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Experimenting with the New European Bauhaus Values and Principles in Urban Transformation



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Editors


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Editors

Alessandro Deserti 
Department of Design
Politecnico di Milano
Milan, Italy

Emma Puerari 
Department of Design
Politecnico di Milano
Milan, Italy



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Preface

Cities are facing the issue of sustainable urban development: “Experimenting with the New European Bauhaus Values and Principles in Urban Transformation” provides a comprehensive exploration of eight diverse European sites, offering a unique perspective of urban change and development. This open-access book draws directly from the experiences of local organizations, activities, action researchers, municipalities, developers, and artists all working to embody and experiment with the New European Bauhaus foundations. Over ten engaging chapters, the book waves a comprehensive narrative around the Desire (Designing the Irresistible Circular Society) project, displaying lessons learned, and providing a window into innovative strategies for developing sustainable, inclusive, and beautiful urban futures. By unveiling these stories, the book highlights the importance of participatory processes, multi-level engagement and transdisciplinary approaches in shaping vibrant cities. The journey begins with an in-depth exploration of the Desire project, providing a nuanced understanding of the broader context of its experiments and research activities. This foundation leads to an examination of diverse approaches to achieving sustainable, inclusive, and aesthetically enriching urban transformations. Showcasing findings from an EU lighthouse project, this book not only highlights the transformation of eight urban sites across Europe but also offers valuable insights that can shape future policy, research, and the New European Bauhaus initiative. This edited book is therefore a fundamental reading for those interested in fostering a circular, irresistible society.

The work carried out by the Editors and Authors of this volume has been conducted within the framework of the project “Desire—Designing the Irresistible Circular Society,” which has received funding from the European Union’s Horizon Europe research and innovation program under Grant Agreement No. 101079912. Website: <https://www.irresistiblecircularity.eu>.

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desire an irresistible
circular society

Milan, Italy

Alessandro Deserti
Emma Puerari

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Beauty, Inclusiveness, and Sustainability for the Public Space in MIND



Beatrice Villari , Giulia Pietracaprina, Laura Martelloni ,
and Francesco La Loggia

Abstract The chapter outlines the outcomes of the design experimentation conducted at MIND within the Desire—Designing the Irresistible Circular Society—project. Specifically, it interprets the values of beauty, inclusivity, and sustainability to propose an evaluation model for outcomes and impacts centered on the experience of the public space in a continuously evolving context. The “Beauty for All” framework, a conclusive result of the experimentation, is described. It incorporates a monitoring and evaluation system based on indicators that outline experiences to characterize the current context of the public space in MIND as both beautiful and inclusive. This integrates with an experimental prototype that combines artistic and technological approaches to support the Desire principles, such as “We nurture a sense of belonging” and “We expand the aesthetic concept.” The result is a system to aid decision-makers and designers in strategizing, orienting, planning, and assessing the ongoing transformation of the public space. Additionally, reflections on the overall experience are shared, serving as a learning process involving the Desire’s team and the communities engaged during the journey.

Keywords Beauty · Inclusivity · Urban-regeneration · Evaluation framework · Public space

B. Villari (✉) · G. Pietracaprina · L. Martelloni
Department of Design, Politecnico di Milano, via Durando 10, 20158 Milan, Italy
e-mail: beatrice.villari@polimi.it

G. Pietracaprina
e-mail: giulia.pietracaprina@mail.polimi.it

L. Martelloni
e-mail: laura.martelloni@polimi.it

F. La Loggia
PlusValue, Corso Monforte, 41, 20122 Milan, Italy
e-mail: francesco.laLoggia@plusvalue.org

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1 MIND—Milano Innovation District

1.1 MIND: The Public–Private Partnership

The Milan Innovation District (MIND) is in northern Milan, spanning one million square meters with 40 ha of public space. It originated from EXPO 2015, which focused on nutrition and human well-being. MIND is envisioned as a city within Milan, transforming the area into an innovation district that promotes inclusion, well-being, and environmental sustainability.

