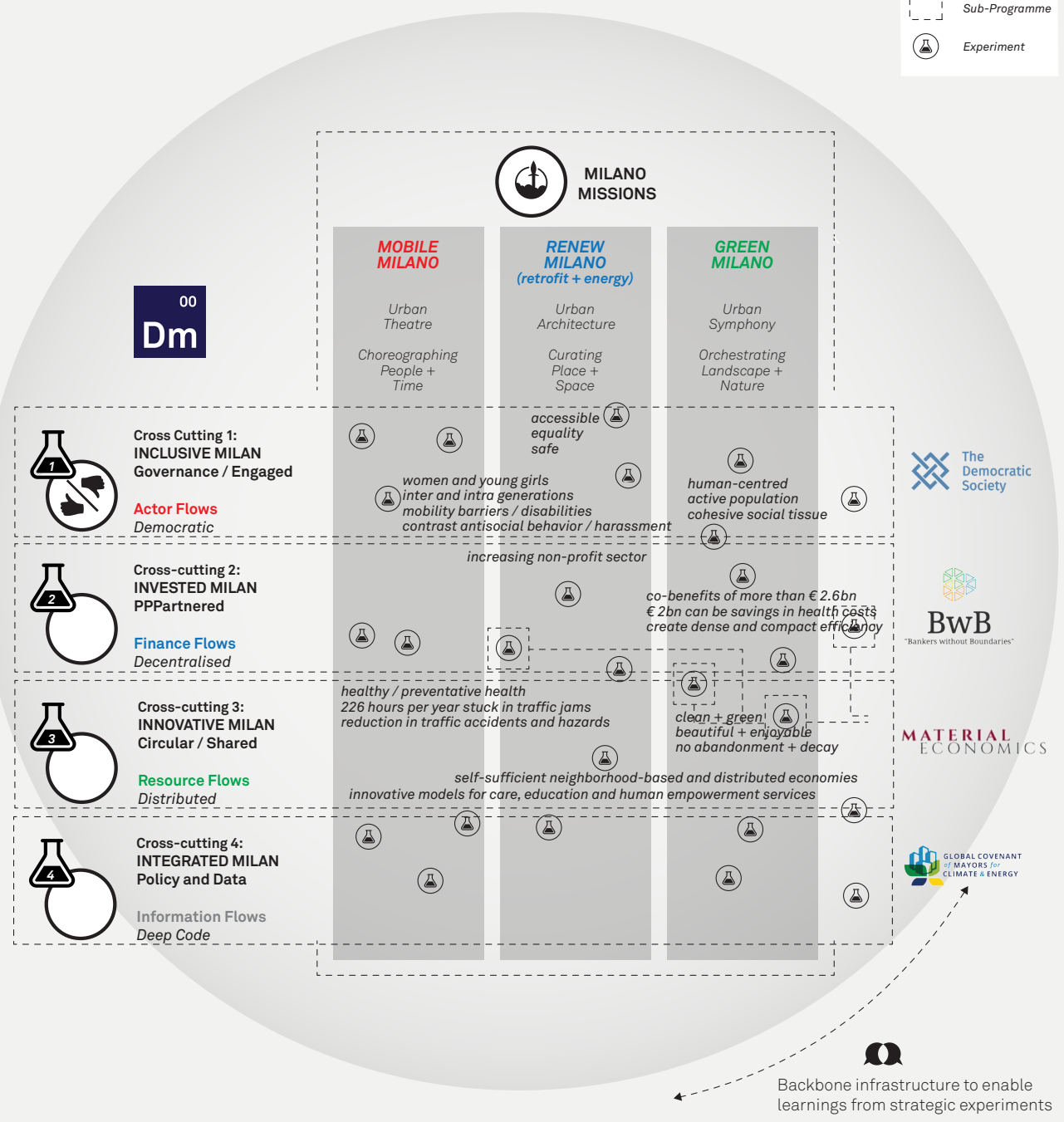
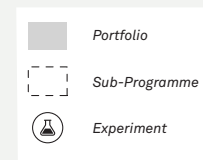
Variable Clusters

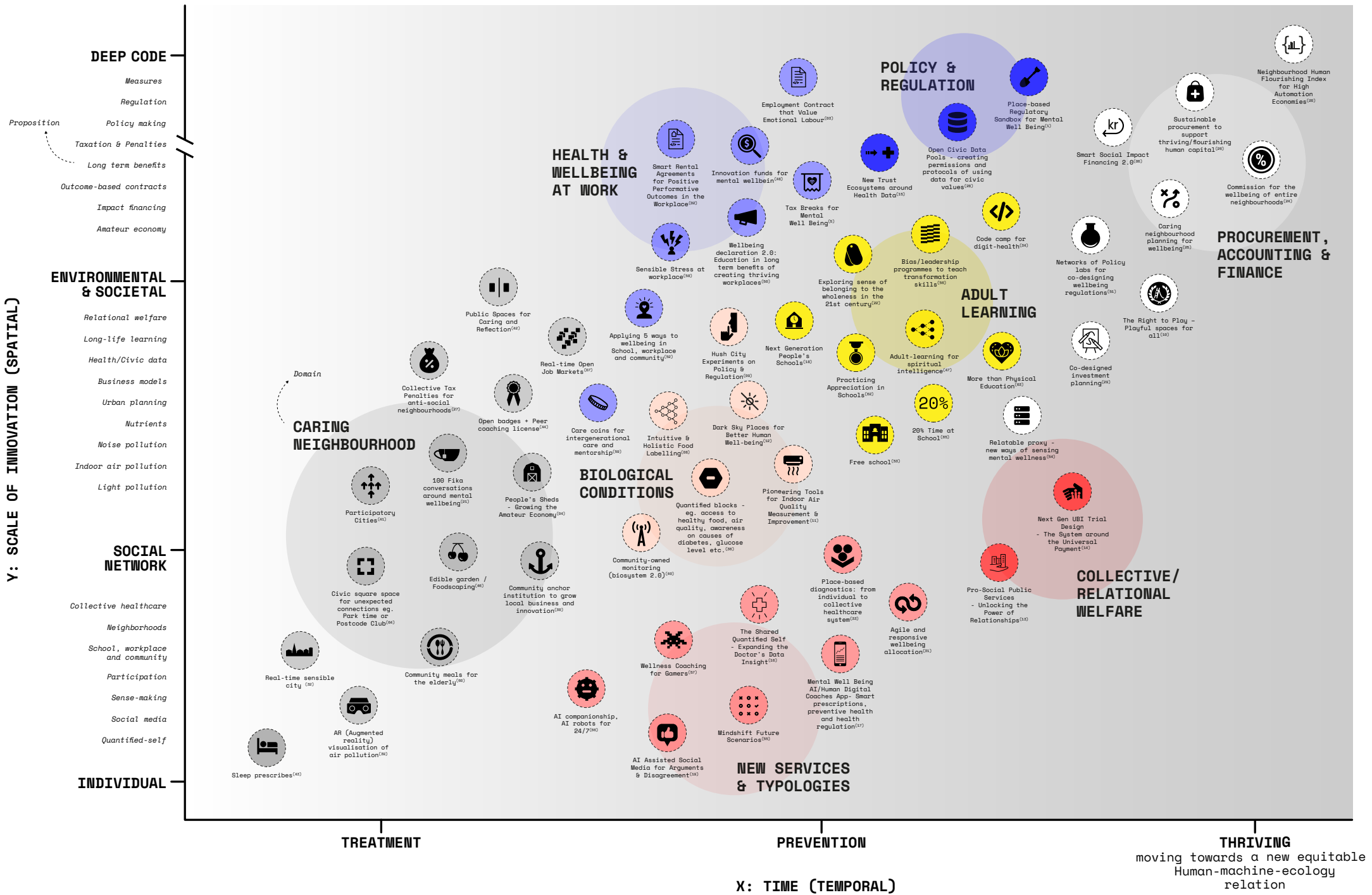


Zooming in on portfolio architecture



METABOLIC MILANO

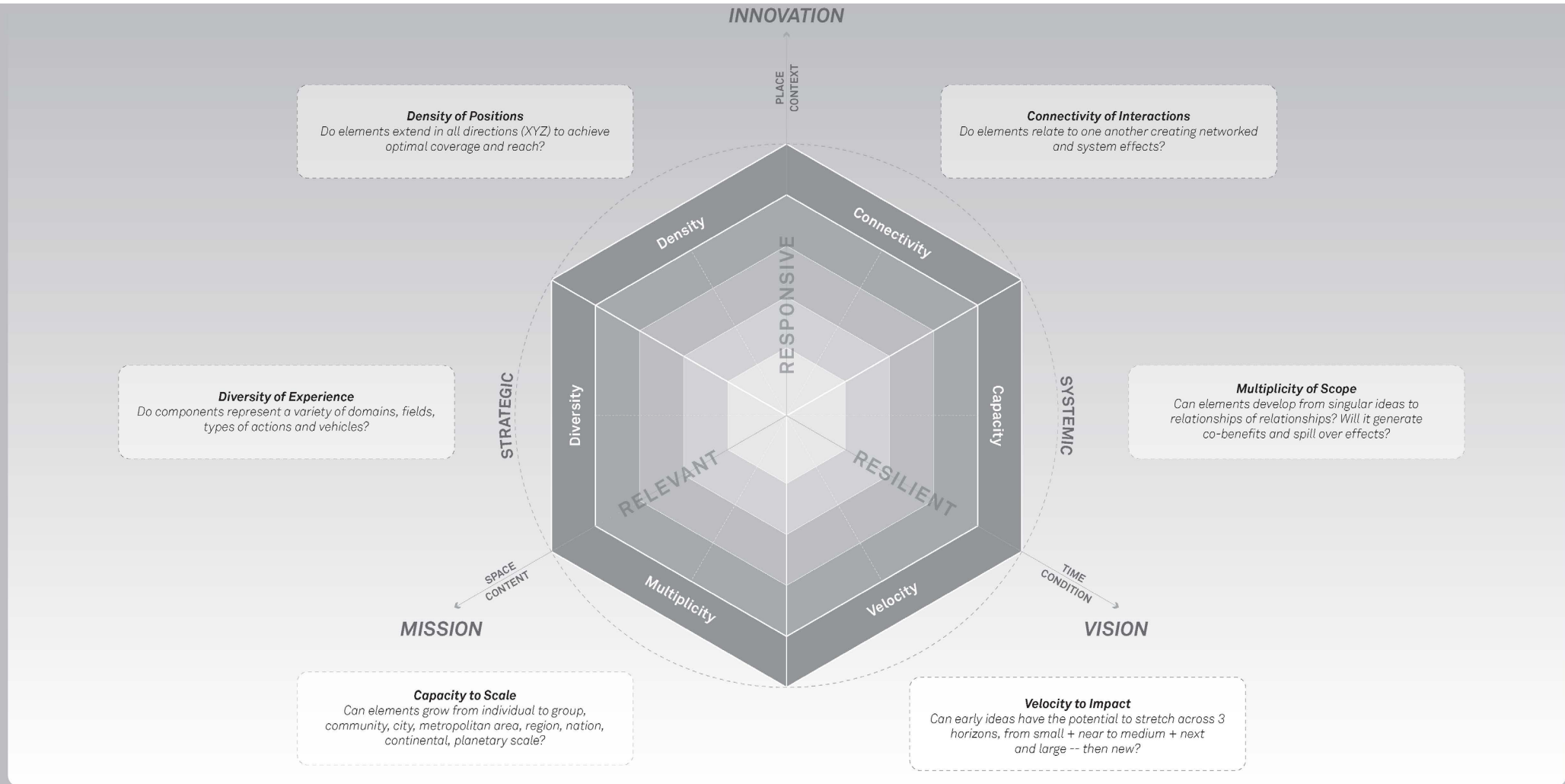
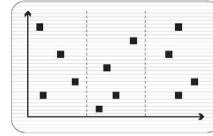




