CITIES 4 PEOPLE

PEOPLE ORIENTED TRANSPORT & MOBILITY

D 2.1 PUBLIC report on "Early community empowerment actions for the development of Citizen Mobility Communities"

[February, 2018]

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	Hafencity University Hamburg – Germany
	e-Trikala SA – Greece
	Q-PLAN INTERNATIONAL PC – Greece
	Üsküdar Municipality – Turkey
	Istanbul University – Turkey
	White Research SPRL – Belgium
	Stichting Waag Society – The Netherlands
Project overview:	Cities-4-People unfolds in five European areas: the Oxfordshire County, Hamburg District of Altona, Üsküdar in Istanbul, Budapest and Trikala. In these areas Mobility Communities are set up involving citizens, city authorities, mobility providers and innovation experts. By developing and providing a framework of support services and tools, Cities-4-People empowers these communities to actively contribute to shaping their local mobility innovation ecosystems in line with a People-Oriented Transport and Mobility (POTM) approach. POTM encompasses a blend of new digital and social technologies under an inclusive and multidisciplinary approach in order to bring out solutions that have a low ecological footprint, a sharing mentality and the potential to solve real urban and peri-urban mobility issues.

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1. Introduction

This is a public report on Early community empowerment actions for the development of Citizen Mobility Communities completed within the Cities-4-People project between August 2017 and February 2018. The report will briefly summarize the Cities-4-People project's POTM approach and the activities taken by the cities in terms of forming a Citizen Mobility Community in each partner city. Finally the report will provide an overview of how could the cities involve local stakeholders, what were the main challenges and barriers to overcome in this process and it will also highlight the lessons learnt.

1.1   Background of the project

Cities-4-People is a 3 year (2017-2020) **R&I project** that aims to implement a pilot program running at five urban and periurban areas where citizens, city authorities and innovation experts who will work together as 'communities' to define the transport and mobility challenges and priorities that interest them, co-design ideas and concepts, put these concepts to the real test and then scale up those with more potential.
The consortium of **Cities-4-People encompasses five partners** which are representatives of urban areas across Europe i.e. **Oxfordshire** in the UK, **Hamburg** in Germany, **Budapest** in Hungary, **Trikala** in Greece and **Uskudar** in Istanbul, Turkey).

Cities-4-People (C4P) brings together a multidisciplinary consortium to introduce a community-driven **POTM framework** based on **participatory, inclusive and transparent innovation** processes. The C4P teams incorporate collective awareness and open innovation to understand the real needs of EU citizens and **co-create new mobility solutions** with them, harnessing digital and social innovation. Based on a local community setting and supported by cross-disciplinary teams and a comprehensive suite of collaborative technologies (both online and offline), citizens along with public and private city stakeholders will **co-develop concepts and endorse concrete solutions** – inspired by growing mobility trends (e.g. shared mobility and connected mobility). **People-Oriented Transport and Mobility (POTM)** provides new ways to deliver novel, sustainable, targeted solutions that address the needs of the public. POTM encompasses the blend of new digital and social technologies under an inclusive approach to bring out solutions that have a low ecological footprint, a sharing mentality and the potential to solve real urban and peri-urban mobility issues.

Community building and providing communities with the necessary arsenal to innovate

C4P is a **community driven project** – the communities are expected to provide energy, ideas, concepts and solutions to their challenges and priorities. Motivating people and creating communities of diverse members is not straightforward. **C4P teams aimed to reach as wide as possible stakeholder audience to create open, inclusive communities and in order to succeed they have put forth a comprehensive mix of early community building (warm-up events) and capacity building actions that they bring to the local level as close as possible to the people**. The C4P teams aim to equip these communities with an arsenal of state-of-the-art tools both online and offline.

