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**The role of Foundations in modern cities: the analysis of Triulza Foundation's activities
as the first Civil Society participant to Expo 2015**

Bernardi M.¹, Frigerio A.², Galbersanini C.³, Lombardo E.⁴, Longoni E.⁵, Ricciuti E.⁶

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Introduction

The main purpose of this paper is not to offer a definitive answer to the question ‘what is the role of foundations in modern cities?’, but to circulate an analysis of a real case, namely the participation of Triulza Foundation to the Universal Exposition (Expo) 2015 in Milan (Italy), shedding light over the strengths and limitations to the activities of this special actor belonging to the third sector. In this sense, after a brief presentation of the Foundation and the authors’ mandate within the Expo 2015 context, the assessment of four significant elements will be shown. First, community resilience, meant as the capacity of communities to quickly adapt to challenging contexts and critical situations. Second, stakeholders’ cooperation and alliances, consisting of the engagement of governments and businesses in the attainment of social equality. Third, a general overview of sustainable development will be offered, both focusing on food supply chain systems (coherent with the theme of Expo 2015), but also on the ethical question of how to link sustainability with climate change adaptation strategies in a way which is beneficial to all players of the food supply chain by preserving, at the same time, natural resources for future generations. Fourth, a focus is devoted to youth empowerment within Foundations’ actions. Youth is a crucial factor in all debates concerning transparency, decision-making, future development of welfare systems and cultural integration. Finally, suggestions to improve efficiency and the effectiveness of Foundations’ activities will be offered along with possible future roles for Triulza Foundation in the post-Expo period. Thus, ideas concerning the re-use of material and immaterial legacy of the Expo 2015 will be added to the present work in order to stimulate readers to contribute to this ongoing debate.

¹ PhD Candidate in Urban Sociology, Quality of Life in the Information Society, Milano-Bicocca University. Corresponding author: m.bernardi4@campus.unimib.it

² PhD Candidate in Architectural, Urban and Interior Design, Politecnico di Milano

³ PhD Candidate in Constitutional Law, University of Milan

⁴ PhD Candidate in Economics, Management and Communication for Creativity, IULM University - Milan

⁵ PhD Candidate in International Law and Economics, Bocconi University - Milan

⁶ Research Fellow, Centre for Research on Health and Social Care Management (CERGAS), Bocconi University – Milan.

We hope for a larger participation of people in decision-making starting today in different ways, from creative contributions, to an increased sensitivity towards communities' needs and the desire of getting involved. This is the reason why this paper has been proposed for dissemination to such an event. The United Nations' effort to focus its Annual Summit on sustainable economies, cultural understanding and global human rights is particularly appreciated from scholars and practitioners working in the field of philanthropy. Not only the concept of "philanthropy" itself ("love of humanity" literally translated from ancient Greek) rests on the development of a "generous society" (Vello and Reolon 2014), but foundations operating around the globe, despite different regulatory frameworks and cultural underpinnings, are facing new societal needs caused by wider economic, social, cultural and environmental crises, coupled with public resources severely shrinking. Foundations, a particular type of civil society organizations born out of a philanthropic impetus, can take their role in this context: to be advocates for social causes often neglected, to be gap-fillers by responding to needs which often remain unmet, to be catalysts of the energies of other public and private initiatives, and, finally, to be pioneers of new models of intervention to be scaled-up by future generations. Young people and children are not only future leaders, but future inhabitants of our planet. For this reason, we claim and hope for an enhanced participation of youth into foundations for a better, sustainable future.

