

Report on CUR tools development: Cross-fertilisation tools for municipalities

CINEMA - DTP327

Final version

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ERDF PP3 HdM - Stuttgart Media University

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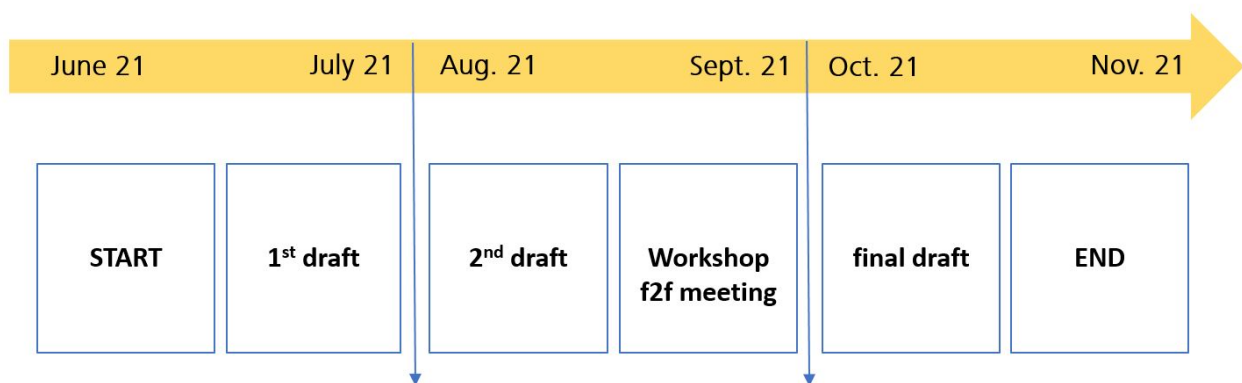
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1. Process of CUR tools development

The development of Creative Urban Revitalisation Tools (CUR Tools) officially started in June 2021. In the run-up, Design Thinking (DT) workshops were held (April-May). The content taught in the DT workshops, in particular the use of important supporting tools, was incorporated into the development of CUR tools in all three thematic groups and contributes to the improved practicability of the respective CUR tools.



From June onwards, the partners of a thematic group worked on the joint development of their respective CUR tools per deliverable. For this purpose, brainstorming sessions were held in the group meetings and with the help of Miro, the collection, evaluation and overview of all CUR tools could be created. As coordinating partner, HdM presented the template for CUR tools in the first group meetings focussing on their development and took part in additional meetings as needed to support the development process in an advisory capacity.

To elaborate the CUR tools more precisely, the partners should gather information on the following points:

- Name of the tool
- Aim of the tool
- Tool description
- Expected results



- Key roles involved
- Timelines
- Link to other tools
- Good practices
- Recommendations for piloting

The 1st draft of all CUR tools was completed by all partners in July 2021. Having received individual feedback on the descriptions from HdM, revised versions (2nd draft) were submitted in August. Then, at the first f2f meeting in Ljubljana (21.-22.09.) the training on all developed CUR tools with the partners was carried out. Here, HdM also passed on final adjustment recommendations to the partners. On request, a few individual coaching sessions were conducted with partners in the period from October to November. Afterwards, the final versions of all CUR tools were submitted by the partners.

Within the thematic group "Concepts and tools for revitalisation of urban retail and small businesses" the PPs from Kamnik, Gabrovo and Leonding developed for the deliverable D.T2.2.3 "Cross-fertilisation tools for municipalities" three CUR tools, which are presented in more detail below.

2. Results

2.1. KAMNIK & GABROVO: CUR tool “Open Call for City Business Starter”

Project group <i>mark relevant group</i> <input checked="" type="checkbox"/>	<input type="checkbox"/> Empty Floorspace <input checked="" type="checkbox"/> Revitalisation of Retail and Small Businesses <input type="checkbox"/> Establishment of a CI Support Centre
Pilot location	Gabrovo (Bulgaria) and Kamnik (Slovenia)
Editor	Gabrovo team and Kamnik team
Last changes	17.06.2021