MIND centers on two main themes: the future of health and the city of the future. It aims to become an international hub of excellence in research and innovation, integrating life sciences, biology, medicine, pharmacology, genomics, biotechnologies, clinical research, big data, and digital technologies. The district also pioneers sustainable urban living and green mobility. MIND’s vision is to foster collaborative innovation, experimenting with cutting-edge lifestyles to generate social, cultural, and economic growth, enhancing well-being locally and beyond.

Australian developer Lendlease secured a 99-year permit through a competitive bidding process to design the masterplan and attract private enterprises. MIND operates on a public–private partnership (PPP), with Arexpo as the public entity overseeing implementation. The project relies on five key public interest anchors: the University of Milan (UniMi), Galeazzi Sant’Ambrogio Hospital, the Human Technopole, the Politecnico di Milano (PoliMi), and the Triulza Foundation. Federated Innovation, an association of private companies, collaborates with MIND.

These governance systems attract public and private stakeholders to the innovation district, fostering collaboration and competition for new projects in multidisciplinary and cross-sectoral innovation. Following EXPO 2015, the Italian government established the Human Technopole, a research center focused on genomics, structural biology, computational biology, neuroscience, and health data science.

MIND is projected to be fully operational by 2031, featuring offices, co-working spaces, laboratories, residential units, and entertainment venues.

1.2 Issues to Be Tackled

MIND can be considered a kind of “open construction site”; it is a transforming area that will be completed in its final phase by 2031 but is already populated by various entities such as companies, startups, co-working spaces, and universities. These communities (called *Tenants* or, more informally *Minders*) live and experience the area through its spaces, infrastructure, and services in a temporary and ever-evolving dimension. A significant population growth is anticipated due to new infrastructures and organizations that, alongside those already present, will soon be established in the area (e.g., the University of Milan). Consequently, there are diverse needs and requirements related to the experience of space, some in the very short

term and others in the longer perspective. Therefore, different communities are (and will be) having distinct experiences of the site (and public space) based on their needs, personal interests, work, social context, and so forth.

Specifically, the area needs to integrate the diverse communities already present and to welcome citizens and external visitors in a safe, welcoming, and inclusive manner. In particular, the public space and the Decumano (the main route in the area) represents key elements that characterize MIND, providing access to spaces dedicated to activities and services. On a different level, the creation of a community is the challenge projected onto the project's initiatives. The goal is to make MIND a pleasant place for those who already live there, thereby maintaining a vibrant community beyond activities related to work and business. Thus, the theme of inclusion and the quality of spaces have been central since the project's initial considerations.

2 Challenges

The "MIND for All" approach delineates a scenario that prioritizes aesthetic and inclusive dimensions. It focuses on the *soft* assets of transformation (therefore also on relational and subjective experiential aspects), complementing the *hard* elements that characterize the physical, tangible, and infrastructural aspects.

The challenges addressed span various levels of actions and objectives. At the community level, the goals were centered on broadening community involvement, focusing on livability and accessibility in the area. This entails activating legitimization and participation processes involving a broader community of stakeholders. This challenges the *core team* in integrating diverse perspectives into decision-making, design processes, and operational choices in both long-term strategies and short-term solutions. For the development of the area, this implies considering new collaborations and opportunities to support a more livable, safe, and inclusive development. This becomes evident through various actions involving experts, organizations already operating in MIND, communities, and external actors.

3 Site Experience: A Shared Vision for Urban Transformation

The contemporary perspective on placemaking emphasizes that places are the outcome of a collective effort involving individuals, communities, designers, planners, decision-makers, and numerous stakeholders [1]. Over the years, the concept of placemaking has evolved into a relational model wherein people and places interact to create value. Place quality is defined as the ability of places to generate physical and mental health and a sense of well-being through tangible and intangible qualities [2, 3]. Concepts such as livability, sense of place, urban environmental quality, physical

capital, urban design, urbanism, architecture and even sustainability are interconnected and overlap, encompassing ideas about the quality of the built environment. These concepts are integral to what we define—at the early stage of Desire—as the “MIND for All” experience, which implies a transformation that considers places for their ability to create and strengthen communities, develop services and programs to support the harmonious development of such communities and ensure sustainable, fair, and just development through physical dimensions, spaces, and infrastructure. The ultimate challenge was, therefore, to support a long-term transformation that can make MIND a recognizable place embodying the values of the New European Bauhaus and serving as a sort of evolving Living Lab. Building upon these considerations, the experimentation initiated within Desire is grounded in the principles outlined by the project, “We nurture a sense of belonging” and “We expand the concept of aesthetic”. and focuses on supporting urban transformation through inclusive and equitable processes, generating conviviality, facilitating a sense of belonging, and supporting a plural development vision.