Each C4P project partner will **set up a 'Citizens Mobility Lab'.** These open spaces allow community members to come together to **discuss, experiment, test technologies, kick off new ideas and conceptualize mobility projects.** The C4P project partners will provide the communities with **a "Citizen Mobility Kit" which based on citizen's needs and preferences will enable basic functions** (e.g. facilitate information sharing within communities) but will also envelope **collaborative techniques** (e.g. proposing ideas collectively, secure voting, notification system, safe reward scheme) **that are open, transparent and interoperable.** The picture below presents the project framework described above.
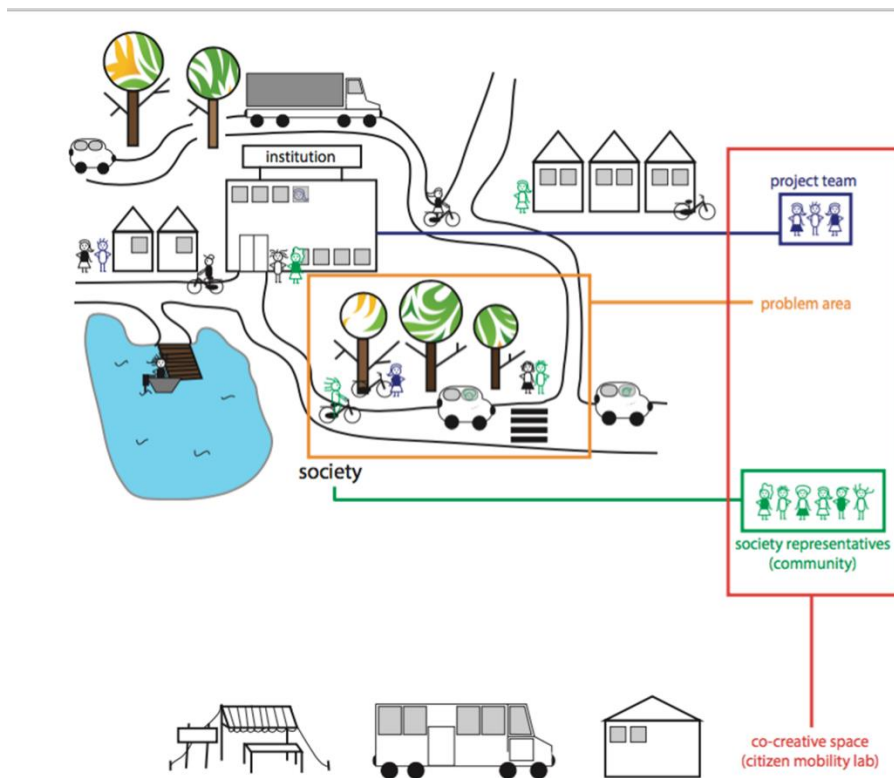

Figure 1 Forming Citizen Mobility Community and Mobility Lab (Source: WAAG)

Engage citizens in 'warm-up' activities and pave the way for the setting up and self-organisation of 'Citizen Mobility Communities' in the five targeted cities.

Cities aimed to enhance the mobility community spirit at the local level that C4P project target. The C4P project partners started by organizing a range of local **'warm-up' activities** such as info-days, meetings and neighborhood gatherings in all 5 targeted areas of the project, at least 3 events in each area. The **specific invitation process** ensured that participation in these events **were open** to local communities of these areas, while special emphasis was put on **already existing local communities and mobility enthusiasts** who were active within their regional mobility ecosystem.

The C4P project partners assumed, that after these 'warm-up' activities which have attracted a first pool of motivated citizens, early community structures will gradually be developed in the form of **'Citizen Mobility Communities'.**

Since the the main characteristic of the concept is its **community focus**, C4P teams help to mobilize people and form Citizen Mobility Communities that are open to everyone and inclusive towards the different voices, interests and needs within the communities. These communities are the central point of C4P activities: the C4P partner cities support them through state-of-the-art collaborative tools (Citizen Mobility Labs and Citizen Mobility Kit) so that they can get acquainted with social innovation and take advantage of the vast opportunities it can offer.

It was requested that the **C4P project teams encourage**, set up and support the creation of open communities of citizens, local authorities, hackers, researchers, designers, developers, entrepreneurs, students and artists in each test area. **These communities will be united under the shared goal for improving sustainable mobility in urban and peri-urban areas and tackling the broader local challenges**.
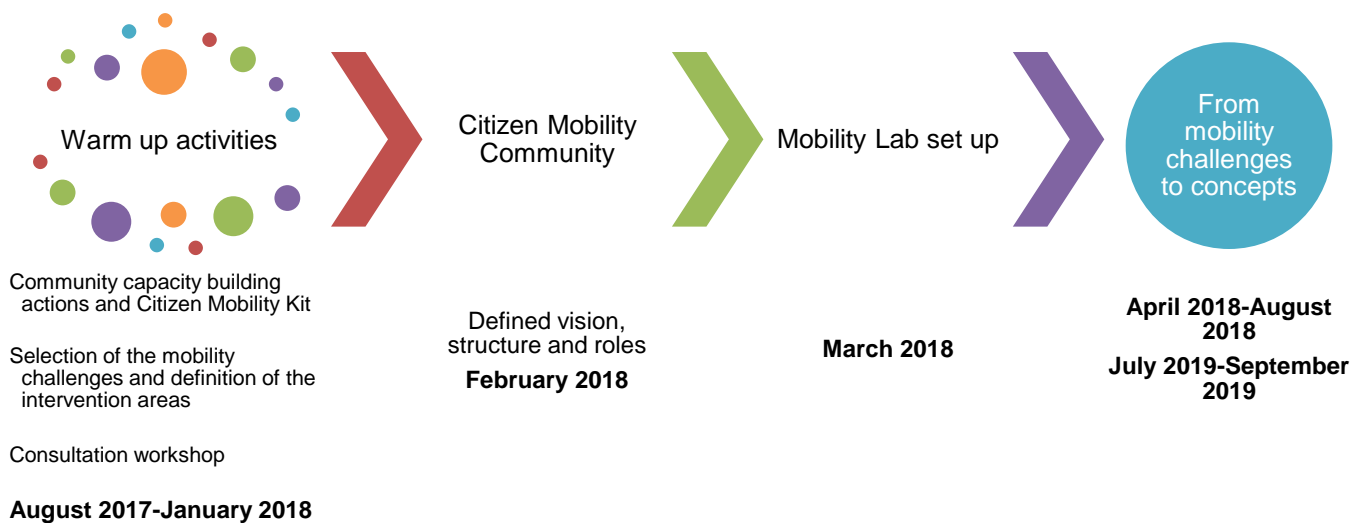
Warm up activities

