



Pilot projects rounding up

Year 3 Pilot-Specific Report

WP 4 – Scenario and backcasting exercises by three communities: pilot projects
Deliverable 4.4 – Year 3 Pilot-specific report

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AUTHOR(S)

Julia Wittmayer, DRIFT

Frank van Steenberg, DRIFT

Stefanie Baasch, UFZ

Georg Feiner, SERI

Mirijam Mock, SERI

Ines Omann, SERI

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I Introduction

Within the framework of the FP7-funded research project InContext, Work Package 4 (WP4) is dedicated to developing alternative practices on the community- and individual-levels through an action research approach in three local communities in Austria, Germany and the Netherlands. Building upon transition management, backcasting, as well as insights from social psychology, a methodology was set up referred to as Community Arena (Wittmayer et al. 2011a). Through an action research process of envisioning, backcasting, experimenting, self-reflection and learning, inner and outer context factors that build the context for behaviour are explored.

I.1 Goal and structure of the deliverable

This document is the fourth deliverable of WP4. The first deliverable (D4.1) described the Methodological Guidelines for implementing the Community Arena approach in the pilot areas (Wittmayer et al. 2011a). The second deliverable (D4.2) reported on the progress in the three pilot areas in the period from October 2010 until mid-September 2011 (Wittmayer et al. 2011b), the third deliverable (D4.3) focused on pilot specific activities employed between mid-September 2011 and mid-September 2012 (Wittmayer et al. 2012) and this deliverable (D4.4) reports on the latest developments and the participatory evaluation of the process and outcome.

This first section also provides a short review of the different steps of the Community Arena process. In section 2, we describe the implementation of the Methodological Guidelines per pilot area since mid-September 2012. This includes detailing the activities performed along the last two Community Arena phases, including their adaptation to the local context. This section is primarily meant to give an overview, but also summarizes and reflects results from each of the pilot project areas. Section 3 provides reflections with regard to the outcome in the pilot areas as well as on the methodology. In section 4 we provide points for discussion that will be taken up by the last synthesis deliverable.

I.2 Looking back

WP4 uses an action research approach to create room for alternative practices on community and individual level to emerge. This research approach is described in the Community Arena methodology as outlined in deliverable 4.1 (Wittmayer et al. 2011a). This methodology is described in six phases (phase 0 – phase 5) as outlined in table 1 below.

While D4.2 focused on phases 0 and 1, D4.3 focused on phases 2 to 4 and this deliverable (D4.4) focuses on the last two phases 4 and 5. It outlines the experimentation and implementation that was done in each pilot area and reports on the monitoring and evaluation activities at the end of the project phase.

Table 1: Overview of the Community Arena methodology (underlined are the participatory meetings)

| | Key activities | Key output |
|---|---|---|
| 0. Pre-preparation | A. Case orientation B. Transition team formation | A. Initial case description for each pilot B. Transition team |
| 1. Preparation & Exploration | A. Process design B. System analysis C. Actor analysis (long-list and short-list of relevant actors) incl. Interviews D. Set up Monitoring framework | A. Community Arena process plan B. Insightful overview of major issues/tensions to focus on C. Actor identification and categorisation + insight inner context D. Monitoring framework |
| 2. Problem structuring & Envisioning | A. Community Arena formation B. <u>Participatory problem structuring</u> C. Selection of key priorities D. <u>Participatory vision building</u> | A. Frontrunner network B. Individual and shared problem perceptions & change topics C. Guiding sustainability principles D. Individual and shared visions |
| 3. Backcasting, Pathways & Agenda Building | A. <u>Participatory backcasting</u> & definition of transition paths B. <u>Formulation agenda and specific activities</u> C. Monitoring interviews | A. Backcasting analysis & transition paths B. Transition agenda and formation of possible sub-groups C. Learning & process feedback |
| 4. Experimenting & Implementing | A. Dissemination of visions, pathways and agenda B. Coalition forming & broadening the network C. Conducting experiments | A. Broader public awareness & extended involvement B. Change agents network & experiment portfolio C. Learning & implementation |
| 5. Monitoring & Evaluation | A. <u>Participatory evaluation of method, content and process</u> B. Monitoring interviews | A. Adapted methodological framework, strategy and lessons learned for local and EU-level governance B. Insight in drivers and barriers for sustainable behaviour |

2 Results

In this section we focus on describing the key activities and key outputs of each pilot area with regard to the implementation of the phases 4 and 5 of the Community Arena methodology (see Table 1).

2.1 Finkenstein

Section by Georg Feiner, Mirijam Mock, Ines Omann (SERI)

2.1.1 Overview community arena process

In Austria, the Community Arena is conducted in the community Finkenstein am Faaker See, on the border with Slovenia and Italy. It is one of the largest communities in Carinthia (one of the 9 Austrian Länder) with regard to population and area. About 8,500 people live in Finkenstein - distributed over about 28 villages and settlements. Most of the active population commutes to the city of Villach. Finkenstein itself is characterised by two main economic sectors: tourism (mainly in the Eastern part of the community area) and (small) industry. Additionally, agriculture shapes the landscape. The community is located in one of the most important regions for summer tourism in Austria and for decades was one of the communities with most overnight stays in Carinthia. But tourism has been declining lately - from more than 1 million to about 600 000 overnight stays per year (for a more detailed description see D4.3).

The preparation phase in Finkenstein started in November 2011 and the Community Arena in February 2012. During the Community Arena process a broad variety of topics and sectors have been addressed: 1) environment, energy and mobility; 2) tourism, economy, agriculture and local products; 3) social issues (education, organizations, etc.) and citizenship; 4) politics, participation and regional development.

After completing Community Arena phases 0-3 (see below) a common vision for the community was agreed upon, including guidelines for all sectors discussed. Eight working groups were installed and have been working for almost a year now on elaborating projects and measures for the short- and long-term implementation of the vision (phase 4). Some of the developed measures have already been implemented, others are still in progress. Not all of the initial eight working groups are still active (some of them merged), but there is still quite a considerable group of citizens active in working groups. Even though the external support by SERI ended with an evaluation meeting in February 2013, work is being continued in the various working groups. Also, a local transition group (coordination team) was installed to coordinate all efforts supporting the common vision.

2.1.2 Summarizing phases 0 - 3

Phase 0-I

In Finkenstein, the pre-preparation consisted of desk research and around 65 personal and telephone interviews (conduct and analysis). This provided the basis for the system analysis and identification of frontrunners. After a press release that was published in local newspapers, a kick-off meeting was held in January 2012. The high attendance (more than 100) demonstrated a very high public interest in the initiative. In contrast to the community arena, the transition team was made up by stakeholders representing the community. They come from a variety of dominant institutions and different political parties (see D4.3).

Phase 2: Problem structuring and envisioning

The first transition team meeting in March 2012 was used to clarify the expectations of the members and discuss the process of the project. The first Community Arena meeting was held subsequently. Using the dynamic facilitation method the main topics of interest were identified: environment, energy, mobility/tourism, economy, agriculture, local supply, social topics and population. Combining the outcomes of the first Community Arena with the information collected and structured during the system analysis, the basis for the following Arena meetings was established. The second Community Arena meeting was held on 16 March 2012 with 14 participants. This meeting focused on vision building and resulted in a collage of pictures of Finkenstein 2030, as desired by the participants, a theatre play, a fictional interview with a local newspaper as well as the creation of a set of core statements for the vision. On the following day the transition team met for a second time and took the decision to set up two working groups with broader participation from the community to follow up on two of the main themes arising from the scoping and visioning phase. The third Community Arena meeting was held in April. It started with a discussion, between the Community Arena and two representatives of the transition team, on the possibilities for political participation of citizens in decision finding processes. More space was given to the envisioning process, where abstract long-term visions had to be separated from short-term wishes and demands. By the end of the meeting two versions of one common vision for Finkenstein's sustainable and liveable future were drafted and combined into one shared vision in the beginning of the fourth Community Arena meeting, which was held in May (see D4.3).