Triulza Foundation within the context of Milan as a Smart City

The birth of Triulza Foundation and the establishment of Cascina Triulza respond to a precise strategy of the Municipality of Milan, which recognizes the importance of people in the creation of a Smart City and tries to allow for a more active citizenship. The Municipality has reflected for some years now on its Smart nature and has launched many initiatives to increase its smart infrastructures⁷. The organization of Expo 2015 has accelerated these processes, allowing the City to re-build a more specific framework for the digitalization and the implementation of smart technological solutions. Expo 2015 has been also included in the city governance model as the seventh parameter inside the dimensions proposed by Giffinger (2007)⁸ for the creation of a smart city. Its company has been integrated as part of the several players already involved: multinationals, social enterprises, small and medium enterprises, universities, research centers and associations among others. In fact, the Municipality, following a public-public partnership model, signed a protocol with the Chamber of Commerce to promote the "Milano Smart City" project, fostering a framework of governance able to involve all the local stakeholders and suitable for a smart city (City of Milan, 2014). In the case of Milan, being a Smart City means not only cultivate its technological component but also combining economic development and social inclusion, innovation and training, research and participation. Quoting Renato Galliano⁹, Milan can be considered a "Human Smart City, in which technologies are an enabler factor but not the ultimate purpose, and the human dimension is more important than technology itself". The concept of Expo 2015 respects and follows this vision and it is in line with the Administration's general idea that only through a continuous dialogue and exchange with the local communities a smart, green and inclusive city can be created. Expo 2015 shared the main purposes of the Milano Smart City strategy in terms of sustainability, social inclusion, participation and innovation. In addition, the Expo

⁷ Milan is at the top of the ranking of Italian smart cities according to the iCity Rate of Forum PA 2014, followed by Bologna and Florence (iCity Rate 2014, Forum PA).

⁸ The six parameters to create a Smart City are: Smart Economy, Smart Living, Smart Environment, Smart Mobility, Smart People, Smart Governance (University of Vienna).

⁹ Renato Galliano is Director of Economic Development, Innovation, University And Smart City Sector of the Municipality of Milan.

2015 main theme, “Feed the Planet, Energy for Life”, inherently refers to the active participation of people and to the respect of all the humankind.

Within this context, Triulza Foundation was formally born on July 23, 2013¹⁰ and it represents the strengthening of a network of organizations and associations of the Civil Society engaged in the creation of a fair, equitable and sustainable society that protects human right and natural heritage, spreads a peace and cooperation culture and promotes ethic and inclusive economic models. The Foundation won the open tender of Società Expo 2015 with the project “EXPIOdining Energies to change the world” to manage the Cascina (“farmstead” in English, hereafter named Cascina Triulza), headquarter of the Civil Society Pavilion during the exposition. In the conception of Cascina Triulza, the energy is represented by men, whose involvement fuels the future life of our planet, it revokes the sustainable use of resources, and at the same time, the will to let the extraordinary force of change emerge.

In February 2014 the Foundation signed the contract and started a participative path to involve Civil Society Organizations (hereafter, CSOs), public institutions and businesses in the cultural program of the pavilion. Started with 23 signing organizations, the Foundation network counts 63 CSOs to date. The network is open to other third sector players participating through the project “Exponiamoci- Associazione per la Partecipazione a Expo 2015”.

Triulza Srl is the society created in June 2014 to act as the commercial and entrepreneurial branch linked to the implementation of the activities connected to Expo Milano 2015, conceived in the Statute of the Foundation as a way to have suitable tools to respond to any corporate business risks¹¹.

In order to develop and advance the Expo 2015 theme, the Foundation has set four objectives:

- **To give a voice to the voiceless**, recounting the real story of those who could not be present at Expo Milano 2015;
- **To have, to live, and to translate** experiences, contributing to the promotion of good practices on the Expo 2015 theme;
- **To encourage a role of awareness and involvement**, giving the right value to civil society efforts;
- **To create a dialogue for building a future**, interacting with Countries and International Organizations.

