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# GAMIFICATION TOOLKIT

## ‘RIGHT TO THE CITY’

### WORK PACKAGE 3

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## THE RIGHT TO THE CITY

The Right to the City is a movement born in the late 1960s by the French sociologist and philosopher Henri Lefebvre through the work with the same title, and then spread to several countries in the world, such as the USA, Germany, Latin America, etc. For several decades, economic geographer David Harvey has advanced and expanded Lefebvre's basic concept, from "the demand to have access to the transformation and renewal of urban life," to a right "much more than individual freedom to access to urban resources". According to Harvey this is a "right to change oneself by changing the city", and moreover, "this is a collective and not an individual right, because this transformation inevitably depends on the exercise of collective power to remodel the processes of urbanization". In conclusion, he emphasizes that "The freedom to make and remake our cities and ourselves is one of the most precious, but also the most neglected of our human rights."

Simply put, citizens have the right to build the city they live in, according to their needs and desires.

One of the most efficient ways to exercise this right is through participation in planning. Participatory planning is another innovative concept that includes in itself the participation of citizens from the discussions on the development projects of certain areas of the cities, to their active participation in the implementation process and further - sustainability. However, these practices do not always suit the interests of the authorities and business groups involved in the project. Therefore, in some countries, the authorities are satisfied with the organization of public hearings, where citizens are invited to listen and discuss the projects, without being involved in the further stages. In such cases, which are often encountered in Albania, citizens are uninformed about the hearings, about their right to participate in them, or about the right to be an active part of these public hearings. In order to inform, raise awareness and encourage citizens to exercise this right, media campaigns are often undertaken by international institutions, non-governmental organizations and local authorities. Also, one of the other methods, proven for its effectiveness in educating citizens and professionals themselves, is the "Right to the City" Game.

## “RIGHT TO THE CITY” GAME

Games are a very effective method of informally educating professionals and citizens. Through the mental, emotional and physical involvement of the participants in the dynamics of the game, the individual's sense of belonging to a certain community - in this case, to the team - is achieved. It is precisely this sense of belonging that motivates individuals and communities in efforts to



achieve the best results for the team, that is, the community. Researched and developed by important scientific centers in the world, games have proven to achieve faster results than an entire formal educational process.

In this context, especially urban or city games were born and perfected. These games serve to improve the practice of traditional urban models, from supporting decision-making for the design, implementation and sustainability of projects to contributing to the resolution of social conflicts that a given project may generate. Although a wide range of urban games have been developed by researchers around the world, with different specifications and rules, they generally have the above goal in common.

In this way, the games contribute to ending the old top-down urban design and planning practices, i.e. from politicians and decision-makers to citizens, paving the way for a new practice: civic participation. Participatory planning requires that all city development processes involve more and more diverse groups of people who bring collective experience and creativity.

The beginnings of urban or city-creating games date back to the 80-90s of the 20th century, as a means to involve the community in the development and urban design policies of the city. Theoretically, this is a package of activities and processes that are developed as a Game for solving a real problem, not a game.

Urban games are a relatively new practice in Albania. Some of their formats have been organized in recent years in several university centers in Tirana, while in Shkodër, it is the first time that this method is applied. Previously, in 2017, a simplified version of this Game was performed by the GO2 Organization with the students of the 9-year-old School "Dom Martin Trushi" in the village of Stajkë of the Municipality of Vau Dejës.

Like all urban games, the "Right on the City" Game aims to activate a growing number of people from different communities, including professionals, researchers and policy makers, to make them aware of the roles and challenges with it. which each party faces during development and coexistence in the city.

For the development of urban games, a certain context is built, which tends to draw attention to the needs and present for solutions the challenges faced by a certain community or city. Game developers propose urban interventions in these areas, leaving the options for the most favourable design solution to the communities (game participants). However, even though game contexts are not always chosen to be realistic, they ensure that real problems facing cities are addressed.