3.1 From “MIND for All” to “Beauty for All”: Integrating Beauty, Inclusivity, and Sustainability in Public Spaces

The concept of “MIND for All” emerged in early 2023, originating from strategic discussions among representatives from PlusValue, Lendlease, and Politecnico di Milano. This early-stage concept outlines an idea of transforming the public space in MIND with a priority on accessibility, hospitality, and inclusion, integrating these concepts into the strategic development dimensions and evaluation systems useful for monitoring the site’s evolution and long-term impacts. As the experimentation progressed, this concept was enriched with a particular emphasis on the concept of beauty alongside that of inclusion. The aesthetic dimension of public spaces assumes various connotations, both of a social and political nature. A public space—interpreted from an aesthetic standpoint—is public only to the extent that its aesthetic qualities are also public [4]. Indeed, the aesthetic dimension linked to green transformation is a novel element compared to previous European policies related to the Green Deal.

Additionally, public space has been, and continue to be, the subject of numerous reflections and experiments in urban planning, architecture, and policymaking since it represents a convivial space that is indispensable for the city, and such space must be designed to be welcoming, accessible, vibrant, inclusive, and pluralistic [5]. Therefore, the vision of transforming MIND into a beautiful and inclusive place has led to identifying values and dimensions that characterize the aesthetic dimension of public space. This pertains not only to a relationship with the artistic dimension or the physical qualities of spaces but also to social dimensions.

Berleant [6], who theorized the concept of “environmental aesthetics”, places the creation of a social aesthetic at the center of his reflection, where the notion of

“aesthetic engagement” considers a broad spectrum of aesthetic phenomena related to certain social situations that go beyond the relationship with art. According to the author, a social situation exhibits the characteristics of an aesthetic situation when, for example, there is full acceptance of others, the emotion of discovery is perceived, the uniqueness of the situation is recognized, and no restrictions or exclusive limitations are hindering the appreciation of a particular context or activity. In this sense, the aesthetics and values of public space can be shared, thus being publicly accessible, generating positive and convivial experiences.

Urban transformation, therefore, also concerns “everyday aesthetics” [7, 8], referring, for example, to the pleasantness of the repetitiveness of some daily actions, the presence of peaceful and comfortable atmospheres, environments, or situations, and the mental and physical well-being associated with body care or physical activity, to name a few examples. However, these themes remain controversial as they involve cultural, economic, political, decision-making, and power aspects. The reflections initiated within the Desire process do not claim to delve into or resolve the intrinsic contradictions of such challenges. Still, the goal is to contribute to the cultural and intergenerational dialogue posed by the New European Bauhaus regarding sustainable development, which also needs to be fair and just.

In the New European Bauhaus framework, the concept of beauty and aesthetics are described through an explicit connection with artistic forms, emphasizing three ambitions that integrate intangible aspects, such as physical and mental well-being, as well as the experience of the places themselves [9]. The framework also underscores the aspect of beauty beyond functional dimensions, introducing the concept of care: “A beautiful project emerges when its authors invest collective sensitivity, intelligence, and competencies into creating a positive and enriching experience for people beyond functionality. A project that is genuinely attentive to its context and users encourages mutual care and can be a powerful driver for change” [9, p. 7].

Following these theoretical assumptions, the concept of beauty in design and placemaking was described from a relational perspective among people, spaces, physical and digital infrastructures, and services. The early-stage concept of “MIND for All” was anchored to the vision of an accessible, open, livable, inclusive, and vibrant space even amid transformation. Indeed, in the preliminary phase, the design strategy particularly focused on involving impaired people. However, as the experimentation progressed, it was considered crucial to broaden this concept to a universal idea of inclusion capable of generating beauty. Consequently, the concept of beauty was included as a strategic element of transformation to foster inclusion for everyone, including different cultural perspectives and adopting a multispecies perspective. This transition was crucial for developing the assessment framework, leading to the “Beauty for All” concept as a development strategy.