1. Name of the tool	Open Call for City Business Starter
2. Aim of the tool	<p>Following goals will be addressed:</p> <ul style="list-style-type: none"> • Fill floorspaces that have been empty for a longer period with innovative retail and small businesses that bring added value for the city centre • Help the businesses that settle in these challenging locations to build sustainable business operations • Create commitment of the businesses to the locations <p>Challenges and opportunities addressed:</p> <p>It is difficult to attract businesses to floor spaces that have been empty for a longer period. The situation is even more difficult, if there are several such spaces in the location or district (downward circles).</p> <p>Retail and small businesses are essential for the revitalisation of city centres. Municipalities often lack instruments to influence the mix of retail and businesses in their cities.</p> <p>Businesses, but especially retail has struggled during the pandemic. There is a good offer of consulting services for</p>

	<p>starting up a business in general. However, entrepreneurs often need consulting services that are tailored to their specific needs and they do not have the financial capacities to afford them. With the consulting voucher, we want to create an incentive for innovative businesses to settle in specific empty floor spaces that are of importance to the revitalisation of the city centre / district.</p>
<p>3. Tool description</p>	<p>Main activities:</p> <p>To reach this goal, we will prepare an open call under which the entrepreneurs can apply for a consultation voucher. The consultation voucher can be used by the businesses during the settlement in one of the selected floor spaces. Different types of consultations services shall be available with the voucher in order to tailor the offer to the needs for the businesses. The call will be published on the CINEMA website and in the pilot locations. The call would be open to any SME in the EU. Selection criteria for the funded SMEs are defined by a call support team in cooperation with an external monitoring body (local policy-level).</p> <p>1. Preparation of the open call:</p> <ul style="list-style-type: none"> • Nomination of the call support team • Definition of the empty floor spaces (other tool) • Definition of the available consultancy services: services focussed on creative services like interior design/window shop design, marketing and other creative services and on consultancies that are not available via the local start-up support infrastructure • Definition of the value of consultancy services provided per new business start-up (2.000 EUR - 5.000 EUR) • Definition of the eligibility criteria: <ul style="list-style-type: none"> ○ Size: SME,

	<ul style="list-style-type: none"> ○ Locations of SME/entrepreneur: coming from a country of the EU, ○ Eligible for the application would be also natural person that wants to establish a business, but under the condition that for contract signing, a company has been established ○ Commit to establish a business in one of the locations presented in the call until defined date ○ The owner of a property is eligible, as long as the empty floor space is on the list of selected floor spaces ○ A company can re-apply with an improved concept, but max once ○ Exclusion criteria: conflict of interest with project partner organisations or their employees ● Definition of the evaluation/selection criteria: <ul style="list-style-type: none"> ○ Feasibility of the business plan ○ Innovativeness & contribution to the revitalisation of the city centre ○ Description of the desired consulting services and their contribution to business success ○ Business resistance during and after the end of the project ○ Opportunities for interaction with the existing businesses, local cultural operators, citizens and other potential actors ● Drafting of the <ul style="list-style-type: none"> ○ application form (very simple) & instructions for filling in the document ○ the contracting agreement between the project partner providing the voucher and the selected business, including rules for voucher use ○ SME reporting template after voucher use ○ guidelines & templates for the evaluation and selection procedure (excluding any conflict of interest with the involved organisations)
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	<p>2. Implementation of the call:</p> <ul style="list-style-type: none"> • Nomination of the monitoring body (external, policy-level) • publication of the open call at CINEMA website and in the pilot locations, in English and local languages (if wanted) • promotion of the call (flyer, website, ...) • submission with one or more deadlines until the call closes or until a business has been selected for all locations or the funding available has been fully distributed • evaluation procedure: <ul style="list-style-type: none"> ○ eligibility check (call team) ○ evaluation (call team) ○ selection (monitoring body) ○ approval or rejection • final report on the selection process (call team) <p>3. Implementation of the voucher:</p> <ul style="list-style-type: none"> • contracting with the selected candidate (SME), to be considered: <ul style="list-style-type: none"> ○ commitment to open a business in the selected floor space until a certain date (preferably before summer 2022, final date until end of October 2022) ○ commitment to have the business in the selected location for a minimum time period (for instance at least 1 year) ○ if a landlord in the selected locations steps off from the project, the support team helps the entrepreneur to choose another location in the city centre ○ commitment to avoid any conflict of interest when selecting the consulting services ○ rules on using the voucher • voucher use - different options: <ul style="list-style-type: none"> ○ direct payment to the consultancy services directly according to a predefined mix of consultancy services for the different entrepreneurs
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	<ul style="list-style-type: none"> ○ direct employment of the selected consultants in the partner organisation (Gabrovo municipality) • besides the voucher, the entrepreneur can us also other support services provided by the project partners (e.g. chamber services) • Reporting by the SME <ul style="list-style-type: none"> ○ preparation of a short final report (all commitments are reached: business registered, tenancy agreement for the floor space signed for at least one year, positive business assessment) ○ availability for an evaluation interview with us and/or cooperation to be promoted as a success case / best practice <p>4. Evaluation of the call/ voucher:</p> <ul style="list-style-type: none"> • final report on success of the voucher, lessons learnt etc • presentation of best practices / success stories <p>Recommended methods to be used:</p> <p>The hero's journey will give us more insights on what problems our entrepreneurs could encounter</p>
<p>4. Expected results</p>	<p>Direct effects</p> <ul style="list-style-type: none"> • defining a minimum number of empty floor spaces out of the list that should be filled with new businesses or • defining a number of businesses to be attracted <p>Related side effects</p> <ul style="list-style-type: none"> • Increasing the attractiveness of the locations for new businesses □ positive effect for other empty floor spaces in the locations

