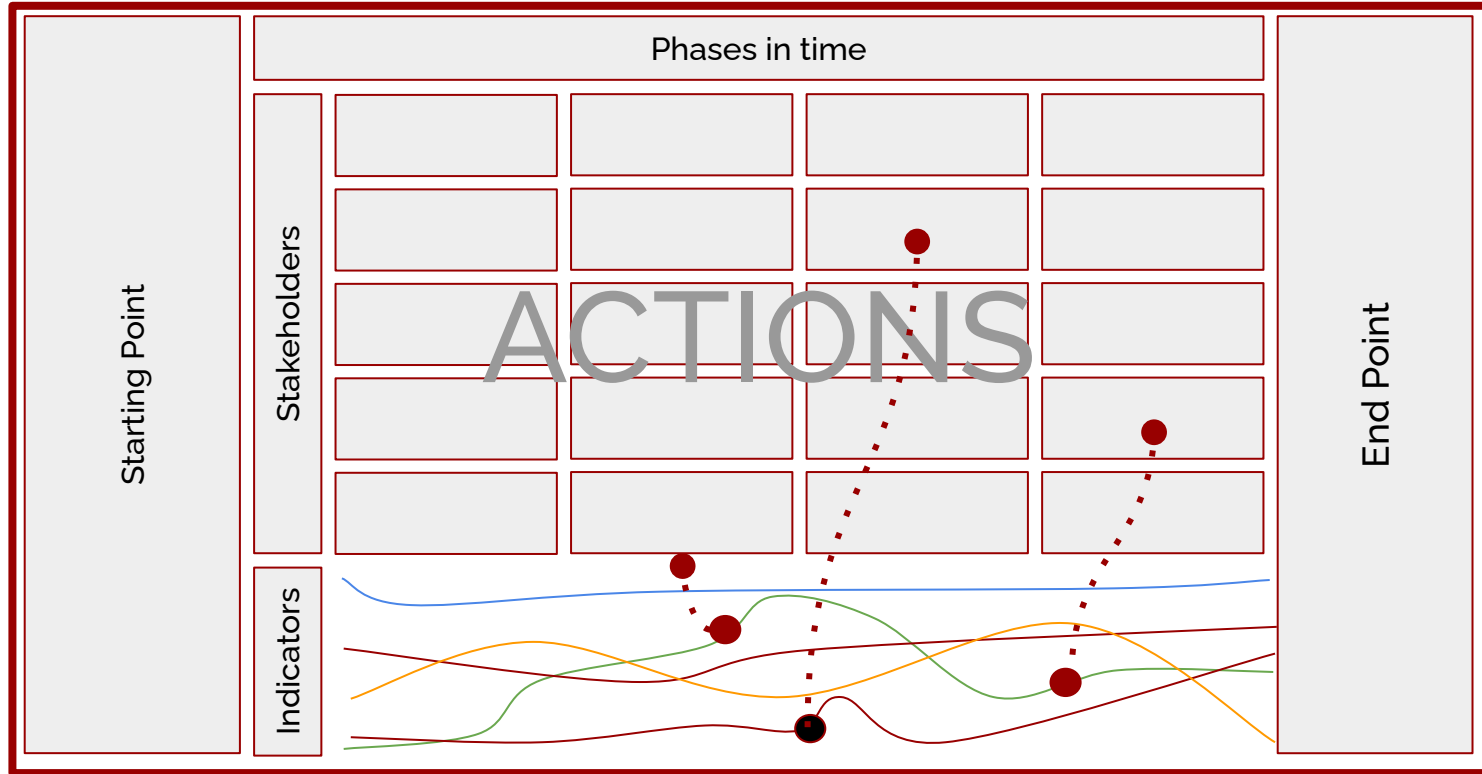# Transfer Journey Mapping template

and impact measurement

Liat Rogel, Service Designer, Urbact Expert

Transfer Journey Mapping

Transfer Journey Mapping - Starting Point (Template)

In the box below, please provide a short description of:
 -why you joined the transfer network to start with
 -what were your expectations

Barcelona

1. **We joined the transfer network because...**

   We joined to the network because we think that is important collaborate and share dynamics about the urban commons among european cities. Joining and contributing at global level about this processes should feed the local experiences, and vice versa.

2. **Our expectations were...**

   We want generate the bases for a knowledge space to strengthen and legitimate the local experiences. At the same time that we seek on a general frame to recognise and becomes conceivales the public-community projects.

