D.T2.2.1 Pilot Activity Concepts for thematic working group 2 – Pilot region Budapest

Concepts of pilot actions testing community involvement techniques and tools aiming at inclusive UGS governance-

Building up pro-environmental communities based on a stewardship programme in Budapest

Authors: Municipality of 12th District of Budapest (Hegyvidék)

TABLE OF CONTENTS

1. Background and objectives

Successful sustainable development and governance of UGS inevitably require new ways of integrated or comprehensive planning and maintenance, which involves the perception and voice of different sectors and actors: local decision-making bodies, experts (urban planners, architect, geographers), businesses and citizens. Until recently, the latter were not actively incorporated in the governance process. This led to inharmonious and uncoordinated urban development and poor identification of relevant citizens in on-going processes. Consequently, civil society and vulnerable groups have often been excluded and deprivileged.

Therefore, several approaches and methods have been developed by experts on how to involve and mobilise community perceptions, beliefs, attitudes, opinions or viewpoints; one of them is participatory planning, which is an "open, accountable process through which individuals and groups within selected community can exchange views and influence decision making" (Internet 1). It focuses on the involvement of different stakeholders, providing them with a space and an opportunity not just to listen and watch, but instead interact with the processes.

The partners in Working group 2 will work on development and testing smart methods, techniques and tools for integrating a participatory approach into policy and practice related to UGS management. The focus will be on mobilisation and active involvement of citizens (as users of UGS) and community (civic) groups into greenery design, revitalisation and maintenance processes with an aim to upgrade urban ecosystems.

The model for ensuring and facilitating community participation in UGS planning and management will be formed on the basis of the analysis of different case studies from around Europe. The case studies emphasise participatory practices and active involvement of civil society into planning, management and utilization of UGS. The model, primarily focusing on benefits of green infrastructure, will explicate the approaches and actions to raise awareness among citizens (communities) about the unknown or lesser known environmental, social and economic potentials of UGS.

The model rests on three possible scenarios that a community might have to negotiate in the processes of planning, governance and management of UGS. The scenarios anticipate different community positions and provide strategies to address them.

- Development of new green spaces.
- Elimination of green spaces.
- Transformation of green spaces.

These are the general outlines of typical situations that may occur when a local community, municipal authority, or owner and/or investor initiates action to do something about UGS. The scenarios encompass possible practices in UGS development and take into account the different stakes of the community, as well as owners, investors and/or authorities. It should also be noted that the central point of departure is that "Green is Good". Furthermore, the model envisages a situation where citizens are not aware of the various benefits that UGS can have for people's well-being and healthier life in the city; they may not be acquainted with its potential for ecological protection, such as the reduction of air pollution and urban noise, improvement of urban climate, improving and maintaining urban ecological balance, promotion of biodiversity, improving economy, contributing to the security of citizens, etc.).

The three scenarios can have different specifics on local, regional or national levels that arise from different environmental, social, economic and political backgrounds and contemporary development of green infrastructure. However, the main objective of the analysis of case studies is to collect and analyse different examples and experiences of UGS challenges around Europe. The different examples will assist in designing concrete, reliable and verified guidelines, tools and methods for empowering and actively involving the community into planning, governance and maintenance of UGB. What is more, although our model primarily focuses on community involvement it also emphasises the motives, desires, interests and reservations of other inevitably involved stakeholders, such us municipal authorities, experts, owner and/or investors.

Tackled challenges

Budapest is a non-stop developing city where the real-estate market is booming at the moment. As a metropolitan area, Budapest is rather sensitive related to the challenges of climate change too. Although there are less green areas in Budapest in comparison with other European cities with the same size, Hegyvidék (district 12 of Budapest) has a significant urban green space and it is mainly linked to a larger green area located in the FUA, thus the effective management of UGSs calls for due cooperation among all stakeholders. Last but not least, similar to many post-socialist countries, due to historical reasons, community involvement is relatively weak in Hungary, community engagement methods are not yet included in the mainstream urban policies, and however, collaborative practices are highly needed as mentioned above. All of this make a huge challenge for the effective management of green areas for Municipality of Hegyvidék which values its green spaces as an extraordinary asset and intends to use UGSs as advocates to promote pro-environmental behaviour and environmental consciousness among its residents.