## The context of the "Right to the City" Game, Shkodër

The context of the "Right to the City" Game in Shkodër, is placed in a real, suburban area, in the southeast of the city of Shkodra, with an area of 32 hectares. This uninhabited area has a sudden change in the territory, from the river bed with cultivated fields and barren land to the height of



several hills Natural Monuments, rich in natural resources such as water and sun, as well as a commendable biodiversity. To make the terrain more preceivable, a 1:400 scale model of the area was designed and printed, brought to the size of 1x2m. While the intervention area is 6.25 hectares (100 modules), with the objective of designing a 21st century Children's Town.

The great pressure of construction has led to the drastic reduction of free spaces in general and especially of green spaces dedicated to children. This is the reason why the "Right to the City" Game proposes the idea of a large public space dedicated to children, where nature and art, sports and science, agriculture and history are integrated.

Shkodra is known for the National Children's Song Festival that has been organized for almost 6 decades, for the Animated Film Festival ANIFest Rozafa that has been held for more than 10 years, for groups of small artists in painting, dancing, chess, etc. Some institutions try to carry on this tradition, but the dedication to the children of today and the children of the future deserves more than what the city offers.

Therefore, through the "Right to the City" Game, it is possible to design a Children's Town. This multidisciplinary space is achieved through several educational and recreational centres, which composed with the necessary elements, include accommodation units, services, as well as many very innovative green surfaces, such as green labyrinths, agricultural museums, etc. Each of these elements is called an **asset**, and for this game there are 14 assets available, divided into 4 categories, while the designated places for placing the assets were marked with small crosses on the model layout.

## Human Resources

In order to ensure the dynamic development of the "Right to the City" Game a considerable commitment of the community is required. The number of citizens, activists and professionals taken together should be around 22-25, of which 15-17 are players organized in 6 groups, while 5-7 people are game administrators, divided into: 3 **jury members**, 2 **facilitators**, 1 **moderator** and 1 **bank of assets administrator**.

Urban games work by dividing participants into groups, with each group representing a specific stakeholder. These stakeholders are embodied by the roles of different groups of players. In the "The Right to the City" game, the participating groups are 6, with 2-5 players for each group and with an average number of players of 17. The group representing the **Citizens** has the largest number of participants (5 players), while with 2 players are some groups (*See Participating Groups*). Each group has its own agenda, with objectives set by the game developers, as well as a certain budget.

Groups are formed by randomly selecting each player's badge. Then, the players form the groups, joining around a table, bearers of the badge (*eg, the Creative Industry group*).



To achieve the objectives of the stakeholders' agenda, each member takes a certain responsibility, feeling obliged to coordinate their decisions and actions for the common good. On the other hand, the group itself as a unit must cooperate and negotiate with other groups that may have similar or the same objectives. These negotiations and collaborations depend on the scenarios with which the game developers intervene in a given situation, as well as on the achievement of fixed objectives.

In order to give as many citizens and professionals as possible the opportunity to be involved in it, the "Right to the City" Game is held on different days. Each game is divided into 3 rounds, while the duration of a complete game ranges from 2.5-3 hours.

## Participating Stakeholders

There are 6 groups of stakeholders as players participate in the "Right to the City" Game, as follows:



### CIVIL SOCIETY FOR CHILDREN

This group consists of Civil Society Organizations for Children's Rights and other institutions for children, that develop and protect children's rights, including the Right to Culture. This group requests that the proposed public space be used to create a Children's Multidisciplinary Centre. The direct interest of this group is that the Children's Town is dedicated to activities of a creative, educational, artistic, social, etc. nature.

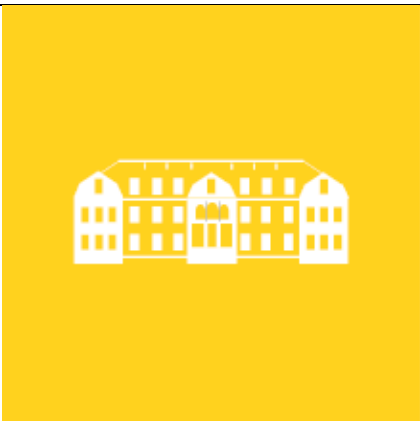
No less than 3 players belong to this group.



### CITIZENS

Citizens is the group that represents the largest community, therefore has the largest number of players. They raise the main claims for the use of public space. In principle, this group protects the right to a quality active life. In the case of this game, citizens fight for the use of public space proposed to create a Children's Town for education, recreation, entertainment and socialization.