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Transfer Journey Mapping - Starting Point (Template)

2. Assets

In the spaces below, please provide images of your STARTING asset(s) along with a short description (ex. Type of building, etc.).

Can Batlló. Transfer of municipal assets for community use and management

Can Batlló is an example of industrial heritage recuperation. It's true that the size of this project is larger than other ones but for this reason they have the capacity and experience to help the local council and other entities.

Casa Orlandai. Community management of local facilities

Casa Orlandai is one of the citizens projects that is constantly connected with other community management projects. Moreover, they are developing the Community Balance.

Arnau Itinerant. Community management of public-interest citizen-initiative services

Arnau itinerant is a project that has the aim to offer cultural activities during the time that Teatre Arnau building has being refurbished.This project is a paradigmatic example of public-interest citizen-initiative services.

Transfer Journey Mapping - Starting Point (Template)

3. Challenges

In the box below, please provide a short description of your top 4 challenges.

Challenge #1: One of the challenges of the ULG is to become a legally and **formally working group** (the Citizens Assets Participatory space) in the organizational structure of the City Council.

Challenge #2: Until now the Community Balance is not a useful tool. Too general, too large and lack some basic elements. More pilot tests need to be done with the **Community Balance** "Basic version", as well as the itineraries, to finish adapting the tool to the diversity of projects.

Challenge #3: Districts and areas have different criterias, procedures and modalities. Far from willing to homogenize (the experiences are indeed very diverse), it is necessary to **provide with common criteria** that can guide the decisions to allocate resources to community management.

Challenge #4: **Respond to a growing citizen demand to have spaces** and public services managed from and for the community.

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Transfer Journey Mapping - Starting Point (Template)

4. Policy

In the box below, please write a short description of your starting point in terms of policy.

In 2017 Barcelona City Council has developed the Citizen Assets Programme. The policy aims to support, promote and consolidate the use and community management of municipal public resources. The Citizen Assets Program has developed a series of criteria or principles that define what we understand by community management and use. These criteria should allow us to define, evaluate and justify that we are dealing with a social, open and participative use of a collective resource, managed democratically by associations and projects that pursue the common good.

Commons?

Type an 'X' to indicate Yes or No

YES __X__

NO ____

In the box to the right, briefly describe how innovative your policy was.

Barcelona City Council wants to promote new forms of interaction between the public municipal institution and community citizen initiatives. In this sense, we are generating spaces to advise and train organizations to come to share "common meanings" (about community, activity, project, etc.).

Citizen participation?

Type an 'X' to indicate Yes or No

YES __X__

NO ____

In the box to the right, briefly describe how innovative your policy was.

The governance and accountability of Citizen Assets programme is participated by entities and communities in order to provide citizens follow-up. During 2019 we meet several times to design and edit the community balance and talk about features, weaks and strengths of the Citizen Assets Programme.

Transfer Journey Mapping - Starting Point (Template)

5. ULG

**In the box below, please briefly describe how the ULG was first structured.
Include references to the 5 types of stakeholders involved.**

At first, we structured our ULG...

The ULG is a work group that was formed informally in November 2017.

The ULG is composed by Barcelona City Council (public), various neighborhood entities (civic), various social entities (social), the Institute of Public Policy Research-UAB (university) and cooperatives and entities of the solidarity economy (private sector).

The ULG meets quarterly to develop the indicators of the Community Balance/Monitor and to establish the conditions of the agreements between entities and Barcelona City Council.

Transfer Journey Mapping - Starting Point (Template)

5. ULG

In the table below, please briefly describe how the 5 types of stakeholders were involved and their impact.
TIP: Refer back to the previous files you created on this topic*