Cities can address the impacts of an ecological crisis 1. by changing their physical infrastructures and service systems and 2. as the most local forms of governance, by changing the attitudes of their residents. "Technical solutions are not enough to achieve sustainable urban regeneration. This goal requires bringing together a variety of often clashing agendas at different levels and across sectors in order to achieve coherence and long-term solutions. To this end, urban governance arrangements, including cross-sector co-operation and citizen participation channels, need to be up-to-date with the new reality of social innovation and co-production of the built environment. Furthermore, on a societal and cultural level, people's behaviour towards the environment
needs to change accordingly, which means changing mind-sets" (Sustainable regeneration in urban area – URBACT Capitalisation paper).

Within this broad context, the relative high level of green areas requires extra efforts from the Municipality of Hegyvidék, and local communities also have high expectations towards the municipality's green space management, however their engagement is still weak. Using UGSs as a tool (advocate) to change residents' mind-sets is the challenge for the Municipality of Hegyvidék. This calls much stronger community engagement within the management of the UGSs than the recent situation, thus the pilot action aims to create a community of volunteers joined to a newly installed Stewardship Programme, and in line with the above, to promote pro-environmental behaviours based on this community and programme, and in general, through the management of UGSs.

Motivation and aspired results

Within the pilot action Municipality of Hegyvidék intends to create a strong community based on the volunteers applied within the Stewardship Programme of "small green areas" (some square meter plots along streets or in junctions, in front of public buildings, etc.) acting as advocates of pro-environmental

thinking. The most important motivation is to create a real community of those residents who will take care of a plot as stewards (selection process is under progress, volunteers can start their activities in spring, but winter should be used for community building). These people (we expect ca. 20 citizens in the first round) live in different corners of the district and their work is interlinked only thematically, but they do not know each other in person. Another tool for the creation of a strong, environmentally conscious community is to hold regular meetings, discussions in the frame of the Green Club. The main goal with this pilot (thus the main motivation factor) is to create a community and common understanding of green awareness among stewards and thus to promote pro-environmental behaviour within the public.

Pro-environmental or simply green behaviour is that which minimises harm to the environment as much as possible, or even benefits it. In terms of the built environment, this includes minimising energy use, reducing waste and using public transportation, as well as personal buying behaviour and active participation in pro-environmental organisations. Pro-environmental behaviour is conditioned by individual values, attitudes and norms. Often these translate into action, but not always; this can be explained by the value-action gap. We would like to empower this smaller group within the pilot, enabling them (and green spaces too) to act as change-makers within the wider community (residents).

Why is it important for Hegyvidék? Municipality of Hegyvidék values its green spaces as an extraordinary asset and intends to use UGSs as advocates to promote pro-environmental behaviour and environmental consciousness among its residents in these challenging times. But to activate and empower a smaller group based on trust is an essential first step that might work as a symbolic project (or quick-win) within the district.

This is fully in line with the theory: local governments – as the most local forms of the government - have a key role to play in unlocking pro-environmental behaviour amongst all stakeholders at all scales from the household to the neighbourhood, to business, and to different communities-of-interest. European cities can rise to the challenge and drive behavioural change. Cities can help their residents in overcoming barriers to pro-environmental behaviour in different ways. As for the pilot action, it is mainly about 1. bringing residents together to support, affirm and validate new behaviours into accepted norms (accelerating the stewardship programme); 2. providing residents with data and feedback on the impacts of their behaviour, information and raising awareness campaigns (through the mobile Info Point); 3. develop a pro-environmental sensibility through direct experience of the value of natural systems (actions for the public). On the long term rewarding residents for their pro-environmental behaviour by means of financial or other rewards, for example through discounts, credits, prizes can be a theme as well (discussion topic within the pilot).