Phase 3: Backcasting, Pathways & Agenda Building

The fourth Community Arena was held on 11 May 2012 with the aim to elaborate the measures to be taken to achieve the joint vision using the backcasting methodology. In addition to the guidelines of the vision, a logo representing the joint vision was worked out. The words used to formulate the vision represent some of the values central to the Community Arena members: freedom, joy, love of life, people and nature. Translated from German it says: "We shape Finkenstein for the benefit of citizens and nature in freedom, with joy and love of life." This reflects the citizens' wish for participation, well-being as a common individual and collective goal, social and environmental sustainability as well as economic sustainability as prerequisites for freedom. The wordplay FinkenStern mixes the village name Finkenstein with the word for star, representing the collective goal, a shared vision and

direction to go to. Eight thematic working groups were formed to develop measures fitting the vision and one to two participants were recruited to coordinate them. An important next step planned was the presentation of the working groups and the first measures to the transition team and therefore in the third week of June, this coordination meeting between the transition team and the Community Arena took place (cf. D4.3).

2.1.3 Phase 4: Experimenting & Implementing

A public event in one of the cultural centres on 2 August aimed at disseminating the common vision, pathways and agenda. Expanding the transition network was at the heart of that meeting and for that purpose we carried out a world café (every table hosted one working group) to invite everyone to join the working groups and express feedback on the work done so far.

This kick-off event for phase 4 led to the formation and stabilization of eight working groups:

- ▶ working group “Sustainable Economy” (with three subgroups covering tourism, local businesses and local retailers)
- ▶ working group “Environment and Sustainability”
- ▶ working group “LifeEnergy” / “Lebensenergie” (systemic perspective)
- ▶ working group “Social Affairs”
- ▶ working group “Participation”
- ▶ working group “Energy supply” (later merged with the WG on ‘Environment & Sustainability’)
- ▶ working group “Culture”
- ▶ working group “Kanzianiberg” (integration and traditions)
- ▶ working group “Mobility” (later merged with the WG on ‘Environment & Sustainability’)

To extend the involvement and keep the public informed about the progress of the project, a short report and a call for participation was published in the community newspaper in August.

During the summer the working groups were concerned with organizing themselves and discussing which topics they should focus on. Finding a suitable way of working together (How many meetings? Who will lead them? How to take decisions in the working group? etc.) took quite a lot of time and energy for some working groups.

On 18 September, SERI organized a meeting for all people active in the project with the main aim to connect the activities carried out by the different working groups and to stimulate the communication between them. The goal of the meeting was to identify where the support of SERI was needed and to raise motivation. 20 people (members of the Community Arena as

well as of the transition team and people who joined the project after phase 3) attended this meeting. Again communication and collaboration were the main topics. Therefore, the time left after an extended round of updates from all the working groups was used to discuss and agree on how to work together and how to organize the communication within as well as between the working groups. The need for more trust and a careful proceeding when working on concrete actions and measures was often expressed.

After this meeting, an intense working phase began, characterized by several meetings within the different working groups, the development of measures and efforts of the working groups to integrate more people. A password-protected space was created on the project website, where all minutes and documents of the working groups were collected and made available to all group members. A newsletter reporting the main activities and announcing the further meetings of the working groups was sent out in October.

Two months later, on 15 November, SERI organised and facilitated the next project meeting. Starting off with an exchange of information on the proceedings of the various working groups, the discussions and project ideas were shared with each other. Thereafter, the meeting focused on making decisions about possible measures. The measures were presented and everyone was invited to raise possible concerns. Each measure was checked by the group for its consistency with the common vision. Measures deemed to not be complete enough for implementation were taken back for revision by the appropriate working group. The following table 2 presents the approved measures. Most of them have been implemented; some are still in progress.

Table 2: Approved measures in Finkenstein

| Title | Working group | Description | Status |
|--|----------------|--|--|
| « Town reporter » / « Dorfjournalist » | Participation | The participants of these workshops should acquire basic knowledge about writing articles for the community newspaper. The aim was to write the community newspaper in a more participatory way with contributions of a higher quality. | Completed: workshops held on 18 January 2013 and 1 March 2013 |
| « Hello Neighbour » / « Hallo Nachbar » | Social Affairs | This meeting takes place once a month and aims at closing the gap between people who grew up in Finkenstein and those who moved in later. For this reason, people from the working group « Social Affairs » invite some neighbours to an informal meeting in an inn or restaurant and encourage them to invite other people along as well (snowball effect). | Ongoing: monthly meetings |
| « Information brochure» / « Infoblatt » | Social Affairs | This brochure should contain all relevant basic information for people who recently moved to the town, but also for people living in Finkenstein for a while. A special focus is put on the opportunities to join different groups (in the fields of sports, culture etc.), the possibilities to get locally produced food | In Progress: Clarification of last details |

| | | | |
|---|--------------------------------|--|---|
| | | and mobility alternatives to the private car (as the GoMobil). | |
| “Your community needs you! “ / “Deine Gemeinde braucht dich!” | Participation | The Workshop sponsored by “Kärntner Gemeindebund” is divided in two sessions: The first one concentrates on presenting possibilities of how to engage in community life, while the second one focuses on the personal level (personal strengths and weaknesses, time management, etc.). | Completed: workshops held on 8 February 2013 and 22 February 2013 |
| “Terra amicitiae – application for a climate and energy model region “ / “Terra amicitiae – Bewerbung zur Klima- und Energie-Modellregion” | Sustainable Economy (Energy) | In collaboration with the neighbouring communities Arnoldstein and St. Jakob im Rosental, Finkenstein forms a region that aims for energy independency and for improving sustainable transport. | Completed: application was accepted, measures in progress |
| « Cycling around the Lake Faak »/ « Radfahren Faakersee » | Sustainable Economy | A continuous bike path around Lake Faak is the goal of this measure. To realise this, existing bike paths should be improved, new sections should be built and the whole circle should be enriched by “chill places”, inviting users to relax on benches or deckchairs. | In Progress: Details to clarify and construction work to do |
| « Event Series Sustainability » / « Veranstaltungsreihe Nachhaltigkeit » | Environment and Sustainability | Six public talks from experts on main topics in the area of sustainability (nutrition, mobility, housing, etc.) should be organized. Through this measure awareness of topics concerning sustainability should be increased and best practices should be publicized throughout the community. | In Progress: First talk planned for mid-2013 |
| « Participation Workshop » / « Partizipations-Workshop » | Participation | This workshop held by Bertram Meusburger, Sustainability Coordinator of the state of Vorarlberg, and Ines Omann (SERI) presents in an interactive manner different models and methods of participation and public engagement. The participants have been informed about their participation possibilities in local decision making and suitable models for Finkenstein have been used. | Completed: Workshop held on 4 April 2013 |

2.1.4 Phase 5: Monitoring & Evaluation

Four meetings have taken place after the moderated arena meetings: a public presentation of the arena meeting results in August 2012 (Vision Finkenstein 2030), two networking meetings in September and November 2012 (members of the working groups, members of the transition team, research-team) and an evaluation workshop in February 2013. Periodic working group meetings are held as well. In addition to the evaluation workshop, we

conducted qualitative interviews (via phone) with seven participants of the community arena and one person just initially involved in the project. We also conducted an online questionnaire to support the evaluation and to prepare the evaluation workshop. The questionnaire should give all persons involved in the project the opportunity to express their opinions on a number of very concrete questions. It was completed by 15 people.

The community arena and the working groups are very open to new ideas and requests from their members. It has been reported that all requests could be brought into the process very easily and were taken seriously by all participants.

In the beginning, several participants had certain expectations regarding the process. In some instances these expectations have not been met. Some members reported that they are not satisfied with the long duration of the preparation of measures; they would have liked to put things into practice more rapidly. Certain participants perceived the insight that some ideas and activities need to prosper and grow, as laborious and too time-consuming. Others think that this ripening is very important for the subsequent implementation of measures, which should be considered very carefully.

The interesting thing is that most of the participants have the feeling that they are heard and that they can take action on their concerns in the municipality. They gathered certain knowledge about taking an active part in the co-creation of their own community. A transition in the municipality is considered possible – but only in small steps (perceived partly positively and partly negatively). Now they know how the municipality works and how they can get in touch with local politicians, but actually implementing a measure in the community is still challenging. For some of the participants, the motivation of setting something in motion is strongly dependant upon commitment by local politicians. This is due to the fact that major projects require external financing from the municipality. Therefore a greater commitment on the part of the local politicians and the municipality is needed. In addition, a greater interest on the part of the municipality would lead to a greater motivation by some of the participants. The desirability of greater cooperation between working groups and the municipality is strong within all participants. The members of the transition team are seen as extremely important project partners.