Stakeholder Type	How was the stakeholder involved?	What was the impact/influence? (In brackets we write the challenges, opportunities, etc.)
Public	Barcelona City Council	**design general framework of the project, Co-elaborate Community Balance** (we need a basic version that adapts to the most part of entities, in general are small), **design the participatory space participate in the ULG meetings** (actually is not really active, pandemia and other priorities send this space to a second level of priority), **seek new ways to put in value commons projects (pilot case 1 with Can Batlló), participate in the Urbact Meeting Barcelona, participate in the Urbact meetings, creation and catalogue elaboration** (local council has different kind of public properties and transfers were made by different areas & districts. Is hard to put on order all these heterogeneity. , **supporting and advising urban commons projects, participate in the Local Administrative Working Group** (Areas and districts know that this project is important but they does not want to lose the control of their own space of power), **legal advice to promote and consolidate urban commons seek new ways to put in value commons projects (pilot case 2 & 3 with Orlandai and Teatre Arnau)** (Seems that is not an immediate priority, is going to make progress but slowly)
Private	Cooperatives and entities of the solidarity economy	**design general framework of the project, Co-elaborate Community Balance** (the level of their development is higher than average entity) , **design the participatory space participate in the ULG meetings** (actually is not really active and they rarely participate) , **review Community Balance , participate in the Urbact Meeting Barcelona, legal advice to promote and consolidate urban commons**
Knowledge/ Institutions	The Institute of Government and Public Policy - Autonomous University of Barcelona	**design general framework of the project, design the participatory space**
Social Organizations	Social Entities from the social fabric	**design general framework of the project, Review Community Balance** (small entitites did not participate in this review phase), **design the participatory space , participate in the ULG meetings** (actually is not really active), **seek new ways to put in value commons projects (pilot case 1 with Can Batlló), participate in the Urbact Meeting Barcelona seek new ways to put in value commons projects (pilot case 2 & 3 with Orlandai and Teatre Arnau)** (they want collaborate but doesn't believe in the main goal, valuation of social project)
Commone	Various neighborhood	**design general framework of the project, Co-elaborate Community Balance** (until now we have problems to include the perspective of small

Transfer Journey Mapping - Starting Point (Template)

Mature	6. Objectives

In the box below, please briefly describe your starting objectives for the project.

Objective #1: Generate a program about urban commons where the citizens and the stakeholders have the capacity to review and control it using a **participatory space** participated by associations and communities.

Objective #2: Develop **Community Balance**: series of criteria that define and (self) evaluate what we understand by urban commons.

Objective #3: **Coordinate and provide social criteria** for the transfer of spaces and the management of municipal services to community projects promoted by non-profit entities in the city.

Objective #4: Elaborate **Citizen Assets Catalogue**: census of heritage collects the public heritage at regime of cession of use and management taken part by the citizenry.

Transfer Journey Mapping - Starting Point
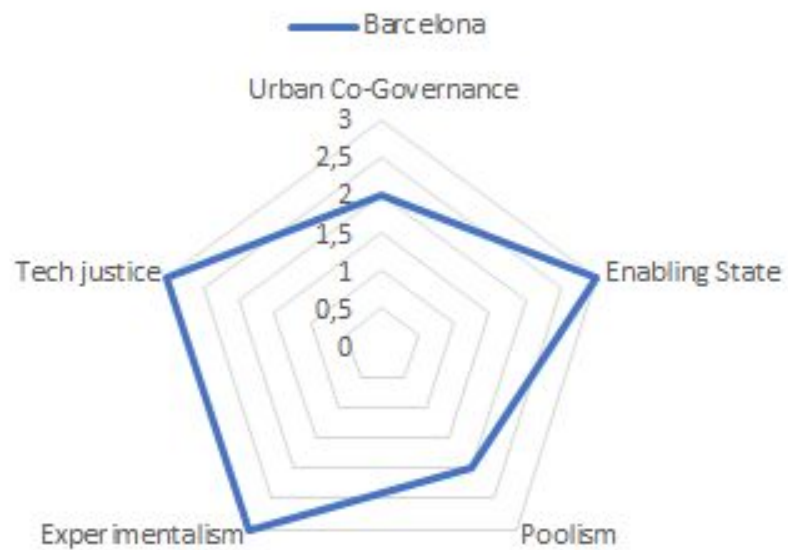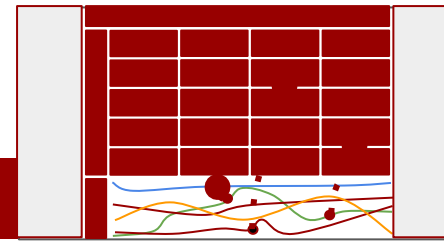
Barcelona

	weak	Moderate	strong
Co-Gov		X	
Enabling State			X
Soc&Econ Pooling		X	
Experimentalism			X
Tech Justice		X	

Transfer Journey - Starting Point

Transfer Journey Mapping - Actions

		Phases/Time	
Stakeholders	Public	What actions were made by this stakeholder?	What actions were made by this stakeholder?
	Private	What actions were made by this stakeholder?	What actions were made by this stakeholder?
	Knowledge institutions	What actions were made by this stakeholder?	What actions were made by this stakeholder?
	Social organizations	What actions were made by this stakeholder?	What actions were made by this stakeholder?
	commoners/civic/innovators	What actions were made by this stakeholder?	What actions were made by this stakeholder?