Community capacity building actions and Citizen Mobility Kit

Selection of the mobility challenges and definition of the intervention areas

Consultation workshop

August 2017-January 2018

Citizen Mobility Community

Defined vision, structure and roles
February 2018

Mobility Lab set up

March 2018

From mobility challenges to concepts

April 2018-August 2018
July 2019-September 2019

Figure 2 Timeline of community engagement activities

The **C4P project teams had to make sure that activities are well balanced** in terms of gender, social class, age, disabilities and ethnic background. They have to connect these communities and focus on intrinsic behavioural motives (e.g. green motives, community spirit etc.) as a start to the engagement strategy. The project employs both early community building activities (e.g. warm-up events) and more 'mature' follow-ups (capacity building activities) to attract and maintain interested members for its communities.

2. Warm-up activities and consultation workshop details

During previous project activities, cities and academic partners collected their key mobility stakeholders, who provided a good basis for building the warm-up activities in the 5 cities. Ideally the three warm-up activities - organized at the early stage of the project - followed a logical structure **to raise awareness around the C4P vision**. It was vital for the C4P project partners to understand the citizen thoughts and build initial consensus regarding the Citizen Mobility Communities concepts.

The **invitation process** to the warm ups and to the consultation workshops ensured that participation in these events could be **widely open**. Special emphasis was given on **already existing local communities** of citizens and mobility enthusiasts who are active within their regional mobility ecosystem.

Warm-up activities primarily aimed to:

(i)   **raise awareness** around the vision of Cities-4-People and the added-value of citizens' active engagement and

(ii)   **inform citizens about the concept of a local 'Citizen Mobility Community**' as a self-organisation scheme for local communities to **get involved in the development of mobility solutions that can tackle their own needs and improve their quality of life.**

After the initial warm-up activities, a **first pool of motivated citizens** are attracted, early community structures gradually developed in the form of Citizen Mobility Communities. **In order to define the structure, vision and strategy of these Communities in each partner city, a consultation workshop was held** (see figure below). Gradually, the local **Citizen Mobility Community** became a co-organisation scheme for local communities to get involved in the development of mobility solution that could tackle their own needs and improve their quality of life in each of the 5 cities.
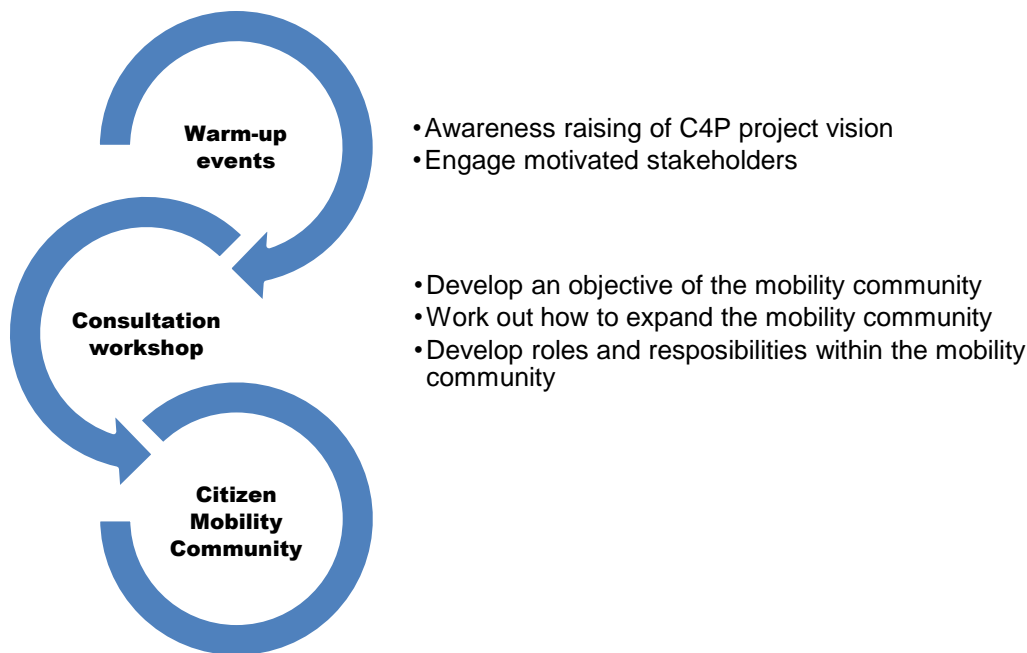