Cascina Triulza as a first example of Civil Society’s participation to the Universal Expositions

This edition of Expo is the first of its kind to have a Pavilion dedicated to national and international organizations of Civil Society: Cascina Triulza. This choice shows the commitment of Milan, in agreement with Società Expo, to recognize and strengthen the important role and contribution of Civil Society as essential in tackling new challenges related to the sustainability of the planet. Cascina Triulza is an ancient Lombard farmstead located inside the exhibition area, a piece of the historical, architectural and environmental Lombardy heritage. Completely renovated for Expo 2015, it will rest as a legacy to the city of Milan after this global event and will continue to be a centre of activity on the themes of food, sustainability and human rights. It covers an area of 7,900 square meters with several receptions facilities and restaurant services, as well as other spaces such as: the *Exposition Area*; the *Events Area*

¹⁰ Information is taken from the Foundation’s webpages: <http://www.fondazionetriulza.org/>.

¹¹ See article 3 of the Statute at the address <http://www.fondazionetriulza.org/it/governance/>

with an Auditorium (200 seats), spaces for workshops and laboratories, a 1,700 square meters open air area to host educational and leisure activities, cultural and artistic events; the *Market Area* for small producers, commercial activities and organizations promoting goods and services respecting quality, the environment and human rights; and the *Job Area*, with work stations for networking and collaborations.

As shown by the four objectives previously mentioned, the Foundation aims at being a privileged place to represent the needs and the proposals of CSOs: a place where the needs and interests of citizens, business, social enterprises and other civil society players can meet. A space of gathering, a stop-over, a hub of innovation, “*an agency of promotion and training*”, using the words of the Foundation President, Sergio Silvotti. Cascina Triulza represents the place in which all this is possible, and the Foundation is the tool able to favor the encounter of different cultures welcoming the inclusion of all. Participation is made possible through the “call for ideas” that reflects the principles of inclusion, acceptance, hospitality and sustainability, and represents a clear, concrete and transparent way to interact. The activities realized are mainly oriented to meetings, study and research to foster the dialogue and the cooperation among people and communities, expositions, workshops, seminars and informative and training activities to promote sustainable economy, ethic finance, and responsible consumption. Cascina Triulza represents a big challenge for CSOs since never before the Civil Society has been involved as a unique, accepted player in an international exposition. At the same time, it represents a concrete attempt to let entities, which are usually very distant and different for origin, *modus operandi* and scope of intervention, have a dialogue, overcoming the existing fragmentation and joining forces, not only during the universal exposition, but also for the post-event (Lodigiani, 2014).

There is a lack of previously established model to refer or rules to follow to render the civil society participation more effective, everything is new and must be managed with a proper governance model. It requires a great openness, the ability to create the space for voices often unheeded and to communicate and interact in a grounded and constructive way with different actors, including business, CSOs, citizens, public administrations. This can be done by sharing common goals and the same physical space: Cascina Triulza. This attempt would need the commitment of all the involved actors in order to create efficient partnerships and relations able to last productively after the universal exposition. The challenge is not only to manage the event in a successful way, embodying the principles of inclusion, participation, acceptance, hospitality and sustainability, but also to make sure that Cascina Triulza becomes and remains a sound, recognized, rooted place of integration. For this reason, one of the main concerns at the moment is how to build and promote the material and immaterial legacy of Cascina Triulza for the near and far future.

The Young Reporters of Triulza Foundation

In accordance with its Charter’s principles, Triulza Foundation decided to enhance the involvement of individuals and to learn from their observations by selecting ten PhD candidates, with very different backgrounds, to be part of the project “EXPIODing energies for future changes”. This has been done by opening a call for PhD candidates in spring 2015. The reason behind this initiative was to get an external and comprehensive assessment of the activities carried out by CSOs, NGOs and all players participating to the Cascina Triulza’s cultural programme. The driving idea was to dismiss the idea that foundations are essentially self-referential actors, by opening to “outsiders” able to bring a fresh and detached assessment of their actions and their relationship with local communities.