1

2

- Not all stakeholders acted at the same moment
- Sometimes the same action happen together
- Actions are of your ULG but main Transnational activities should be included
- Think about the most relevant actions
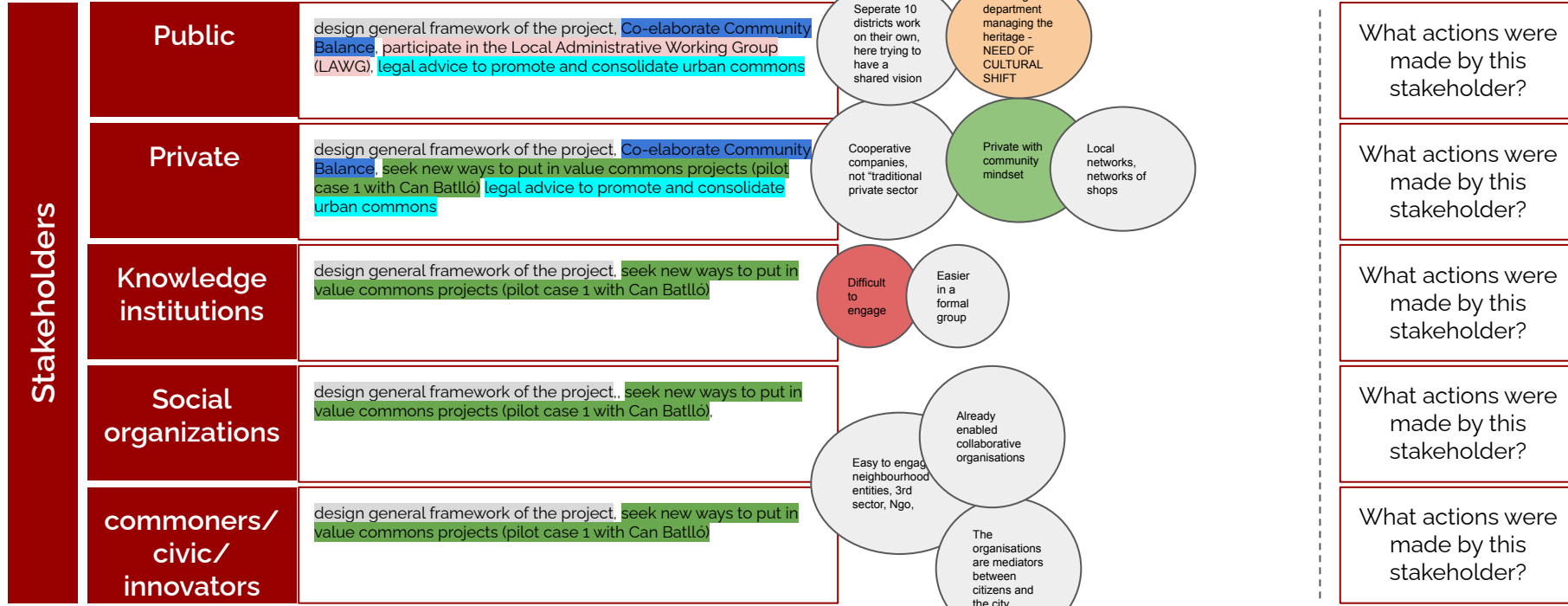- You may add dots with specific moments you wish to highlight

- Remember the specific CivicEstate timeline including transnational meetings, this may help you to remember better your own journey.

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Transfer Journey Mapping

In the boxes below, briefly describe the actions done by each stakeholder during this phase, using just a few words.

Set-Des 2018 (4 months)

Stakeholders

Public
design general framework of the project, Co-elaborate Community Balance, participate in the Local Administrative Working Group (LAWG), legal advice to promote and consolidate urban commons

Seperate 10 districts work on their own, here trying to have a shared vision

Involving the department managing the heritage - NEED OF CULTURAL SHIFT

What actions were made by this stakeholder?