Figure 3 Steps of forming mobility community

One of the main aims for the 1st year of the project Cities-4-People is to launch a Citizen Mobilty Lab, where local stakeholders, with policy makers, designers and researchers, can co-create solutions for mobility issues in their area. **The Citizen Mobility Lab (Lab) is what the project partners have agreed, as defined by WAAG in co-creation, to be called a *co-creative space*.**

This co-creative space can only work properly if three core elements are well defined: the ***project team***, the ***problem area*** and the ***society representatives***. Consultation workshops held in February 2018 in all partner cities aimed to define these three elements. The members of the formed community would be called the *society representatives*, and the definition of its structure is imperative for the co-creative space to work.

2.1 Warm-up activities

Each city held **three warm-up** activities from July 2017 to December 2017, except Budapest where an extra warm-up campaign were organised during the European Mobility Week (September 2017). The cities committed to reach **minimum 400 stakeholders** during the 15 warm-up activities, it succeded - more than 800 motivated citizens have been reached as shown below.
A precondition of forming project teams in each city has been fulfilled before the warm-up events.

Generally, the **first warm-up activities** aimed to **create interest** and understanding of the C4P project among stakeholders and **build trust** in city project teams, as it is considered the first step of community engagement. Each city provided an outline of the project and a detailed schedule in order to prepare the following warm-up sessions and explore the existing local synergies affecting the Cities-4-People project.

It can be said that the initial engagement activities were formal and held in a more conventional way, using presentations and promotional videos, the **second and third warm-up** events can be characterised by **co-creative** and pleasant athmosphere. Based on the first warm-up events impressions stakeholders were more active, several **open discussion** and **brainstorming** sessions arised. The main focus was exploring the **mobility challenges** related to the project area and strenghtening the trust in the project and its goals. Some cities organised well-attended public events, where surveys, questionnaires and differenet tools – such as idea boxes – provided a good opportunity to collect citizens opinions and ideas. This method allowed to prepare a later stage co-creation workshop on mobility challenges and pilot area definition.
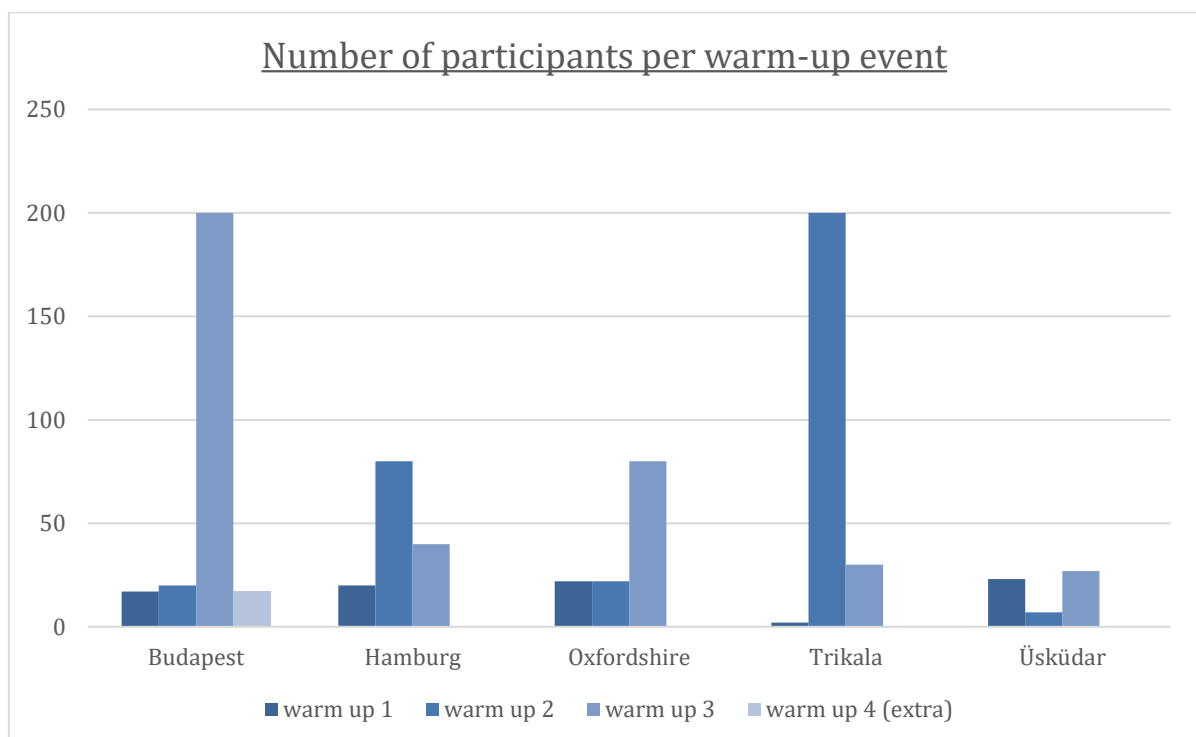