Ten PhD students have been selected for this task (including all the authors of this paper). Our mandate started in May 2015 concurrently with the Annual General Assembly (AGA) of the European Foundations Centre (EFC). In this occasion, the activities of a large amount of heterogeneous foundations' representatives, operating in different sectors, were accurately presented and shared among participants. That was our first direct connection with the world of foundations and philanthropy, a chance to better understand internal dynamics, peer cooperation, language barriers among foundations' stakeholders, possible ways of involving local communities and strategies for future developments. Afterwards, the AGA/EFC first appraisal were scaled-up and applied to Triulza Foundation's activities during Expo 2015 in Milan. Our mission as young reporters, within the Expo context, entails a critical and objective analysis on what has been displayed at Cascina Triulza. Following the four main themes above mentioned – community resilience, stakeholder cooperation and alliances, sustainable development and youth empowerment - our group has highlighted the main results of foundations' actions as well as the most critical challenges – like foundations' effective communication, people involvement and legitimacy. The next paragraphs will report our observations for the four topics.

Community resilience

One of the central topics discussed during the AGA of the EFC was the role of philanthropy in fostering community resilience, defined as 'the ability of a system and its components to anticipate, absorb, accommodate, or recover from the effects of a shock or stress in a timely and efficient manner' (Mitchell T., Harris K. 2012). As the experience of Cascina Triulza underlines, foundations can empower communities and enable them to become drivers of their own sustainable development identifying local needs and resources. By creating synergic networks of alliances, Foundations can connect energies, learn from others' experiences and act to stimulate social awareness and participation around important topics and issues. Creating both a financial and organizational support network for autonomous Civil Society initiatives, Foundations can support communities in fostering social innovation.

Thanks to our participation in the AGA meeting and to our role of young reporters of Triulza Foundation, we have learnt about resilience built through urban regeneration and cultural innovation, but also on how Foundations support communities in emergency contexts and natural disaster recovery. An appropriate example is the 2015 Idea Camp "Build the City", an initiative promoted by the European Cultural Foundation that aims to involve local communities in the processes of chance-making able to re-shape and develop their cities through active participation. Able to work efficiently as a mediators between Civil Society instances and other energies, the Foundations' role is also to act as gap-filler, where the public action is unable to fulfil communities' needs and to promote dialogue and cooperation where they are absent, though indispensable. In fostering community resilience, philanthropy works both with long run initiatives to create new paradigms for social change, but also in context of emergencies where a prompt philanthropic response is essential. As highlighted by the experience of the community foundations Mozaik (responding to the flood in Bosnia & Herzegovina in 2014) or the Greater New Orleans Foundation (reacting to Hurricane Katrina's effects in 2005), it is important to efficiently distribute the reconstruction effort in order to cooperate with local organizations integrated in the social fabric. The need for cooperation between citizens, governments, corporation and CSOs is an aspect that constantly occurs in the debate on the role of philanthropy as energy for change: a collaborative effort that claims a shift of paradigm focused more on building partnerships and coalitions, and on the creation of networks committed to the same cause.

The experience of the first Civil Society Pavilion in the history of universal expositions underlines an important trend: the increasing recognition of the third sector and active citizenship in the creation of alternative models of development. Lastly, when considering the impact of philanthropy on community resilience, we had the opportunity to reflect deeply on the dominant narrative of measurement and evaluation. On one hand, it requires a frequent assessment of costs and benefits of the philanthropic action along with their political consequences, especially in relation to intangible factors and values. On the other hand, an excessive focus on effective measurement of philanthropic actions has its shortcomings: as observed by Alain Supiot¹² in his recent book, “Governance by numbers”, measurement could potentially become the real objective of the action, with the risk of losing the focus on our societies’ evolution and governance models (Supiot, 2015).