Private
design general framework of the project, Co-elaborate Community Balance, seek new ways to put in value commons projects (pilot case 1 with Can Batlló) legal advice to promote and consolidate urban commons

Cooperative companies, not "traditional private sector

Private with community mindset

Local networks, networks of shops

What actions were made by this stakeholder?

Knowledge institutions
design general framework of the project, seek new ways to put in value commons projects (pilot case 1 with Can Batlló)

Difficult to engage

Easier in a formal group

What actions were made by this stakeholder?

Social organizations
design general framework of the project,, seek new ways to put in value commons projects (pilot case 1 with Can Batlló).

Easy to engage neighbourhood entities, 3rd sector, Ngo,

Already enabled collaborative organisations

The organisations are mediators between citizens and the city

What actions were made by this stakeholder?

commoners/ civic/ innovators
design general framework of the project, seek new ways to put in value commons projects (pilot case 1 with Can Batlló)

What actions were made by this stakeholder?

Set-Des 2018

(Use if you have extra phases)

Transfer Journey Mapping

In the boxes below, briefly describe the actions done by each stakeholder during this phase, using just a few words.

Stakeholders

Jan-Aug 2019 (8 months)

Stakeholders	Jan-Apr 2019	May-Aug 2019
Public	Co-elaborate Community Balance, design the participatory space, participate in the Urbact Meeting Barcelona, participate in the Local Administrative Working Group (LAWG)	design the participatory space, participate in the Urbact meetings, participate in the Local Administrative Working Group (LAWG)
Private	Co-elaborate Community Balance, design the participatory space, participate in the Urbact Meeting Barcelona,	design the participatory space, review Community Balance
Knowledge institutions	design the participatory space	design the participatory space,
Social organizations	design the participatory space, participate in the Urbact Meeting Barcelona	design the participatory space, review Community Balance
commoners/ civic/ innovators	design the participatory space, participate in the Urbact Meeting	design the participatory space, review Community Balance

Even a greater political support after election

Legal form to Can Battlò (political boost)

Sharing the tool and letting the technical area validate help in engaging them

Validation of the Community Balance by the private sector (solidar economy) by applying it to different project

Sharing with other cities, gives strength and engaging

Transfer Journey Mapping - Starting Point

Barcelona

	weak	Moderate	strong
Co-Gov		X	
Enabling State			X
Soc&Econ Pooling		X	
Experimentalism			X
Tech Justice		X	

The community balance changes how departments do a self-evaluation of their own projects, but also improves how the associations perceive the projects and helps build independence.

We are developing a catalogue of assets, an open website where any citizen can see which ones have transfered to their neighborhood, the characteristics of the assets/projects/etc

Transfer Journey Mapping

In the boxes below, briefly describe the actions done by each stakeholder during this phase, using just a few words.

Covid Context (in the speaker notes)

Stakeholders		Sept 2019 - Aug 2020 (12 months)	
	Public	Co-elaborate Community Balance, participate in the ULG meetings, participate in the Urbact meetings, creation and catalogue elaboration, supporting and advising urban commons projects, participate in the Local Administrative Working Group (LAWG),	Co-elaborate Community Balance, participate in the ULG meetings, participate in the Urbact meetings, creation and catalogue elaboration, supporting and advising urban commons projects, participate in the Local Administrative Working Group (LAWG), seek new ways to put in value commons projects (pilot case 2 & 3 with Orlandai and Teatre Arnau)
	Private	Co-elaborate Community Balance, participate in the ULG meetings,	Co-elaborate Community Balance , participate in the ULG meetings,
	Knowledge institutions	What actions were made by this stakeholder?	What actions were made by this stakeholder?
	Social organizations	participate in the ULG meetings	participate in the ULG meetings seek new ways to put in value commons projects (pilot case 2 & 3 with Orlandai and Teatre Arnau)
	commoners/ civic/ innovators	Co-elaborate Community Balance, participate in the ULG meetings, creation and catalogue elaboration, supporting and advising urban commons projects ,participate in the Local Administrative Working Group (LAWG)	Co-elaborate Community Balance, participate in the ULG meetings, participate in the Urbact meetings, creation and catalogue elaboration, supporting and advising urban commons projects, participate in the Local Administrative Working Group (LAWG), seek new ways to put in value commons projects (pilot case 2 & 3 with Orlandai and Teatre Arnau)
		Sept-Des 2019	**Jan-Aug 2020**

Transfer Journey Mapping - Starting Point

Barcelona

	weak	Moderate	strong
Co-Gov		X	
Enabling State			X
Soc&Econ Pooling		X	
Experimentalism			X
Tech Justice			X

The community balance changes how departments do a self-evaluation of their own projects, but also improves how the associations perceive the projects and helps build independence.