Figure 4 Number of participants of warm-up events

As task leader, Budapest has provided recommendations for the warm-up activities, based on its very first warm-up experiences. Budapest encouraged the city project teams to apply informal, interactive and co-creative tools to **successfully engage and motivate** its citizens. It is considered that the first

warm-up activities were held in a formal way, the following ones were more conversational, people were interested to share their ideas and define common objectives which seemed an important stage in the project, stakeholders made progress toward forming a Citizen Mobility Community. Figure 5 shows different tools and methodologies that made the warm-ups more effective and engaging. It can be clearly seen that mainly presentations, questionnaires, open discussions and stakeholder (or pliot area) mapping tools were selected by the cities, however the task leader went for each tool and concluded fruitful results. It was shared with city partners during the project's consortium meeting in November 2017, hence the partners applied these methods in their later stage on the consultation workshop and co-creation workshops with similar resuls.

Used methodology/tools	Budapest	Hamburg	Oxfordshire	Trikala	Üsküdar
Brainstorming session	✓				✓
Value tree practice	✓				✓
Questionnaires/survey	✓		✓		✓
Challenge ranking	✓				✓
Presentations	✓	✓		✓	
Open discussion/Q&A sessions	✓	✓		✓	
Problem association game	✓				
World café	✓				
Promotional video	✓		✓		
Stakeholder and area mapping	✓	✓	✓		

Figure 5 Co-creative methods applied in cities

Since different stakeholders have different needs views and desires, it was important to promote fully bottom-up procedures in every step of the process. Taking account the fact that in some cases this approach seemed as not usual way of involving stakeholders, firstly city teams (including decision-makers and administrative personnel as well) had to understand the method how to sensitize and motivate the stakeholder groups.During this process the following aspects need to be considered:

> ✓ Think local.
> ✓ Begin work with people who want to work with you.
> ✓ Prioritize your attentions.
> ✓ Smart time management with stakeholders.
> ✓ BUT address the barriers to their participation.
> ✓ Find interactive and creative ways.
> ✓ Academic language can put people off so use it carefully.
> ✓ Develop the ability of staff to communicate and build relationships with diverse communities.

All in all, a baseline for succesful motivation is creating a **win-win situation** where citizens get to participate in solving their problems and authorities exploit their citizens skills and enjoy a greater engagement with their citizens. In all 5 partner cities, there were quite big number of motivated stakeholders, who were willing to come back and participate in the 3 warm-up sessions and the consultation workshop. It turned out, that civic organizations, representing the local communities have the **most immediate connection** to the locals. Their motivation, and inner drive to take part in the C4P project seemed to be more explicit in contrast to institutional stakeholder groups. Additionally, member of staff of community associations seemed also quite motivated.

The main achievement of the warm-ups was the **introduction of the C4P project objectives**, its main challenges, and its **local importance** in relation to mobility issues affecting the daily lives of the local citizens in all 5 partner cities. The stakeholder groups have gathered, and have familiarized themselves with the project challenges, and through their involvement by using the co-creative methodological tools, the first steps to establish the Citizen Mobility Community as a group has started in all 5 partner cities.

The **greatest challenge** C4P teams faced in the workshops was time management. The several outcomes and immersive techniques they wished to use to achieve these outcomes sometimes have required more time than a workshop length that would be reasonable for community members could allow. Partner cities have realized that having a more relaxed and enjoyable workshop can help C4P teams to achieve the meeting objectives more easily.

2.2   Consultation workshops

After the warm-up activities, a first pool of motivated citizens are attracted, early community structures need to be developed in the form of 'Citizen Mobility Communities'. In order to define the structure, vision and strategy of these Communities a consultation workshops were held in each city during February 2018.

The consultation workshops aimed to help the Communities to self-define:
1.   their **objectives as a community**,
2.   the community's overall **structure, roles** and **responsibilities** and
3.   specific action plans for the **community enlargement**.

The targeted audience were tighter than the warm-ups mobility stakeholders and local citizen groups' representatives (such as housing blocks, shops, schools etc.) were invited. The consultation workshop is meant for the people that are interested in forming a Citizen Mobility Community and later the Citizen Mobility Lab. To reach these objectives a big number of the methodology tools previously given to the C4P project teams, they could freely apply any 1-3 different optional tools (see details in Annex 1). 3 cities (Hamburg, Oxfordshire and Trikala) have used **ambition ranking** tool, others have used **brainstorming**, conversation recording, mobility challenges, **mind mapping**, mini campaign challenge, minimum viable outcome, open discussion, **stakeholder mapping**, story puzzle, software (Mentimeter), the Stinky Fish.