Philanthropy, government and corporate engagement for social values

Understanding the existing relations among different stakeholders behind a common project it is far from being an easy task. In the attempt to simplifying the kind of actors potentially involved in philanthropic activities, we can identify: foundations, the research community, governments, the private sector and Civil Society at large. During the activities at Cascina Triulza, it has generally been clear what kind of groups the participants belong to, though it has been less evident whether different stakeholders share goals, perspective and awards. In other words, Triulza Foundation, in the context of Expo 2015, faces a typical dilemma of philanthropies: a communication gap between foundations, on one side, and research community and private sector actors, on the other side (Salamon, 2014). This is a key issue as the need of a common language shared by all actors involved is crucial to determine a success mainly in cross-sector cooperation.

However, some points of convergence have emerged in many sessions of the AGA of the EFC: first, private actors seem to be more and more involved in the protection of social values such as gender equality¹³; second, foundations have started to get closer to businesses’ approach opening the debate for venture philanthropy (The Economist, 2006). This term embraces a variety of cooperation models based on a direct partnership between foundations and industries. A part from blurring the edge between these two actors with different mandates, Foundations risk to be associated to the company they work with, which is to say they risk of being accused of pursuing profit-oriented purposes rather than social priorities¹⁴. Notwithstanding potential conflicts of interests, some inherent advantages should be also taken into account while assessing venture philanthropy. First, connecting final beneficiaries to businesses. By funding private companies’ projects that pursue social aims, foundations can bring communities’ needs to the attention of the private sector – needs that would have not been considered profitable – and combining firms’ know-how at the same time. Second, by acting as venture capitalists,

¹² Alan Supiot is professor of International Law at the Collège de France.

¹³ According to Mama Cash Foundation, the first International women fund in the world established in 1983, the gap between foundations and the private sector has lessened rapidly. Among other businesses committed in the achievement of social values, the Foundation mentions Nike and Levi Strauss endorsing gender equity at work. The Foundation official website is available at <http://www.mamacash.org/who-we-are/partners/>. Moreover, Coop Italia and other agricultural cooperatives have launched projects aiming at including disadvantaged people and have planned socially responsible strategies.

¹⁴ The sharp critics about the case of Cystic Fibrosis Foundation give us an example of some potential risks that Foundations may incur to, for example Brady Dennis, “Are risks worth the rewards when non-profits act like venture capitalists?”, Washington Post, 2 July 2015. For other criticisms, see Berger and Penna (2013).

foundations can fill a persistent gap between basic academic research, funded largely by the government, and highly specific later-stage test typically funded by large companies.

Another language barrier that should deserve further attention and that has not been treated extensively both during the AGA of the EFC and at Expo 2105, is the language spoken between foundations and CSOs: a common language is required to better understand local communities' needs. Moreover, it is essential to focus on how foundations relate to local communities and the strategies they use to meet the beneficiaries' needs. Nonetheless, the other way round has a value too: *How can people, who are the final target of social projects, influence or even shape foundations' agenda?*

A further aspect to consider is that new economic forms of enterprises are currently emerging, namely the start-ups of the sharing economy, with a deep social vocation and often a no-profit orientation. These enterprises are slowly changing the economic, social and cultural existing paradigms: philanthropy should make a reflection on how interact with these new entities, by using what languages and tools. In addition, foundations can play a leading role in sharing economy, supporting their grantees via crowdfunding campaigns, and consequently amplifying the size and sustainability of their grants. Advocacy and transparency have been recurrent during talks given at Cascina Triulza, considering the importance of Foundations in filling the gap that governments have left open. Especially in our time of crisis, when the role of governments as service provider becomes lighter and the trust in policy-makers decreases, foundations can respond to communities' new welfare needs; sometimes filling governments' lack of interventions by becoming a sort of mediator. Undoubtedly, a clearer definition about the role of foundations in advocating communities is necessary. Therefore, it is extremely important to know whether and how foundations bring communities' needs to the attention of the policy-makers. Questions we find urgent to be answered are, among others: *Can foundations play this role? Can they really influence the political process? Do this have a positive or negative impact on Civil Society?*

Future of the planet... food for thoughts and sustainable development

As anticipated in the introduction, sustainable strategies for future development is a topic both relevant to the Global Summit on Youth at the UN and to Expo 2015. For this reason, we thought a focus on food sustainability would be an ideal way to contribute to the debate. In particular, food systems and their "pathologies" – like food waste – are particularly interesting for young generations too, often involved in initiatives to save food and tackle social injustice.

