



## Kilowatt e le Serre dei Giardini Margherita

IN-HABIT - INclusive Health And  
wellBeing In small and medium size  
ciTies

22.02.2023

# Ciao!

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My name is Francesca and I am part of Kilowatt.

I am an urban planner by training. I am passionate about sociology and its relationship with urban space, as part of my professional career I accompany organisations in strategic planning and impact evaluation.

# Who are we

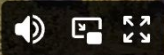
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Kilowatt is an ecosystem of activities with high social, cultural and environmental value.

It brings together a network of companies, freelancers, startupper, cultural operators and associations, with the aim of **innovating the way work and services are understood, promoting collaboration and the sharing of tools and skills for the professional growth of all and for the improvement of everyone's quality of life.**



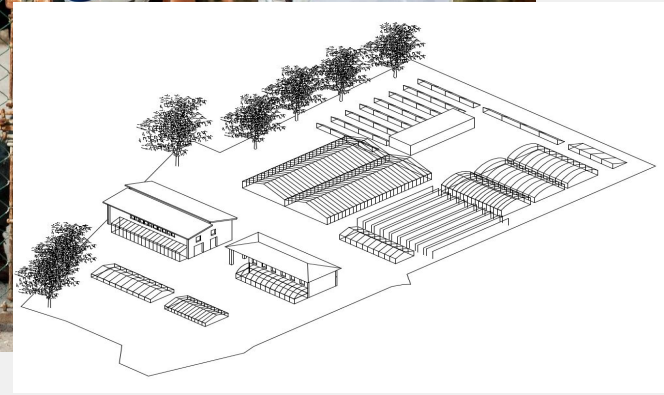
PLAY



We are at the Giardini Margherita, one of the largest parks in Bologna.

A public space, abandoned since the late 90's, where we applied our vision of urban regeneration as an opportunity for social innovation.

Thanks to a public private partnership and an hybrid business model we created a community hub for innovation, culture, education and social cohesion.



Kilowatt was founded in **2012 as a cultural association** (3 members), manager of a co-working space in the centre of Bologna



...Today it is a **workers cooperative with 11 members**, 34 employees and a communal space of 1100 sqm (indoor) + 3000 sqm (outdoor) under management