On the one hand, extrinsic empowerment is constrained by the missing commitment of the transition team and the municipality; on the other hand, it is slowed down by the missing response and interest of citizens in the community. Altogether, participants report a great demand for new members in the near future. Therefore, a major event will be organized in May to present the current and planned measures and to recruit new members.

The previous success of the project, measured by the realization of actual activities is perceived in very different ways by its members. Some of the participants are proud and satisfied with the current results. They emphasize the importance of the originated network and the small, but perceptible work results of the forum. Other participants complain about the long duration period. They want to move forward more rapidly, both as individuals and as a group. Therefore, they are not overly satisfied with the results of the project so far. Despite this feeling of disappointment, all participants report a high motivation to move the project

and its planned measures forward. They feel that they are working for a higher purpose. They all want to make a change in the community.

The working groups are developing very differently from each other. Often successful implementation of particular measures depends on certain individuals. Because of empowered participants, the working groups on sustainability, social affairs, participation and life energy are the most successful ones. They meet periodically (for example, every second Monday in the month from 4 to 6 pm). The number of working group members is stable. The more successful working groups are characterized by strong leaders who are in charge of taking minutes, moderating and organizing the meeting, etc. The four mentioned working groups have taken a lot of time for the definition of their common goal and how it can be reached (which measures).

The majority of the people involved in the working groups are in contact with each other at least once per month. The exchange takes place on an informative level, primarily concerning the issues and concrete to-dos regarding the working groups and the implementation of measures. The originated network is described as very friendly and open and is seen as a very important outcome of the project. The exchange with like-minded people about different subjects is for most of the people a completely new experience: suddenly one is not alone anymore with all the concerns and requests. This kind of exchange has led to a strengthening of the social quality of one's own habitat and therefore to a higher quality of life.

Intrinsic empowerment cannot be observed for all participants. Some people report about small individual changes in their behaviour and their attitudes or about gaining certain knowledge. One person reported that in the beginning of the process, during the phase of the community arena, he did not have specific expectations of the process. There was no specific goal, the only request he had was to exchange opinions about different issues and to gain a feeling for what the others are interested in. The individual objective was to get in touch with like-minded people and to improve the quality of life in Finkenstein for all (link between empowerment and pro-social behaviour). This makes a big difference when it comes to individual requests and disappointment. People whose motivation for participating in the project was to bring forward a certain and specific request, were more often disappointed by the outcome, than people who have been very open in their expectations from the beginning. That does not mean that one group of participants is less demanding than the other.

At the beginning of the process the requests brought up by the participants covered a vast range of issues. In a first step they had to be bundled into thematic focal points, which lead in the end to the different working groups. Even if some specific requests couldn't be dealt with (yet), most of the people nevertheless identify with the project. This is probably due to the unifying power of the commonly-developed vision. The prevailing parts of the LebensKlimaforum-members strive for a common goal – the jointly compiled vision of Finkenstein 2030 and beyond. The objective of the on-going activities and measurements is a contribution to the individual wellbeing of all community members, not only to members of the LebensKlimaforum.

The networking aspect is considered to be very important and positive by all participants. Occasionally, some participants reported a certain attitude-changing process which took place. They feel empowered enough to make a change as a group – as well as individually. Altogether, the participants report an increased kind of self-reflection and a more outward looking attitude, especially towards unknown people. The awareness of their own responsibility for the common environment has risen. At the same time people gained the knowledge that everybody is responsible for their own environment and lifestyle. Therefore no one can be forced to follow a certain kind of value, like sustainability.

2.1.5 Reflections on methodology in local context

Preparation & exploration phase

When developing a locally adopted process plan for the Finkenstein pilot, no specific domain came up as being the topic of the process, but a very general goal “a good life for all” was formulated. This is being reflected by the diverse working groups that later emerged from the process and which had to be integrated in the process with some efforts (the methodology does not specify how such an integration look). While the system analysis led to a good overview of major issues and tensions of the community, a complementary analysis of profound sustainability indicators at this stage could have been beneficial. Also some quantitative economical or ecological sustainability measurements or indicators could add some important information to the starting point and would attract people interested in concrete numbers and facts. The actor analysis was an essential base for trustful ties to the Community Arena participants and activating elements stimulated some citizens to engage for their community. But the laddering method to gain inner context insights worked only for a few interview partners.

Problem structuring and envisioning

The arena formation proved to benefit from ice-breaking and getting-to-know-each-other activities aimed at building up mutual trust and understanding and being the corner stone for developing group identity. Applying the dynamic facilitation method for the participatory problem structuring proved the power of specific facilitation methods in comparison to an ordinary discussion round setting and was seen as very constructive by the participants. Key priorities were agreed upon and guiding principles formulated, whereas the range of topics was not limited. Developing a shared vision was the most crucial aspect of the Community Arena and reaching a consensus was more time-consuming than planned. The process to reach a shared vision started with the formulation of a personal vision for Finkenstein 2030 from every participant of the community arena. Step by step these personal visions have been matched with visions of others in small groups until the final step to agree upon a common vision. The participants show ownership for the vision developed and it proved to be a powerful tool to unify all actors involved.

Backcasting, Pathways & Agenda Building

The backcasting session failed to meet the goal to formulate one transition path for all the Community Arena members. Instead it reinforced the wish for installing specific working groups and integrating further engaged citizens into those groups. Given the variety of topics

worked on, working group specific backcasting exercises might have been more beneficial. The agendas for the working groups were set in self-organized working group meetings, but most of the groups needed a warm up period to switch from moderated meetings to self-organized meetings. During this period, the groups organized themselves and agreed on the basics of cooperation. Keeping in touch with the actors through a series of talks and interviews was central to being able to react to the difficulties they faced, when starting the working groups in a self-organized way.

Experimenting & Implementing

The dissemination of visions and pathways already happened in a self-organized way. In this phase, where the network was being broadened and coalitions formed, SERI mostly had the role of mediating and communicating between parties when misunderstandings and conflicts arose. Many experiments and implementation measures need a few months of preparation, so some are still in preparation or under way at the end of the InContext project.

Nevertheless, monitoring and evaluation has shown a high degree of satisfaction with the process and its outcomes and a consensus that change has been initiated in the community.

2.2 Wolfhagen

Section by Stefanie Baasch (UFZ)

2.2.1 Overview community arena process

The community arena in the German pilot study is conducted in the city of Wolfhagen, in northern Hesse. Wolfhagen is a small town located 30 km west of Kassel. The city area of Wolfhagen is subdivided into a core city with a historical city centre and eleven rural districts. The city's population is approximately 13,840, with about 7,620 of them living in the core city. The population is predicted to decrease by about 6% by 2020.

A large percentage of the employed persons commute to work – mainly to Kassel or to Baunatal (Volkswagen factory). In the city of Wolfhagen, the economy is diverse: retail trade, crafts, car dealers, fragmented trade, traditional and medium-sized industry, and growing innovative small enterprises especially in the renewable energy and energy efficiency sectors. Studies about prospective economic sectors in Wolfhagen designate the sectors tourism, education and renewable energies as most promising. Wolfhagen is well equipped with public facilities (kindergartens, schools, trade schools, hospital, a retirement home and senior citizen centre, rural district office, police station). Similar to other small towns in Germany, the historic town centre suffers from rising vacancy rates, which is an unsustainable city development. The reasons for the vacancy could be traced back to job losses, demographic change, conflicting monumental protection and changing consumption behaviour. Another reason is a change in space requirements of local citizens, who often prefer to build bigger houses in the surrounding areas than moving to the (inherited or vacant) buildings in the inner city. The community arena process focuses on sustainable inner city development, mainly on revitalizing the historical city centre as a community space for all generations.