HEALTHY CLEAN CITIES DEEP DEMONSTRATION

PORTFOLIO EVALUATION CRITERIA > QUALITY

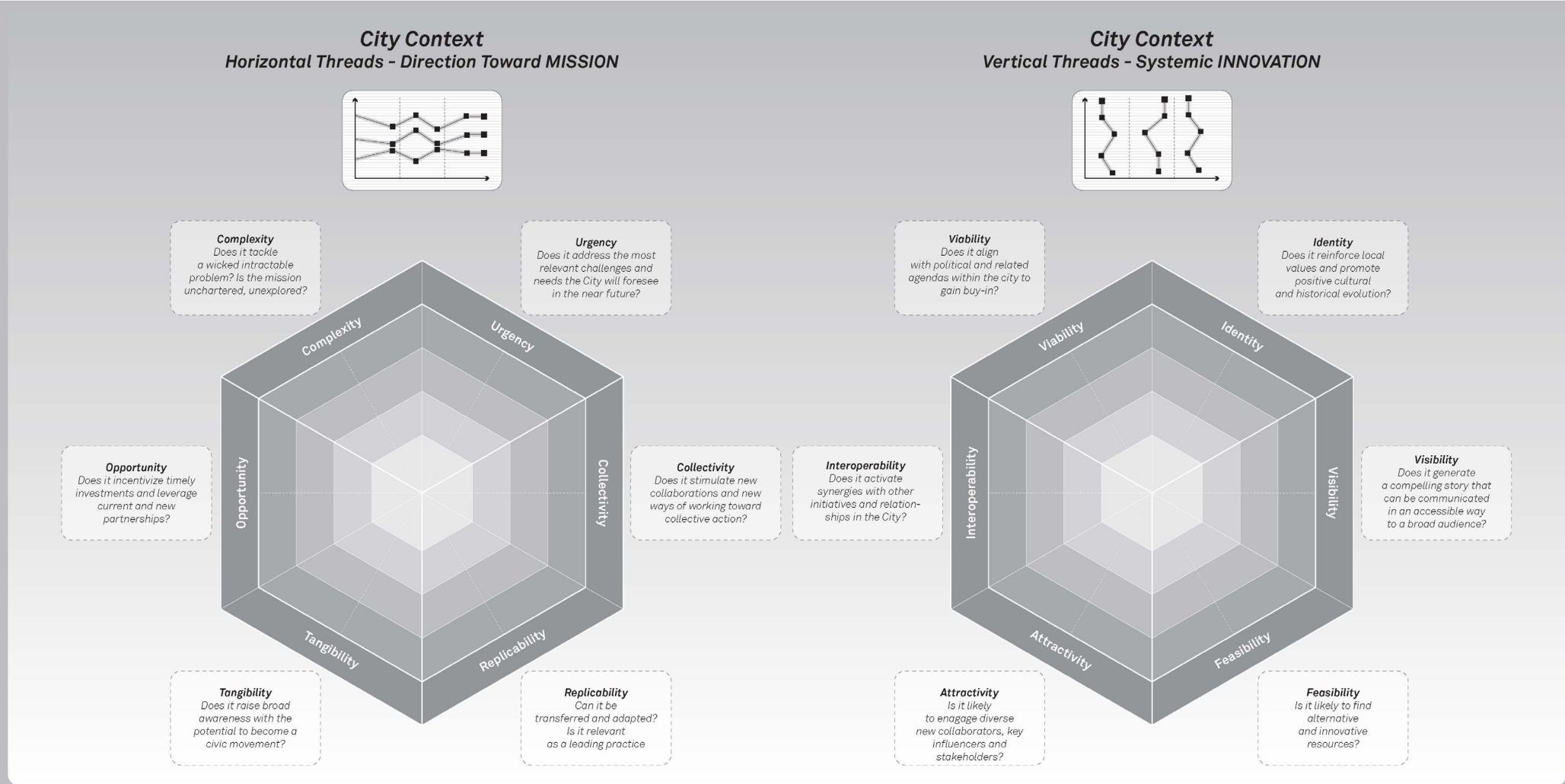
Support stagegate requirements and local / national investments



HEALTHY CLEAN CITIES DEEP DEMONSTRATION

STRATEGIC EXPERIMENT EVALUATION CRITERIA > VALUE

Support stagegate requirements and local / national investments



HEALTHY CLEAN CITIES DEEP DEMONSTRATION

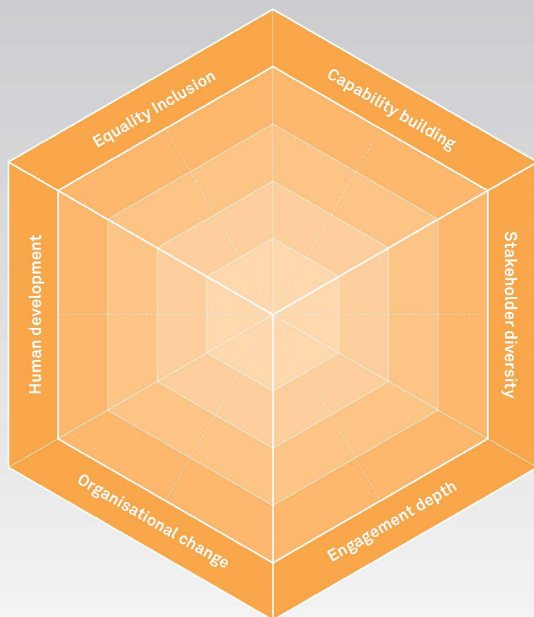
COMPONENT CRITERIA > IMPACT

Support stagegate requirements and local / national investments



Social Value Human + Community Capital

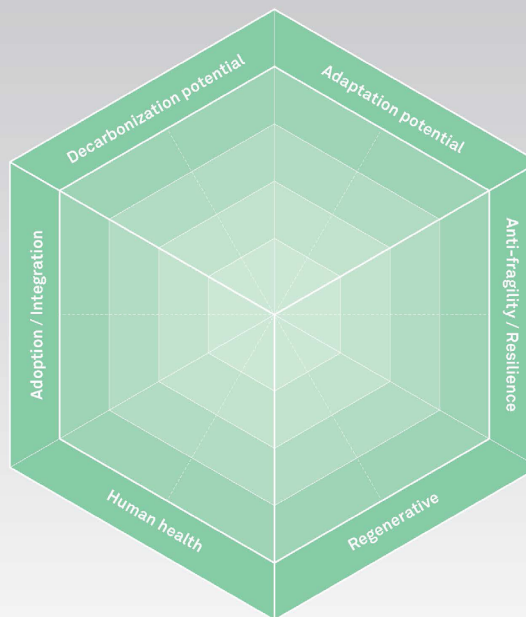
- Equality**
Is it likely to promote social inclusion (cultures, gender, language) and increase a sense of belonging and identity?
- Capability building**
Does it provide opportunities for learning and employment?
- Stakeholder diversity**
Is it likely to involve a diversity of stakeholders? Will it foster lasting collaboration?



- Engagement depth**
Is there minimum local buy-in for the approach? Is there potential for civic movement building?
- Organisational change**
Is the approach whole of government with the opportunity to re-design societal structures?
- Human development**
Is it likely to model positive behaviour? Will the intervention enhance life quality?

Environmental Value Human + Natural Capital

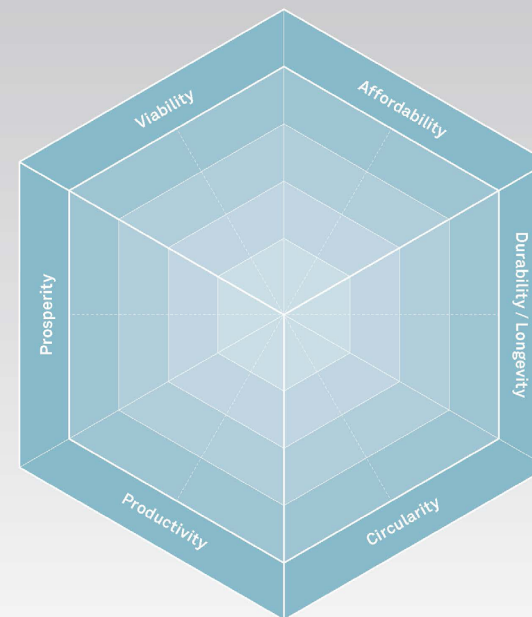
- Decarbonization potential**
Does it have an ambitious carbon reduction potential?
- Adaptation potential**
Does it improve the life quality in a world already affected by undergoing changes?
- Anti-fragility / Resilience**
Does it ensure enough flexibility to embrace the volatility of alternative scenarios?



- Regenerative**
Does it stimulate renewal of place through an holistic approach?
- Human health**
Do the benefits consider improved physical, mental, psychological well being?
- Adoption / Integration**
Are the proposals relatable and likely to become a part of peoples' lives?