No less than 5 players belong to this group.



### MUNICIPALITY

The municipality is the group of players tasked with managing and maintaining the public space in the city, including the intervention area proposed for this game. The position of the Municipality is to maintain the balance between the interest groups, aiming at the sustainability of the investments in the public space proposed for the realization of the Children's Town. They must be careful to support development projects that are not oriented towards individual benefits, but towards the public good.

At least 2 players belong to this group.



### CREATIVE INDUSTRY

This group consists of large companies and organizations, which stand out for their innovative approach to creative, educational and entertainment activities. Creative industries can include activities such as publishing, visual arts, media, marketing, performing arts, etc. The purpose of this group is to orient the development of this Children's Town towards computer science, arts and the preparation of young entrepreneurs in the field of agribusiness.

At least 2 players belong to this group.



### LAND OWNERS

The former owners represent the owners of lands and assets that were nationalized in the period 1945-1990. During the last 30 years, some of them got their properties back and some were compensated. This group also includes new owners who received land according to Law 7501, or bought property from others. The interest of this group is to maximize the profits from their lands, through the development of the assets in their ownership.

At least 2 players belong to this group.



## INVESTORS

This includes builders, speculators and other groups with business interests. This is the group that wants to orient the public space towards the private, transforming its function towards the economic one. The goal of the group is to return this public space to a public space again, but paid for by the citizens, such as: apartments, restaurants, bars, shopping centres, sports centres, etc., but also bridges or other works with public funds.

At least 2 players belong to this group.

## Game Administrators

The "Right on the City" Game is administered by 4 entities, as follows:



## MODERATOR

Authority in charge of directing the game and guiding the participants. She/He is in charge of conducting an overview after each round and deciding on the specific scenarios in the following rounds.





### FACILITATORS

Members of the organizing staff assisting the players with uncertainties. A game can have up to 2 (two) facilitators.



### JURY

Professionals and citizens engaged in evaluating the development of the game in terms of conceptual design of the intervention, the interaction of the stakeholders and how has impacted the dynamic of the Children's Town. The number of participants in the jury is 3 (three).

### ADMINISTRATOR OF BANK OF ASSETS

The Asset Bank is an important entity for game development. The Asset Bank is the owner of the assets in the initial phase of the game. The role of the Bank is carried out by 1 (one) person, with good communication skills and practicality in mathematical operations. The operation of the Asset Bank depends on the Moderator, serving to the scenarios chosen for implementation.





## Stakeholders' agenda

Each group of participants in the game has its own objectives, which are given in writing with the logo of their representing stakeholder role to the groups once they have been formed.

### CIVIL SOCIETY FOR CHILDREN

1. Complete Sports Corner - Complex with a total area of 1250 m<sup>2</sup>
2. Complete Children's Playground with a total area of 4375 m<sup>2</sup>
3. Complete Children's Theatre with a total area of 1875 m<sup>2</sup>
4. Complete Organic Restaurant for children with a total area of 1250 m<sup>2</sup>
5. Complete Green areas with Trees with an area of 12500 m<sup>2</sup>

### CITIZENS

1. Complete Sports Complex with a total area of 1250 m<sup>2</sup>
2. Complete Children's Theatre with a total area of 625 m<sup>2</sup>
3. Complete Children's Library with a total area of 625 m<sup>2</sup>
4. Complete Parking for cars with a total area of 1250 m<sup>2</sup>
5. Complete plots with Greenery and Trees with a total area of 18,750 m<sup>2</sup>

### MUNICIPALITY

1. Complete Sports Complex with a total area of 2500 m<sup>2</sup>
2. Complete Children's Playground with a total area of 4375 m<sup>2</sup>
3. Complete Children's Theatre with a total area of 1875 m<sup>2</sup>
4. Complete Technology Laboratory with an area of 1875 m<sup>2</sup>
5. Complete Bridge with a total area of 625 m<sup>2</sup>
6. Complete Parking for cars with a total area of 2500 m<sup>2</sup>
7. Complete plots with Greenery and Trees with a total area of 18,750 m<sup>2</sup>