The place is considered an expression of diverse perspectives and relational processes, supporting the creation of meaning and value for the community and identifying how to acquire resources for implementation [10]. The relational perspective implies a reconsideration of the role of the expert toward a facilitating and enabling capacity, starting from the awareness that everybody designs [11] and that every community designs itself [12]. When guided by an inclusive and sustainable

approach, urban transformation processes involve a relationship with beauty that extends beyond formal or functional aspects. Aesthetics, therefore, do not merely pertain to the product or design output; rather, they encompass a comprehensive experience of places, namely, a place is something that can be utilized and lived in [9].

3.2 A Multi-actor and Multi-level Collaborative Journey to Designing Indicators

In the mature phase of the project, the objective was to design an evaluation system for the public space experience, with a particular focus on the Decumano. The process involved developing an interpretative model that described the principles of beauty and inclusivity for public space, along with a system of indicators. Specifically, the design journey to define indicators included a preliminary literature review on collaborative assessment frameworks, analysis of similar research processes, and examination of existing metrics consistent with the “Beauty for All” objectives. Two main references were considered as milestones: the “Cornerstone Indicators” developed by Dark Matters Lab [13] as a reference for the design of the indicators approach, and the “MIND Impact Assessment Report 2022” developed by Plus Value and Politecnico di Milano for specific metric adoption.

Following an initial workshop aimed at defining a common vision and strategy, four subsequent online workshops were organized with the participation of key stakeholders in MIND (Lendlease, Arexpo, Fondazione Triulza, Valore Italia). Additionally, two in-person workshops were conducted to engage different communities, including young adults and impaired people (Valore Italia students and representatives from Galeazzi Hospital). This listening and exchange phase aimed to understand how different actors defined MIND’s strategic priorities concerning beauty and inclusivity. Simultaneously, it aimed to share diverse challenges when the concept of beauty is applied to the experience of public space. Reflections have emerged concerning the public space transformation beyond its functional and regulatory aspects, tailoring solutions to specific needs as well. For example, beauty and inclusion were discussed around the capacity to pay attention to diverse experiences of public space, such as those related to women, people with disabilities or fragile communities, or the elderly. Besides, the importance of the “common ground” concept has also been highlighted. It is understood as a space capable of connecting and facilitating dialogue between the interior of buildings and the exterior, promoting accessibility and integration in terms of functions and experiences.

The participative process also brought to the identification of different levels of macro-objectives related to the public space transformation, described as “Building and strengthening communities and developing identity”, “Accessibility, welcome, and orientation”, “Active participation and involvement of minority groups and/

or the territory”, “Promotion of physical and mental well-being”, and “Sustainability, circularity, and nature-based solutions”. These objectives also steered the conceptualization of the “Beauty for All” model.

3.3 “Beauty for All”: A Model for Strategizing and Evaluating the Transformation of Public Places Towards Beauty, Inclusiveness, and Sustainability

The “Beauty for All” model serves as an evaluative instrument for transforming public spaces within temporary use contexts. It aligns with a reflection on adopting a systemic approach for initiatives in evolving urban contexts. This approach corresponds with the foundational principles of the New European Bauhaus, focusing on achieving transformation centered on the themes of beauty, inclusion, and sustainability. The proposed model is applicable in urban contexts characterized by a temporary nature, providing a means to assess and monitor changes in public space over time, even in a provisional situation.

This model is purposefully crafted to bolster strategic, decision-making, and design processes. It should be perceived as a guide that identifies potential directions for intervention. Its structure allows urban contexts to tailor the indicators to their needs, leveraging existing metrics. In this regard, the tool proves valuable for:

- Collaboratively identifying, from the initial stages of the process, strategic priorities and concrete actions to support a transformation of public space that fosters beauty, inclusivity, and sustainability.
- Evaluating and monitoring ongoing public space transformations towards a scenario that implies an accessible and sustainable concept of beauty.
- Supporting a systemic view of change through concrete actions backed by qualitative and quantitative data.