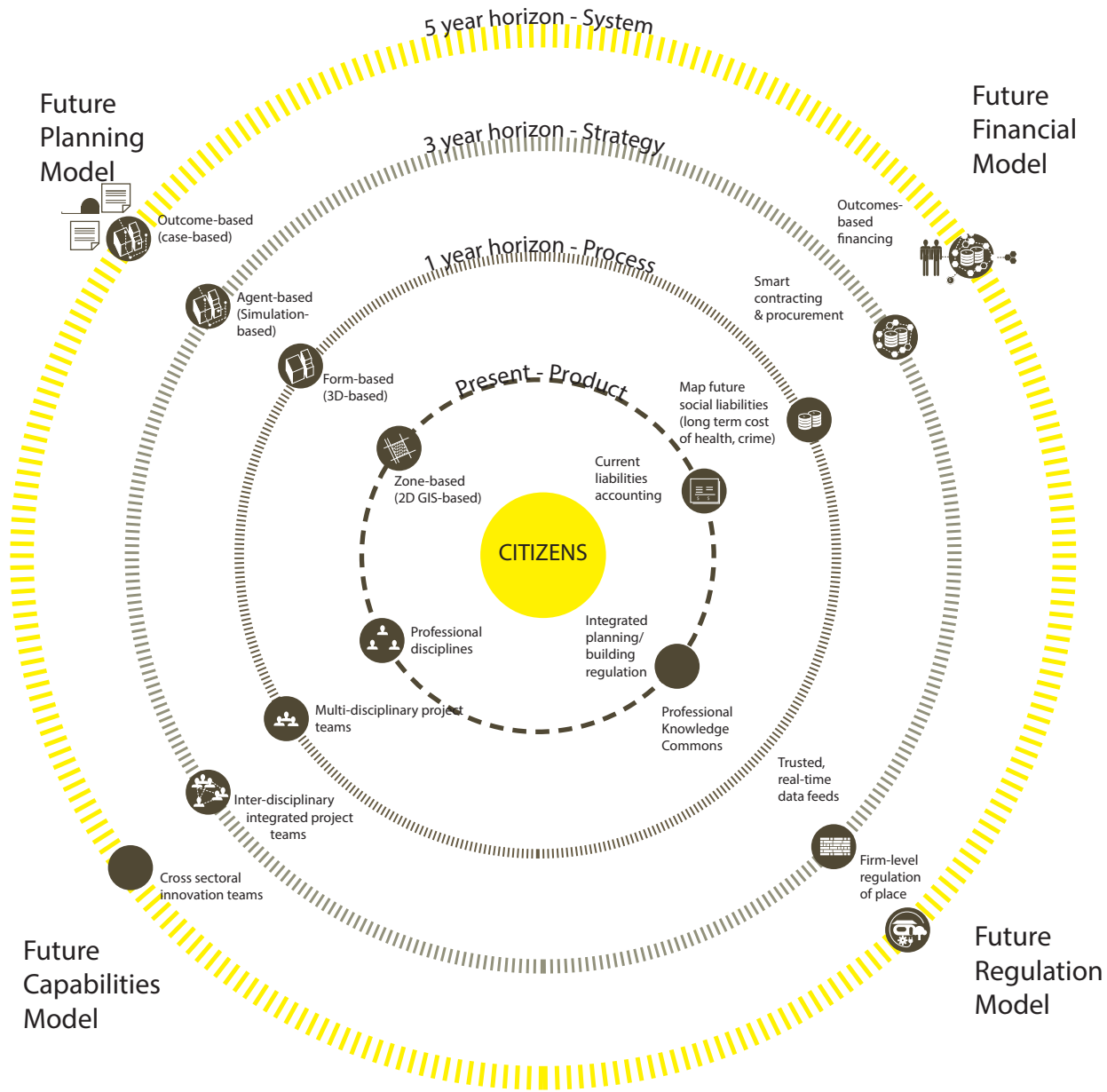
Economic Value Human + Built Capital

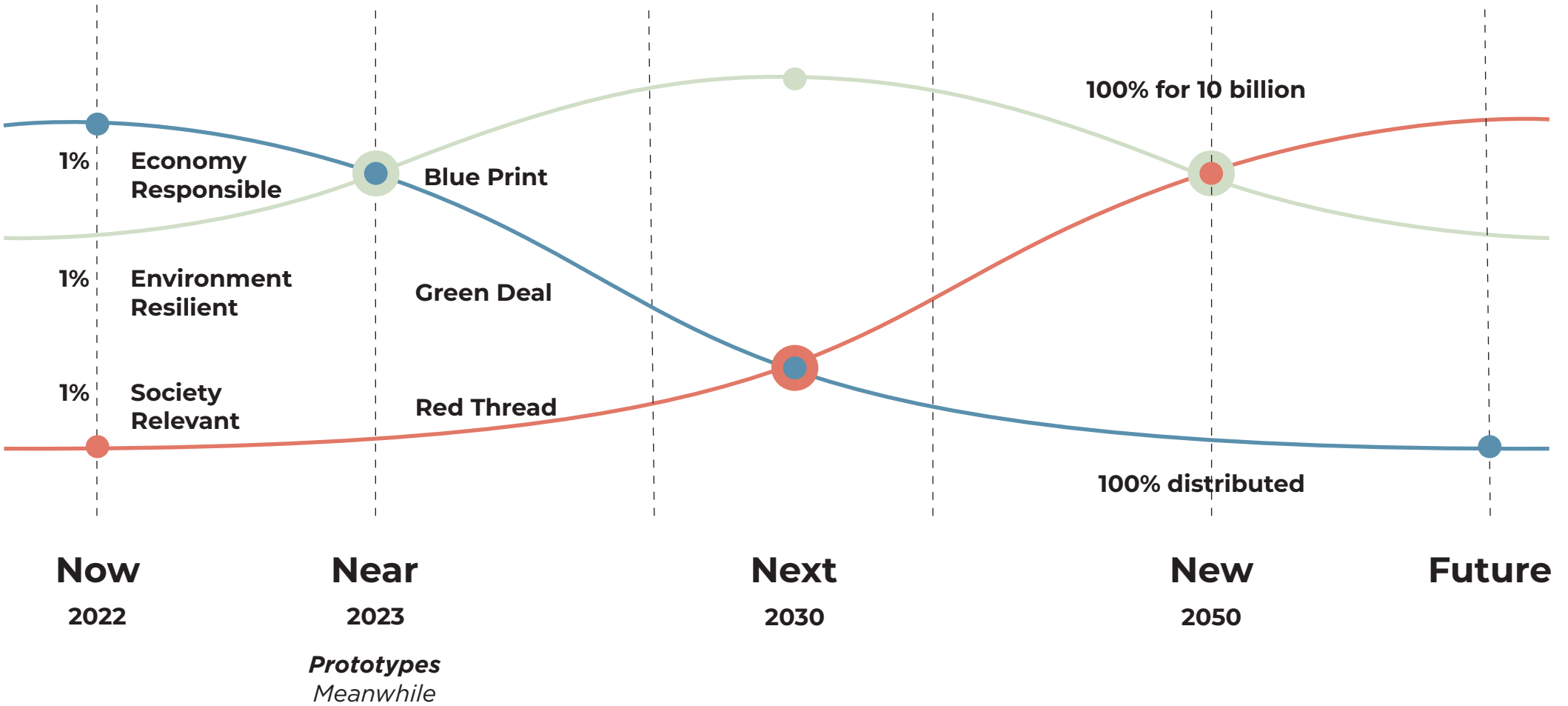
- Viability**
Is there sufficient financial infrastructure for support?
- Affordability**
Is the expected result affordable for all?
- Durability / Longevity**
Does it have sufficient robustness to last beyond a trend?



- Circularity**
Are resources used in such as way to achieve zero waste?
- Productivity**
Is it likely to increase efficiency and effectiveness at all scales?
- Prosperity**
Is it expected to leverage assets and generate a thriving the local economy?