2.2.2 Summarising phases 0 - 3

In the pre-preparation phase, the pilot could largely benefit from already existing networks and the cooperation with other scientific projects in the region. The transition team consists of the regional energy consultancy Energie 2000 e.V. and the regional adaptation to climate change project KLIMZUG-Northern Hesse. The pilot was supported by the mayor and the local administration who also helped to identify potential participants for the community arena. In total, 10 actor interviews revealed a mainly positive view of Wolfhagen. The interviewees reported a high standard of living and emphasised its central location, closeness to nature, good social, cultural and shopping facilities (basic consumables) and the relaxing atmosphere of a small town. But the city had to face structural developments in the last ten years which have led to a decrease in the number of jobs and customers in the inner city. Together with the consequences of demographic change and altered consumption behaviour, this has led to sinking attractiveness in the historic city centre because of vacancies in both residential and commercial premises.

Phase 2: Problem structuring & Envisioning

The interviewees were invited to a first meeting in Wolfhagen. The meeting took place 17 November 2011 with nine participants (6 male / 3 female, ages 20-78). The meeting started with a round of introductions, a short presentation of the InContext project, its focus on sustainability and the outcomes of the interviews. Some of the participants already knew each other but not all of them had met before. After this introduction the participants discussed their perceptions of their community, how living in Wolfhagen meets their and others personal needs and also focused on current and future desires. For the future, participants mentioned the wish for more environmental friendly mobility, e.g. cycle tracks between the city centre and the districts and improved public transport services. Others reported their aim of maintaining non-industrial farming in the surrounding area. Also critique on participants' own gap between attitudes and behaviour was mentioned, for example concerning positive attitudes about a regional food market which stood in contrast to the participants' actual consumption behaviour. The creation and maintaining of jobs in the region was seen as an important aspect of regional development. After an intensive debate about the differentiation of wishes the group agreed to focus on the topic of sustainable living in the inner city in the following meetings.

Phase 3: Backcasting, Pathways & Agenda Building

The 2nd meeting took place on 26 January 2012 and focused on developing a positive perception of the future and its pathways to fulfil this idea (backcasting & the definition of transition paths). 11 participants (5 male / 6 female, age: ~17-78) joined the meeting. Card techniques revealed a differentiated picture of needs and requirements, e.g. strengthening of regional awareness combined with regional consumption, revitalizing of the inner city (more places for communication and meeting), etc. Some of the different needs and requirements can be explained by the age range of the participants, e.g. mobility needs, appropriate housing for independent living in old age, meeting and leisure spaces for families, etc.

In a second step, the participants were divided into small groups to discuss their future visions in more depth and to develop ideas about how to achieve these goals. As described in the methodological guidelines (D4.1, p. 35), the participatory backcasting focuses on the year 2030. The participants' ideas focused on improvements regarding infrastructure, esp. exchange and leisure spaces in the inner city. In the group discussion the need for more exchange and meeting places turned out to be dominant. Also the wish for an inclusive city (for young and old, singles and families), different mobility and living needs were mentioned. Sticking close to reality in the visioning process could be explained by the short time frame (2030) which on the one hand is short enough to be an imaginable time period for planning but also might be too close to imagine fundamental changes. Another reason could be seen in the great satisfaction and high standard of living which was reported by the participants, which means that there might be no need for a fundamental change.

The third meeting had to face the challenging task of putting the ideas into practice and to develop a transition agenda. The meeting was held on 29 March 2012 and was joined by five participants (3 male / 2 female, age: ~35-70), focusing on the ranking of needs, concretization of ideas and project planning. The relatively small number of participants was due to other participatory processes which took part in the community in very close temporal

relation, so some participants could not attend because of time constraints. The participants decided to focus on the reopening of a vacant inner city building and to combine gastronomy with cultural programs both with a strong focus on fostering environmentally-friendly behaviour. Regarding social sustainability aspects, the project aims to become a meeting place for all generations and also include family-friendly programming. From an economic perspective, the operation of a restaurant and brewery contributes to local job creation and could also have positive effects on tourism. The participants agreed upon organizing a meeting with the owner of the building.

2.2.3 Phase 4 Experimenting and Implementing

From the end of January until the end of July, the arena group met three times, two of them with the building owner, including a visit to the building. The owner showed general interest in the groups' ideas. The arena group discussed different models of operating the building, e.g. by the founding of an association.

At the end of July the owner died in an accident and therefore, the process was suddenly interrupted. At the end of November some of the arena group members started to contact the heirs of the former owner and presented their ideas. The heirs showed interest in the groups' ideas but they were still unsure how to proceed with the building in the future.

However, most arena group members kept the idea and the planning confidential because they wanted to avoid putting any pressure on the owners of the building. Because of this and the unforeseeable interruption of the planning process, there has been no further dissemination of visions, pathways or agenda yet. Also, coalition-forming and network-broadening activities or public activities were not yet underway.

2.2.4 Phase 5: Monitoring & Evaluation

Formal evaluation and monitoring process

In autumn 2012 seven monitoring interviews with arena group members were conducted focussing on the state of the art, group dynamics and individual and social learning effects. In March 2013 the evaluation workshop took place with four participants (2 male / 2 female), four more invited participants cancelled their participation because of illness.

In the last workshop meeting on 21 March 2013, the arena group members reported different views on their future options. While one group member was convinced that this project will not come to fruition anymore, the others describe the process as still being open. The future will show if there will be an opportunity to put their ideas into practice. All participants of the evaluation agreed that their ideas are linked to that specific building because of its unique features. In sum, the evaluation meeting was conducted while the arena process is still ongoing.

Evaluation by the participants

In the following the focus is on the community arena as a group and the individual level especially empowerment, pro-social behaviour and the notion of sustainability. The evaluation of the community arena process itself is part of point 2.2.5 the reflections on the methodology in the local context.

Table 3: Evaluation meeting in Wolfhagen

| Date | Meeting | # of participants | Goal | Main facilitation methods | Results |
|----------|--------------------|---|--|---------------------------|--|
| 5.2.2013 | Evaluation meeting | 4 (2 female, 2 male; from 8 core group members) | <ul style="list-style-type: none"> - Evaluate the process, its outcomes and impact - Empowerment, pro-social behaviour, group dynamics, sustainability - Future plans | Group discussion | <ul style="list-style-type: none"> - Vision is being kept confidential because of ongoing negotiation processes - New network structures |

Outcomes on group level (self-perception, atmosphere, empowerment)

The arena group in Wolfhagen describes itself more as a part of a process than being a closed group. They see themselves as being initiators to get the implementation started, but once the framework conditions are clear they wanted to invite more people to join the process. Most group members joined all self-organized meetings which is an indicator for a stabilization of the new network structures. The group atmosphere was described as very positive, especially the respectful discussion culture and the general acceptance of different opinions (high tolerance, openness). All participants were willing to continue their activities in the group. The group work was linked to positive feelings about being able to do something (action competence, internal controlling conviction).

Social and individual learning

Participants reported about learning effects regarding group work, e.g. that it is possible to agree on a collective vision and work together productively even if there are very diverse opinions about priorities in details. All group members are frontrunners and actively involved in very different fields of action – exchanging information about these activities was also seen as a learning outcome. They also learned that other and very different people care about the community's future development and that there is a common denominator regarding the following aspects: local diversity, similar needs and perceptions about communication and social contact.

Sustainability

The term sustainability itself was not very prominent in the process. On the one hand, sustainability was seen as a worn out term, while on the other, the vision and the aims behind the implementation project, contain aspects of social sustainability (communication,

social cohesion, social learning etc.), environmental aspects (operation of the building, promotion of regional products, etc.), and economic (job creation) aspects implicitly.

2.2.5 Reflections on methodology in local context

In comparison to other activities in the local context, the arena process was described as being very different regarding its structure, the heterogeneity of the group members and its specific focus on one concrete implementation project. The estimations about the number of meetings differ: while some participants wanted to have more and more regularly moderated meetings, others highlight the small number of meetings as being one of the key reasons why they could manage to participate at all. All participants unanimously agreed that the process from the vision building to the shaping of a concrete project idea was a success. Some called the first two meetings (problem structuring, envisioning and backcasting) as being a bit “too academic” and that they would prefer a more problem-oriented approach. Though in sum, most of the arena group members were surprised that such a short-term intervention could lead to such a concrete project idea – even in a diverse group.