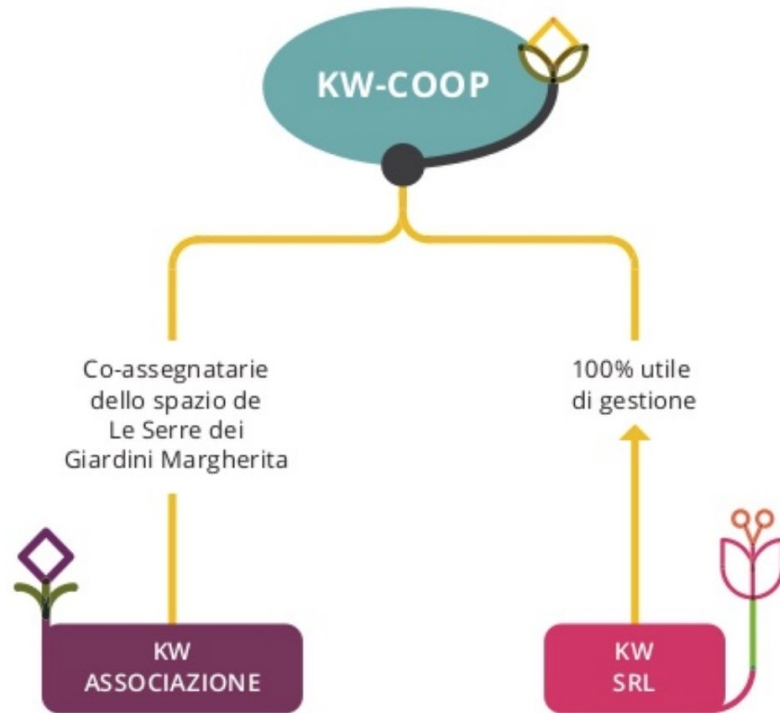
# How we do it: main areas

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1. **impact, Innovation and Communication:** a creative ecosystem that accompanies public and private organisations along the entire value production chain: from conception to design, from communication to involvement.
2. **Cultural production and regeneration:** from le Serre to Serra Madre, cultural programming and production to entertain, train and build dialogue between art and society (businesses, policy makers, citizens).
3. **Education:** from the experimental educational service 0-6 KwBaby, to training courses for educators and parents, to family accompaniment and lifelong learning activities based on the values of the Pedagogy of Nature.
4. **Eating and drinking:** from our Vetro bistro, which encompasses all our passion for good, ethical, healthy and sustainable food, to our vegetable garden and hydroponic cultivation system, all the activities and projects that allow us to take care of people and the environment through food.



Kilowatt has a **HYBRID GOVERNANCE** in order to be able to socialise the value created with the community and institutions, remaining in a market-based, economically sustainable regime, without being dependent on the public body.





KILJAWATT

KW BABY >

KW WORKING >

KW GARTEN >





## An **incremental vision of urban regeneration**

>> continuous improvement (Lean Thinking)

as Andrea Branzi would say:

incremental regeneration through **activation of enzymes**

>>> **some modalities**, not only physical: play, art

>> **some methods of engagement**: community organising

## Community as a garden: the vision

...Everything stems from a **pact of collaboration**... The idea was to create a community with the purpose of regenerating a piece of land, to empower people and **create new unexpected relations and promote nature-related and organizational skills.**



Lorenzo Burlando

## Community as a garden: the vision

The idea was to create a garden which is first of all a **platform to bring people together**.

To create a community around this place, which becomes a stage where to share skills and a common vision. Starting from an abandoned piece of land, a **call was launched to engage citizens in the regeneration of the place**. In addition to them, some more fragile categories were included in the project through specific programs in order to open the community and make the garden a place where to learn new skills.



## Community as a garden: the vision

Serre's community garden was a bet: a piece of land abandoned for years and without a purpose. When we launched the open call we didn't expect so many people of so many different ages and backgrounds would respond with such enthusiasm.

The community garden was born thanks to this response.

These citizens created a **beautiful and open space which became a platform for sharing and a place where fragile people can learn skills for their future**, but also a place which is for everyone and for the whole city.



## Community as a garden: the method

- community organizing
- co-design
- horizontal governance
- people empowerment through new-skills learning and responsabilisation





## Community as a garden: the target

- citizens of Bologna (from 0 to 99 years old!)
- migrants and refugee / international students
- social excluded and fragile categories (ex-detained, psychiatric patients)



# The community garden

600 mq organic farming

293 members on the facebook group

4 site-specific installations

2 high-schools involved in the project

1 crowdfunding campaign



**Davide Tonioni**

7 giugno alle ore 20:02

2,52 Kg di cavolo rosso biologico... Il nostro orto direi che é in ottima forma



Mi piace

Commenta

Condividi

Paolo Martinelli, Noemi Bermani e altri 9

Visualizzato da 66

1 condivisione



The most striking example of our attitude towards sustainability is the implementation of an **aquaponic system within the garden**, which guarantees a high quality and low-input local food production circuit, allowing 90% saving on water compared to traditional agriculture and avoiding soil exploitation.



The **circularity is both ways**: on the one hand, the aquaponic cultivation system **feeds the kitchen** of le Serre bistrô, on the other hand an **earthworm compost transforms organic waste** of the restaurant into fertiliser reused, in turn, to grow vegetables.

# Our effort towards sustainability

Also, since 2018 the **vegetarian bistro has entirely substituted plastic material with biodegradable and reusable packaging**, and a freely accessible filtered water fountain has been installed to contrast the use of disposable bottles, nudging consumer behaviour in a positively impactful way.

Sustainability is also at the core of our **Resilienze Festival**: every year we engage artists to prompt the understanding of the invisible bonds that interconnect humans and nature as part of a complex system.

Our kindergarten, through a **Nature Pedagogy**, educates the citizens of tomorrow to build healthy relationships with the environment since the first stages of growth.