CULTURE

Red Thread

People
Livability
Accessibility

Your House

Quality
Relevant
Opportunity

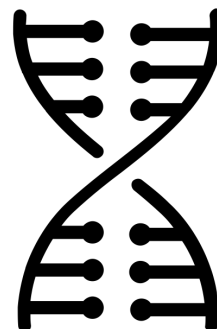
Cultural Movement

1% to 100%
Caring
Engaged

New Eco-Learning

Life Long-based
Participatory Futures

COMMON GROUND



FUTURE

Blue Print

Prosperity
Thrivability
Affordability

BAUHAUS

Value
Responsible
Possibility

Humane Revolutions

Power of 1 to Power of All
Daring
Empowered

New Eco-Research

Practice-based
Mission Innovation

COMMON GOALS



NATURE

Green Deal

Planet
Sustainability
Adaptability

Our House

Impact
Resilient
Harmony

Renewal Waves

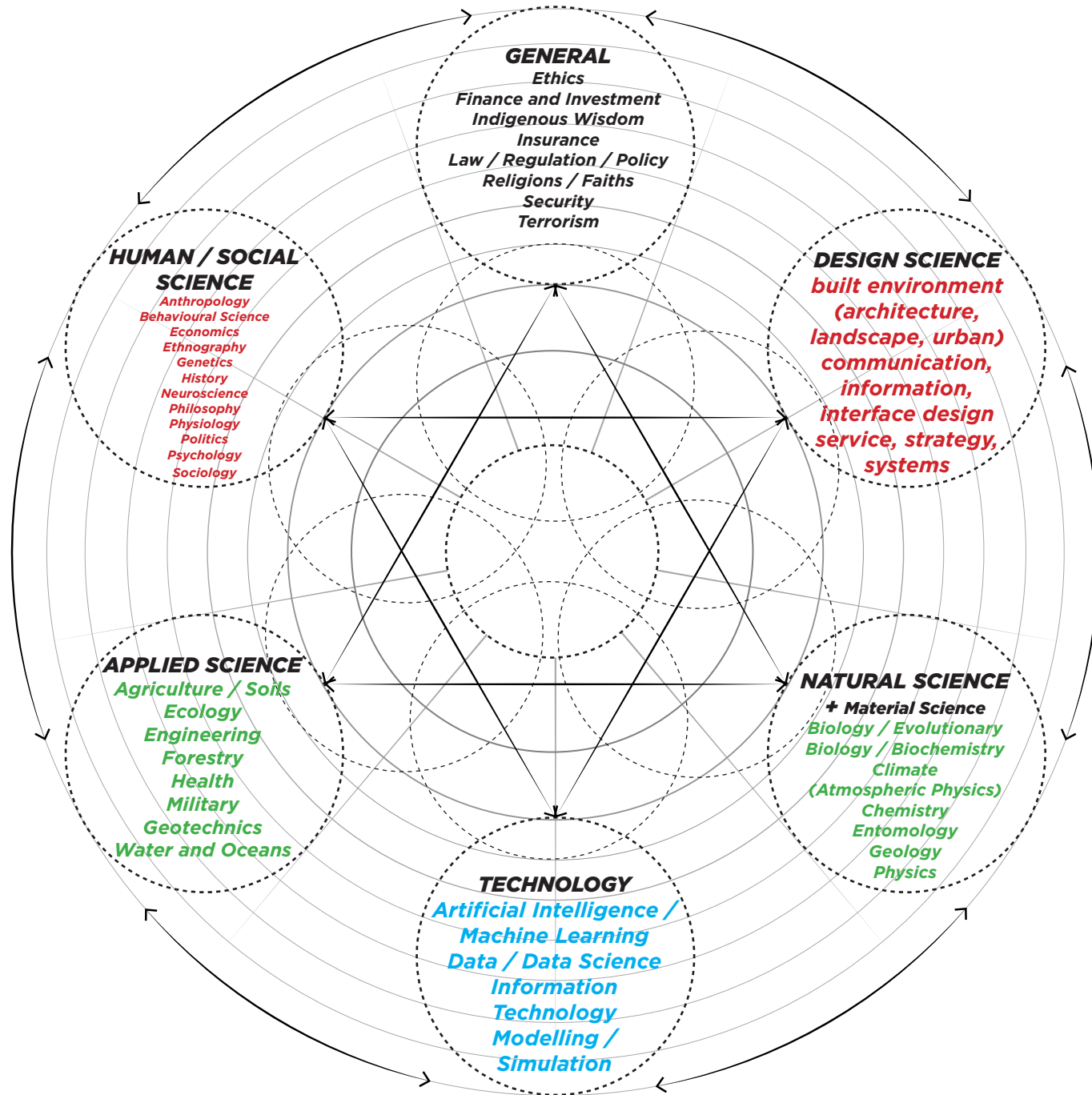
All People + 1 Planet
Sharing
Enabled

New Eco-Innovation

Place-based
Health + Wellbeing

COMMON GOOD



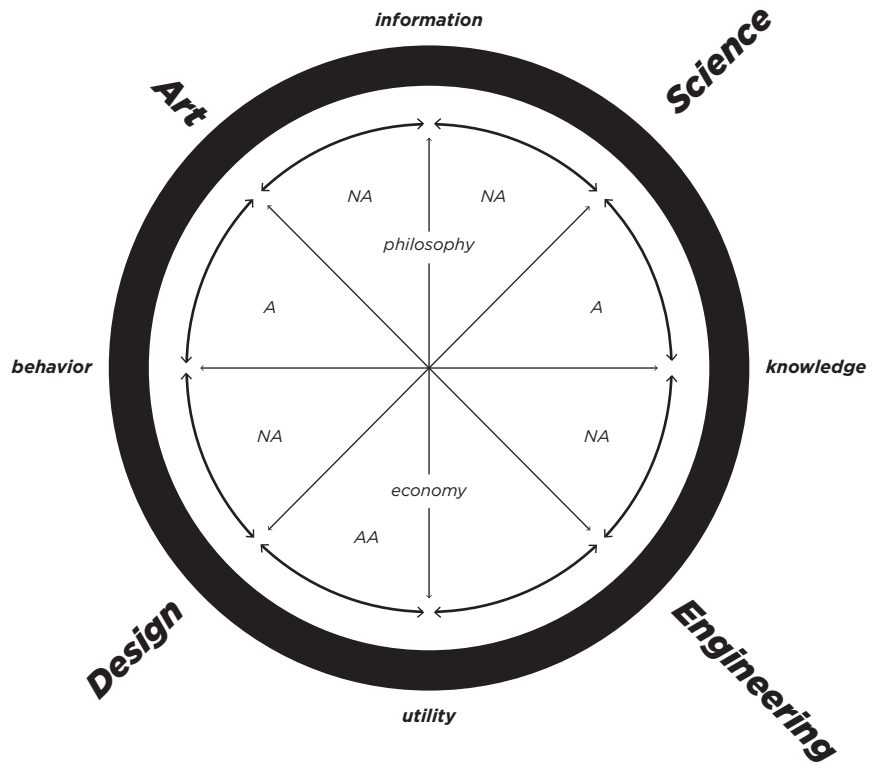


Perception & Culture

Culture <> Nature

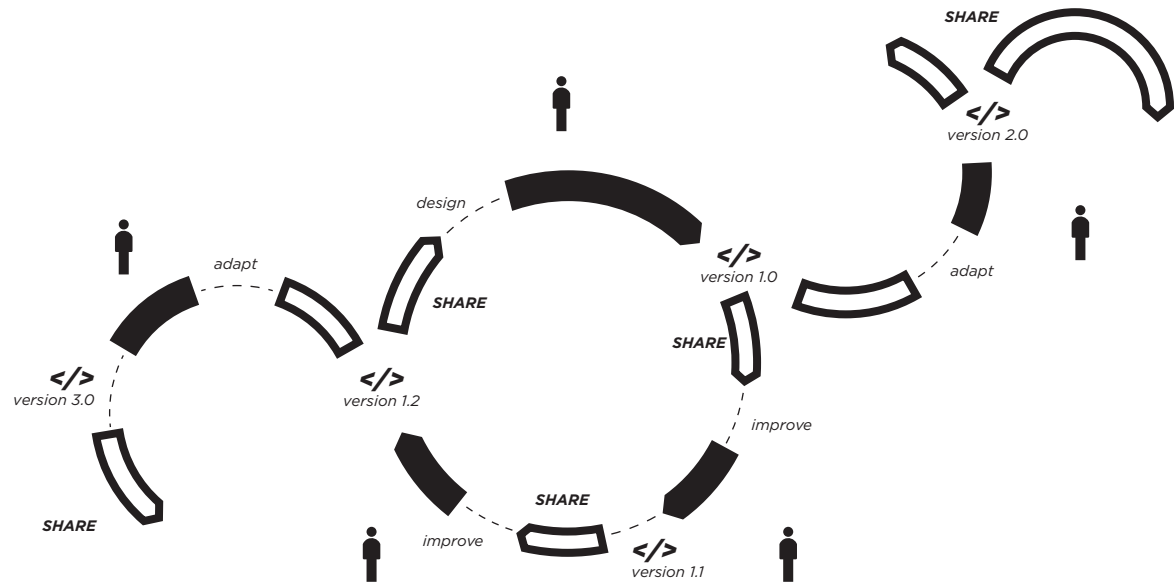
Perception & Nature

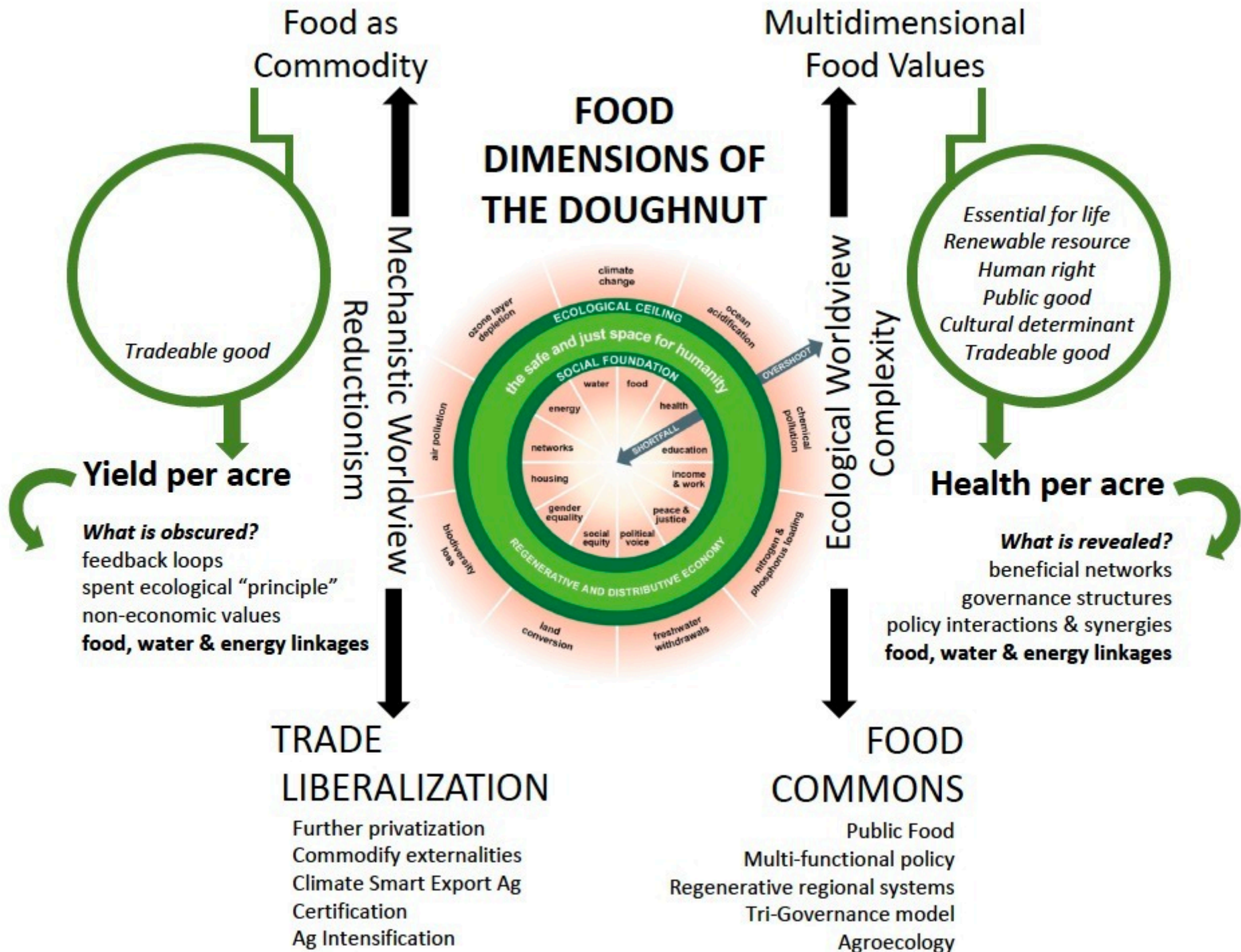
Production < > Perception



Production & Culture

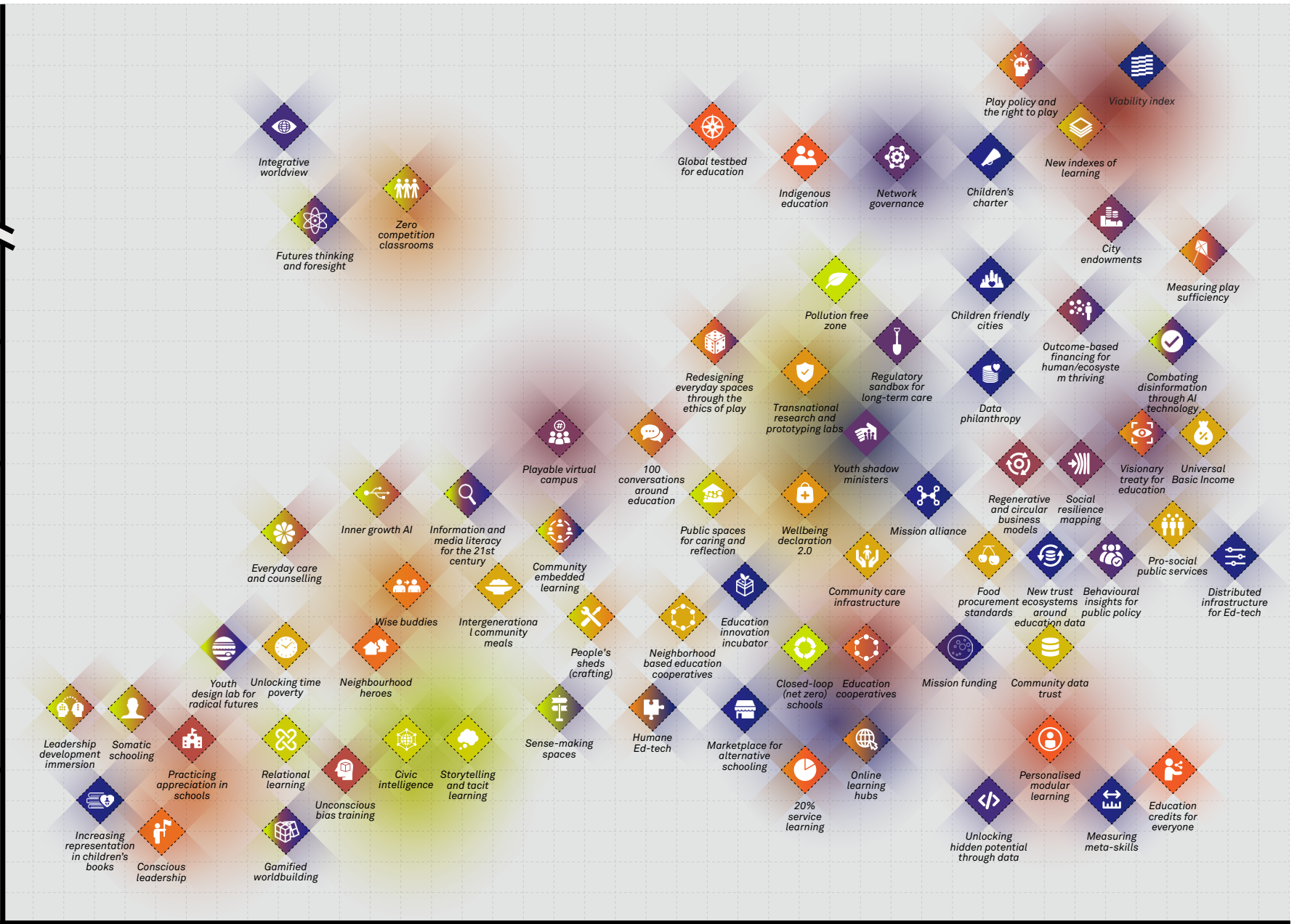
Production & Nature





Y: SCALE OF INNOVATION (SPATIAL)

- Legislations & Rights
- Regulation
- Policy making
- Cultural conditions
- Measures/Metrics
- DEEP CODE**
- ENVIRONMENTAL**
- Social services
- Learning environment
- Urban environment
- SOCIETAL**
- Social conditions
- Cultural influences
- Care economy
- Labour market
- COMMUNITY**
- Household/family
- Neighborhoods
- School, workplace & community
- Social media
- INDIVIDUAL**
- Physical, biological characteristics
- Psychological, cognitive development
- Memories & experiences



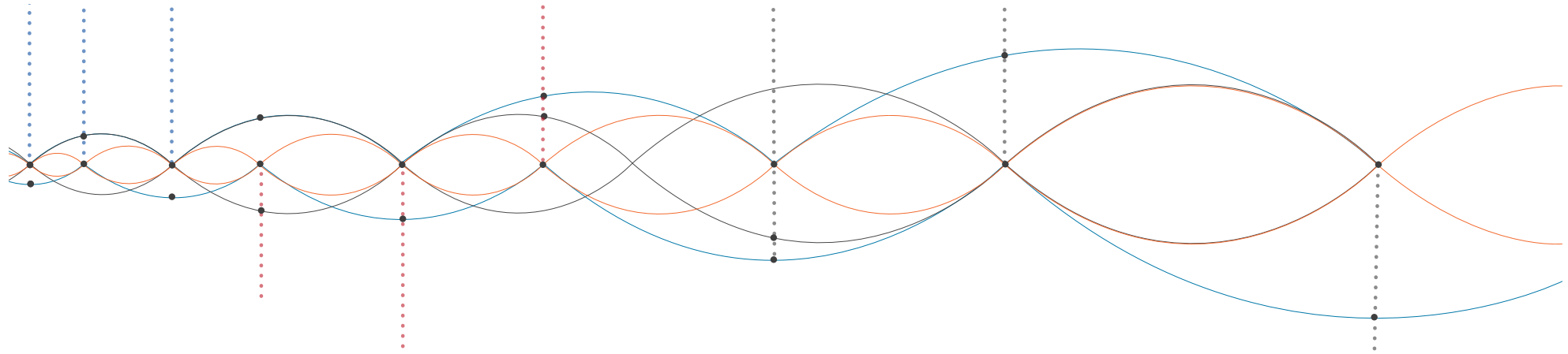
INDIVIDUAL ACTOR
 Imagination, Sensemaking, Agency,
 Shared language, Collaborative capacity