In the evaluation meeting the participants described the process as fruitful and without the interruption of the process there had been a good chance for implementation. The creation of new networks has been identified as the most valuable outcome. The arena process brought together participants which had not met before. The monitoring interviews revealed a high degree of satisfaction regarding the group process and the discussion culture during the whole process.

Regarding the implementation of the action research, the chosen design with 3 people (1 moderating researcher with local knowledge, 1 external moderator and 1 assistant) turned out to be the adequate number of people for conducting the workshops. The number was small enough not to give the participants the feeling of being investigated, but it was big enough to allow flexibility in the methodological approaches (working in small groups etc.).

The researcher’s role in the process is diverse - to a certain extent the moderator and researcher were seen as being part of the group and being asked for their opinion as “experts” or for giving feedback on comments during discussions. This is a crucial point in the process because on the one hand action research aims at an equal power shift between researchers and participants but on the other hand, the researcher was seen as an expert for “sustainability” issues which gives him/her a prominent status within the group. The challenge for the researcher/moderator in the process lies in fulfilling different roles while simultaneously avoiding unwillingly influencing the group process, e.g. by giving “expert opinions”. Therefore, transparency is one of the most important aspects in the workshops which include transparency about the projects’ methodological and theoretical approaches to enable the participants to understand and interpret researchers’ statements and actions and being able to interact in the process.

Aside from empowering participants in the group processes, transparency is also a crucial aspect for building trust in the group process. For the workshop’s development and

moderation, psychological and/or social scientific knowledge (ethnological, pedagogical and similar scientific fields) are essential to investigate and analyse group processes adequately.

All in all, the methodological approach in Wolfhagen has not yet lead to a concretely implemented project (at least partly due to unforeseeable events), but it has created a new network structure which has been described as very valuable by the arena members. To fully implement a project would have required a much longer period of time.

2.3 Rotterdam Carnisse

Section by Julia Wittmayer, Frank van Steenbergen (DRIFT)

2.3.1 Overview community arena process

Rotterdam is the second largest city of the Netherlands, with almost 600 000 inhabitants from 127 nationalities. Until recently Rotterdam was home to the world's largest port, and thus has heavily industrialised areas. The city is divided by the river Meuse (and the old harbour area) into a South and North part. Neighbourhoods on the south bank were historically, and still are, the place where immigrants move into the city. Instead of an aging population, Rotterdam has a very young population, which has a relatively low level of education and a high level of unemployment.

The pilot project area is situated in one of the neighbourhoods in the south of Rotterdam called Carnisse. Carnisse became a city neighbourhood when the city and the harbour were extended on the other bank of the Meuse around 1900. In 2007, Carnisse (as part of Rotterdam South) was listed as one of the 40 neighbourhoods nationwide that the national government labelled as 'neighbourhoods of extra interest' ('aandachtswijken'). These neighbourhoods are all seen as having problems in multiple domains (social, physical and economic). Carnisse, along with seven other neighbourhoods in Rotterdam South, is still labelled as such and receives special attention and funds from the national government.

The context of Carnisse in 2011 is strongly influenced by the current economic crisis, which has led to huge government budget cuts and a withdrawal of the welfare-state. Although old welfare structures are being dismantled, there is still a high level of (non-) governmental activity as well as a long history of local participatory processes and interventions by professionals and/or researchers. The inhabitants of Carnisse who took part in the Community Arena process (either through interviews or as arena participants) expressed their frustration with these phenomena, but were also eager to relativize the picture of a deprived neighbourhood by pointing to the many initiatives that are arising from within the community.

The Community Arena process started in August 2011. The period until February 2012 was marked by a high level of activity of the transition team in the neighbourhood, doing interviews, attending meetings and getting acquainted with the locality. In February 2012 the arena meetings took place and by May 2012 a problem description, a vision and first ideas for pathways and measures had been formulated. This vision was presented to a broader audience in the neighbourhood in November 2012. At the same time, a first experiment had been started, the preservation and re-opening of the local community centre. In February 2013, an evaluation meeting took place where the participants evaluated the process and the outcomes and formulated future ambitions.

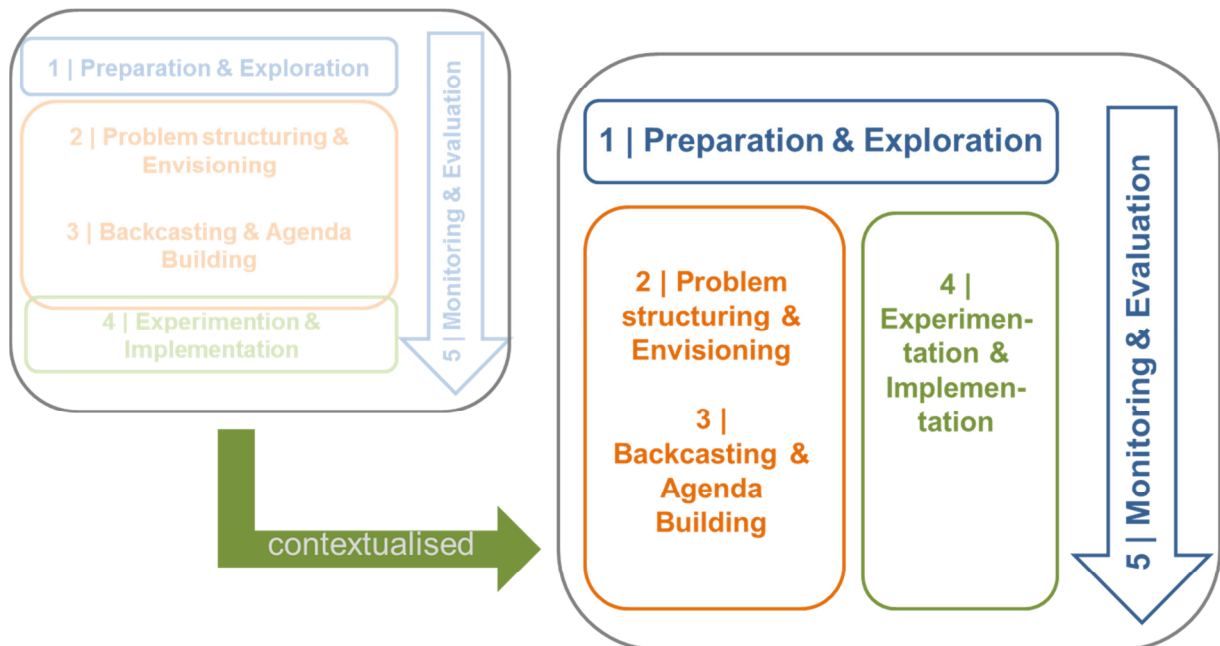
2.3.2 Summarising phases 0 - 3

Preparation and Exploration

The transition team is primarily made up of researchers from Drift and the TUDelft and also includes practitioners from the Veerkracht project involved in Carnisse (for more details see D4.2). From August 2011 to February 2012, the transition team was doing the system and actor analysis, which led to a selection of potential participants for the arena process as well as a problem description based on interviews, observations and secondary data.

On the basis of the system analysis, also pointing to the weariness of participatory processes in the neighbourhood, the final process design was informed by a meeting with five frontrunners from Carnisse in November 2011 (a so-called 'pre-arena meeting'). This resulted in the recommendation to balance activities focusing on deliberation (i.e. discussions) and activities focusing on action (i.e. a more practical focus). Based on the recommendations, the process design was slightly adjusted: deliberative participatory meetings (as suggested by the methodology in phases 2 and 3) and a more action- and implementation-oriented experiment (as originally suggested in phase 4) were started simultaneously (see figure 1). Based on the interviews, the preservation and re-opening of a local community centre came forward as an important topic. Several residents and professionals had shown interest in and activities aimed at preventing a closure of the community centre. The community centre, which ultimately closed in January 2012 due to the bankruptcy of the welfare-organization running it, served as a clear symbol for the changing landscape and context of Carnisse (budget cuts, dismantling of old welfare structures and a lack of social cohesion). Because of the importance, the mobilizing energy, and symbolic meaning of the community centre, a more practical and tangible process was started (i.e. the 'Action Arena') around this topic.