	<ul style="list-style-type: none"> • Increasing the attractiveness of the locations for visitor and locals • Revitalisation of the city centre and inspiring follow-up actions
<p>5. Key roles involved</p>	<p>Responsible role for the tool usage (recommendation)</p> <p>One project partner takes the full responsibility of the call preparation and implementation (support from external services possible - legal advice, translations etc.): all legal and financial arrangements with the entrepreneurs, reporting towards the project.</p> <p>Support from the other project partner.</p> <p>People or organisations that should be involved (incl. roles)</p> <p>Municipality, other relevant public partners</p>

<p>6. Timelines</p>	<p>Duration of key activities and in total (estimation)</p> <p>Possible timeline:</p> <ul style="list-style-type: none"> • Preparation of all call related documents until end of October 2021 • Opening of the call in November 2021 • Cut-off dates in December 2021, January, February and March 2022, closure of the end of March 2022 • Implementation of the voucher until October 2022 latest (before and after opening the business) • Opening of the business in the selected location after 6 months but latest until October 2022 • Final reports from the businesses latest by October 2022
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	<ul style="list-style-type: none"> • Production of success stories between June and November 2022 to authentically document and communicate the different stories from the beginning
<p>7. Link to other tools</p>	<p>Integration in a leading tool concept and/or recommendations for combinations with other existing tools</p> <p>This tool builds on the tool Presentation of strategic empty floor spaces to potential businesses; which aims to identify empty floorspace that is of strategic importance for the revitalisation of the city centre / the city quarter, prepare an analysis of concrete vacant retail or business outlets, and reach an agreement with the landlords about cooperation in further revitalisation measures.</p> <p>In order to be successful the tool should be combined with various promotion and marketing tools and approaches, including storytelling.</p>
<p>8. Good practices</p>	<p>References practical experiences with such a tool</p> <p><u>Das ist StadtUp Ried 2.0 - Stadtup Ried 2.0 : Stadtup Ried 2.0 (stadtup-ried.at)</u></p> <p>The city of Ried (Austria) organized a competition for entrepreneurs wishing to open a new business in vacant floorspaces in Ried. The five winners with the best business proposals fitting into the city concept received an extensive award consisting of consultancies, vouchers and bonuses. The awards were provided from a network of support organisations (banks, legal, marketing& business consultancies, assurance company, craftsmen, etc.)</p> <p><u>https://visitkapana.bg/en/about-the-project</u> (a link to the website of a creative district in the city of Plovdiv, Bulgaria; its foundation started with the use of a similar tool (as part of the program of Plovdiv - European Capital of Culture) for longterm and sustainable interventions in</p>

	<p>urban environment, enlivening of abandoned places and finding new functions for them). In 2014 there was an open call inviting businesses, creators, craftsmen, etc. to apply with a development and creative concept for 10 available premises in the district. The rent of the premises was funded by a municipal foundation for the period of 1 year.</p>
<p>9. Recommendations for piloting</p>	<p>Recommendations for piloting the tool</p> <ul style="list-style-type: none"> • active and transparent marketing campaign for promotion of the open call and the attractiveness of the location; • easy application procedure and not too much documentation required from the businesses; • the call should put a strong emphasis on the benefits for the applying businesses; • the tourist/people flow in the location and its seasonal (or not) nature should be taken into consideration when defining the timeline of the open call and the period for starting a business.