Recommended co-creative tools to help defining objectives, structures and detailed plans

- Ambition ranking
- Mini campaign challenge
- Story puzzle
- Value tree
- World café
- Crazy 8
- Stinky fish

Figure 6 Recommended co-creative tools

Next to various methodology tool, Hamburg have used maps of the intervention area – to map the challenges and good practices. They executed this exercise done by bringing a map of the relevant area of Altona which was applied on a Styrofoam. Participants were asked to pin their challenges and also good practices directly to the street or to the point. This was a good practice of mapping the

challenges for their C4P team. They are now more able to understand the street-based challenges in Altona, Hamburg.

The **main achievement** of the consultation workshop was the establishment of the Citizen Mobility Community as a group. Most of the C4P teams have briefly introduced and discussed the Citizen Mobility Lab idea. A **timeline from now until piloting** a mobility intervention, the outcomes that they are looking for in the Mobility Lab, the Mobility Lab as a tool for the Mobility Community, and a general shape of the Mobility Lab they are envisioning were discussed.

Some have thought that the idea of a pop-up lab could initially work, and that it was a good idea considered to create a pop-up Lab going to various locations and a monthly oversight meeting of the Citizen Mobility Community to review results.

Some C4P partners have found out that community associations are the most appropriate partners for this project. They can help to advertise the workshop, can provide space to meet. They are also the primary **meeting location for many community groups** and will be a very important channel for the C4P teams to reach out to these groups.

Challenges the cities faced:

- A few C4P teams have reported that **stakeholders and workshop participants were not quite ready to accept clearly delineated roles and responsibilities**.

- C4P teams reported, that there were some groups - local business owners, elderly and children - they **couldn't manage to get them involved**, for example local business owners were not involved at this stage. This was due mostly to the lack of existing relationship of the C4P teams with local business representatives, a gap which they have already recognized and, moving forward, they will work to address.

- Also, almost all 5 C4P cities have experienced that participants were more comfortable **as consultants** in the co-creation process **rather than working** hands-on in their community. As Oxfordshire has reported, participants seemed ready to give information and advice, but they seemed somewhat reluctant to volunteer themselves for roles such as ambassadors to the sub-groups of the communities. Also, preparing materials for the Citizen Mobility Community to use in spreading interest in the C4P project, individual mentoring/meetings towards a specific goal, working together to plan and deliver the Citizen Mobility Labs, and continued use of co-creation tools are all steps toward the shared common goal.

- Hamburg team has reported that **open format** of the consultation workshop allowed for many local people to participate without having to commit to or be scared away by a formal event setting. It was on the other hand a difficult format to form a community and allocate roles within the community. Additionally, they have also reported that to ensure transparent and ongoing communication and involvement of these groups, they have to use different tools to keep up this high level of involvement.

- As **co-creative tools** are quite new to the C4P teams, more active staff presence is needed.

- Some first-time attendees to a C4P-event mentioned their **commitment to being involved in the Citizen Mobility Lab activities,** even though the format was not clearly defined yet.

3. General conclusions of community engagement in partner cities

3.1 Community engagement

Community engagement of the 5 partner cities was already managed during the warm-up events in 2017. The 1st warm-up event was the kick-off meeting to attract the stakeholders and engage them in the C4P mobility community. In this initial event all C4P city partners managed to include some mobility experts, local organizations, citizen initiatives, urban planning and transportation authorities among the stakeholders present. The best culture specific communication channel was established in each city with the local stakeholders.

Then, **to extend the C4P network with citizens, the 2nd and 3rd warm-up events were mostly more public events.** While Hamburg and Oxfordshire have promoted the events via e-mailing lists, newsletters, press releases and posters, Budapest, Trikala and Üsküdar informed its stakeholders via e-mails or formal letters. **Those C4P partner cities who were practicing the bottom-up approach in public administration for some years already, could engage and motivate the general public to participate in the C4P project more easily than those with no experience of this approach**. It is important to note, however, that at least for Oxfordshire, the level of engagement within the approach within the C4P project is greater than has previously been practised within this locality.

"The key to have a successful involvement was to build a connection to the participants, making them feel a part of the team rather than just the source of information."

Interestingly, the other C4P cities, partly because they are having the more top-down principle in public administrative processes, they could not involve public and locals as openly to the warm-ups, and to the consultation events. However, these cities could attract NGOs and experts more easily.
To reflect on the inclusiveness of the consultation event, some cities like Hamburg have chosen a **public location** for the consultation workshop to be held at. Budapest, exploiting the potential of the European Mobility Week, wanted to reach out to as many stakeholder groups as possible – to those already existing local communities and mobility enthusiasts who are active within their regional mobility ecosystem.
The C4P teams have experienced that reaching out to specific sub-groups within cities is challenging – especially for hard-to-reach groups. Nevertheless, they were successful in identifying several ambassadors to groups and creating an action plan to reach out to these more difficult to reach sets of people. These people are the ones, who may not see the advertisements in newspapers and Facebook pages or might be disinterested at the beginning.