We expect that this informal group with stewards and other active citizens later on can play a key role within the district, as advocate of "green issues", both related to UGSs and customs, consumption patterns, change in mind-sets. The pilot also consists of plans on how to keep the momentum we hopefully get within the pilot: the smaller community will co-create the concept on a mobile Green Info Point (the realisation of the Point is not financed by the pilot, only co-designing). In the future, this should provide specific knowledge for local people regarding green management, create an open space where people can share ideas and form communities and a green communication channel between the municipality (including officials) and local people (residents and employees).

Starting point

The Stewardship Programme has been already launched (in spring 2017): the Municipality's Green Office selected the first round of the potential green areas, launched a call to invite volunteers as stewards, prepared some plots alone or together with the first stewards, and now, in these weeks it is collecting more participants. The below pilot actions start from zero regarding community building as stewards do not know each other. The pilot tackles stewards (already confirmed and future ones) and other residents. The Stewardship Programme should act as a "quick-win" in the district, creating a positive vibe around UGSs in a symbolic way.

Another issue at this point is the establishment of the Green Office within the municipality in 2017. The aim is that this office can activate local residents in a much higher extent.

2. General implementation strategies

The process for the selection of methods and techniques started in the Second Transnational project partner meeting in Maribor (on 20th and 21st of April in 2017), when the TWG 2 lead partner first presented the Framework concept and later on the template for the analysis of case studies from partners' regions and wider. After that the partners presented to researchers from ZRC SAZU the pilot region, problems with the community involvement, pilot ideas and main challenges that they want to reach during the project. Based on an interesting debate at the Transnational PP meeting in Maribor (21st of April), where partners had an opportunity to talk about the pilot actions, ZRC SAZU team prepared a Draft model with the detail description of methods and techniques. Afterwards the partners choose the methods and techniques which will be tested during the pilot actions.

Contribution to testing the model

The pilot actions tackle all the three situations regarding UGSs described by the model, two of them with greater emphasis: development of UGS (small green areas) to be involved into the Stewardship Programme should be co-developed by stewards and co-managed by them later on. This also means transformation of green spaces as stewards are free to plant new flowers or re-shape these mini areas, while the municipality provides tools/equipment and expertise for that. Elimination of green spaces are less relevant in connection with these mini plots, however it might possibly happen.

Within the pilot action Hegyvidék will test a collaborative service method (co-management of small green areas) through the reinforcement of a self-organized group. The pilot project is about empowering citizens and the wider communities, and thus within the pilot the Municipality will use many tools recommended by the model, as follows.

As for Phase 1: from the model "thematic installations connected to green spaces" as a tool to raise awareness was picked up. Regarding Phase 2 there are more relevant actions: the most important mobilisation tool in connection with the wider community will be different FB pages (one to be created by the stewards, one to be created for the Green Club, sharing information on Green Office's and the

municipality's main FB page), however the local newspaper also plays a crucial role, especially to reach elderly. We plan lots of social events (open picnics), but we also use the major regular events to highlight the important of the overall philosophy "green is good'. Actually, the biggest local festival in 2018 will focus on UGSs, trying also to give a new momentum for the event. Regarding the smaller group and partly the Green Club we intend to use many different workshop techniques (e.g. idea generation workshops to plan the Steward Festival or the Mobile Info Point, DIY workshops), and last but not least we use gamification tools too (competitions). With regards to Phase 3, the most important tool from the model we will focus on is the team building. We plan to assign external facilitators.

Chosen elements of the model

Phase 1 (situation analysis, identification of stakeholders, mobilisation of the community):

We do not really need situation analysis and identification of stakeholders regarding the pilot, as we build on the Stewardship Programme that selects automatically the participants. However, we did checked the existing data related to the structure of the local society in order to get to know where to put spots. Situation analysis will be a core theme during the first joint session of stewards as we intend to involve them into fine-tuning some activities to be elaborated within the pilot action. As for Phase 1 the most important tool we selected is using "installations" on public spaces. We intend to use this tool to raise awareness within the wider public (residents), however it will function as an "idea-collector" too.