Add-on (optional):

Which trained DT tools could be used in this CUR tools

Mark relevant methods

DT tools (trainings)

- Empathy Map Canvas
- Value Proposition Canvas
- Team Charter Canvas
- Golden Circle
- Context Map Canvas
- Coverstory Canvas
- Storytelling Canvas
- Hero's Journey Canvas
- (Sustainable) Business Model Canvas
- Interviews: users, stakeholders, etc.
- Assumption grid
- Persona

2.2. GABROVO: CUR tool “Share, Experience, Imagine: Mobilisation of Culture & Arts Cooperation”

Project group <i>mark relevant group</i> <input checked="" type="checkbox"/>	<input type="checkbox"/> Empty Floorspace <input checked="" type="checkbox"/> Revitalisation of Retail and Small Businesses <input type="checkbox"/> Establishment of a CI Support Centre
Pilot location	Gabrovo (Bulgaria) and Kamnik (Slovenia)
Editor	Gabrovo team and Kamnik team
Last changes	17.06.2021

1. Name of the tool	Share, Experience, Imagine: Mobilisation of Culture & Arts Cooperation
2. Aim of the tool	The following goals will be addressed:

- Establishing a coordination team for the project - ideally run by a Municipality structure and/or by an independent culture institute.
- Mapping of culture producers to be invited to take part in a series of cultural events. Gather in one place the potential participants (cultural organizations, institutions, individual artists) + get in contact with them. Participants and their creative contents/platforms/programs are evaluated on the basis of the context of the task - enliven abandoned urban spaces.
- Establishing long term partnerships of co-creation, based on interdisciplinary integration. Experimentation of arts, science and social studies; rich and engaging cultural program addressing pertinent issues and speaking to various public; engaging retail and small businesses.
- Turn an untended space into a vibrant and lively one offering various experiences, knowledge and entertainment; sustainable community building; supporting the existing retail and small businesses and opening opportunities for new ones; create awareness and a shared sense of belonging and care to the place.

Challenges and opportunities addressed:

Facing the challenge of enlivening an untended central city location through various cultural initiatives and a steady flow of creative interventions for a long period of time. The established coordination team for the tool has the potential to develop a series of cultural events for the district. By attracting local, national and international cultural representatives to co-create in a central but empty city area, new opportunities are opened for retailers and small businesses to profit from the flow of public through these streets. The tool will mobilize interdisciplinary partnerships and through the positive impact of the arts will assist in building a sustainable interest in the location. Harnessing the power of activities

	<p>centered around arts and culture that brings communities together, the tool has the potential to transform empty floor spaces and develop a shared sense of ownership of the districts.</p> <p>With the cultural cooperation tool one can create an incentive for a sustainable interest in the designated area and assist small businesses to profit, grow and attract new ones as part of an important revitalization of the district.</p>
<p>3. Tool description</p>	<p>Main activities:</p> <p>To reach this goal there are several important steps to be undertaken - establishing a coordination team, preparing a list with local, national and international potential partners and stakeholders, and mobilizing a network of services and products in order to enliven the central city district.</p> <p>The focus is on active, prominent and innovative cultural organizations, institutions and creatives ready to be involved in co-creation of content or to offer an already developed and applicable to the context of the city district one. A special attention is paid to the mix between creativity and emblematic territorial regeneration, combining sustainability, aesthetics and inclusion.</p> <p>The cultural cooperation tool can be adopted by a specially designated Municipality structure and/or implemented in their culture program. But it is necessary to establish a special organization (coordination team) overseeing the execution and facilitating the management process. Its activities will be supported by an external monitoring/consultancy body (curators, cultural managers, experts in various cultural spheres).</p> <p>Different types of creative content (events, festivals, performances, interventions) shall be available with the tool in order to address a rich variety of audiences. The</p>

information will be published on the CINEMA website and in the partner's media outlets.