Finally, in the coworking space **we offer incubation and acceleration programmes to everyone who aims at becoming an entrepreneur of sustainability.**



# Inclusive Green Learning Spaces: an Erasmus+ project

GARDENS as Inclusive Green Learning Spaces is an **Erasmus+ project that delivers an experience about green education and inclusion across organizations in Europe.**

We collect and share methods and practices to learn and discover how environmental education in gardens can be more accessible.

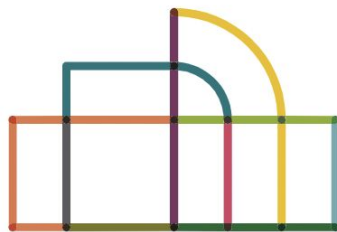
The methods are on the topics of sustainability, circular economy, participatory methods, ecology, climate and food production with an inclusive approach.

The results will be publicly accessible and usable. The best practices will be published in an eBook and interactive online map. A summary of the eBook will be available in all project languages

<https://www.greeninclusion.eu/> .



— 2021



ΚΙΛ ΣΛΛΤΤ

**For years we have been committed to measuring our impacts,**  
**to concretely verify whether we are going in the direction of our work,**  
**whether we are contributing to the change we desire**

# Where we (re)started

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2015-2019

**"We want to give work the same quality as free time".**

- designing spaces to be inclusive, generative, creative and stimulating
- caring for relationships so that they are at the centre of value creation
- designing work organisation so that it is an opportunity for meeting and exchange, learning and innovation, dignity and opportunities for people



500 square metres  
indoors and 3000  
square metres  
**outside** regenerated  
in 5 years

2 completed capital  
increases

179 k euro raised by  
financing partners

a steady increase of  
turnover

and a steady increase in  
stable jobs created



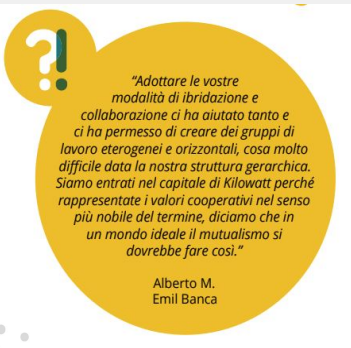
550.000

Euro che abbiamo investito  
nella **rigenerazione degli  
spazi pubblici delle Serre**



15

Soggetti  
fisici/giuridici hanno  
partecipato agli  
**aumenti di capitale  
di kilowatt**



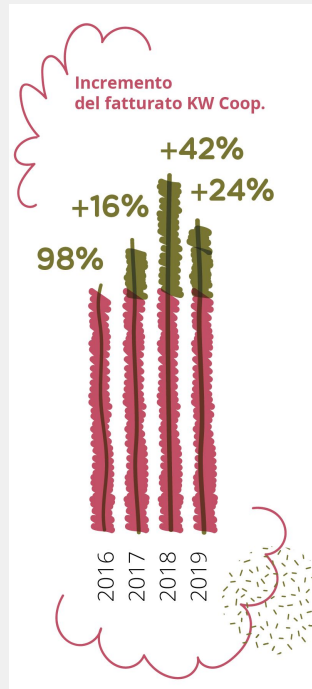
*"Adottare le vostre  
modalità di ibridazione e  
collaborazione ci ha aiutato tanto e  
ci ha permesso di creare dei gruppi di  
lavoro eterogenei e orizzontali, cosa molto  
difficile data la nostra struttura gerarchica.  
Siamo entrati nel capitale di Kilowatt perché  
rappresentate i valori cooperativi nel senso  
più nobile del termine, diciamo che in  
un mondo ideale il mutualismo si  
dovrebbe fare così."*

Alberto M.  
Emil Banca



179.449,99

**Capitale sociale**  
sottoscritto al 2019



dal 2016

11

Le diverse  
nazionalità dei  
nostri collaboratori



Nel 2018

abbiamo vinto il premio  
**WELCOME-Working  
for Refugees  
Integration**  
delle Nazioni Unite.