We are developing a catalogue of assets, an open website where any citizen can see which ones have transfered to their neighborhood, the characteristics of the assets/projects/etc

Transfer Journey Mapping

In the boxes below, briefly describe the actions done by each stakeholder during this phase, using just a few words.

Covid Context (in the speaker notes)

		Sept-Des 2020	Jan-Jul 2021
Stakeholders	**Public**	Co-elaborate Community Balance, participate in the ULG meetings, participate in the Urbact meetings, creation and catalogue elaboration, supporting and advising urban commons projects, participate in the Local Administrative Working Group (LAWG), seek new ways to put in value commons projects (pilot case 2 & 3 with Orlandai and Teatre Arnau)	participate in the ULG meetings, participate in the Urbact meetings, creation and catalogue elaboration, supporting and advising urban commons projects, participate in the Local Administrative Working Group (LAWG),
	Private	Co-elaborate Community Balance, participate in the ULG meetings,	Review Community Balance, participate in the ULG meetings,
	Knowledge institutions	participate in the ULG meetings	participate in the ULG meetings
	Social organizations	participate in the ULG meetings seek new ways to put in value commons projects (pilot case 2 & 3 with Orlandai and Teatre Arnau)	Review Community Balance, participate in the ULG meetings,
	commoners/ civic/ innovators	Co-elaborate Community Balance, participate in the ULG meetings, participate in the Urbact meetings, creation and catalogue elaboration, supporting and advising urban commons projects, participate in the Local Administrative Working Group (LAWG), seek new ways to put in value commons projects (pilot case 2 & 3 with Orlandai and Teatre Arnau)	Review Community Balance, participate in the ULG meetings, participate in the Urbact meetings, creation and catalogue elaboration, supporting and advising urban commons projects, participate in the Local Administrative Working Group (LAWG)

Sept 2020 - Agus 2021 (12 months)

Transfer Journey Mapping - Indicators

Co-Gov

Co-Governance refers to the presence or absence of a self-, shared, collaborative or polycentric organization for the governance of the commons in cities;

Enabling State

Enabling State expresses the role of the State in the governance of the commons and identifies the characteristics of an enabling state that facilitates collective actions for the commons;

Soc&Econ Pooling

Social and Economic Pooling is the distinction between an urban governance scheme based on co-governance, and an urban governance scheme based on urban pools, This variable is maximized when civic actors adopt a more entrepreneurial approach;

Experimentalism

Experimentalism is the presence of an adaptive, place-based and iterative approach to design legal and policy innovations that enable the urban commons;

Tech Justice

Tech Justice highlights the potentiality of digital infrastructures and access to technology in particular for vulnerable people and communities as an enabling factor of collaboration, local development and social cohesion.