Preparation of the cultural cooperation tool:

- Nomination and selection of a coordination team. Defining its mission, obligations and work structure. Setting up a label - an umbrella - under which all activities will be promoted.
- Selection of organizations / cultural operators / participants in the program. Offering ready and adapted content or one co-created for the place in cooperation with local stakeholders. These could be the following:
 - small scale urban interventions / for example - artistic murals, urban furniture and sculptures.
 - pop-up events - gallery, retail, more
 - traveling exhibitions
 - a temporary art scene with concerts, readings, performances, discussions, etc.
 - open air cinema / screenings
 - culinary festival or regular local crafts markets / local produce markets
- Building a tentative program with cultural activities with cultural activities for the place. Mapping potential partners (businesses, hosts, creatives, etc.) in the central district.
- Coordination team and local stakeholders construct a business model for realizing the designated activities. Secure budget for content and promotion. Setting up legal responsibilities (contracts).
- Setting up all promotional tools - new cultural label, visual identity, website, social media, print materials in cooperation with the local information and tourist centre or other stakeholders.
- Working on a financial plan to realize all planned activities:
 - integrating the planned activities in the cultural calendar of the municipality

	<ul style="list-style-type: none"> ○ attracting local businesses as partners / sponsors for the project ○ cooperating with small businesses from the district as host locations for some of the activities ○ applying for various national and international funds ○ partnering with local and national cultural institutions ○ partnering with hotels and restaurants from the region <ul style="list-style-type: none"> ● Criteria for cultural cooperation participation: <ul style="list-style-type: none"> ○ coming from a country of the EU ○ commit to co-finance the realization of the content in exchange for exposure and reaching new audiences ○ preference will be given to projects, which envision long term partnerships, are based on interdisciplinary integration / experimentation of arts, science and social studies, address pertinent issues and speak to various public; ○ in some form engage retail and small businesses ○ innovativeness & contribution to the revitalisation of the city centre ○ clear idea how to adapt the existing content or how they will co-create on a site specific level with a local partner ● Drafting of the invitation for participation: <ul style="list-style-type: none"> ○ attractive concept and offer for participation ○ a preliminary agreement and distribution of responsibilities ○ conditions for participation ○ financial contribution ○ promotional exposure
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	<p>Implementation of the culture cooperation tool:</p> <ul style="list-style-type: none"> • Joint work between the coordination team and the consulting team on a diverse program for the new cultural label. • Negotiating the details (dates, content, production, location, transport and accommodation, and budget) with all selected partners. • Strong PR campaign integrating all partner' media channels. (website, social media, posters, outdoor) <ul style="list-style-type: none"> • Realization of the cultural program by elements: <ul style="list-style-type: none"> ○ responsible team: <ul style="list-style-type: none"> ▪ Artistic director responsible for the content ▪ A coordinator who will communicate with the participants ▪ A production team to manage the locations and the building and dismantling of for example installations, exhibitions, technical support etc. ▪ Graphic design studio ▪ Coordinator volunteers, who will start a volunteers' team, train them and coordinate them ▪ PR team ▪ Photographer ▪ Financial experts ○ production details (materials needed, technical check, etc) ○ partnering organization on a local level working together with the visiting partner (e.g. restaurant hosting a culinary performance) • Short survey with local partners on the results of the event and their impact (direct and indirect) on their businesses. <p>Evaluation of the tool:</p> <ul style="list-style-type: none"> • Final report on success of the initiatives, lessons learnt, etc. • Presentation of best practices / success stories
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<p>4. Expected results</p>	<p>Direct effects</p> <ul style="list-style-type: none"> • New and attractive cultural / creative events and activities in spaces without such activities before • Reinvented spaces to meet and share through culture • Building a platform for cultural and interdisciplinary cooperation with long term effects • Capacity building in municipalities, among community managers and other actors on culture management <p>Related side effects</p> <ul style="list-style-type: none"> • Increasing the attractiveness of the locations for new businesses • Positive effect for other empty floor spaces in the locations • Increasing the attractiveness of the locations for visitors and locals. • Revitalisation of the city centre and inspiring follow-up actions • Fostering cultural cooperation models and methods for engaging the public with innovative creative content based on sustainability, inclusion and aesthetics.
<p>5. Key roles involved</p>	<p>Responsible role for the tool usage (recommendation)</p> <p>Each country takes full responsibility for the coordination team, the cultural mapping preparation and the implementation (support from municipality and its structures).</p> <p>People or organisations that should be involved (incl. roles)</p> <p>Municipality, other relevant public partners, businesses, cultural institutions and cultural producers, and reps. of the CCI.</p>