Phase 2 (detecting community and raise awareness):

Our pilot action mainly tackles mobilisation tools and awareness raising as follows: the most important mobilisation tool in connection with the wider community will be different FB pages (one to be created by the stewards, one to be created for the Green Club, sharing information on Green Office's and the municipality's main FB page), however the local newspaper also plays a crucial role (the stewardship program is highly attractive for the local press so they will be constantly involved to report about this initiative and the local "heroes" behind), especially to reach elderly. We plan lots of social events (open picnics), but we also use the major regular events to highlight the important of the overall philosophy "green is good'. Actually, the biggest local festival in 2018 will focus on UGSs, trying also to give a new momentum for the event. Regarding the smaller group and partly the Green Club we intend to use many different workshop techniques (e.g. idea generation workshops to plan the Steward Festival or the Mobile Info Point, DIY workshops), and last but not least we use gamification tools too (competitions).

Phase 3: Sustainability of community

Phase 3, the most important tool from the model we will focus on is the team building and social events. We plan to assign external facilitators.

On the long-term (possibly not by the end of the UGB project) the community of stewards and behind the Green Club will hopefully work as a Community Consultative Assembly.

Input from the local assessment

The local assessment describes a relatively good picture about how residents are involved into the development processes. Municipality of Hegyvidék is indeed committed to democratic decision-making process and community involvement, and this is especially true regarding the development and maintenance of UGSs. Many different actions were prepared in the last years as the assessment clearly described, even a local census was prepared related to a big investment on the biggest UGS of the district. Yet, although residents can be involved in various ways, co-creation methods are still not common and lots of residents are not active, perhaps because the traditional channels of community involvement are not really appreciated by them (citizen forums).

There is a strategic direction behind the establishment of the Green Office, and though this "soft" department, and also through the pilot action the municipality wants to mobilise more people and reach the "unusual suspect" – people who are not active.

Role of stakeholder platform

With regards to the pilot the main stakeholders are the stewards themselves and secondly the wider community (users of the UGSs). As described below in the table, stewards are fine-tuning and partly implementing the pilot activities in order to build up not only trust and community spirit, but ownership as well, while other elements of the pilot action aims to nurture this group during the pilot implementation phase. In addition to this, their role is to give constant feedback to the municipality regarding the pilot, share ideas related to the activities to be implemented, and last, but not least they will be involved in the evaluation and dissemination process (to be elaborated by a subcontractor) too.

Community building takes time. The most important factor to be taken into consideration here is ownership. Stewards shall feel ownership related to the pilot, this is why the concrete actions will be co-created by them.

The formal TWG2 stakeholder group at Hegyvidék will be constantly involved into all actions, our aim is to invite them too all actions. Basically, we plan only few separated stakeholder meetings, otherwise we think on a flexible way about the stakeholder meetings to be co-organised along the pilot events.

Potential interconnection with other project activities

As for TWG1: however Hegyvidék has no pilot action in this field, the small green areas selected for the Stewardship Programme will be/can be monitored by GIS methods, which clearly marks the connection. Regarding TWG3 (multilevel governance): the small green areas selected are owned by the municipality, but there is a plan to extend these areas to non-municipality properties. This require multilevel governance technique and indeed, the plots and their maintenance can catalyse the work of the action teams to be set up in TWG3.

Evaluation indicators to measure the success of the activities

We have identified a group of indicators for the assessment, the final proposal for indicators will be done based on the followings:

- number of green plots co-managed

- number of stewards involved

- number of people participating in the Green Club activities

- number of plots maintained without the help of the municipality at the end of the pilot

- the level of pro-activity of stewards (inviting other people, offering new plots, etc.)