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Transfer Journey Mapping - Measurement **(Done in Meeting)**
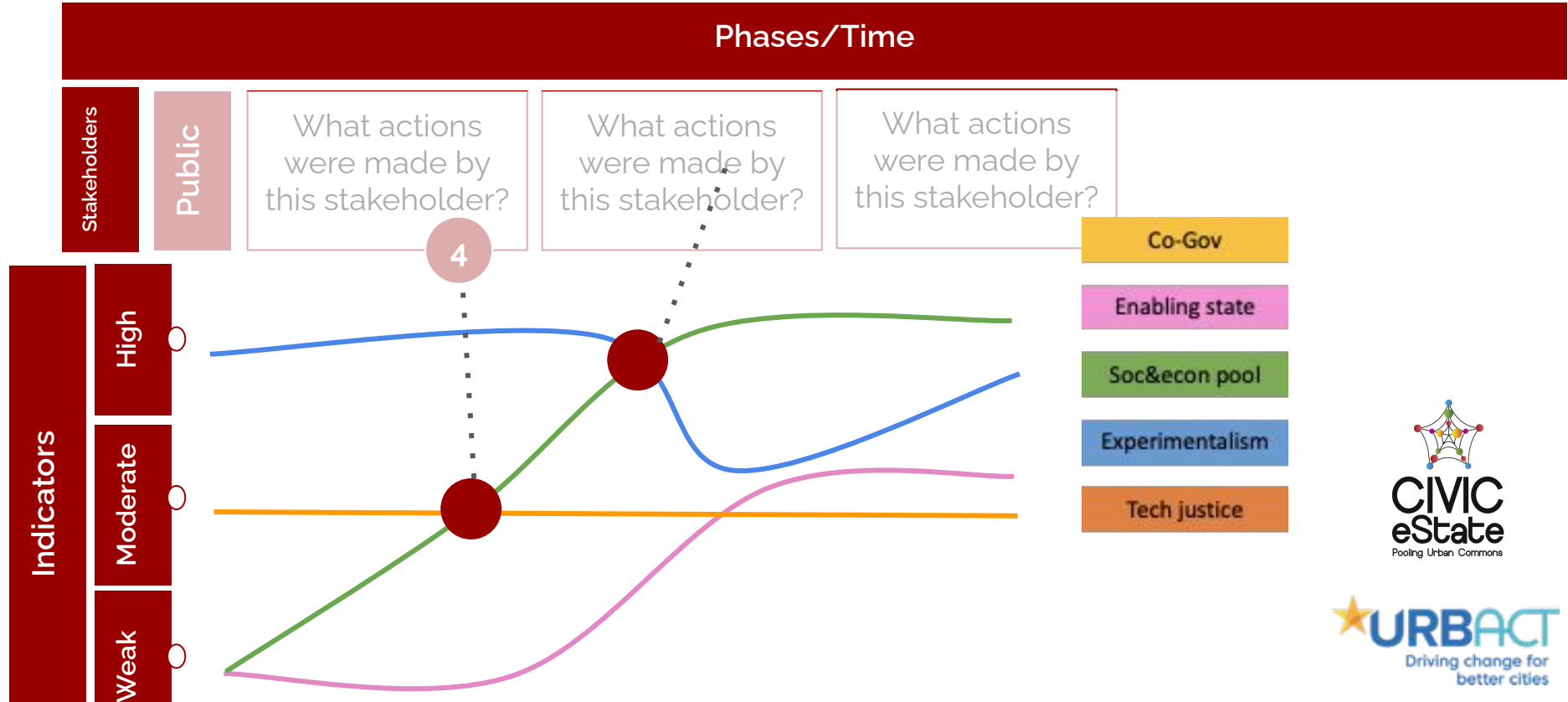
Transfer Journey Mapping - End Point (template)

In the spaces below, please provide images of your ENDING asset(s) along with a short description (ex. Type of building, etc.).

Can Batlló. Transfer of municipal assets for community use and management

The project of Can Batlló is still one of the big spaces of the city. Inside this heritage factory there are multiple projects that involve hundreds of persons with different profiles.

Casa Orlandai. Community management of local facilities

Casa Orlandai is one of the citizens projects that is constantly connected with other community management projects. They helped in the development of Community Balance. And now they are going to participate in the pilot 2-3.

Arnau Itinerant. Community management of public-interest citizen-initiative services

The pandemic situation impacts directly in all kinds of activities but especially in Teatre Arnau. The needs of this project and the number of people that imply some times does not fit with pandemic laws and regulations. Now they are going to participate in the pilot 2-3.

Transfer Journey Mapping - End Point (template)

During the meeting, reflect on the 4 challenges you described in Slide 5. How did you meet these challenges? Describe your successful strategies.

Challenge #1: Is one of the things that COVID-19 has stopped. In the last year the ULG group only have met few times.

Challenge #2: We are in the way to generate a basic version of Community Balance. Is going to be the basis for after adding the itineraries (we already started contacts with some areas to add these variables itineraries). At mid of March 2021, after testing with entities, we are going to have the basic version.

Challenge #3: The implementation of the program and the meetings of the Local Administrative Working Groups (especially the Table of Citizens Assets) have become a useful tool of apprenticeship for the districts and areas. Their needs and the needs of the entities that they represent, became the best way to learn.

Challenge #4: One of the results of the catalogue elaboration is to have more information about the empty or free spaces. Even though it is not completed we started to have some available spaces that could be the answer to some demand. Even so we are far away to give response to all demand.