32

nel 2019



Collaboratori  
e dipendenti con  
**contratto stabile\***

Età media 35 anni.



98

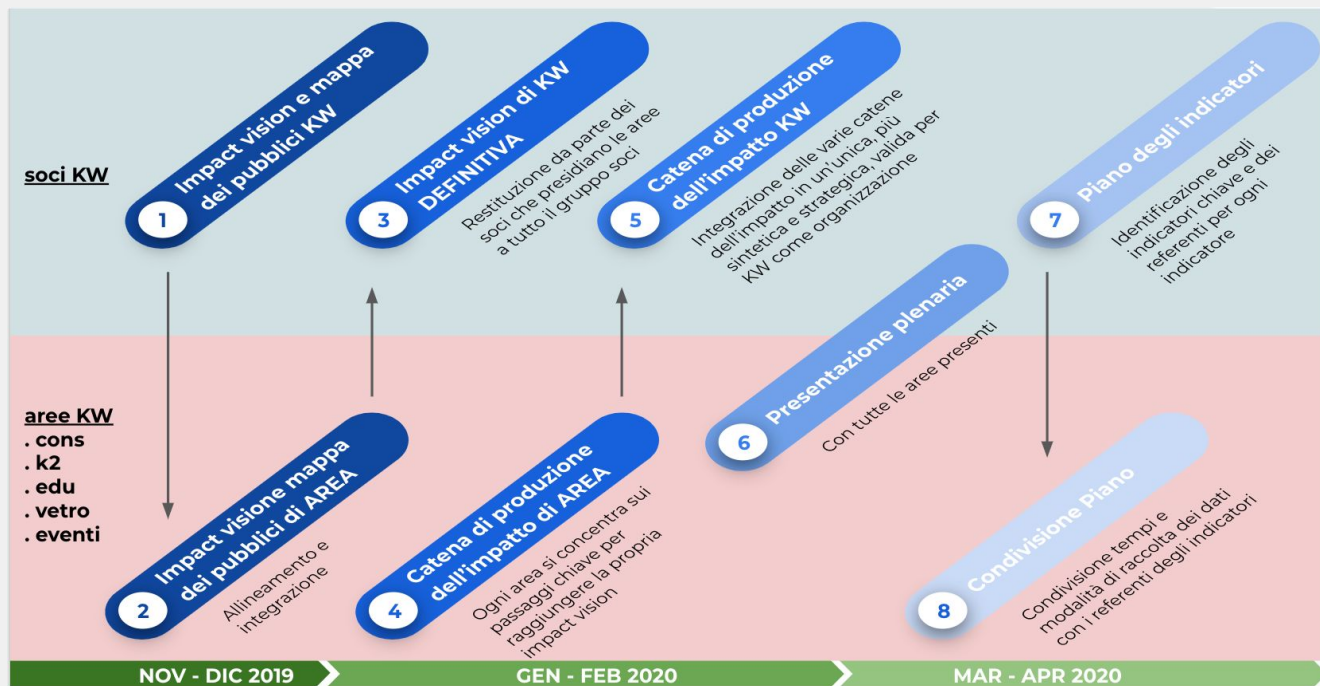
**Lavoratori stagionali**  
hanno collaborato con noi  
dal 2016

\*per contratti stabili intendiamo i contratti e le collaborazioni che sono durature  
e che comunque superano l'annualità.

# A new evaluation cycle: 2021-2025

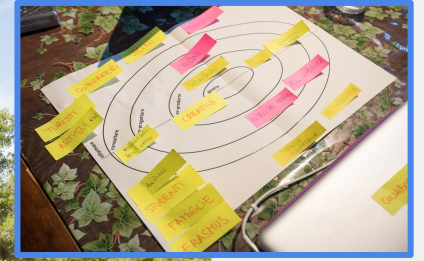
2020 was entirely dedicated to the strategic planning of the impact that Kilowatt intends to generate over the next five years.

We adopted a concentric circle approach so that each work area would recognise its own role and potential contribution within a shared vision of change.