### CREATIVE INDUSTRY

1. Complete Children's Cinema with a total area of 1250 m<sup>2</sup>
2. Complete Children's Theatre with a total area of 3125 m<sup>2</sup>
3. Complete Children's Library with a total area of 1250 m<sup>2</sup>
4. Complete Technology Laboratory with a total area of 3125 m<sup>2</sup>
5. Complete Didactic Farm with a total area of 9375 m<sup>2</sup>
6. Complete Museum of Agriculture with a total area of 1875 m<sup>2</sup>



## LAND OWNERS

1. Complete Sports Complex with a total area of 2500 m<sup>2</sup>
2. Complete Didactic Farm with a total area of 15,000 m<sup>2</sup>
3. Complete Organic Restaurant for Children with a total area of 3125 m<sup>2</sup>
4. Complete Green Labyrinth with a total area of 5000 m<sup>2</sup>
5. Complete Residential Units with an area of 6250 m<sup>2</sup>

## INVESTORS

1. Complete Bridge with a total area of 625 m<sup>2</sup>
2. Complete Parking with a total area of 3750 m<sup>2</sup>
3. Complete Residential Units with a total area of 18750m<sup>2</sup>



### INVESTITORËT

Këtu bëjnë pjesë ndërtuesit, spekulantët dhe grupe të tjera me interesa biznesi. Ky është grupi që kërkon ta orientojë hapësirën publike drejt privates, duke ia transformuar funksionin drejt atij ekonomik. Qëllimi i grupit është kthimi i kësaj hapësire publike në një hapësirë sërish publike, por të paguar nga qytetarët, si psh: banesa, restorante, bare, qendra tregëtare, qendra sportive etj, por edhe ura apo vepra të tjera me fonde publike.



#### Objektivat:

1. Realizimi i Urës me sipërfaqe totale 625 m<sup>2</sup>
2. Realizimi i Parkimit me sipërfaqe totale 3750 m<sup>2</sup>
3. Realizimi i 30 njësie të banimit 2-katëshe me sipërfaqe totale 18750m<sup>2</sup>

Figure 1. Printing model of the stakeholder agenda. Each stakeholder has their own imprint.



## MATERIALS

The main materials of the "Right on the City" Game consists of:

- The model (wood, format 1x2 m), which is placed by the organizers on the main game table;
- Assets (wood, format 6x6 cm), held by the Bank of Assets;
- Banner (vinyl, A0 format) and posters (paper, A3 format) of the game, which are displayed in the environment where the game is organized;
- Posters (paper, A3 format) with the rules of the game, which are displayed in the environment where the game is organized;
- Posters (paper, A3 format) with the groups of players, which are displayed in the environment where the game is organized;
- Posters (paper, A3 format) with asset categories, which are exposed in the environment where the game is organized;
- Administrators' badges (plasticized or plastic-wrapped card, B7 format) of all game administrators (moderator, facilitator, jury, asset bank), which is used by persons in these roles from before the start of the game until the end of the game its
- Stakeholders' badges (plasticized card or with plastic wrap, format B7) of the players, which are placed upside down on the game model, so that their selection is random by the players;
- Tables (cardboard, A5 format) of the jury and the Bank of Assets;
- 6 Tables (cardboard, A5 format) of player groups, which are placed one for each table, according to the groups that will participate in the game;
- Envelopes (paper, DL format) of the groups, which are kept by game administrators once the participating groups have been created;
- Blank Sheets (paper, A4 format) for evaluation by the jury, which are distributed to the members of the jury before the start of the game;
- Certificates (cardboard, A4 format), according to the will of the organizers, can be distributed to the winning group or groups, or to all participants.

After the game participants have randomly selected their badges placed upside down on the game board and created their groups, the administrators distribute group envelopes to them.

The envelopes are one for each group and have the group's name and logo clearly printed in the respective colours. Envelopes are delivered sealed, and are opened only by members of the relevant group. Inside the envelope are:

- A sheet (paper, A4 format) with the description of the "Right to the City" Game;
- A sheet (paper, A4 format) with the rules of the game;
- A sheet (paper, A5 format) with the group's objectives,
- A white sheet (paper, A4 format) to keep necessary notes during the game;
- A pen to keep necessary notes during the game;
- Budget conforming to the group's objectives. The budget consists of a certain amount of plain paper reproductions of euro banknotes of extremely reduced dimensions.