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Transfer Journey Mapping - Ending Point (Template)

During the meeting in the boxes below, please write a short description of how your policy changed throughout the journey in terms of Commons and Citizen Participation.

In the last months we cannot highlight any relevant change in the policies. The intention is to go in depth on the topics that we emphasized in the 4.policy slide (slide number 6). Although maybe this topic areas, commons and citizen participation, were one the more affected for the COVID-19 context. We did not have the opportunity to have significant progress.

Commons?

Type an 'X' to indicate Yes or No

YES —

NO X

DESCRIBE HOW POLICY CHANGED IN TERMS OF COMMONS HERE...

Citizen participation?

Type an 'X' to indicate Yes or No

YES —

NO X

DESCRIBE HOW POLICY CHANGED IN TERMS OF CITIZEN PARTICIPATION HERE...

Transfer Journey Mapping - Ending Point (Template)

ULG Changes

<u>During the meeting</u> in the box below, please briefly describe how the ULG was structured toward the end. Include references to the 5 types of stakeholders involved.

In the end we structured our ULG...

At a theoretical level we do not have changes in our ULG structure. We are following the same structure pointed out in the 5.ULG slide (slide 7).

Our ending ULG involved stakeholders in the following ways:

Public: Co-elaborate Community Balance participate in the ULG meetings participate in the Urbact meetings, creation and catalogue elaboration supporting and advising urban commons projects participate in the Local Administrative Working Group legal advice to promote and consolidate urban commons seek new ways to put in value commons projects (pilot case 2 & 3 with Orlandai and Teatre Arnau)

Private: Co-elaborate Community Balance participate in the ULG meetings review Community Balance legal advice to promote and consolidate urban commons

Knowledge/Institutions At this moment Knowledge Institutions does not participates

Social Organizations: Review Community Balance participate in the ULG meetings seek new ways to put in value commons projects (pilot case 2 & 3 with Orlandai and Teatre Arnau)

Commoners/Civic/Innovators: Co-elaborate Community Balance Review Community Balance participate in the ULG meetings participate in the Urbact meetings, creation and catalogue elaboration supporting and advising urban commons projects participate in the Local Administrative Working Group seek new ways to put in value commons projects (pilot case 2 & 3 with Orlandai and Teatre Arnau)

Transfer Journey Mapping - Ending Point (Template)

Mature	Objectives

During the meeting in the box below, please briefly evaluate the success of your objectives described in Slide 11 for the project.

Objective #1: We are still working on these. Especially in the participatory spaces. We cannot say that At this moment the associations are available to review and control the program.

Objective #2: We already have the first version of the Community Balance. After we tested and checked we have realized that we need something a little different. At this moment we are in the way. Seems that in a few months we are going to have the second version.

Objective #3: In the last years we advanced a lot in the way to provide and coordinate social criteria for transfer spaces. The Local Administrative Working Groups and The Table of Citizens Assets become essential tools to these goals.

Objective #4: The Citizen Assets Catalogue is still under construction, until now we are advancing in all the territories. Nevertheless, in the future, and to have some draft results, we have decided to pilot a project with 3 districts (from 10). 3 districts that represent almost 50% of all cases.

Transfer Journey Mapping - End Point (template)

Evaluation

<u>During the meeting,</u> reflect on the 5 indicators and their development through the project.
-What changed and why did they change?
-What do you think of your ending point?

Regarding the 5 indicators, our transfer journey developed in the following ways:

Indicator	How did this indicator develop? Why?	Weak, Moderate, or Strong?
Co-Gov	We have developed the participatory space, but we fail in the objective to give active life. On the other hand, the project and some features (The Community Balance or the technical Office) are intimately connected with private sectors, commoners and some social organizations.	strong
Enabling State	Still missing infrastructure	Moderate
Soc&econ pool		moderate
Experimentalism	One of the aims of the pilot cases is to create new paradigms of legal and policy rules. Nevertheless, we are still working on it.	moderate-strong
Tech justice	We are developing a catalogue of assets in an open website where any citizen can see which ones have transferred to their neighborhood, the characteristics of the assets, the project features, etc.	strong

We still have a lot of work to do. We still did not finish any of the aspects that we started. Nevertheless, we have already started up some tools to activate the program, as the Citizen Assets Table. In the future the program will suffer some modifications to adapt to reality, that is more heterogeneity and complex than was expected.