COLLECTIVE
 Tools and platforms for collaboration,
 Space for deliberation,
 Generating political legitimacy/will

SYSTEM
 Shared financial infrastructure,
 Incentive mechanisms, Metrics/indexes,
 Accounting mechanisms, Contracting infrastructure,
 Collective accountability mechanisms

X: SCALE OF CAPACITY BUILDING





Level 1
Common
Knowledge

Mastering
CONTEXT

design as
value asset

Level 2
Common
Ground

Mastering
CREATIVITY

design for
fabrication

Level 3
Common
Goals

Mastering
COMPLEXITY

design for
delivery

Level 4
Common
Good

Mastering
CONVERGENCE

design for
performance

Level 5
Chamber of
Commons

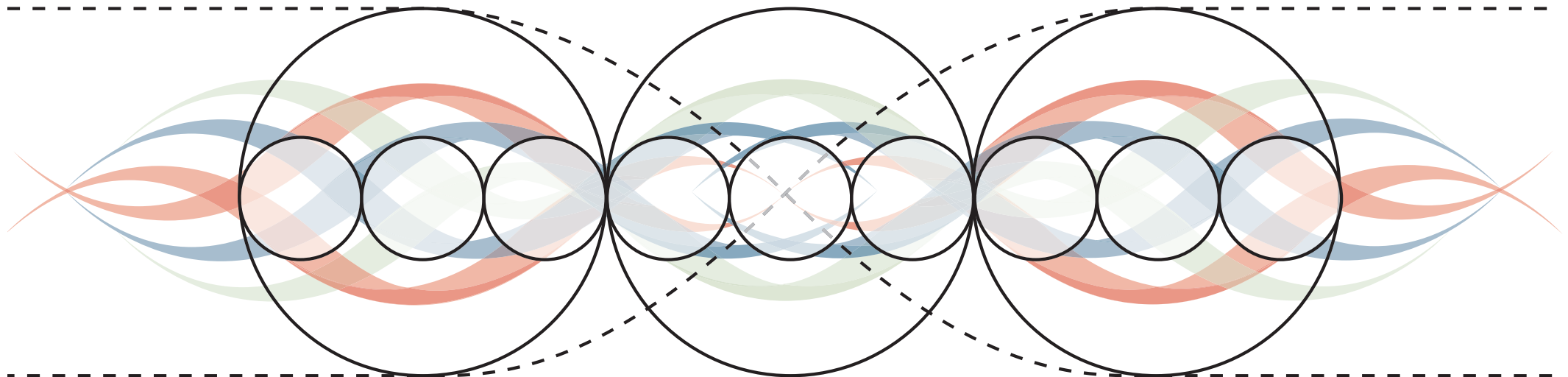
Mastering
CONNECTIVITY

design in the
public interest

**Architecture, Landscape, Urban
Knowledge Communities** *Local to Global*
civic and regional live studios
responsive and responsible

**Research Practice Academies
Consortia Networks** *Glocal Hybrids*
practice-based collaborative research
radical and relevant

**Citizen Co-laboratories
Open Innovation Platforms** *Global to Local*
industry-wide public innovation
revolutionary and resilient



**Creativity
Character
Communication**

**Community
Citizenship
Culture**

**Critical Thinking
Collaboration
Connectivity**

Local Innovation
open institutes, craft based polytechnics
impact hubs, production spaces, workshops

Glocal Innovation
skills + training / supply + demand incubator
change labs, fab labs, share labs

Global Innovation
III Co-Labs, social innovation labs, IDC's
intelligence teams, policy sandboxes



PUBLIC SPHERE
New Schools of Thinking and Doing
 peer-to-peer learning
 mentoring chains and loops
 intergenerational experience exchange

Learning Level 1 5 - 8 years
PLACE
 design experience in assembly making
 eco experience making edible schoolyards

Learning Level 2 9 - 12 years
PATTERN
 design experience in hackathons, boot camps
 eco experience making community gardens

Learning Level 3 13 - 18 years
PROCESS
 design experience in fab-labs, maker spaces
 eco experience making urban farms / farming

Learning Level 4 **Local Innovation**
PLACE + SPACE
 experience in community-based design build
 complex challenge problem solving

Learning Level 5 **Disruptive**
PATTERN + SYSTEM
 experience in practice-based research
 evidence based decision making

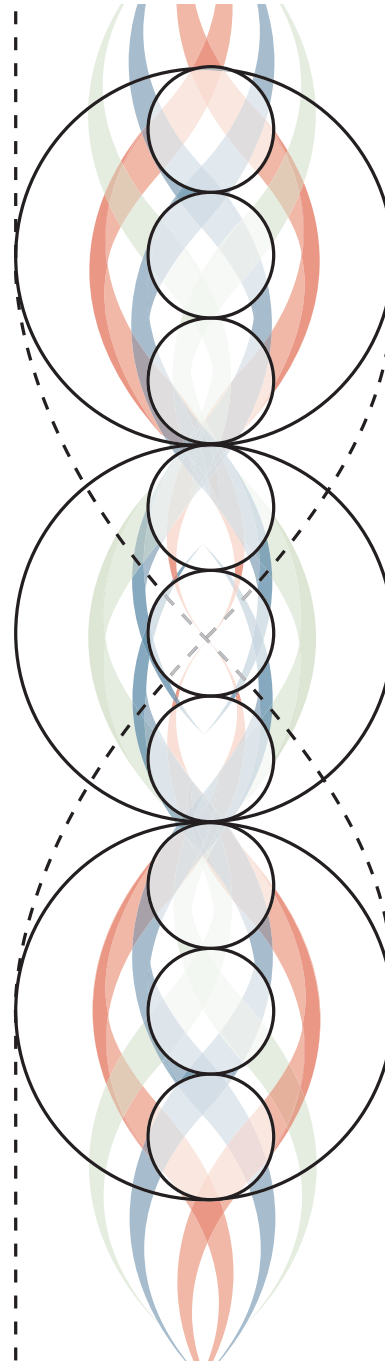
Learning Level 6 **Global Innovation**
PROCESS + STRATEGY embedded
 experience in interscalar performance design
 value creation judgement

Learning Level 7 **Emerging**
PLACE + PLANNING **democratic**
 expertise in community regeneration
 planning reviews and regulatory sandboxes

Learning Level 8 **Embodying**
PATTERN + POLICY **disruptive**
 expertise in urban systems design
 citizen juries and open policy making

Learning Level 9 **Embedding**
PROCESS + POLITICS **distributed**
 expertise in global development
 co-laboratories and open innovation

Building a Co-Learning Eco-Economy in Practice



PRACTICE SPHERE
New Forms of Action and Making
 engineering garage
 open polytechnic (field based)
 jam factories (arts and crafts)

Creativity, Character, Communication

Community, Citizenship, Culture

Critical Thinking, Collaboration, Connectivity

**Architecture, Landscape, Urban
 Knowledge Communities** Local to Global
 civic and regional live studios
 responsive and relevant

Research Practice Academies
Consortia Networks Glocal Hybrids
 practice-based collaborative research
 radical and relevant

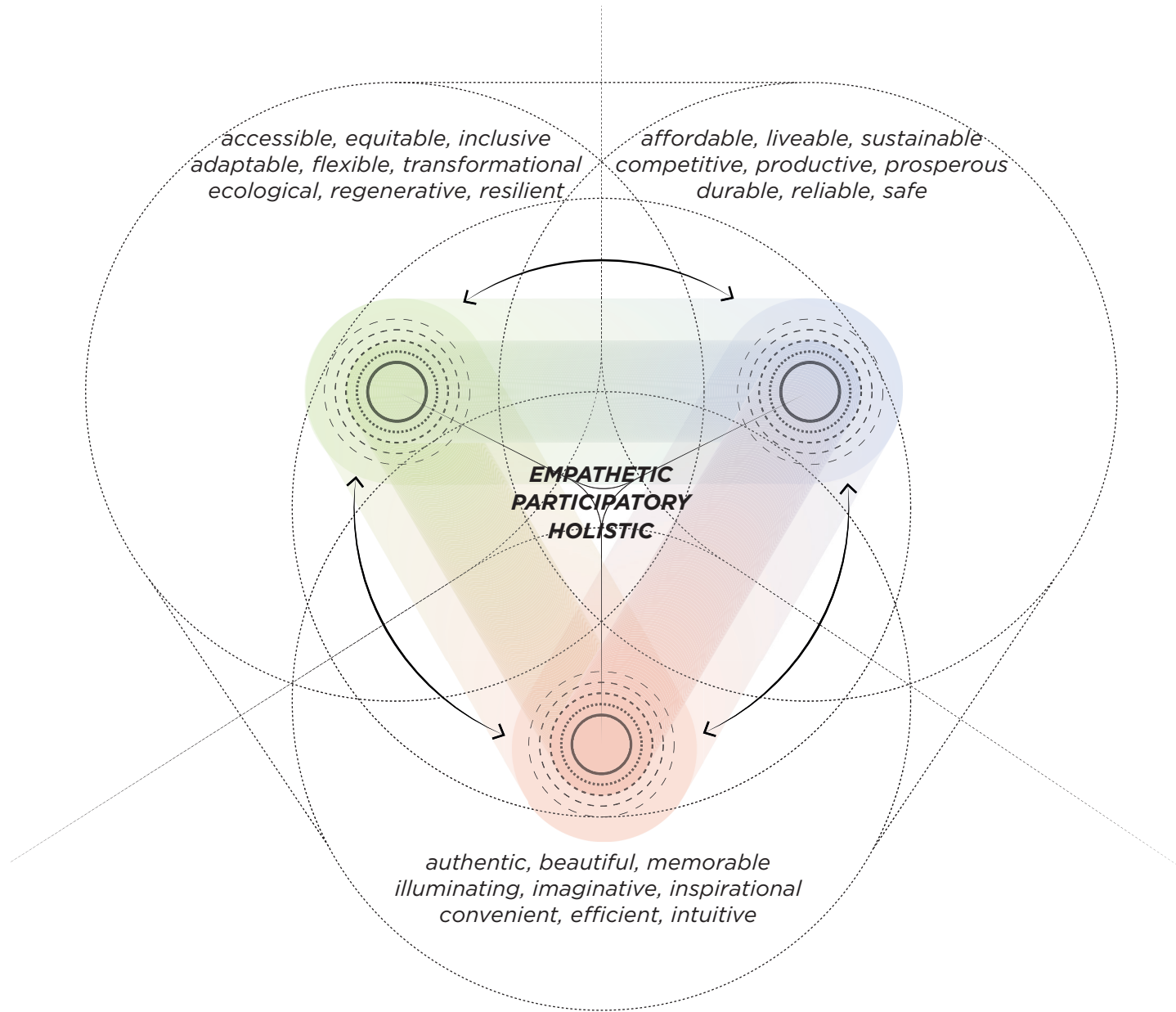
Citizen Co-laboratories
Open Innovation Platforms Global to Local
 industry-wide public innovation
 revolutionary and resilient