## The site model, game context

The site model of the "Right to the City" Game consists of a wooden model of the selected area, made with dimensions of 1x2 m, on a scale of 1:400. In real scale, the model represents a rectangular area with dimensions of 400 x 800 m and a total area of 32 hectares.

The model is designed generally respecting the characteristics of the map of the area. However, in order to build a more suitable context for the typologies of land use aimed at by the game "Right to the City", modifications have been made to the infrastructure near the area of intervention.

This area of intervention of the game has an irregular shape, conditioned by the characteristics of the terrain (river, hills), but with added infrastructure elements for the circulation of pedestrians, bicycles and cars. The area of this area is defined as 6.25 hectares. The area is divided into 100 modules (corresponding the modules of the assets), the location of which is marked with black crosses.



Figure 2. The site model for the gamification tool based in Shkoder, Albania

## Assets

An asset is a wooden element that represents a typology of land use. The asset is used by players to fulfil their objectives. The basic unit of an asset is 6x6cm, but there are also 6x12cm and 6x18cm sized assets in the game. Assets can be 1 (one) layer, or 2 (two) layers.

An asset with a base unit of 6x6 cm that is placed on the game board represents an area of 25x25 m, or 625 m<sup>2</sup> on real scale. When the assets in play are 6x12 cm, they represent an area of 25x50



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m, or 1250 m<sup>2</sup> on real scale, while when the assets in play are 6x18 cm, they represent an area of 25x75 m, or 1875 m<sup>2</sup> on real scale.

At the initial moment of the game, the assets are not in the possession of the players. Assets are the property of the Bank of Assets, which sells them to players for the respective prices.







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## Available assets

14 different types of assets are available for the participants of the "Right to the City" Game, which are divided into 4 categories, as follows:

### Green



GREENARY  
TREES



DIDACTIC  
FARM



GREEN  
LABIRINTH



ORGANIC  
RESTAURANT



AGRICULTURAL  
MUSEUM

### Recreation



TECHNOLOGY  
LAB



SPORTS  
COMPLEXES



PLAYGROUND

### Education



THEATER



LIBRARY



CINEMA

### Ndërtim



RESIDENTIAL  
2-STOREY



PARKING



URË





## Categories and the prices of Assets

14 different types of assets, divided into 4 categories, are available for the participants of the "Right to the City". Each asset has a different price, depending on the typology of land use it represents. Asset prices are in euros.

Asset	Price
<b>Green</b>	
Greenery, Trees	15 euro
Didactic Farm	30 euro
Green Labyrinth	30 euro
Organic Restaurant	70 euro
Agricultural Museum	70 euro
<b>EDUCATIONAL</b>	
Theatre	100 euro
Library	110 euro
Cinema	100 euro
<b>RECREATIONAL</b>	
Technology Laboratory	250 euro
Sports Complex	70 euro
Playground	50 euro
<b>CONSTRUCTION</b>	
2-storey Residential Units	120 euro
Parking	10 euro
Bridge	70 euro





Figure 3. Example of the Asset printing material, which icon, name, surface area price, and distinctive colour.

## BUDGET

Each group of players has a certain budget, based on to the objectives charged. The stakeholder's budget consists of paper prints of extremely reduced reproductions of the European Union euro banknote. Banknotes with sizes from 5.5x3cm to 6.5x3.5cm are in denominations from 5 to 500 euros. The budget assigned to each group is distributed as soon as the playgroups are created.

## General rules of the game

1. The game starts and ends with the announcement of the moderator.
2. The game takes place in a total duration of 2.5-3 hours and is divided into 2-3 rounds.
3. At the end of each round, the moderator communicates the points earned by the groups of players.
4. Each group of participants plays to achieve its own objectives.
5. Each player group has a budget determined by the game developers. This budget is used by the group to purchase game assets in the Asset Bank. An asset represents a space of 25x25m in actual size. The area of an asset in actual size is 625 m<sup>2</sup>.
6. The placement of assets in the Intervention Zone is done according to the orientation signs in the game model and is determined by the interests of each group and/or in negotiation with other groups.
7. Each group of players has the right to play using: the budget (to buy assets in the Bank), negotiations (talks), exchanges (assets, objectives) and asset sales.
8. The objectives and budgets of each group are secret, therefore other groups should not be allowed to receive this information.
9. No group of players has the right to intercept communications or interfere with the progress of the process and tactics of another group.