Figure 1: Contextualisation of the Community Arena Methodology for Carnisse



Problem Structuring & Envisioning

During the first meeting, held in February 2012, the problem analysis (i.e. system analysis) was presented and the main topics of interests were identified through a group discussion. Each of the topics had multiple meanings and they were as follows: powerful/-less policy, rich and turbulent history, government cuts, diversity, connections, and maintenance of housing. In the two following meetings in March and April 2012, the participants explored their needs with regard to the community centre (the focus of the action arena trajectory), as well as drew up a vision for the neighbourhood in 2030 in which the community centre plays an important role. The vision is called 'Blossoming Carnisse' and includes the following topics: 1) ...to living with each other, 2) ...to a green sustainable oasis, 3) ...to diverse housing styles, 4) ...to places for everybody, and 5) ...to working together for blossoming.

Backcasting & Agenda Building

In May 2012, a fourth Community Arena meeting was held with a focus on backcasting and developing pathways from the future vision back to the present. After having discussed and reached an agreement on the vision, three small groups worked on exploring pathways for the six topics of the vision. Under guidance of a facilitator, their task was to come up with change elements, specific activities and key actors, which were written down in a scheme. Towards the end, the transition team asked the frontrunners what they would like to do with the presented and developed ideas, vision and pathways. The idea of a neighbourhood conference emerged in a group discussion. All initiatives, residents, entrepreneurs and professionals of the neighbourhood were to be invited to discuss and expand upon the vision and the pathways developed so far and to collaboratively come up with a neighbourhood agenda.

2.3.3 Phase 4: Experimenting & Implementing

Experimentation

As outlined earlier, a more practice-centred process was started in parallel with the deliberative meetings of the Community Arena (see figure 1). Four meetings took place in February and March 2012, and afterwards the core of the local action group stayed in contact through Email and telephone (for a more detailed outline of the activities see D4.3).

Basically, the community centre offers a number of different facilities and rooms, such as a coffee house, kitchen, rooms for sport, children, meeting rooms, which were used by primary schools, a kindergarten and a welfare organisation. The ownership-structure is unclear since the previous owner of the building, a welfare organisation, went bankrupt and the centre is built on ground owned by the Municipality of Rotterdam and it falls under the constituency of the sub-municipality of Charlois. It is the latter who decides on the development plan of the parcel. The result of these juridical and financial ownership structures (also referred to as the 'Rotterdam construction') was that the building did not exist in the administrative books and nobody took responsibility for a neglected building that has little financial value.

The action group worked on a number of strategies. It drew up a business plan, reached more than 300 people through a petition, lobbied different representatives in the sub-

municipality, the welfare organization and the larger municipality. When the group felt they could take it over themselves, the researchers withdrew from the process after two more broad meetings. A social entrepreneur was involved who volunteered to support the community members in setting up the daily management and operation of the centre. Four subgroups were built, working on financial questions, management construction, making an inventory of practical daily tasks and of volunteers. The inhabitants as well as the social entrepreneur were convinced that only community members and no professionals should be involved in this process. This led to some disagreements, as one of the most active people in the initial action group was a professional working at a local primary school. Also, the position of the social entrepreneur involved was not transparent enough, people became suspicious which finally led to the dismissal of the social entrepreneur. She was replaced by the professional who worked at a primary school in Carnisse. A foundation was set up as a legal entity to run the community centre which was to be effective as of January 1st, 2013. Two weeks later, the board of the foundation had insurmountable disagreements leading to the non-voluntary leave of two board members and the setting up of a second foundation with the same goal. Currently the foundation, supported by the professional, is in practice managing the community centre, taking all daily tasks through volunteer work of the board members and keeping the dialogue with the municipality. The latter has accepted ownership of the building and is now in the phase to negotiate the rental sum with the foundation.

Broadening

In November 2012, a broadening event took place. Rather than a neighbourhood conference it was the official community forum of the district municipality of Charlois. The district municipality as well as the community organisation of Carnisse are obliged to organise these kinds of forums about twice a year in Carnisse. Being in contact with both organisations, the researchers could put ‘Blossoming Carnisse’ as well as its linkages with current initiatives on the agenda (see table 4). There was a special invitation and according to the director of the community organisation, twice as many people showed up as at previous events of this kind.

Table 4: Broadening event in Carnisse

| Date | Meeting | # of participants | Goal | Main facilitation methods | Results |
|------------|--|-------------------|---|--|--|
| 22.11.2012 | Broadening: Official Inhabitants Forum | About 100 people | <ul style="list-style-type: none"> - Presentation of ‘Blossoming Carnisse’ - Matching to existing initiatives and volunteer work - Initiating new groups | <ul style="list-style-type: none"> Presentation Matching session Discussion | <ul style="list-style-type: none"> - High(er) attendance than usual at events like this - New contacts - Putting the future (rather than only immediate concerns) on the agenda |

The outcomes or milestones of the community arena and the action arena process were posted throughout on the website of Veerkracht Carnisse, the co-financing project of DRIFT.

Also during the evaluation meeting (for more details see below), the participants came up with new activities that they would employ to disseminate the vision to a broader audience in the neighbourhood. This included the formulation of the ambition to organise a network-day in June 2013 through which to call attention to the vision and to launch another icon project, in addition to the community centre.

2.3.4 Phase 5: Monitoring & Evaluation

Formal evaluation and monitoring process

Just before the broadening event in November 2012, monitoring interviews were held with the core group of participants. A total of seven interviews were conducted in person focusing on the process, the group and the individual level as well as the future outlook. In February 2013 the evaluation meeting was held focusing on the current situation and future outlook, as well as aspects of empowerment, sustainability and pro-social behaviour (see table 5). As a follow up to the evaluation meeting, participants were approached via phone and Email to answer some additional questions.

Table 5: Evaluation meeting in Carnisse

| Date | Meeting | # of participants | Goal | Main facilitation methods | Results |
|----------|--------------------|-------------------------------|---|---------------------------|---|
| 5.2.2013 | Evaluation meeting | 7 (4 female, 3 male; from 32) | <ul style="list-style-type: none"> - Evaluate the process, its outcomes and impact - Empowerment, pro-social behaviour, sustainability - Looking forward: what still to do | Group discussion | <ul style="list-style-type: none"> - Vision is owned by the group and referred to with pride - Vision is being disseminated via already active websites, Facebook, and blogs - Vision is being disseminated to different groups: schools, faith groups, businesses, social work - Planning committee for a network day in June 2013 |

During the evaluation meeting, the group expressed their interest in making the vision known to more people within the neighbourhood and they developed a strategy for doing so. They expressed their pride for the vision and felt ownership of it. Different participants aimed to approach different target groups, e.g. youth, churches, entrepreneurs. They also agreed upon organizing a network day in June 2013 where the vision should be central together with the actions that are employed to realize it and the start of a new icon-project. The

researchers can support this network day as part of the co-funding that they receive for the 'Veerkracht Carnisse'-project, which allows for involvement for another two years.

Evaluation by the participants

In the following we focus on four aspects: the group, the outcomes and motivations on individual level as well as on sustainability. The evaluation of the community arena process itself is part of section 2.3.5 the reflections on the methodology in the local context.

The group

The participants of the community arena report that all of them have something in common, namely coming from Carnisse and being active in the neighbourhood. Most of the participants are engaged in several activities within the neighbourhood already, e.g. within a Community Garden, the community organisation, organising street parties. At the same time they do not 'feel' like a group. A core of four people was present at most of the meetings and these can be seen as the stable factor of the group. One explicitly expressed that he feels himself responsible for "guarding the process". A second ring of another five people was also actively involved. The small group setting was perceived to have the advantage of being able to react faster and make decisions and agreement better than a bigger group might have done. At the same time, the participants indicated that they miss diversity and the perspectives of others that also live in the neighbourhood. This concerned e.g. ethnic groups such as people with Turkish, Antillean or Moroccan roots (almost 60% of the inhabitants of Carnisse are of 'non-Dutch descent'), whereas the arena group consisted of predominantly 'white Dutch natives'. This also concerned other age groups, e.g. youngsters. However, the participants also did not all know each other, or had only heard of each other but never met in person. They were homogenous in that they all wanted to think along in how Carnisse should look in 2030 and what is necessary to achieve this.