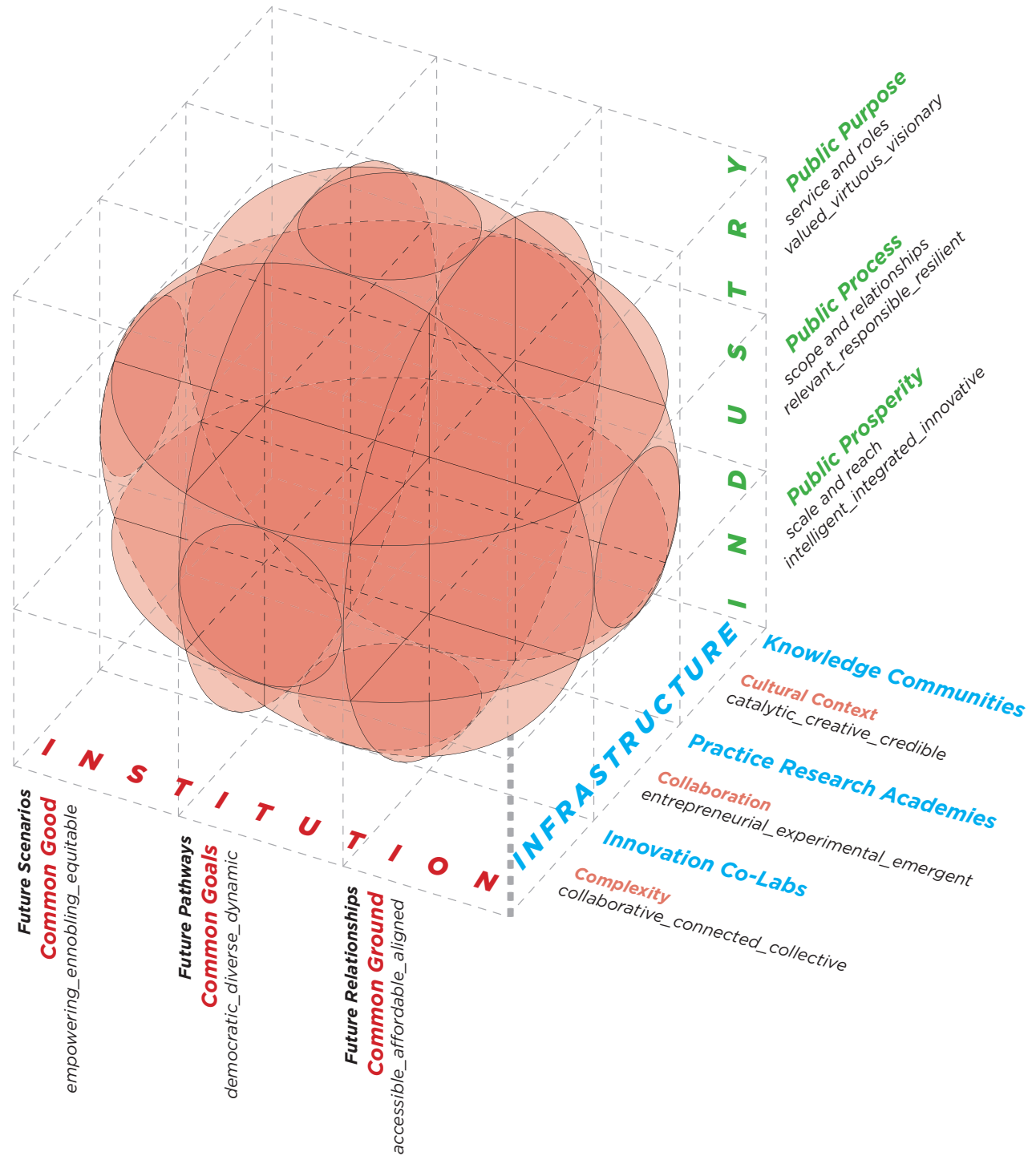
Continuing Professional Development
Local Innovation
 open institutes, craft based polytechnics
 impact hubs, production spaces, workshops

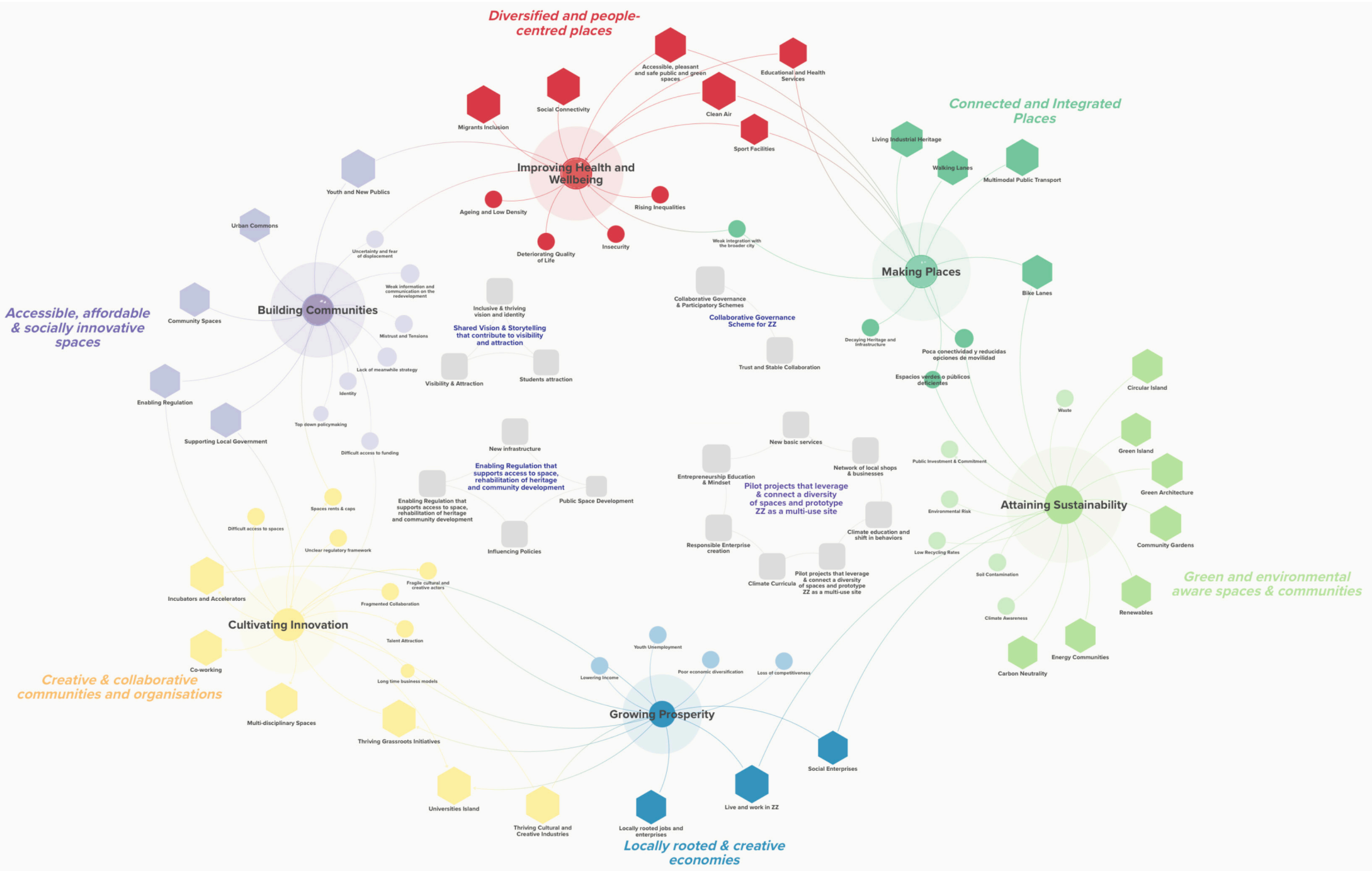
Continuing Professional Development
Glocal Innovation
 skills + training / supply + demand incubator-
 change labs, fab labs, share labs

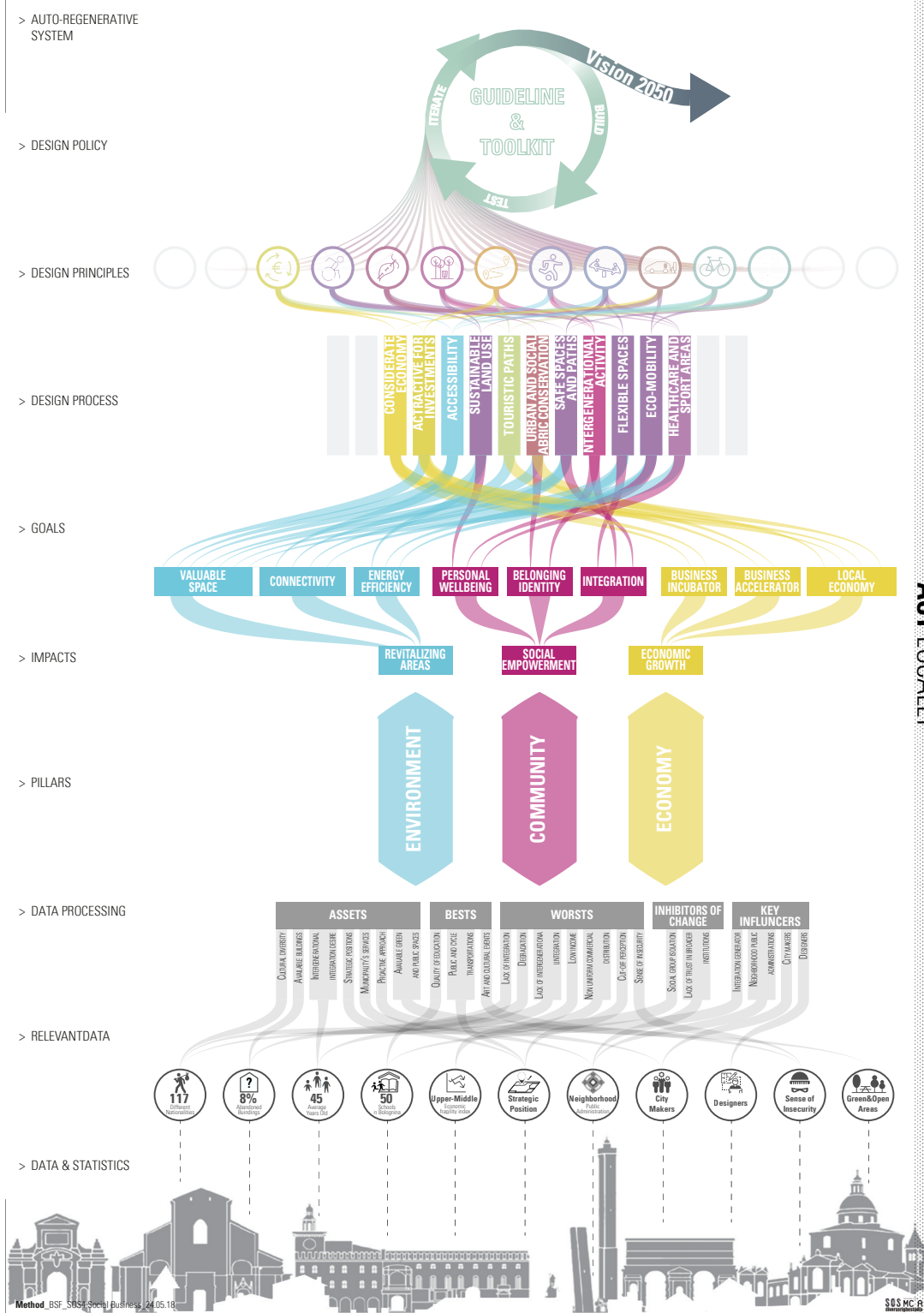
Continuing Professional Development
Global Innovation **UN, International**
 III Co-Labs, social innovation labs, IDC's
 intelligence teams, policy sandboxes











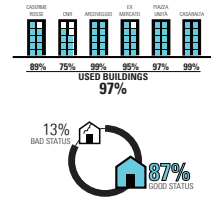
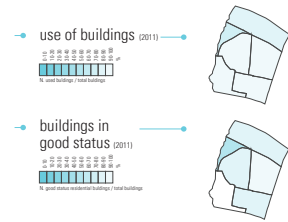
6.1 PRACTICE EXAMPLE 1 COMMUNITY GRASSROOTS Spaces of Opportunity

Method_BSF_SBSI Social Business 24.05.18

SOS HC-R



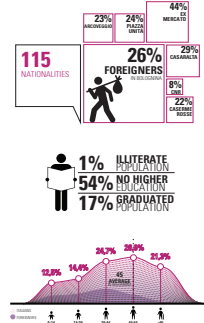
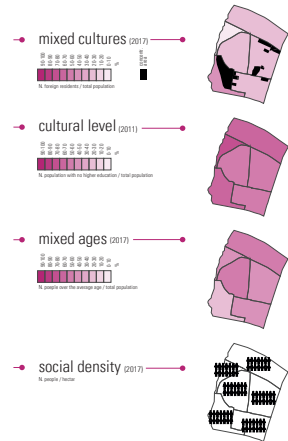
WHAT MAKES THE SPACES VALUABLE AND CONNECTED?