10. Participants who commit inappropriate acts are excluded from the game. In this case, the group is penalized by halving the budget and the group is forced to continue the game with one member less.
11. In order to realize certain scenarios during the game, the administrators reserve the right to change the objectives of the groups during the game, as well as to stop the game in order to highlight a lesson learned from a specific situation.
12. The moderator and facilitators have an informative and supervisory function for the smooth running of the game.
13. The jury has an observational role. Communication between members of the jury and members of the groups participating in the game is strictly prohibited. The jury will give its written and oral evaluation of the progress and the winners only at the end of the game.

## Initiation of the Game

Due to the defined number of participants in the groups, no less than 12-14 and no more than 20-24 players participate in each game. First, the participants randomly choose the position of the player and then they get to know the concept of the game, as well as its rules. The developers take care that inside the envelope of each group, which is distributed only after the formation of the group, there are important materials, such as:

- An overview of the basic concepts of "Right to the City" and the Game of the same name,
- A summary of the main rules for the operation of the game (See "General Rules of the Game");
- A hidden agenda with relevant objectives;
- A certain budget.

The budget of the groups is limited and as such, insufficient for the realization of all the objectives of the agenda, in order for the groups to negotiate with each other depending on the orientations given by the moderator.

For his part, the moderator offers different scenarios for different days and sessions, such as: flooding from the river in a certain area, earthquakes, the intervention plan of the Municipality through increasing the density of greenery, the concept of mixed use within the neighbourhood unit, the exit from the game of several stakeholders after they have not fulfilled their objectives, etc.

The most interesting part of the game remains the negotiation and the secret relationships that are created between the different stakeholders, who are often forced to withdraw due to the pressure of the stronger ones (*eg Investors, Creative Industry, etc.*), or negotiate hard with other groups, e.g. with the Municipality - as the key actor in this whole synergy. It is not without



purpose that most scenarios try to factor the Municipality, as a public institution, aiming to create a positive image for the citizens' home - both absolute and relative power.

## The dynamics of Scenario intervention

The model is considered a work table, around which all the players gather, first to see the place where the Children's Town is proposed, and then to realize it according to the stakeholders' objectives. After getting to know each other, the stakeholders, the rules and the secret agendas (objectives), the participants are ready for the real game to begin. It starts calmly, with observations and research, but as soon as the first purchases in the Bank of Assets are placed on the plots of the model, the game takes on a different pace, full of action and noise, emotions and dynamics.

The sessions leave each other's turn, while the moderator keeps notes of the achievements of each stakeholder's objectives. In the meantime, there are also changes in the script. Do scenarios play a role in game dynamics? Undoubtedly, interventions in the scenario orientate all the synergies between the players and the stronger the violations of interest, the more reaction and interaction there is between the participants in the game. If the Municipality decides the complete rejection of constructions in the Children's Town, this would favour stakeholders such as Citizens, Civil Society of Children, or the Creative Industry, but it would encourage debate and opposition among Investors.

In one of the other scenarios, the river swells from multiple water flows and floods much of the land along the river bank. This phenomenon forces the Municipality to define enough area along the river bank and not itself, to green and relocate the constructions. This decision makes the role of the investor group more difficult, giving priority to concepts of recovery over natural crises.

If the Children's Town brings a pro-environmental educational approach of a greener space, or spaces like didactic farming, agricultural museum, organic restaurant that change the mindset of young generations but also their parents, this would be an intelligent journey for our communities towards a more sustainable and greener planet.

The number of scenarios in a single game can go 2-3. Despite the typical scenarios presented above, it remains at the will of the game developers, who can guide the game administrators to develop scenarios in accordance with the spatial and social context of the country where the game takes place.