Establishing a system of comparison between different contexts to comprehend opportunities and limits of ongoing processes. The model comprises four *drivers* that interpret beauty, inclusivity, and sustainability through “Emotionality”, “Conviviality”, “Plurality”, and “Equity”, derived from synthesizing the existing literature and the participatory process. Specific factors (16 in total) have been outlined for each driver to provide a more detailed description of their qualities. Consequently, metrics associated with each factor have been identified to measure their value (see Table 1).

“Emotionality” refers to the ability of public space to foster an experience capable of generating or supporting a sense of familiarity among the involved communities and with the space itself. It pertains to the capacity to welcome people into the space through pleasant, interesting, and seamless experiences. Thus, it denotes a more emotional and empathetic dimension of the relationship with public space, capable of creating a sense of belonging and care (Fig. 1).

Table 1 Components of the beauty for all model

Beauty for all model		
Drivers	Factors	Outcome indicators
Emotionality	Care	– Percentage of people, out of the total number of visitors to MIND, who feel safe to arrive and move around the area by their chosen means, independently, without encountering physical obstacles – The perceptions of new visitors about their sense of security, the sense of welcome they have experienced and their understanding of the directions on their first visit
	Belonging	
	Comfort	
	Meaning-making	
Conviviality	Proximity	– Number of chance encounters at MIND that resulted in new meaningful professional relationships – Number of tenants choosing to take part in leisure activities facilitated by informal groups with common interests (e.g., sport, culture) – Perceived sense of familiarity at MIND: people who know each other by sight or by name and the presence of established points of reference within the community
	Social Cohesion	
	Civic participation	
	Interaction/ sociability	
Plurality	Diversity	– Number of artistic initiatives and artworks/landmark in the Decumano – The local community’s perception of their own involvement in interactions with the spaces and people of MIND
	Resilience	
	Flexibility	
	Connectivity	
Equity	Inclusivity	– Percentage of individuals, representatives of external communities and minority groups, involved in the decision-making group (responsible for decisions on interventions in the transformation of public space) – Percentage of availability of fresh, local meals at a fair price in the vicinity of the Decumano, in relation to the total food supply – Availability of easily accessible, free and well-maintained self-care facilities near the Decumano – Number of services, infrastructure and areas designed to conserve biodiversity and enhance the benefits of inter-species relationships, ensuring equal access and space for non-humans
	Accessibility	
	Safety	
	Empowerment	

“Conviviality” characterizes the experience of public space for its relational and participatory dimension among the communities that utilize it. It refers to the ability to generate connections and foster participation and mutual engagement, involving aspects of inclusion and the creation of social capital.

“Plurality” characterizes public space as capable of accommodating and representing diverse groups and interests, considering transformation not only from an anthropocentric perspective. It also concerns accessing various offerings and initiatives without restrictions or limitations. This dimension is also connected to aspects related to power distribution and representation in decision-making processes.

“Equity” refers to a public space capable of leveraging aspects of social and environmental justice and *pluriversal* approaches. It involves considering accessibility