Individual motivations

There were also diverging motivations on participating in the arena process. Some indicated not to have clearly understood the goal of the process in the beginning. In one particular case, a person also questioned the usefulness of the process but still was present throughout. This could be explained by his representative role within the neighbourhood (community organisation). Another participant stated that participating in such processes is part of one's responsibility as a citizen: the key is supporting others which is considered a driver to become actively involved. Some stated that a motivation to join was to get a better picture of the context/the whole in which they were living or working. This interested and triggered them to join. Others, especially those involved in the Action Arena trajectory, were predominantly interested in keeping the community centre open and this was the main reason to join the process.

Outcomes on individual level

Different participants see the whole process as one big learning process and also name concrete learning experiences. Some learned more basic skills like speaking their mind in public and speaking in front of a large group of people (e.g. 100 people at the community forum). The participants learned about themselves and their own possible impact and also

about how they would do things differently the next time. These insights referred mainly to the Action Arena process, where one participant reported that she would increase the pressure on the local authorities a lot earlier in the process if she was to do this again. Another participant said that the process confirmed him in what he had already thought and felt previously. This confirmation was valuable to him. There were also participants that did not explicitly report any learning moments.

During the evaluation interviews, the participants confirmed that they either already knew that they could make a difference in Carnisse or they felt strongly that they gained this feeling during the community arena process. They were satisfied with their own input and indicated that topics they felt strongly about were taken up during the process. The process also added to open up thinking in terms of possibilities rather than in problems, one participant responded that she realized that the developments indicated by the vision were possible *even* in Carnisse.

Sustainability vision and actions

Sustainability was not used as an explicit term throughout the process but as agreed upon in D4.2, its dimensions were brought into the meetings. During the evaluation interviews, the participants were asked a couple of questions with specific reference to sustainability. They indicated that sustainability was very important to them. For them sustainability refers to the environmental dimension or to aspects of energy saving as well as the long term aspect. One of the six pathways actually has sustainability in its name: "... green sustainable oasis". For most of the interviewees the vision of Blossoming Carnisse is linking to sustainability, either in its role: hinting towards the future, or through its topics e.g. housing. The vision was generally perceived as a very good narrative, that clearly linked to existing initiatives and could serve as a red thread for the development of Carnisse. But the pathways were still too abstract, the participants indicated they would have preferred a concrete, detailed activity plan as part of the vision and also to take these concrete steps earlier in the process.

Policy context

The participants outlined in the interviews that they missed the connection to the policy context in the vision as well as in the process of the Community Arena. The realisation of the vision is seen as being closely connected to actors from policy, business or housing. Some participants put these actors in the driver's seat in that they hope that the municipality, district municipality, housing corporations or similar actors free money for investments in Carnisse so as to realize the vision of 'Blossoming Carnisse'.

2.3.5 Reflections on methodology in local context

Action and reflection

For some of the participants, the arena-process is not different from other processes that were carried out in the neighbourhood in recent years, while others see differences. The arena is perceived to have a relatively open agenda and does not 'impose' a certain policy agenda on participants (which they feel is often the case in other processes), also the ideas were made much more concrete than in other processes and the starting point is the long-term vision rather than a short-term efficiency gain or problem-tackling. Some of the participants said that they see that the arena process plays into the current situation and addresses the turbulent times in Carnisse and Rotterdam. It meets their sense of urgency and important topics. What was also special was the fact that 'researchers of the university' were present in the neighbourhood.

It already became clear in the very beginning (e.g. when co-designing the process in the first meeting), that 'taking action' was a very important element of a co-creation process in Carnisse. The hope of the research team was that the need for action was addressed by simultaneously starting up an experiment, i.e. the self-maintenance of the community centre. The interviews showed that some participants still missed action or concrete steps earlier and that 'action' was also the most important indicator for success. When looking closely at the interviews, their interpretation of what 'action' entails differs per person and therefore the 'success' of the process is also measured along a variety of different perceptions. Action for example meant physical change in terms of renovated or new houses, or the involvement of all inhabitants of Carnisse, or something 'visible' on the short term. The action surrounding the community centre, which was about to reopen (it was still officially closed at the time of the interviews) was not mentioned by the interviewees. From the interviews we also learned that two participants who took part in both trajectories were initially confused by having two trajectories simultaneously: the action-oriented experiment and the deliberative meetings for the agenda-setting. From their perspective it would have been better to combine these processes.

Success

During the interviews, the initial dichotomy that lives in Carnisse: action as opposed to reflection came back in that the community arena process was not perceived as being successful as it had not yet resulted in *action*. As outlined above the meaning of what action entails and who performs this action differed from one interviewee to the other. This also has a lot to do with the perceived locus of power: when somebody only counts demolishing old houses and building new ones as action, the responsibility of action is located with the municipality and housing corporations and subsequently their own influence on the success will always be limited.

Role of the researchers

Through the evaluation interviews, done by a third person not involved in the process so far, the researchers learned some more about how their process management was perceived. While the methodology and the underlying principles of transition management are asking for

a role where the researcher refrains from giving clear directions with regard to subjects and content, this is exactly what the participants in the Carnisse case were expecting and awaiting from the researchers. This can be illustrated by quotes such as: the researchers “should have been more decisive” with regard to the rescue of the community centre. As a researcher in the context of a community arena implementation it is a hard balance to strike between fulfilling the need and wish of the participants for a leader of the process and the content and on the other hand offering an encouraging place for learning and interaction for the participants to themselves draw up and realize their shared vision. The expectation by the participants can be linked back to the context and form in which interactions between professionals (including researchers in this case) and inhabitants have taken place in Carnisse in the last decade or so. Through a process of professionalization, inhabitants are used to look to the professional as the one that knows best what to do. This mind-set can also be seen during the discussion on how to proceed once the vision is done, some of the participants look for the municipality or other actors to take up this task. Somebody is needed to lead the implementation of the vision or activities leading to a realization and that should ideally be an independent person not living in the neighbourhood, according to some. At the same time, people are disqualified for not living in Carnisse by again other community members, as the researchers have experienced themselves.

3 Reflections

In this section we reflect on what changed in the outer context through the community arena intervention and on the outcomes of the evaluation in the three pilots (section 3.1) as well as on possible adaptations for the methodology (section 3.2).

3.1 Results: Evaluation on community level

In the following we look at the change that the community arena process has induced in the communities (see table 6 for an overview). With regard to outcome and impact, the monitoring timeframe is too short to allow for causal links to be made. In the following we therefore refer to the impact as it was self-reported by the community arena participants.

The table reports on project-internal and project-external output as well as actor involvement and activities. From the beginning of 2012 until the writing of this report some 150 interviews and some 30 meetings have taken place in three communities across Europe. Next to a number of internal documents, this has resulted in public attention for the process and the visions through newspaper articles, social media and website publication as well as public events.

Comparing the pilot areas and their processes

There are a number of major differences in the three pilot communities that become visible through the direct comparison of table 6. We would already like to address these differences in this deliverable, even though we come back to them more extensively in the following deliverable 4.5.

Intensity of the process

The process was least intense in Wolfhagen in terms of the number of meetings and interviews. The level of intensity in Carnisse was roughly as expected, based on the methodological guidelines. However, researchers in Carnisse added a number of moderated action arena meetings as well as a public broadening event to the initial guidelines. Finkenstein had the most intense process as it had several working groups that accompanied it as well as other kinds of meetings, namely transition team meetings and network meetings. The different levels of intensity are mainly due to the fact, that there was no co-financing in Wolfhagen and partly because the process was focused on one activity as its outcome, the community centre.