ENVIRONMENTAL PROFILE



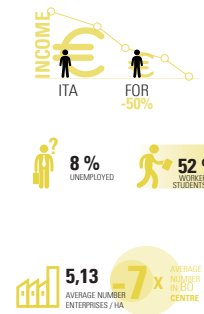
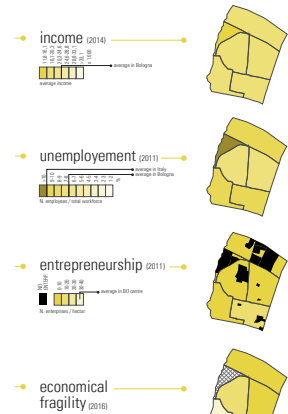
WHAT MAKES THE PEOPLE A HAPPY COMMUNITY?



SOCIO-CULTURAL PROFILE

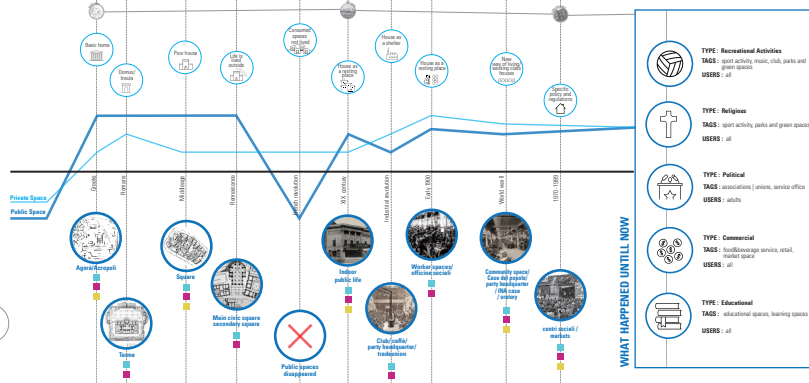
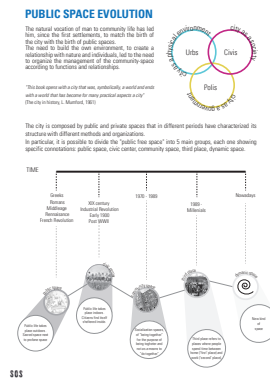


WHAT AFFECTS THE ECONOMICAL SELF-SUFFICIENCY?



ECONOMIC PROFILE





THIRD PLACE

RAY OLDENBURG

In 1981, when he designed Ray Oldenburg wrote "The Great Good Place" where he defined the concept of "third place" and "second place work". Third place refers to community, not government and not otherwise an exchange, someone to internally gather and interact.

Cafes, coffee shops, bookstores, bars and bookshops are all considered "third places".

1. Promoting Democracy
2. Heightened Safety
3. Multiple Friendships
4. Spiritual Truths
5. Dignity Area
6. Generation of Social Capital
7. Lower Cost of Living
8. Enhanced Belongment
9. Development of the Individual
10. Intellectual Forum

CASE STUDIES MAPPING

PLACE
System of geographical locations with locally-oriented social interactions

SPACE
System of geographical locations with locally-oriented social interactions

INITIATIVE
Locally-oriented social interaction localized in different scenes and times

Bo 01
NISM KIEP

Dynamic Space

EMPHASY CRITERIA

1. SPACIOUS, WIDELY ADAPTABLE
2. CONNECTED, OPEN, SMART
3. SUSTAINABLE, LOW IMPACT, ECO
4. FITTING, COMFORT, BALANCED
5. SOCIAL, ANIMAL, INCLUSIVE
6. EQUAL, INTERGENERATIONAL, EFFECTIVE
7. PROACTIVE, INNOVATIVE, PIONEER
8. FOCUSED, EFFICIENT, CLEAR
9. RECOVERING, PROFOUND, BELIEVED

IMPACT CODE

Category

SPACE
Single geographical location with locally-oriented social interactions

PLACE
System of geographical location with locally-oriented social interactions

INITIATIVE
Locality-oriented social interactions localized in different scenes and times

Types

RECREATIONAL

CULTURAL

WORKING

EDUCATIONAL

Tags

Activities held within the Place | Space | Initiatives by the users.

Community hub

Business Incubator

Urban Farming & planting

Market space

Features

ACCESS
free, selected

USERS
all, family, professional, ability, young

PROPERTY
private, public, cooperation

DIMENSION
small, medium, large

SPACE TYPOLOGY
new building, renovation, reversion

CONDITION
in use, dismissed, ongoing

GEMMENT
private, public, cooperation

VALUABLE SPACE

1. SPAZIO LISCI, WIDELY ADAPTABLE
2. CONNECTED, SMART
3. SUSTAINABLE, LOW IMPACT, ECO

MORLITY

ENERGY EFFICIENCY

PERSONAL WELLBEING

4. FITTING, COMFORT, BALANCED
5. SOCIAL, ANIMAL, INCLUSIVE
6. EQUAL, INTERGENERATIONAL, EFFECTIVE

IDENTITY

INTERACTION

BUSINESS INCUBATOR

BUSINESS ACCELERATOR

LOCALIZED ECONOMY

7. PROACTIVE, INNOVATIVE, PIONEER
8. FOCUSED, EFFICIENT, CLEAR
9. RECOVERING, PROFOUND, BELIEVED

CAOS - CENTRO PER LE ARTI OPIFICIO SIRI

Viale Luigi Camporogoso, 98, 05100 Terni, Italy

ZOHO - ROTTERDAM

Zemmelhofstraat, 3032 Rotterdam, The Netherlands

CIRD - CITIZENS' INSTITUTE ON RURAL DESIGN™

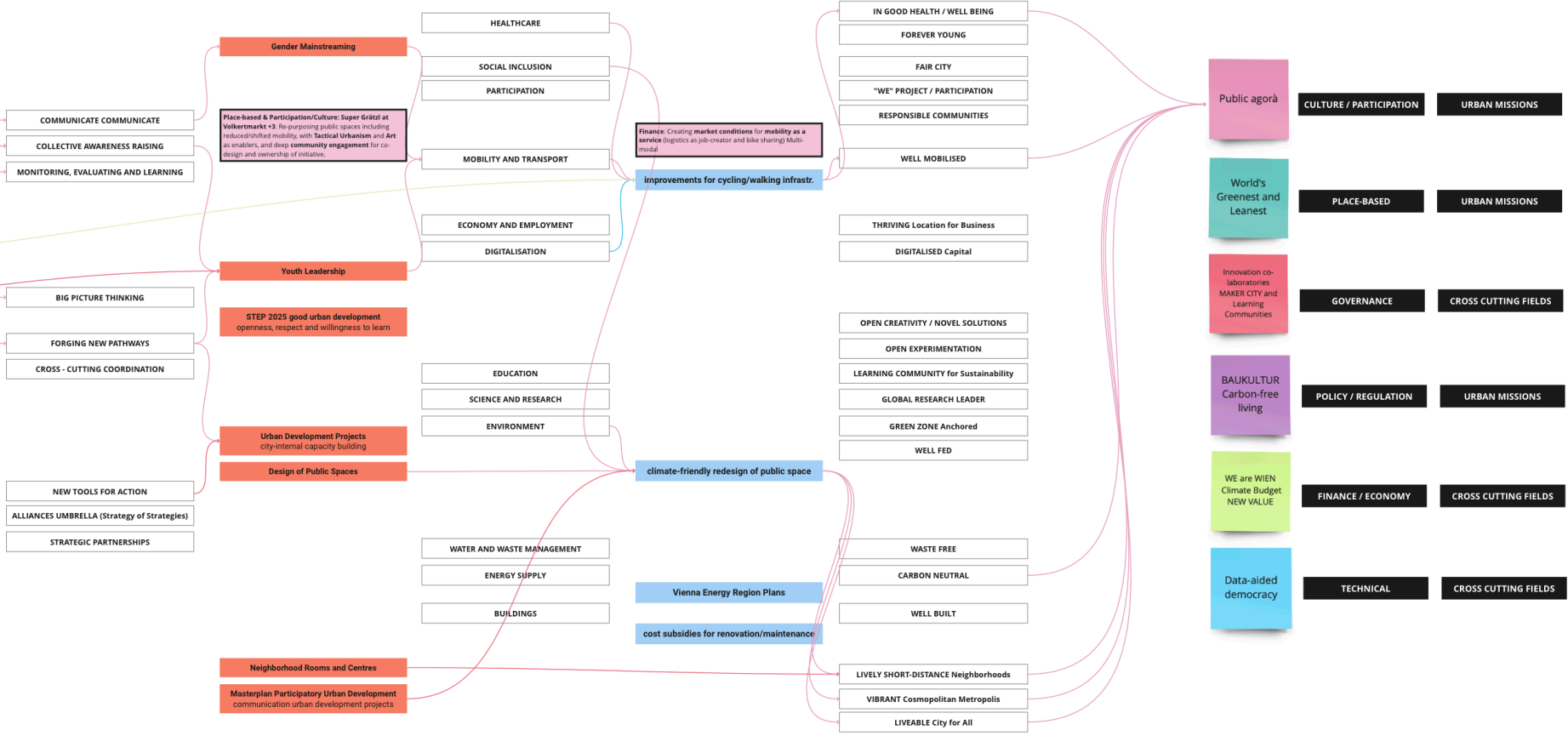
Different Locations, U.S.A.