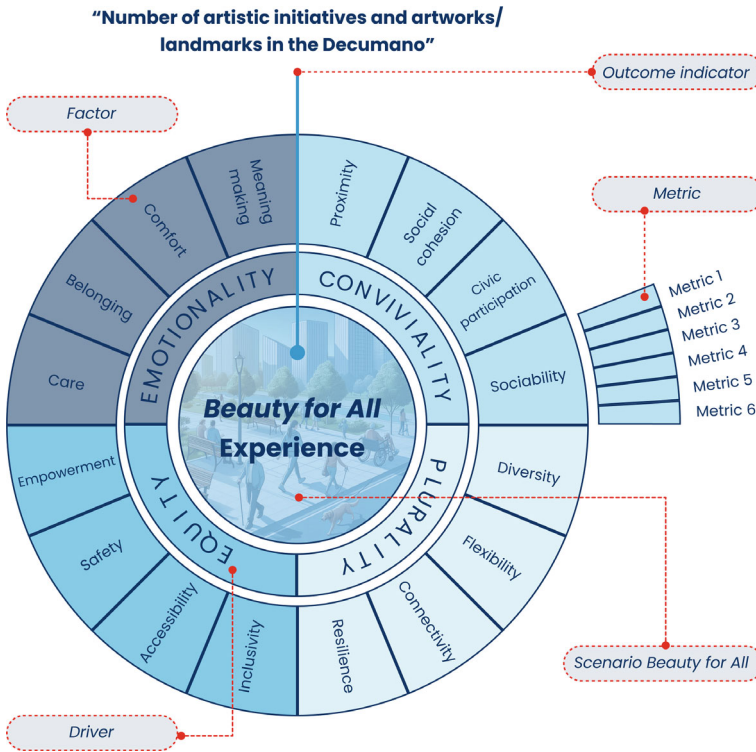


Fig. 1 The Beauty for All Model

in terms of physical, cognitive, and economic aspects and the ability to support individual and collective well-being.

The model proposes eleven output indicators that describe a public space experience (contextualized in the Decumanum) and are easily understandable even by a non-expert audience. These indicators were validated through a focus group that involved external entities such as start-ups, technology experts, an artist, and representatives of communities with physical impairments and neighboring communities. Additionally, eleven interviews were conducted with experts in urban transformation and impact measurement, along with key stakeholders involved in the decision-making process of MIND.

The model and its corresponding indicators were then articulated, identifying possible uses, potentialities, and limitations. In particular, the importance of sharing a set of easily accessible guidelines with various stakeholders to guide strategic choices, support operational decisions, as well as direct public procurement actions, became evident. The “Beauty For All” model serves as guidance to support operational choices for policymakers, decision-makers, researchers, and designers during a temporary transformation phase. What characterizes the framework is the adoption of different levels of interpretation: one more immediate, intuitive, and synthetic, also

directed at non-experts (outcomes indicators), and another more detailed, providing a selection of specific qualitative and quantitative metrics. In the long term, the model offers the possibility of establishing a comparative system between similar situations of urban transformation, enabling the comparison of innovation patterns or critical elements.

3.4 Artistic Installation and Data Collection to Test the “Beauty for All” Framework and Support Legacy

In the concluding phases of the Desire project, an artistic experiment was conducted in public space by placing four benches at strategic locations along the Decumano. This experiment is connected to one of the indicators of the “Beauty for All” framework (Number of artistic initiatives and artworks/landmarks in the Decumano). It fits a project scenario that envisions “A live and vibrant MIND”. An artifact, concretized as a mobile polygonal yellow bench, was created as a local identity marker. The seats and signs have a design and aesthetic in line with the street furniture elements already present in these spaces, street painting, and tactical urbanism interventions. This urban furniture allows the most vulnerable people to take advantage of the benches to rest and allows them to stay longer in the MIND Village area and foster sociality and interaction.

Besides, the processing of the timbers can be done in a workshop or carpentry shop near the construction site, creating a local microeconomic sector and involving professionals and communities liminal to the construction site. This is an activity that generates a relationship and involvement with the “frontages” of the construction site in the activities of temporary uses and setting up the regenerated space. Additionally, the benches were placed in specific locations and monitored for pedestrian flow to understand if and how the physical element influences the quality of the physical space, enabling greater interaction among people and fostering socialization. The experimentation process and data monitoring will continue in the phases following Desire. This small experiment has thus strengthened the process of integrating design, artistic approaches, and technological dimensions to support inclusive beauty, laying the groundwork for further local experiments that follow the identified drivers of conviviality, plurality, equity, and emotionality.

4 Key Learnings

Urban space is a top priority for policymakers, developers, and built environment professionals. Our daily interactions with the spaces where we reside, work, and engage in recreational activities will significantly impact the quality of our lives, the opportunities available, and our personal and communal well-being, identity,

and sense of belonging [14, 15]. This placemaking perspective integrates with skills that adopt a design-oriented lens close to design for services [16], complementary to design disciplines dealing with planning, urban valorization, and transformation. We interpreted the concepts of beauty and inclusivity as interrelated, where beauty is described beyond aspects that focus on the physical and functional perception of spaces but considers relational, empathic, and perceptual elements connected to the users' experiences of a specific context [17, 18].