- number of residents reached through various local activities and different communication tools

- number of new residents expressing interest in connection with the groups (joining to the stewards or Green Club)

- satisfaction of stewards involved

- number of events organised (all type)

- number of design plans regarding the Mobile Green Info Point

3. Procedure and schedule

These below listed elements are intended to be collected to ensure an efficient learning effect for the end version of the model:

-     what methods and tools were selected, amended and implemented (and how)
-     how many people were involved/reached
-     generation, professional background, social status (if possible)
-     what was the response
-     content: was the selected method suitable for your purposes?
-     how was the method accepted,
-     difficulties in implementation, trustworthiness of method/implementation;
-     would a different method better suit the addressing of the problem? which? why?
-     how would you improve the method?
-     what did you learn from using the selected methods?
-     please share your experience/story to be used to illustrate the examples in the final model

Overall description and aim of the pilot activity

Within the pilot action Municipality of Hegyvidék intends to create a strong community based on the volunteers applied within the Stewardship Programme of "small green areas" (some square meter plots along streets or in junctions, in front of public buildings, etc.) and based on residents sharing interests in the Green Club, acting as advocates of pro-environmental thinking, and raise-awareness of all residents partly by using UGSs and stewards as advocates.

We plan pilot activities along 5 main actions: 1. Programs dedicated for volunteers participating in the Stewardship Programme; 2. Programs dedicated for the residents; 3. Green Club at the Green Office; 4. Co-designing the concept of the Mobile Green Info Point within Green Club; 5. Communication Activities.

1. Within the first one we plan indoor and outdoor community workshops for stewards: team building, lessons

and discussions around gardening at the spots, and also co-creation of the Steward's Festival programme.

2. Regarding the bigger community (i.e residents) we plan different interactive sessions: 1. five thematic walks linked to local UGSs; 2. two sessions of Hegyvidék Games; 3. transformation of the biggest local festival to the Green Fest promoting the green is good concept this way and including the Stewards Festival; 4. Thematic Installations linked to green spaces; 5. 100 Picnic Blankets - Closing Community Picnic.

3. Also targeting a smaller group we plan regular thematic sessions as an open university to build pro-environmental capacity in a – hopefully - bigger and bigger group, starting with themes around composting. This will be called as Green Club.

4. This point will be elaborated within the Green Club, but as it paves the way for the long-term sustainability of the pilot action, we highlighted as a separated action.

5. These activities will be enhanced by a tailored communication campaign.

Concrete ideas will be partly elaborated together with the smaller groups (so they are involved in the design process).

Planned measures

Five main measures (groups of activities) are planned within the pilot action. The first one is about building knowledge and coherency within the group of stewards, enabling them to co-produce the related activities. The second one is about promoting pro-environmental behaviour for all residents through gamification and making the theme more visible during local events. The third and fourth one is about opening up the invitation to join to the smaller group and plan for the future. The fifth one is about supporting communication and dissemination tools.

Individual steps

Activity	Date	Responsible	Involved people	Place	Costs	Purpose
1. Programs dedicated for volunteers participating in the Stewardship Programme						
1st joint meeting of stewards	9 November, 2017 (16.30)	Green Office and subcontractor	Volunteers of the Stewardship Programme: ca. 15-25 participants	At the premises of the Green Office of the Municipality	Some catering costs	To make friendships and increase community spirit among stewards and explain the pilot action, its goals, and involve them to shape the