# A new evaluation cycle: 2021-2025

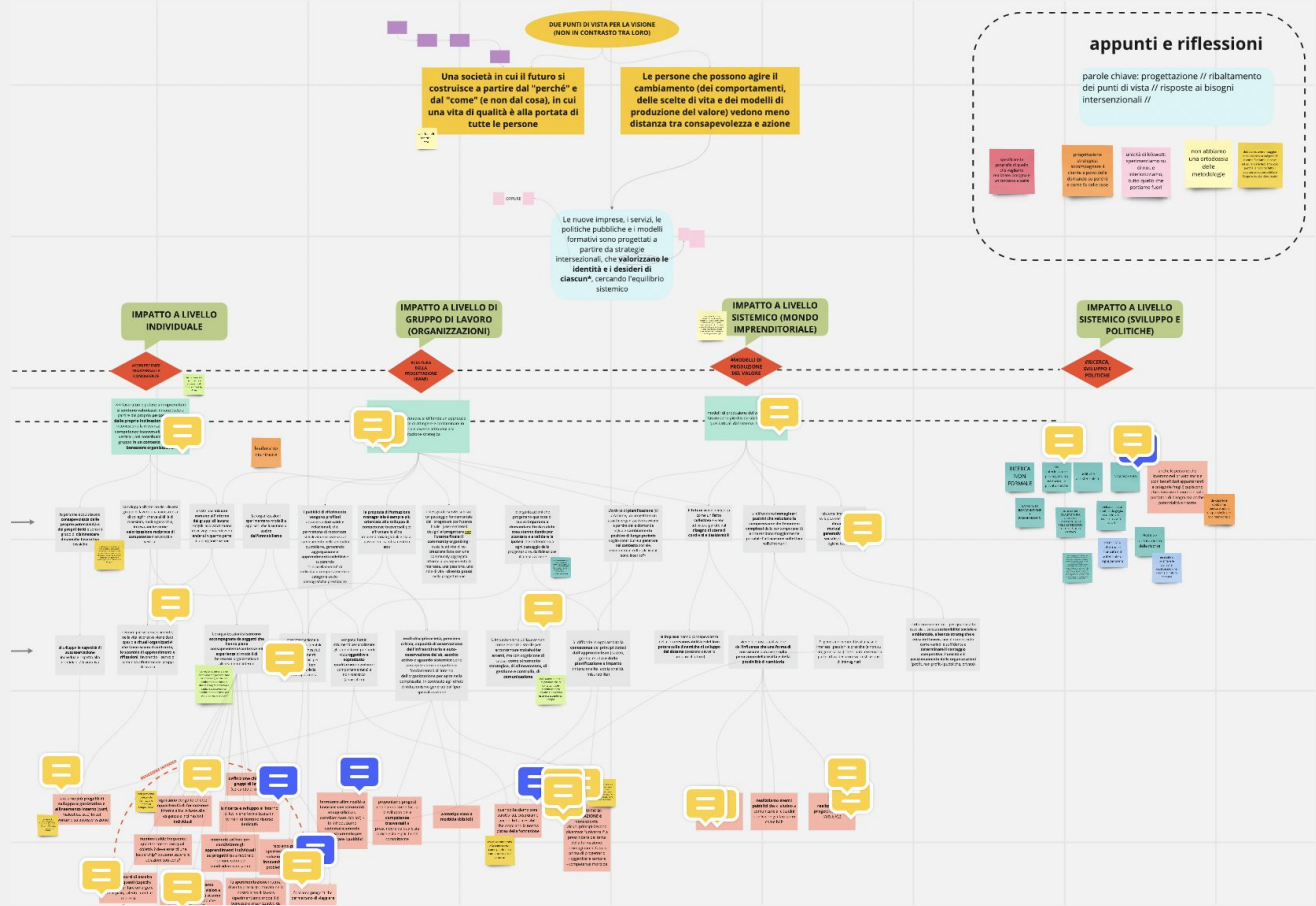
The membership group started an internal reflection on the Kilowatt vision (internal alignment)