In fact, youth is relevant in a twofold way, both as target and as active promoter of food saving initiatives. In the latter case, several start-ups and CSOs have been set up in recent years starting from young people ideas to tackle urban poverty and their sensitivity to the topic. In the former case, young people are often targets of major public awareness initiatives and communication programmes. As it often happens, at least in the political rhetoric, schools are one of the first target for policy-makers to convey messages related to a more sustainable future, starting from the places where the culture of the individual is shaped. For this reason, many initiatives both from the public sector (i.e. the law proposal on food surplus, currently under discussion at the Italian Parliament) and from CSOs (i.e. Carta di Milano)¹⁵ target children, but especially adolescents and young adults, to develop a different sensitivity to the topic of sustainability along the entire food supply chain. At a broader level, we acknowledged a renewed awareness and attention to systemic food policies as social and economic drivers for

¹⁵ The Milan Charter represents the legacy of Expo 2015, available at <http://carta.milano.it/en/>.

sustainable development. The big challenge in this respect is that of matching those food policies with climate-change adaptation strategies, investing more in understanding the local communities role and promoting new governance models along the entire food supply chain. We strongly believe that philanthropy can play a decisive role in pushing for innovative approaches and advancing knowledge in this respect.

Both during the AGA of the EFC and Expo 2015, we acknowledge that the debate on the future of our planet has not been focused just on food. Indeed, a lot of work is being developed on sustainable change and social innovation, a new ‘buzzword’ connected to philanthropy and the role of foundations nowadays. Foundations have a role to play in promoting social innovation related to sustainable change, by contributing to match sustainable change and social innovation to social equality and ethics, challenging the structural sources of injustice and inequality in our societies. In this respect, foundations and CSOs leaders are called to participate into the debate, discussing their role (or dismissing it) in opening “the black box” of conflicting interests, strengthening the ethics of both their executive levels and of their grantees. Some initiatives are notable in this respect, such as the Divest Invest movement, recently set up to “respond to climate change by encouraging people, groups and institutions to divest from fossil fuels and invest in climate solutions”¹⁶. Foundations are among the first players pledged to respond, exactly because several of them hold stakes in companies investing in fossil fuel. Drawing on this example, the take-home-message of Expo 2015 is quite unique: whatever the approach to the topic of sustainability, it cannot be disentangled from ethics and social justice.

Youth

As previously mentioned, the empowerment of young generations is normally considered crucial for driving change within the society. The relevance of empowering young generations by improving education and lowering unemployment, the necessity of helping young migrants to overcome their inherited disadvantage, and the importance of starting to engage children as early as possible, acting on their skills and guaranteeing equal opportunities, all of these are key issues for a society that wants to develop its social and cultural regeneration, its creativity and its capacity to be competitive. In this regard, Foundations play a central role in developing project and programmes addressed to young generations.

Nevertheless, youth empowerment means not only to consider youth as a target of help, or a disadvantaged group, but as a player, a key actor of change, also in the world of philanthropy. In fact, researchers have shown that involving youth in philanthropy not only educates young people about social change, for example by working to find the most appropriate solutions through systemic approaches, but it is also a crucial point for Foundations to increase their own innovation and creativity, with reciprocal advantages (Cretsinger, D., 2006). In particular, youth engagement is considered decisive also in the decision-making processes of Foundations, by bridging the gap among different generations. Regarding this specific point, a more open discussion on the problems caused by inter-generational inequality should be developed within the Foundations management system: acknowledging the existence of power gaps (which are first of all economic gaps), between those who make decisions and those who are affected by these decisions, between the funders and the funded, between adults and youth. This is primarily a cultural challenge: it requires thinking differently about young people, giving them voice (and listening) although they speak a different language, allowing their concerns to come to the table and alter eventually the priorities of decision-makers, including

¹⁶ Information about the Divest Invest movement is available at: <http://divestinvest.org/>.

foundations. In this regard, young generations could be a key player in the transition between today's leaders and tomorrow's ones, making the necessary connection. For these reasons, it is fundamental to study the mechanisms through which the voice of young people can get to foundations, to allow them play further the role of risk-takers.