						pilot
Community workshops for stewards 1-2-3 in Jan-Febr-March (one per month, three in total)	Jan-March 2018	Green Office and subcontractor	Volunteers of the Stewardship Programme: ca. 15-25 participants	At the premises of the Green Office of the Municipality	Some catering costs, perhaps external facilitator	To jointly discuss common issues: how cultivate the mini-spots, team-building, idea generation ws, preparation of the Steward Festival
Outdoor community workshops for stewards (3 events, one per each month)	April-June 2018	Green Office and subcontractor	Volunteers of the Stewardship Programme: ca. 15-25 participants	At various locations, picnics in the district, Green Office	Some catering costs, perhaps external facilitator	Besides lectures for stewards on gardening (seed exchange, etc.), the goal is to prepare a Steward Festival
2. Programs dedicated for the residents						
Activity	*Date*	*Responsible*	*Involved people*	*Place*	*Costs*	*Purpose*
Thematic Walks linked to green spaces (5 in total)	from November to June	Green Office, stewards and subcontractor	local residents	Various UGSs in district 12		Raise awareness to the value of existing green spaces, especially among adults and families with children
Hegyvidék Games: treasure game and Capture the Flag game along the UGSs	Spring 2018 (2 games so 2 events)	Green Office and subcontractor	local residents	Various UGSs in district 12		Raise awareness to the value of existing green spaces, especially among

						youngsters
Green Fest at Hegyvidék days. In 2018 Hegyvidék Days, the biggest local festival will be dedicated to UGSs. This will include the Steward Festival	June 2018	Green Office and subcontractor, stewards	local residents	central park at Hegyvidék		Raise awareness to the value of existing green spaces and the pilots within UGB during the biggest local festival
Thematic Installations linked to green spaces (a network of speakers corners in specific days, confess box, social advertisement etc. - TBC)	June 2018	Green Office and subcontractor	Local and Budapest residents, tourists	Green Office and subcontractor		Raise awareness through smart installations
100 Picnic Blankets - Closing Community Picnic (100 picnic blankets will be given through a competition	September 2018	Green Office, stewards and subcontractor	local residents	central park at Hegyvidék		Dissemination, collecting feedbacks
3. Green Club at the Green Office						
Activity	*Date*	*Responsible*	*Involved people*	*Place*	*Costs*	*Purpose*
Regular thematic sessions as an open university to build pro-environmental capacity	October 2017 - October 2018 (in total 10 events)	Green Office, stewards and subcontractor	stewards, local residents	Green Office		To prepare a regular platform for people having interest in green issues

in a bigger and bigger group, starting with themes around composting						

4. Co-designing the concept of the Mobile Green Info Point within Green Club						
Activity	*Date*	*Responsible*	*Involved people*	*Place*	*Costs*	*Purpose*
Joint workshop with relevant stakeholders and students from the Design University	Spring 2018	Municipality	university students from the Design University, residents			To set up plans regarding the mobile Green Info Point, long-term plan how to promote pro-environmental bevaious in the future

5. Communication Activities						
Activity	*Date*	*Responsible*	*Involved people*	*Place*	*Costs*	*Purpose*
Unique communication campaign with brochures, posters, info boards	November 2017 – October 2018	subcontractor	municipality			To inform local residents as widely as possible
Hegyvidék official FB page	constant	municipality				To inform local residents about the activities
Create an FB page for the Green Office (Club)	October 2017	municipality				To constantly inform local residents with high interests
Closed FB page for stewards	November 2017	1 steward				To provide information flow among

						members

Outcomes and interdependencies between individual steps

In line with above mentioned, the main goal of the pilot action is 1. to build up a self-sustainable group of stewards and other environmentally conscious residents (specifically point 1 and 3 of the above table tackles this issue) and 2. disseminate the 'green is good' concept and pro-environmental thinking for the residents of the district partly through these smaller groups and actions (point 2), partly based on a wider approach (point 4 and 5).

The main philosophy behind the actions is to build up a smaller, but hopefully strong group of active citizens (point 1 and 3) along the existing Stewardship Programme and the Green Club to be created within the pilot, and transform them as advocates of pro-environmental behaviour within local residents.

So, the main outcomes are a 1. strong group with new knowledge ready to spread the green-is-good concept and co-produce public services within a collaborative model; 2. promotion of pro-environmental behaviour for all residents through gamification and making the theme more visible during local events; 3. to make a concept co-created for the Mobile Info Point acting on the long-term.

We expect that stewards can be involved into the design and implementation of these programmes.