# A new evaluation cycle: 2021-2025

Each work area made its objectives explicit and built its own impact production chain (internal alignment)

+ validation process with stakeholders (external alignment)



# A new evaluation cycle: 2021-2025

Each work area defined its own indicators were shared in the extended group and then systematised in a data collection dashboard (internal re-alignment)

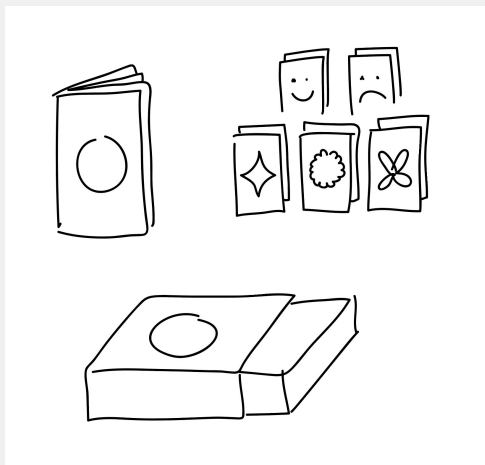
Variabile della catena da misurare	tipologia (output / outcome / impatto)	Indicatore	Valore da raccogliere	Referente raccolta dato	Fonte/strumento raccolta dato	2021	2022
<i>facciamo più progetti di sviluppo organizzativo e allineamento interno (parr, maieutica, dinamica ecc.) in cui lavoriamo su autosservazione</i>	output	Accompagnamento a percorsi di sviluppo organizzativo	Numero di realtà con cui abbiamo utilizzato strumenti per l'allineamento interno e l'auto-osservazione individuale	cecilia	AGGREGAZIONE DATI DA "RIEPILOGO" IN ACCOUNTING	4 realtà	
<i>si sviluppa la capacità di autosservazione individuale rispetto alla quotidianità lavorativa</i>	outcome	Auto-osservazione come strumento per la gestione delle risorse umane	>> numero di realtà che hanno adottato questionari di auto-osservazione come strumenti di gestione delle risorse umane	cecilia	AGGREGAZIONE DATI DA "RIEPILOGO" IN ACCOUNTING	0 (da vedere agsep nel 2022)	
<i>sempre più sistematicamente, nella vita lavorativa viene dato spazio a rituali organizzativi che favoriscono il confronto, lo scambio di apprendimenti e riflessioni, favorendo il senso di comunità all'interno dei gruppi di lavoro // le persone acquisiscono</i>	outcome	(Se emerge) dato qualitativo da questionario clienti o abitanti dalle serre	RISPOSTA APERTA - da questionario clienti: ("cosa è rimasto dopo la collaborazione con noi") - da questionario abitanti dalle serre ("un esempio che racconta in che modo ci stiamo avvicinando alla impact vision")	cecilia	questionario aziende/ questionario abitanti delle serre		
<b>lavoratori e potenziali imprenditori si sentono valorizzati innanzitutto a partire dal proprio percorso di vita, dalle proprie inclinazioni individuali e riconoscono la rilevanza delle proprie competenze trasversali, oltre a quelle verticali, nel contribuire al lavoro di gruppo in un contesto che genera benessere organizzativo.</b>	DIMENSIONE DI IMPATTO	grado del cambiamento generato a livello di individuo	numero di organizzazioni che dichiarano che la collaborazione con kilowatt ha generato un cambiamento significativo sugli individui che fanno parte dell'organizzazione [scala lineare, teniamo in considerazione solo chi >4]	francesca	questionario aziende		
		(Se emerge) dato qualitativo da questionario aziende + abitanti delle serre	RISPOSTA APERTA - da questionario clienti: ("in che modo si è sostanzato il cambiamento") - da questionario abitanti dalle serre ("un esempio che racconta in che modo ci stiamo avvicinando alla impact vision")	cecilia	questionario aziende/ questionario abitanti delle serre		
<i>lo sviluppo delle competenze trasversali a prescindere da quale sia la richiesta esplicita del committente // multidisciplinarietà, pensiero critico, capacità di osservazione dell'infraordinario e auto-osservazione del sé, ascolto attivo e sguardo sistemico sono percepite come competenze fondamentali all'interno dell'organizzazione per agire nella complessità, in contrasto agli effetti di</i>	outcome	progetti che hanno come focus lo sviluppo delle competenze trasversali	Racconto qualitativo interno di un progetto significativo e dei risultati raggiunti	gaspare	riflessione interna condivisa	0	
			numero di aziende che aderiscono alla (futura) scuola morbida		TBD	SPENTO	
	outcome	Riconoscimento dell'importanza delle competenze trasversali e di nuovi modelli formativi	numero di persone che si abbonano alla (futura) scuola morbida		TBD	SPENTO	
			numero di corsi che nascono dai partecipanti		TBD	SPENTO	