<p>6. Timelines</p>	<p>Duration of key activities and in total (estimation)</p> <p>Possible timeline:</p> <ul style="list-style-type: none"> • Preparation of the organizational set up (coordination team) and cultural mapping - 15 December 2021 • Establishing partnerships with cultural organizations and local hosts January - March 2022. Could be shortened to 1 month. • Program preparation - April - June 2022. Could be shortened to 1 month. • Implementation of the program (pop-up event/ series of pop-up events) June 2022. The implementation of the program could be also concentrated in only 1 or 2 weeks, for example, and turn the initiative into a multilayered festival. • Final evaluation of the initiative - between October and November 2022. • Production of success stories November 2022.
<p>7. Link to other tools</p>	<p>Integration in a leading tool concept and/or recommendations for combinations with other existing tools</p> <p>This tool works together with the tool “Open Call” for entrepreneurs starting a business in specific city center locations”. The “Open Call” tool tries to attract entrepreneurs starting a business in the central city locations by offering them empty floorspaces that have been long empty. The tool supports them in settling in these challenging locations and building a sustainable business operation through a tailor-made set of consultations. Ultimately the entrepreneurs are committed to these spaces for at least 1 year. Combination with the Storytelling tool is also envisioned, especially in the initial phase. It is important to show the rich heritage of the location and include the locals through a personal account of their stories. They can be displayed as a pop-up intervention throughout the vitrines of the empty spaces or used in</p>

	another context for augmenting the impact of the communication.
8. Good practices	<p>References practical experiences with such a tool</p> <p>https://visitkapana.bg/en/ Until 2013 the central Plovdiv location used to be a destination for parking with a lot of dilapidated old houses and empty floor spaces. A public-private partnership launched in 2014 a series of culture initiatives in order to enliven the neighborhood and attract visitors. Along with an open call inviting creatives to take upon 10 empty spaces in Kapana, the image of the neighborhood was transformed for good and nowadays it is one of the best recognized places in Bulgaria for having a good time, with lots of bars and restaurants and craft spots.</p>
9. Recommendations for piloting	<p>Recommendations for piloting the tool</p> <p>-</p>



2.3. LEONDING: CUR tool “Co-Creation Lab: Destill & Plant”

Project group <i>mark relevant group</i> <input checked="" type="checkbox"/>	<input type="checkbox"/> Empty Floorspace <input checked="" type="checkbox"/> Revitalisation of Retail and Small Businesses <input type="checkbox"/> Establishment of a CI Support Centre
Pilot location	Leonding, Austria
Editor	PP13, PP10
Last changes	25.11.2021

1. Name of the tool	Co-Creation Lab: Destill & Plant
2. Aim of the tool	<p>Following goals will be addressed:</p> <p>The goal of the tool is to strengthen the city center and its small businesses and retailers by generating new ideas and supporting collaborations between them and creative industries.</p> <p>The aim of the tool is to provide a platform, space and methodologies to bring new ideas user-centered and in a try and error approach into the doing. By those collaborations and small projects, the city center will be filled with life and ever-changing content, as well as foster long-term collaborations.</p> <p>We are also aiming to foster out-of-the-box thinking for city revitalization and awareness raising for new and innovative ideas of creative industries, as well as helping traditional key-players to familiarize and adjust to unknown approaches by a “touch and feel” process.</p>
3. Tool description	<p>The tool consists of 3 main parts:</p> <ul style="list-style-type: none"> • platform • Co.Creation methodology

- **Space to bring ideas into life**

The platform

The platform's goal is to engage retail and small businesses, foster collaborations between small business and creative industries. This platform will organise regular workshops with diverse (quadruple helix) key players, e.g. city businesses, retail, creative industries, residents and city government / administration with the goal to filter out potential collaboration projects between businesses and creative industries.

The workshops shall create potential collaboration ideas which will be picked up by the facilitators and jointly put into action in a co-creation process.

Co-Creation

Co-creation enables everyone involved to be an active agent of change. Meaning the design of future solutions, products, services etc. is not limited anymore to specific groups of people but involve users, citizens employees, creatives can take an active part in. Thus, their needs and experiences become more relevant. Co-creation helps to better connect all relevant dots between different parties, organizations and across disciplines. The ideas out of the workshops will be facilitated through co-creation into user centered projects. The vision is to bring in a rapid prototyping approach the ideas into doing.