The involvement of young people in Cascina Triulza is a good example of how young generations can contribute to driving change: during the Expo 2105 activities, youth have been involved in disseminating proposals put forward at the Pavilion and participating with their own point of view. They also gave a fundamental contribution in the decision-making process of Cascina Triulza, building an important partnership with all civil society players, whether public, for profit or not for profit.

Conclusive considerations: the legacy of Triulza

The participation of Triulza Foundation to Expo 2015 shows that Civil Society can have a central role in facing the challenges of our time, being an active player and interacting with countries, business and international organizations. Through Cascina Triulza, active citizens can become a new voice in tackling key issues for the future of the planet, being involved in finding innovative solutions, disseminating new ideas and increasing awareness on neglected social issues. In addition, the presence of the civil society can significantly contribute to make the Foundations' world more open to other actors, receptive to the needs and desires of citizens. In this regard, it is true that exchanging experiences among foundations is certainly useful, but the risk to be self-referential is high: foundations talk to foundations, while only opening to civil society can lead to have solid basis to start acting together. In particular, foundations could start a dialogue to the public at large: it is necessary to be receptive to the needs and desires of citizens, not only for specific projects or in specific moments, but leaving the door open to a permanent interaction. In this sense, Foundations could be the nodes around which civil society can strengthen, and Triulza Foundation with Cascina Triulza is an example of a space conceived for this. A legitimate question to ask would be: *Is it possible for Cascina Triulza to continue playing its role after Expo 2015?*

Some considerations are worth being addressed to respond to this question. These considerations are linked to the legacy of the entire event (Expo 2015) and the re-use of spaces. The socio-economical pattern of a territory is strongly influenced by a mega-event as Expo 2015, both in physical and intangible ways. All the effects are spread along the whole life-cycle of the mega-event, which can last as much as fifteen years from the first conception to the ex-post evaluation and strategies. In most cases, the transformative power of this kind of socio-economical concentrations permanently changes the hosting territories. The issue of the legacy, the final part of the process, is the most complicated. After the event, part of its physical presence disappears and part has to be re-destined, while the intangible assets have to be evaluated and strengthened in their positive effects.

Cascina Triulza is facing the challenges of its role in Expo 2015 with a strategy that aims at stabilizing the results of its commitment. In the attempt of overcoming the previously presented limits of philanthropic activity, Cascina Triulza's main efforts have been dedicated to promote interactive dialogic patterns among associations, foundations, private companies and citizens giving them the opportunity to organize themselves for the public showcase. This has led, first, to a better and diffused awareness on the role of various stakeholders in facing the contemporary challenges for a sustainable growth. Consequently, this has led to an improved concept of participation. However, the need to tackle some specific social needs connected to the event (i.e., avoiding food-waste, providing free-water,

allowing easy-mobility and accessibility for all) transformed experimental partnerships and business-models in reality: successful models to be enhanced and exported.

Awareness, participation, new economical-ecological models are just some key-words witnessing the legacy of Cascina Triulza, born out as a foundation emerging in the philanthropic scene as a pro-active platform for dialogue, interaction, experimentation in the field of a sustainable management of resources to build an aware, ethical, urban/metropolitan resilience. In this sense, the mega-event experience is a testing ground to verify if Cascina Triulza can lead the site-dismantling and legacy-building phase according to its cultural *manifesto*. The re-use of physical material, the empowering of the intangible heritage are the challenges for the immediate future.

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