Placemaking is viewed positively, encapsulating vision, awareness, attention to context and communities, inclusivity, collaboration, and transformative capacity. It emphasizes a forward-thinking approach aimed at instigating positive change. On the other hand, there is a concern that placemaking can be perceived negatively, representing a mere replication of traditional top-down practices without substantially altering the status quo. This interpretation may lead to exclusive, regulatory, designed, and expert-driven processes prioritizing outcomes over the actual transformative process [19].

The focus on beauty and inclusion in public space was shared and socialized among various actors from the early stages of the process to outline shared priorities and align interests. Therefore, it was necessary to support a trust-building process, enabling various actors to engage and incorporate diverse perspectives into the journey. In summary, the key learnings regarding the outcomes of the process that influence the adoption and implementation of the principles of the New European Bauhaus led to some more general reflections:

- *Structure the process through early engagement of power.* This entails involving stakeholders from the early stages of the process, building trust mechanisms, sharing objectives and tools, and aligning diverse agendas regarding priorities. MIND is a complex context where different interests converge to achieve ambitious goals. Coherence between the strategic level, linked to the macro scale, and experiments at the microscale requires constant alignment and verification.
- *Clarify roles from the early stages of the process.* This involves the ability to build a community capable of supporting a long-term transformation path by defining roles, activities, and tools. Numerous initiatives and experiments of various natures and scales persist on MIND; clarifying governance (even on a small scale) reduces the time for decisions, bureaucracy, and stalls. Acting on governance from the early stages of the process is crucial to ensuring continuity in actions and coherence with a broader vision of transformation.
- *Harmonizing existing resources, skills, and activities.* This relates to building on the consolidated knowledge system and learning from what has already been experimented with, drawing lessons from successes and challenges. It involves considering various initiatives and experiments within a broader portfolio, where development can take different trajectories, including scaling up or scaling out processes or coexistence of small demonstrators active only at the micro-scale. Adopting a systemic view to design transformations supports stronger networks, the exchange of expertise between individuals and organizations, and simplifying or strengthening processes already initiated in previous experiments.

- *Incentivize processes and approaches that support “out of the box” thinking.* This refers to the ability to embrace challenges that, in a sense, disrupt everyday mechanisms of thinking and acting. MIND is practically a city within a city, so transformations depend on long-term, multi-layered, and complex processes. Even in small experimental areas, integrating divergent, agile, multidisciplinary approaches helps to include different innovation paths capable of creating blends between large and small scales, large transformation frameworks, and agile and prototypical interventions.
- *Share a reflective, iterative, and critical approach.* This involves reflecting on actions, processes, and tools through an iterative process that generates incremental value. Sharing lessons learned, even with different communities, supports growth for individuals and organizations. Transforming tacit knowledge into explicit knowledge supports the innovation of practices and processes and greater alignment of the different small and temporary initiatives with the long-term and large-scale vision.
- *Consider resistance and fatigue to change as integral parts of the transformation process.* This entails the ability to overcome barriers and resistance to change. The various transformations underway at MIND are part of a larger and more complex system that integrates innovations of different kinds. These involve significant physical transformations, large infrastructures, and changes in individual behaviors and the experience of the area itself. This transformation is, therefore, subject to uncertainty. Processes cannot be planned and designed ex-ante, including partial and temporary solutions. These are systemic transformations, thus subject to different forms of resistance. Considering resistance and fatigue as integral parts of this process helps stakeholders and involved communities gain greater awareness of risks or obstacles to consider in various processes. It is not about “bypassing the obstacle” but integrating different design strategies, adapting to sudden changes, including diverse perspectives, accommodating different project timelines, and considering partial results as meaningful results.
- *Support processes of understanding and analyzing the transformation of urban space beyond meanwhile uses.* This involves considering the transforming space as a perpetual research and experimentation laboratory. What has been learned through experimentation at MIND is the need to understand, analyze, and evaluate how this space transforms from an architectural or infrastructural perspective and the different *senses* and purposes the space acquires during the different transformations. Observing a “permanent temporary” place is extremely interesting from a design and research perspective, as it involves understanding various temporary solutions (beyond different uses), evolving relationships, changes in the perception of the place, dynamics of experience, and so on. In this sense, MIND appears to be a privileged place of observation when dealing with urban transformation.

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