The main achievement of the consultation workshop was the establishment of the Citizen Mobility Community as a group. However, some C4P partner cities still found it quite a challenge to form a community and allocate roles within the community. In some cities, the C4P teams found that workshop participants were not quite ready to accept clearly delineated roles and responsibilities. The co-creation process is still early on and participants neither have the deeper knowledge of the project or the ownership of the space to take on these clear roles; taking on such responsibility when unclear on what it would mean in practice is not an attractive proposition for already-busy members of the community. Nevertheless, several individuals approached the C4P teams and inquired about the

possibilities to be part of the project and stay involved. Urban city planners, mobility enthusiasts, experts from all C4P partner cities have high interest of the project, especially of the Citizen Mobility Lab creation.

Finding the key citizen initiatives, and civic organizations being affeliated with the C4P project are crucial to real community engagement. To keep up the high level of stakeholders' involvement, all C4P city partners will have to ensure transparent and ongoing communication and involvement of these groups.

Gaining consensus around a generic objective for the community, which also helped to foster a sense of ownership, as well as starting to map out ways to enlarge the Mobility Community were very useful. In addition, the C4P teams together with their stakeholders could discuss other aspects of spending time together in the coming months. The key to have a successful involvement was to build a connection to the participants, making them feel part of the team rather than just the source of information.

Both in the warm-ups and the consultation workshops, participants were ready to give information and advice, but were somewhat reluctant to volunteer themselves for roles such as ambassadors of the C4P project.

3.2   Community empowerment actions

Using co-creative tools is a great way to gather balanced contributions from all participants. The use of co-creation tools is very important to motivate stakeholders, and to maintain their interest. The experience using the co-creative tools of the C4P project teams from all 5 cities was generally positive. They were all able to gather a great deal of information on how to reach out to some of the groups they may have had difficulty connecting.

The pre-selected stakeholder groups have dedicated their valuable time, they wanted to get brief inputs and quick outcomes, but it is not that easy. To engage your community and your stakeholders, you should be patient and a very good listener. All questions, ideas count on an equal level, even 4 or 5 hours can be too short to reach all the set of objectives. Therefore, it is important to prioritise objectives, and work out ways of addressing some of the objectives outside of these community workshops/events.

It was quite visible that stakeholder groups and locals were more willing to participate without having to commit to or be scared away by a formal event setting, and ppt presentations.
Mapping the challenges of the specific pilot area helps understanding the street-based challenges from the perspective of the C4P stakeholders.

Although, the participants were quite hesitant to express their ideas via puzzle pieces, or other co-creative tools at the beginning, with some help from C4P team members, the co-creation exercises could work out very well and participants/stakeholders seemed easy to engage in the end.

3.3   Conclusion of Citizen Mobility Communities

C4P project teams of all 5 cities have been established, their objectives and vision of the C4P project is clear. The majority of the C4P teams of the project locations were able to establish some

level of autonomy of their Citizen Mobility Community, their roles as facilitators will grow and gather more importance later on. They have first hand experiences of the mobility challenges of their cities, nevertheless **some C4P project teams faced challenges when they had to use bottom-up approach to involve and motivate stakeholders.**

Co-creation has been promoted widely in mobility innovation as it is believed to increase citizen participation engagement and acceptability of the co-designed solutions while tapping citizen knowledge. The benefits of employing such a **bottom-up approach** in innovation have been discussed and showcased in many instances.

Establishing trust to the local stakeholder groups and public are success and positive signs to further cooperation with them along the C4P project. During the warm-ups and consultations workshops stakeholders and some locals got a brief overview of the 3-year C4P project and its objectives. Finding the right stakeholders who are now informed about the Mobility Lab idea and could co-create and add suggestions were key corner stones of the this process. Since they became interested and motivated, the Citizen Mobility Community is established in all partner cities. **Stakeholders of all 5 cities could see the potential benefits of the Citizen Mobility Lab and some of them even have offered their support to create it.**

Some C4P project teams were able to explore the possibility of future synergies with their key stakeholder groups in order to promote the Citizen Mobility Lab through the stakeholder's events and activities. **The C4P project teams have explored the doubts and worries of their key stakeholders and had a chance to listen to and investigate the project from another perspective**. Since it was an experimental project period, the lessons are learned and critical vision from some key stakeholder groups helped to plan challenging obstacles that may occur during the pilot mobility intervention implementation phase.

All in all, the effective communication and shared understanding of clear objectives are extremely helpful in designing the future activities of the Citizen Mobility Lab in all 5 cities.