| | Finkenstein | Wolfhagen | Carnisse |
|--|--|---|--|
| Project-internal Output [artefact/objects] | <ul style="list-style-type: none"> - Minutes of 64 actor analysis interviews - Minutes of 5 arena meetings - Minutes of 3 transition team meetings - Minutes of 3 networking meetings - Minutes of 8 monitoring interviews and the evaluation meeting - Data generated by online evaluation questionnaire | <ul style="list-style-type: none"> - Minutes of 10 actor analysis interviews - Minutes of 3 arena meetings - Minutes of 7 monitoring interviews and the evaluation meeting | <ul style="list-style-type: none"> - Minutes of 48 actor analysis interviews - Minutes of 7 arena meetings - Minutes of 6 action arena meetings - Minutes of 1 broadening event (plus preparation meeting) - Minutes of 12 monitoring and evaluation interviews and the evaluation meeting |
| Project-external Output [artefact/objects] | <ul style="list-style-type: none"> - Several blog-posts on the 'Lebensklima website' - facebook site "Lebensklima Finkenstein" - 2 articles in local newspapers - 2 articles in community newspaper - 1 vision completed and launched in a public event: FinkenStern | <ul style="list-style-type: none"> - 1 article in local newspapers | <ul style="list-style-type: none"> - 26 blog-posts on the Veerkracht website - 1 article in local newspaper - 1 article in municipal newspaper (in preparation) - 1 vision completed and launched in a public event: Bloeiend Carnisse - 1 business case for a community centre |
| Project-external Output [actor involvement and activities] | <ul style="list-style-type: none"> - 10-15 participants at each of the 5 community arena meetings - Around 60 participants in 8 working groups - 3 broadening events (network meetings) with each around 30 participants - 8 workshops as activities of the working groups with each 10 – 30 participants - 8 measures have been implemented or are in progress of implementation, see Table 2 above) - An institutional structure for further implementation of the vision has been build | <ul style="list-style-type: none"> - 5-11 participants at each of the 4 community arena meetings - 5-8 participants in 1 working group | <ul style="list-style-type: none"> - 5-18 participants at each of the 7 community arena meetings - 4-30 participants in each of the 6 action arena meeting groups - 1 broadening event with about 100 participants - A re-opened community centre under self-management by a foundation run by inhabitants |

Table 6: Comparison of the intensity of the community arena process

Focus of the process

In all three pilots the process began with an open agenda, searching for e.g. good quality of life. But whereas in Wolfhagen the focus in the backcasting and agenda setting was on one common activity, the process was let much more open in Finkenstein which resulted in 8 working groups dedicating time to putting into action and taking action on different parts of the vision. Through the co-design of the process in Carnisse, the experiment of the community centre started in parallel with the visioning process. This meant that the focus on the community centre did not surge from the community arena process but from the actor analysis interviews. Once the vision was formulated the immediate focus of the group was on broadening the scope of engaged actors rather than on formulating different actions. Only in spring 2013, during the evaluation meeting, the focus was put on engaging in new and other activities.

Relation to policy makers

Both, the research team in Finkenstein and in Carnisse could fall back on co-financing for the implementation of the process. This showed in a different intensity of the process as compared to Wolfhagen. But there was also a difference in the kind of co-financing received. Whereas the research team in Carnisse used part of the funding of another project to cover some additional costs, the research team in Finkenstein had received co-financing from the municipality. This also lead to the municipality being part of the transition team in Finkenstein, this was not the case in the other two pilots. Through this direct connection to the municipality, the process dynamics differed and led to e.g. the network meetings where the arena group and the transition team met. This point will be part of a more in-depth analysis in the last deliverable 4.5.

Socio-economic background of the communities

Another point where the communities differ is the socio-economic background of the people taking part in the arena as well as of the general public in the communities. Whereas Finkenstein and Wolfhagen can both be characterised as predominantly middle-class, self-reliant communities, Carnisse is an impoverished neighbourhood in the broader context of the city of Rotterdam, with lower levels of education and income.

Self-reported impact on the individual and the community

Next to the outputs reported in table 6 and the above-mentioned differences of the three pilot areas, there are also more qualitative outcomes. In the following, we reflect on the main outcomes of the evaluation activities in all three pilots, a topic we also come back to in the final deliverable 4.5.

In all three communities, the processes have played into existing dynamics and demands for action and given these a new impulse or direction. The project and its spin-off reaches more people than the initial community arena group in at least Carnisse and Finkenstein. Through the uptake of a broad number of working groups in Finkenstein, impact is possible on a variety of topics in the community. An important outcome reported in Wolfhagen and Finkenstein (to a lesser degree in Carnisse) is the network of like-minded citizens (i.e.

citizens that actively engage for the benefit of the community) that emerged throughout the process. In all three pilots, starting in a small group was seen as beneficial and at the same time led to the demand for more people joining at a later stage.

In all three pilots, the community arena participants reported that they felt the ability to put their concerns on the agenda or feed them into the process. Their motivations were far-reaching and diverse: from networking, to contributing to a higher purpose or fulfilling a citizen's duty. What surged as important point in all three pilots was handling expectations, which is closely tied to the topic of transparency. As expectations can create disappointment, they should be handled with care and made explicit at the beginning of the process.

In Carnisse and Finkenstein, an altered perception towards policy actors can be observed. While in Finkenstein, the participants were finding their way more easily in the bureaucracy due to the arena process, in Carnisse the realization that for some initiatives, the municipality is not needed (or at least less prominent) was an eye-opener to some participants.

3.2 Methodology: Possible adaptations

With regard to the methodology, a number of points need further consideration in deliverable 4.5. Next to those mentioned in previous deliverables these are as follows. A question remains with regard to the drawing of boundaries: how much can one design such a process and how much does the actual implementation remain dependent on the context.

Start with locally relevant questions

By playing into on-going local dynamics and locally relevant questions, the sense of urgency and the sense of ownership for the 'problem' is increased. In the beginning, it is important to collaboratively formulate a clear, locally-relevant question and in some contexts it might even be wise to start with a collaborative process design (e.g. in Carnisse). In the latter it turned out to be beneficial for the process to use symbols for broader change and debate (e.g. the community centre). At the same time the open agenda might be perceived to be at odds with the agenda of the sustainability researcher, who aims to further a more sustainable society and has clear ideas of what constitute planetary boundaries and which behaviour and structures are desirable. In the pilot areas, the entry points have been questions of social sustainability which have led to visions that also take other sustainability dimensions into account.

Handling expectations

Within the methodology, there should be a more explicit way to put expectations with regard to the process on the table. In order to handle expectations of participants and facilitators with care, so called 'draft progress markers' could be formulated at the beginning of the process and revisited throughout. Through the formulation of what constitutes 'progress markers', expectations can be levelled within the community arena so as to be working with a shared goal (since this goal is sometimes unclear for participants).

Connection to policy making

The experiences of Finkenstein with regard to the linking of the community arena with policy makers in the networking meetings should be further examined to see whether a revised methodology should include a mechanism such as these networking meetings where the arena and the transition team people could meet.

Keep broad context in mind

In the case of Carnisse, the neighbourhood boundaries seemed to be rather arbitrary and fluid. Although the participants could identify with their neighbourhood, some were not able to tell where the boundaries of their neighbourhood actually are and where the next neighbourhood begins. Therefore, but also because of the links to other policy levels, the multi-level context is important in Carnisse.

Secondly, multiple timeframes proved to be important when doing such research. For example, the question arises whether this kind of intervention was the same short-term intervention as many other interventions and whether and when a short-term intervention is enough. For the evaluation of impact/long-term effects or addressing behavioral change another evaluation phase and/or longer-term interventions are actually necessary.

Concrete tools

Throughout the process, a number of concrete tools were used in the different pilots that could be added to the methodological toolbox. These are, for example, the system analysis approach in Carnisse that is inspired by an ethnographic approach. The vision development in Finkenstein started with an individual vision based on individual needs and evolved into a common shared vision by all through consensual prioritisation.

Looking forward

In this final section we give an outlook on the more substantial themes that the final deliverable D4.5 will focus on.

Already in D4.3, a number of emerging topics were outlined that lend themselves to further research in the context of the pilot projects. In the current deliverable, a number of these topics have been further substantiated, such as e.g. the role of the researcher (see also D5.2), empowerment and learning, reflection on facilitation methods and the different steps of the methodology.

In the upcoming final deliverable, one focus area will be reflecting on (and comparing) the empirical results against concepts of the theoretical framework or other concepts that became relevant referring to the inner context of individuals such as empowerment, learning, motivation and needs. A second focus area is on pilot-project specific comparison with regard to the role of the researcher, the concept of sustainability as well as a number of (false) paradoxes (e.g. action vs. reflection). A third focus area is on reflecting the empirical results from the pilot projects against outcomes in the case study research of InContext such as the role and definition of actors, group processes and networks, authorities and governance as well as outer conditions and framings. A final focus area is an outline for an adapted methodology.

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