Tools for Creative Urban Revitalisation (CUR tools)

CUR Tool description (WP T2)

Project group	☒ Empty Floor Space ☐ Revitalisation of Retail and Small Businesses ☐ Establishment of a CI Support Centre
Pilot location	West Region Romania: Resita
Editor	Cristian Gotia/ West RDA

1. Name of the tool	Defining Governance Model
2. Aim of the tool	To deliver a sustainable governance model for the coexistence of three business divisions (education, competence centre/ makerspace, support services) within a new creative floor space concept. Following goals will be addressed: Support pilot location in delivering the managing and governance model in the context of sustainability and coexistence of three businesses divisions and related activities: • basic service 1 education (university and schools, TVET, art) • basic service 2 competence centre/ makerspace for entrepreneurs (local artists) • support services in networking (events, meetings, kitchenlabs) Opportunities: • harmonising and converging of support services • creating business value as a whole • establishing procedures and decision making for the consortium Challenges: • managing consortium model • governance of support activities • consistent communication model for governance
3. Tool description	Short description: Managing the consortium model and the governance of support activities is the most challenging structural activity for the

pilot location. The three separate activities (business divisions) target the same sector, the Creative Industries (CI), but with different tools. They are going to coexist in the same space owned by the public administration. The City Council is willing to offer the access to the location, but will have only a superviser role and will let the three divisions deliver activities that should grow and contribute to the overall sustainability of the related business model. An initiative group for each "division" will implement and manage its own activities. These groups represent the local community and are willing to grow their businesses.

Main activitities:

In order to manage the process a facilitate organisation will support the pilot location and team-up with the project team to implement the process through the following steps:

1. **Preparation** of the methodology: set up and define the methodology that will be used to achieve the desired outcome

2. **Facilitation** process: implementation of the workshops along with one2one coaching sessions:
- implementing one common workshop with the local stakeholders engaged in the three business divisions with the Team Charter Canvas
- one training session on the Sustainable Business Model Canvas (SBMC) for the local stakeholders
- three one2one coaching meetings with each business division to finalise the SBMC for each case
- one common workshop with local stakeholders on the Community Management Canvas

3. **Conceptualisation** of the governance and management model for the pilot location
- delivering one common SBMC for the pilot location based on common findings of the three separate business models
- delivering one document regarding the proposed governance and management model
- achieving general agreement between the local administration and stakeholders managing the three

business divisions regarding the proposed govern-ance and management model

- 3 sustainable BMC workshops
- Define the three business models with the stake-holders (Competence centre, Makerspace, Cafeteria)

1 meeting for governance negociation
1 leader from each business division present (Pitch) BMC & negotiate with the City Council the governance model (interests & needs)

1 validation & commitment meeting
- Governance model validation
- Commitment to the model
- Setting Next steps

Recommended methods to be used:

Team Charter Canvas
This tool is going to be used for ice breaking and for the com-mon acknowledgment that all businesses divisions are in the same "boat" willing to serve the same type of CI clients. They should all formulate together the expectations, values, drivers and common obstacles.

Sustainable Business Model Canvas
This tool is going to be used in one by one mentoring sessions in order for each business division to be able do design its own way of offering value to the customers and community. The fa-cilitating organisation will sum up the main common elements and merge them in a common canvas that is going to be the basis of the management instruments and future development of the location.

4. Expected results	**Direct effects:** • common ground of values and understanding of each role for convergent action of all three business divisions towards the regional CI community • a document describing the governance and manage-ment model in terms of general strategy of the pilot lo-cation, decision making, roles, internal procedures and success monitoring **Side effects:** • creating more transparency regarding the pilot location, in terms of services provided, roles and activities;

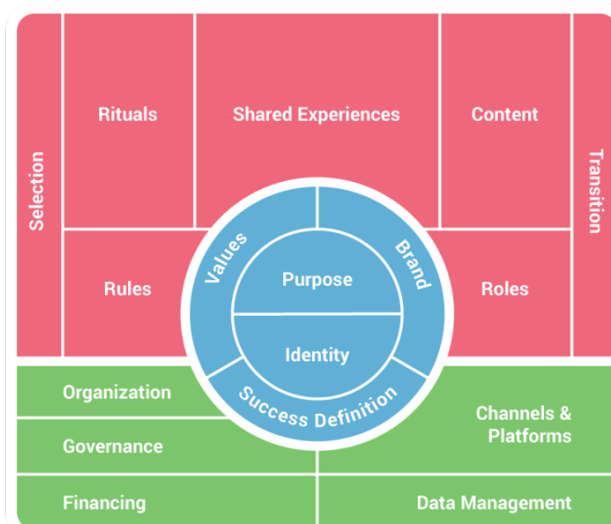|	
	• creating a basis for future recruiting campaigns for CI entrepreneurs and generating future developing initiatives once the whole system is put in place
5. Key roles	**People/ organisations that should be involved (incl. roles):** • the **facilitating organisation** takes the full reponsibility of the methodology preparation for the meetings with local stakeholders for each business division. In terms of roles it will: → **facilitate** the worskshop related to the Team Charter Canvas, gather all information and organise it in a final form → **train** the SBMC on how to use it and how to complete it and provide additional one2one coaching → **summarise** the information gathered into a generic SBMC, share it with the project partners and stakeholder group to finalize it and to provide the common ground for action → **facilitate** the worskshop related to the Community Management Canvas in order to set up the identity, experience and structure of the new developing local CI community • **piloting partners** and their organisations involved in managing the three business divisions, they will provide support during the implementation regarding the feedback on methodology, logistics, outcomes of the process and on the final governance and management model elaborated
6. Timlines	**Duration of key activities in total (estimation):** *Possible timeline:* • preparation of methodology: 1 month • facilitation process, implementation of the three workshops along with one2one coaching sessions: 3 months • Ffnalising conceptualisation of governance and management model for the pilot location including one final negociation workshop and roles description: final documents delivery 2 months
7. Link to other tools	**Integration in a leading tool concept and/ or recommendations for combinations with other CUR tools:** This tool can be combined with the CUR tools "Buildung Networking Activities", "Competence Centre for Entrepreneurs" and "Heroes of Creative Installations".

8. Good practices	References to comparable practical experiences:
	Community Canvas
	There is an good practice instrument that exists at international level named Community canvas that provides a visual framework to help users building and running a new community, or analysing and improving an existing one. It consists of three community sections organised in a visual manner: Identity, Experience and Structure. The Structure part covers the operational part that the tool is willing to approach: Organisation (Who runs the community?), Governance (How are decisions made in the community?), Financing (What is the community's plan to be financially sustainable?), Channels and Platforms (What channels does the community use to communicate and gather?), Data Management (How does the community manage the data of its members?)
	Link: https://community-canvas.org/#about
9. Cost factors & recommendations	Possible cost factors:
	Possible costs that may occur are related to external expertise: external facilitator, workshop logistics, juridical expertise etc.
	Recommendations for piloting the tool (if there are any)
	There are several factors that need to be take into account when piloting the process:
	• empowering stakeholders to understand the canvases and their role in the process
	• set realistic expectations for stakeholders regarding the output of the process

	• present in a transparent manner the roles of each one and the stakes that are in the middle like: decision making, sustainability, indicators to be achieved, etc.

Add-on: Which Design Thinking tools could support this CUR tool?

☐ 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