6.3 PRACTICE EXAMPLE 1 COMMUNITY GRASSROOTS Spaces of Opportunity

GOVERNANCE

THEMES

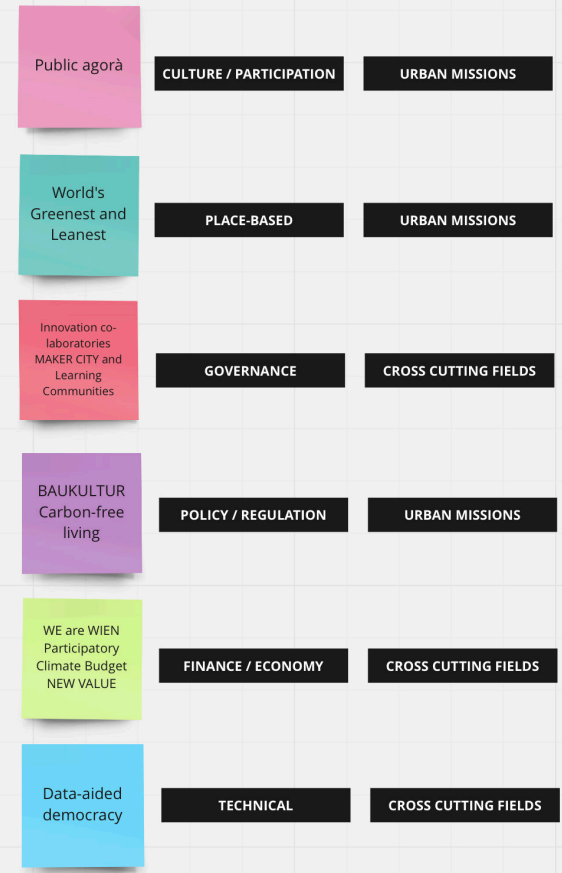
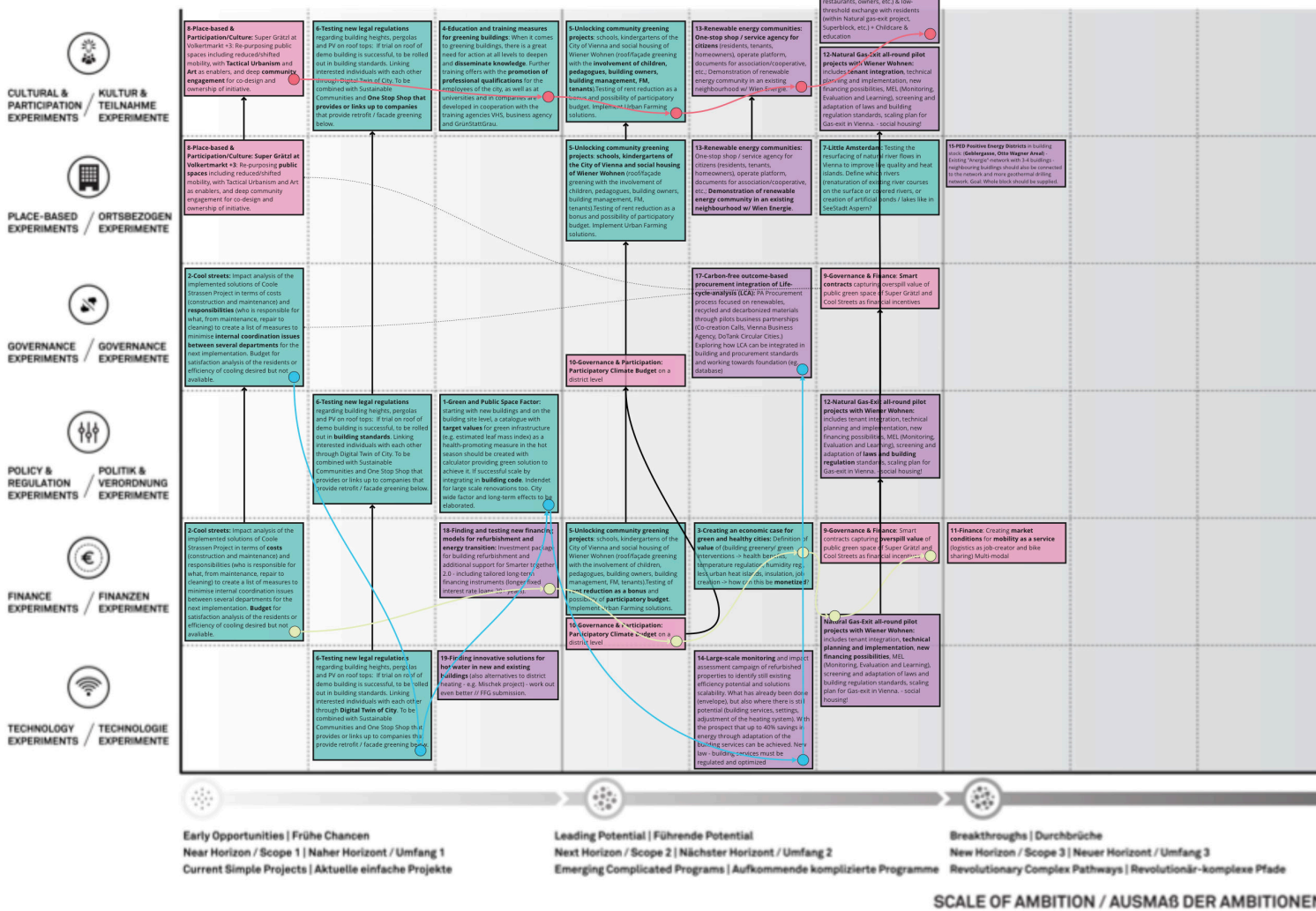
VISION

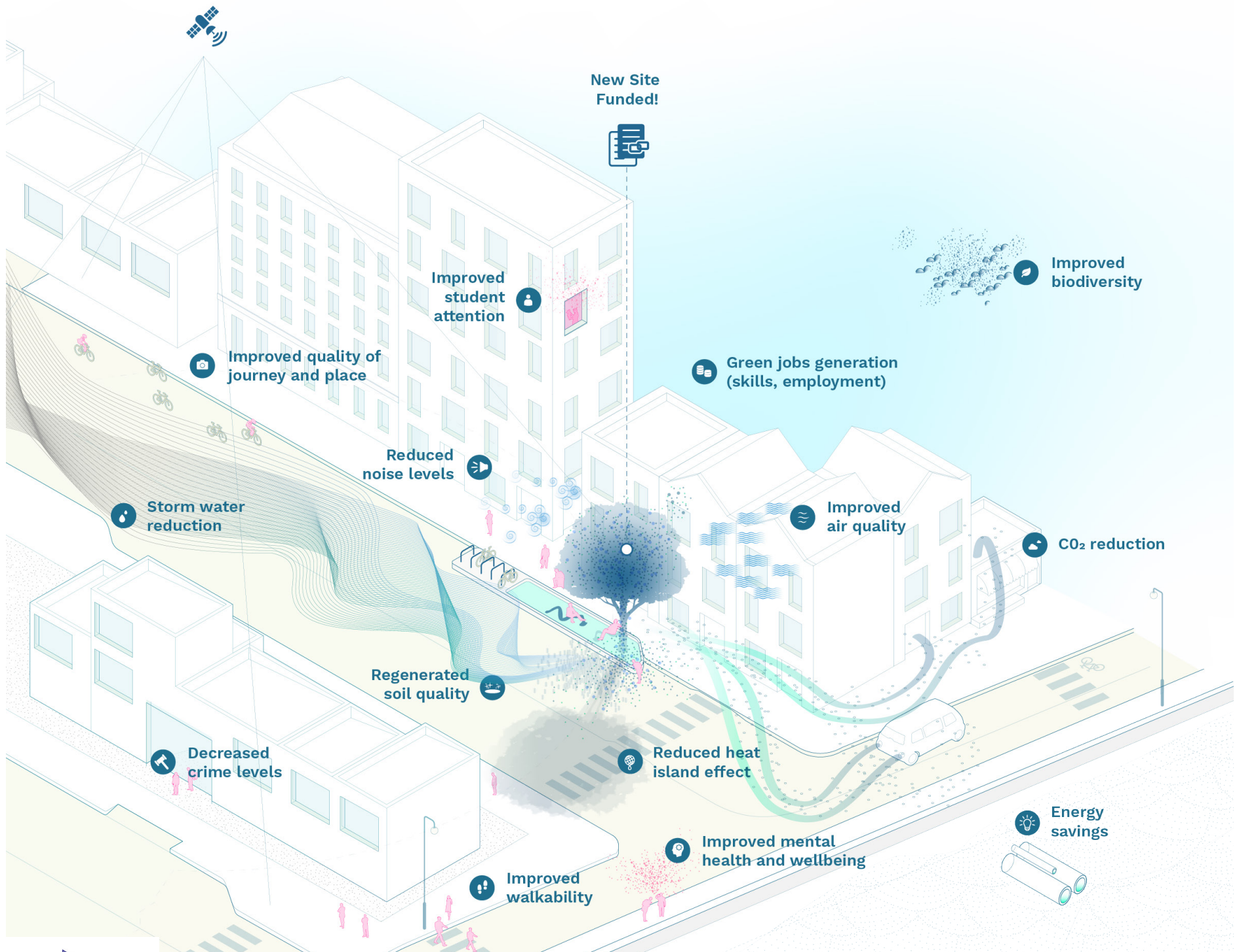


TOWARDS A PORTFOLIO APPROACH



STRATEGIC EXPERIMENTATION / STRATEGISCHE EXPERIMENTE
A full stack of coherent experiments acting on multiple leverage points

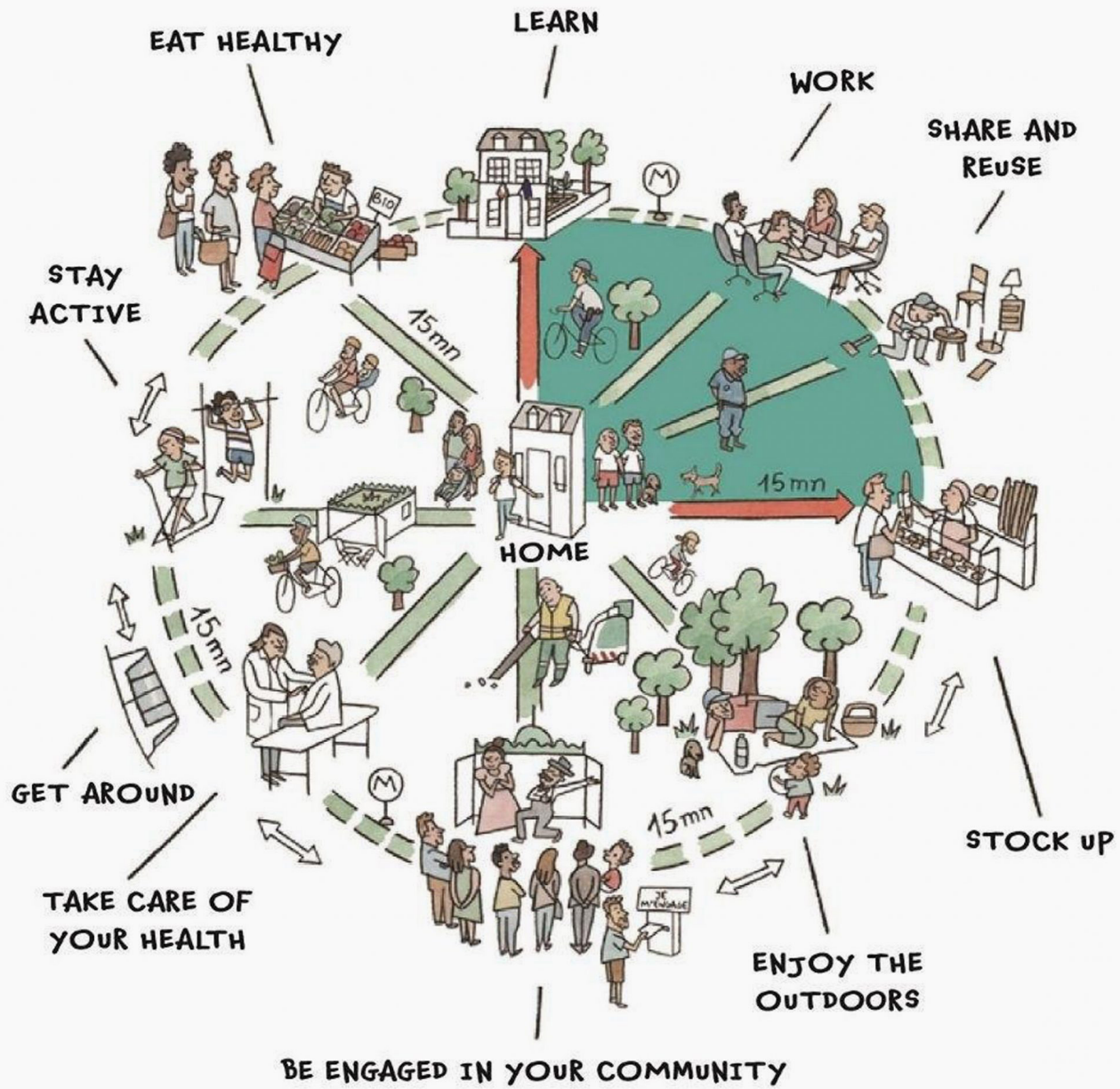




6.7 PRACTICE EXAMPLE 3 TREES AS INFRASTRUCTURE Broad Impact



THE 15-MINUTE PARIS





6.10 PRACTICE EXAMPLE

LEADERSHIP AS COURAGE and IMAGINATION