Space:/Lab

The Lab is important to experiment in a safe space and in a real life context to foster a try and error approach and shall also encourage collaborations into the doing. The lab is the place where citizens, creatives, businesses and cities administration can come together to co-create ideas, tools for collaborations. It's a place for innovation and exploring new possibilities but where reflection and evaluation are built into the working process to make sure the Living Lab can be flexible and responsive to the

	<p>changing needs of stakeholders and communities. The Labs is also a creative spaces for sharing skills and know how.</p> <p>Main activities:</p> <p>A co-creation process can be structured in different ways and it can use various activities to engage with its participants. However, there are typically four key steps at every co-creation project:</p> <p>#1 Engage</p> <p>Learn from each other and set the challenge</p> <ul style="list-style-type: none"> • Become experts of the challenge in question. Thus, it will be necessary to gather as much information as possible about the status quo, about the involved stakeholders as well as their interrelations. • After this phase participants of your co-creation process will understand the challenge better and obtain a new degree of sensibility about the possible issues involved. <p>#2 Understand</p> <p>Focus on user needs in order to gather key insights for each stakeholder</p> <ul style="list-style-type: none"> • Discuss and acknowledge the other personal points of views to define a clear set of needs and goals. These needs and goals will be the starting point for developing any solution. • Facilitate communication and engagement among participants first. Then it will be important to facilitate activities to create a common understanding of what a good solution “for all” would look like. <p>#3 Ideate</p> <p>Co-create design concepts and build prototypes</p>
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- In a nutshell, it is about brainstorming ideas, clustering and prioritizing them by active involvement of all participants
- Take into consideration the need of finding a consensus for defining criteria and filtering out groups of ideas, which do not fit the needs. Among the rest, participants choose and prioritize the top ideas.
- For the top ideas, create storyboards and rapid prototypes

#4 Validate

Present, test, evaluate

- The goal of this step is checking the validity of the ideas or concepts.
- Testing your prototypes first in a small group of stakeholders, later to all involved parties. The goal is to collect as much feedback as possible. Does your solution resonate with the actual needs defined by stakeholders?
- Facilitate the reception of feedback. Questionnaires could bias a participant's opinion. But often open feedback sessions are not honest enough.
- Find the adequate feedback communication channel.
- Validate your ideas from obtained feedback and evaluate the co-creation cycle. Repeat this process if necessary.
- After implementation, track the ongoing results of the product, system or service produced and evaluate the whole process.

Recommended methods to be used:

What other (smaller) methods, tools, canvases etc. can be used within this tool approach (see add-on)?

	<p>Multiple methods and co-design toolkits are available freely. Choosing the right methods can contribute significantly to conducting successful participation processes in a structured and efficient way, providing variety and interest, and tracking down new solutions away from well-trodden paths. (For more on the topic of useful tools for different co-creation workshops and process see <u><i>The Co-design Handbook for Creative Professionals</i></u>).</p> <p>It is also important to stress, that a great variety of materials positively supports the development of co-design projects. These materials (post-it notes, paper cards, cardboard models and other modeling materials like LEGO bricks) enable participants to engage easily and share their needs and ideas. Make sure to print out any copies well in advance and test technical equipment before the workshop starts.</p> <p>To find the right setting to your individual needs: <u>Hyperisland Toolkit</u></p> <p>Expected Impact of Co-Creation:</p> <p>A key concept of co-creation is that users are experts of their own experience. For this reason, co-creation means mutual learning between all relevant parties. It is particularly useful in connecting end-users and creative professionals while developing new products, services and systems.</p> <p>Co-creation enables all stakeholders involved to form links and networks more easily, to engage in better collaborations by breaking down silos. The tool also provides commitment by all parties involved to create value for the user.</p>
<p>4. Expected results</p>	<p>Direct effects</p> <ul style="list-style-type: none"> • Open mindset / shared vision