# A new evaluation cycle: 2021-2025

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We started the data collection phase through qualitative questionnaires that we administered to the different kilowatt audiences

- a. the Serre audiences
- b. the companies to which we offered services
- c. the inhabitants of the Serre (coworkers+staff)



<https://kilowatt.bo.it/bilancio-d-impatto-2021/>



Abbiamo realizzato  
**20 EVENTI  
GRATUITI**  
sulla tematica  
della **sostenibilità  
ambientale**



dal 2014 abbiamo investito  
**638.144 €**  
nella **riqualificazione**  
complessiva **delle Serre,**  
di cui **87.644 €**  
per la rigenerazione  
temporanea della **Serra  
Madre**



Dal 2014 abbiamo  
**rigenerato**  
**3.500 MQ**  
di **spazio pubblico**



Il **46% DEI**  
**NOSTRI ACQUISTI**  
proviene da fornitori  
che vendono prodotti  
con un **ridotto impatto**  
**sull'ambiente** e su **tutte**  
**le sue forme di vita**



La totalità dei/delle  
**coworker sostiene**  
che **LAVORARE**  
**ALLE SERRE**  
**FA STARE BENE**



# Public of Le Serre

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**253 people answered** our qualitative survey questionnaire on the Le Serre dei Giardini Margherita project and space

## Le parole delle Serre

OCCORRENZE

**Natura, verde e piante** (111 risposte)

**Relax e tranquillità** (76 risposte)

**Bellezza e armonia** (37 risposte)

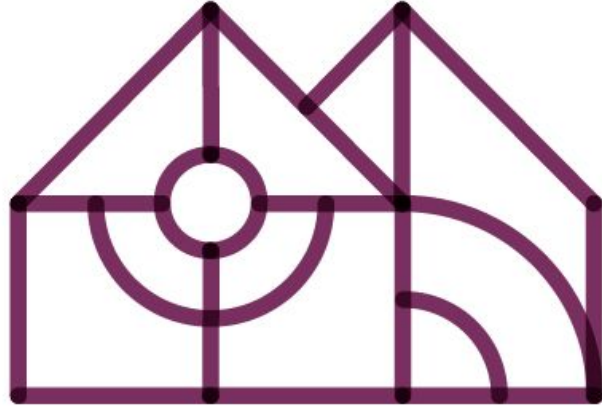
**Scambio e inclusione** (26 risposte)

**Aria, luce e acqua** (24 risposte)

**Innovazione e sostenibilità** (23 risposte)

**Studio e lavoro** (13 risposte)

**Arte e cultura** (13 risposte)

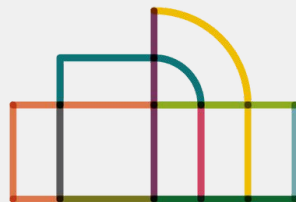


SERRA MADRE

# Serra Madre

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aims to strengthen and innovate the artistic and cultural offer of the Le Serre by focusing on the creation of a centre of artistic production that connects the world of research (scientific and humanistic), the world of business and the world of art precisely around the great challenges of our time: sustainability and climate change, themes that the gaze of art can help us read in their complexity, reworking it and making it explorable from other points of view.



ΚΙΛΩΜΑΤΤ

community, rigenerazione, comunicazione

# Grazie!

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