4. Appendices

Appendix 1

List of recommended co-creative tools

Ambition ranking: exercise works best with 4 – 10 participants. Get a sense of what your team would like to achieve at the end of your project/session/intervention. No ambition is wrong – but some are more pressing and shared by more people. Set up a ranking field like a ladder. Start with a baseline at 0 and mark lines above that to indicate a step. Hand out post-it notes to all participants. Ask participants to write down 1 – 5 ambitions they have for the project/session/intervention. Each participant will place their ambition on the 'baseline' of the ranking field. Each participant will now 'up-vote' two ambitions (not their own). After each round, review the results of the votes.

Challenge ranking: for a maximum of 20 participants, duration is about 30 minutes, you need a post-it note, and participants are told to write down five problematic/challenging issues in relation to a given topic. Their ideas are then said and written on a flip chart, each challenging idea is communicated one after another. Then, the participants are asked to select the five most important ones out of the total list of ideas. Their numbering position is then indicated on the flip chart, and finally their placement numbers are added up, and we get a final scoring of their challenge's relevance. The flip chart then placed to a centre position of the area, and the participants can have a look at the most challenging points in relation to the given topic. 1 presenter is needed, who introduces the rules to the other participants, and he/she also makes sure that all the ideas are collected, listed and at the end the summation is correct.

Mini campaign design challenge: 2-4 people per challenge (no maximum), duration: 20 minutes + 10 minutes presenting & discussion, the goal is to develop a campaign plan under time pressure by following concrete steps and adapting your message to the target group. On A3 size sheet of paper: participants have to set and write down their goal, choose a message, define target group, pick a community, name the champions/influencers, choose communication channels, and finally measure success.

Minimum viable outcome/product: If you're starting out with an idea and nothing built yet, your first goal should be to prove the product you want to build solves a problem. It means thinking about all the elements your product could have – each feature, each potential page – and stripping it down to the things that are most essential to prove people want what you're building. A core component of lean Startup methodology is the build-measure-learn feedback loop. The first step is figuring out the problem that needs to be solved and then developing a minimum viable outcome/product (MVP) to begin the process of learning as quickly as possible. Once the MVP is established, the team can work on tuning the engine. This will involve measurement and learning and must include actionable metrics that can demonstrate cause and effect question.

Software/mentimeter: The interactive presentation software/ Mentimeter is a very effective tool to vote on the most important characteristic of a certain project element. Mentimeter is an easy-to-use tool that makes facilitators and presenters' job so easy. No installations or downloads are required - and it's free. The moderator can have 4 pre-written answers for the participants to choose from, and by using their smart phones the participants can select and give their online vote to the 2 most important features. Using the software, the results of the online voting are then presented in a coloured table on the screen.

Stakeholder mapping: 60 minutes are given to the groups to work together, 1 person/groups to summarize and present the results in 5-5 minutes. The invited stakeholders are divided into 3 mixed groups. To have stakeholder analysis and to map the interconnections, and processes among our stakeholders and between the institutions of the project team members, one can easily apply the stakeholder mapping co-creative tool. It is a great tool to map the distance of stakeholders to the local communities, and to visualize their role and location to the very complex structure of municipal and public institutions.

Story puzzle: When you have more than 5 people taking part, split up the group and have people work in smaller groups of 2 – 4 people. The story puzzles are cardboard puzzle pieces with multi-interpretable icons on them. The pieces work to get people into a practical mode of laying down a problem or story on the table and thinking in non-linear ways. They encourage people to directly visualise what they are talking about. This facilitates a clear and effective group discussion, unhindered by insecurities about drawing skills; everyone knows what they are talking about at that moment. Set a limit for the time you want to work on these stories. 45 – 60 minutes per storyline is usually sufficient. Once the issue is explained in a puzzle, discuss it with the other participants and high light the main issues.

The Stinky Fish: is for the detection of facing fears of the participants that can unleash collaboration in a group. Participants are invited to "put their stinky fish on the table." A stinky fish is a secret fear or anxiety about the changing world. Something that they personally feel insecure or unsettled about, but that they know that they can't ignore. The more they hide and avoid, the stinkier it becomes. It creates trust and common ground. It lowers the facade.

Value tree practice: for a maximum of 10 participants. A values tree is physical way to display your top 5 shared values in a project, on a subject, or even in life. The tool can be used to keep the values (literally) visible throughout the course of a project – to serve as a reminder on why you are doing the things you do. An easy way to get to these top 5 values is to merge and discuss individual values previously from a value ladder exercise. Each participant will write down 5 values they consider important within the context of the project. (2 minutes). Then participants will now form duos and compare values and discuss them. Each duo needs to bring together their 10 values back to 5 shared values. (5 - 10 minutes). Finally, the duos will now team up with another duo and again bring their 10 values back to 5 shared values.

World Café method: have the participants in 3-4 small groups. The goal is to enhance teamwork participation, which is based on a World Café method. During the teamwork, there can be 3-4 different topics (e.g.: civic engagement, smart city and sustainable urban planning) which are processed in three small groups. The goal of the teamwork is the introduction of the project's main topics and the early creation of the community in the end.