	<ul style="list-style-type: none"> • Ownership and identification with piloting • driver to continuous development • Quick and small-scale projects and collaborations, leading to a changing city center • Community building • Low-barrier for new and innovative ideas • Building empathy • Reaching perfection faster through the courage of imperfection. • User-centered solutions • Implementing ideas in a real life environment • Learning for the city community and local city government for the potential of bottom-up processes vs. top-down <p>Related side effects</p> <ul style="list-style-type: none"> • Reactivation of unused spaces • Community building
<p>5. Key roles involved</p>	<p>Responsible role for the tool usage (recommendation)</p> <p><i>Facilitator:</i> Organization of the workshops and pursuing of the project ideas / getting people together and putting ideas into action</p> <p><i>Key-Input:</i> e.g. someone from the creative industries on city revitalization tools / projects</p> <p><i>Decision makers:</i> City government representatives, pushing the ideas to a positive evaluation and adoption.</p>
<p>6. Timelines</p>	<p>Duration of key activities and in total (estimation)</p> <p>Workshops will be held throughout the process, starting with an idea distillation workshop to define key ideas to be implemented within the city center. The workshops</p>

	<p>throughout the process will serve as networking and exchange platform and reassure the commitment of the community to the projects which will be implemented.</p> <p>Workshop: 2-3 hours</p> <p>Planning phase for idea implementation and confirmation of the political agreement to adoption of ideas: 3-4 months</p> <p>Idea implementation: up to 6-12 months</p>
<p>7. Link to other tools</p>	<p>Integration in a leading tool concept and/or recommendations for combinations with other existing tools</p> <p>It can be linked to</p> <p>e.g. regional/ local supporting programme, funding opportunities (e.g- voucher, subvention programme)</p> <p>National Funding Scheme: Creative Solutions https://www.aws.at/fileadmin/user_upload/Downloads/Kurzinformation/aws_CS-Call_KI.pdf aws Creati(v)e Solutions is a pilot program for lighthouse projects, which addresses and makes visible the increased use and Integration of Creative industry know-how along the entire value chain and across sector boundaries (=transformative effects or cross-over effects of the Creative industry into other sectors</p> <p>Leader https://www.leader.at: Funding scheme to transform and support rural regions</p>
<p>8. Good practices</p>	<p>References practical experiences with such a tool</p> <p>https://enoll.org: European Living Lab Platform: The European Network of Living Labs (ENoLL) is an international non-profit association which aims to promote and enhance user-driven innovation ecosystems, like the Living Labs concept globally. The platform offers toolkits, good practices and a network of around 500 members</p>

	<p>https://smarterlabs.uni-graz.at/de/projektuebersicht/living-lab-experiment-graz/ Living Lab Graz: The Living Lab experiment aimed to renovate a city square called “Griesplatz” through the broader involvement of key stakeholders into a co-design process., it reduced the risk of a socio-technical ‘misfit’ of the new square as well as the risk of excluding certain social Groups.</p>
<p>9. Recommendations for piloting</p>	<p>Recommendations for piloting the tool</p> <ul style="list-style-type: none"> • Close feedback loop with political decision makers to assure the successful implementation and avoid administrative hurdles. • Active and regular communication with the community about implementation status. • The 3 parts of the living lab shall be adopted to and transferred to the settings in the municipality e.g. a physical space is not needed only the co-creation method can be applied.



Add-on (optional):

Which trained DT tools could be used in this CUR tools

DT tools (trainings)

- Empathy Map Canvas
- Value Proposition Canvas
- Team Charter Canvas
- Golden Circle
- Context Map Canvas
- Coverstory Canvas
- Storytelling Canvas
- Hero´s Journey Canvas
- (Sustainable) Business Model Canvas
- Interviews: users, stakeholders, etc.
- Assumption grid
- Persona

3. Implementation of CUR tools

Altogether there are 8 piloting locations (Herrenberg/ DE, Leonding/AT, Košice/ SK, Kamnik/ SI, Resita/ RO, Gabrovo/ BG, Sombor/ RS, Balti/ MD) within the CINEMA project and 9 piloting actions, as Resita implements two piloting actions. The CUR tools developed in each thematic group will be implemented in parallel and are intended to support and facilitate the respective pilot activities. All piloting activities has started in October 2021 (incl. some preparatory activities) and will last approximately one year until October 2022. In order to evaluate the implementation of the pilot activities and the associated CUR tools, quantitative and qualitative investigations will be conducted in parallel and final feedback will be obtained from piloting partners.