

PILOT REPORT:

Creative Center of the Košice Region

CINEMA - DTP327

WP T3 - Activity

Deliverable D.T3.1.2 Pilot report

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Pilot location: Creative Centre of the Košice Region

Thematic group: Empty Floor Space

Last changes: Dec 12th, 2022

Introduction

In Košice, the pilot location is a co-working space of 120 m² in the future Creative Center of the Košice Region (CCKR) located near the city centre. Prior to the launching of the reconstruction works, the premises were occupied by tenants mainly from the CCI sector. The regional administration, owner of the premises, has terminated the rents for the reconstruction to begin. Some of the tenants formed an association called STROJ and moved to premises at Tovarenska street (near the city centre). The other part has moved to other premises throughout the city. The existing organic but fragmented community of creative people entered into negotiation with the regional administration and it soon became evident that a lot of communication needs to happen to understand the preoccupations and expectations of both parties. With this background in mind, CIKE and ASRD offered to pilot the tool of building the space of the creative learning community for the co-working space in the future premises. After consultation with the stakeholders of the CCKR, they have identified a need to focus on building a community around the future CCKR as one of the key factors for its sustainable revitalization.

The two tools were developed and tested, both aimed to support the local communities. Building a Space for Creative Learning Communities is a community and research based tool, aiming to analyse the needs of the key actors in CCI related to CCKR. It is based on the approach developed by Étienne Wenger - “Learning Communities of Practice”. Based on his theories, creative spaces and creative people have the potential not only to occupy and utilise abandoned spaces effectively but primarily create the so-called Learning Community. Building a Learning Community is a dynamic, lively and complex user-oriented approach based on understanding and researching the needs of various actors’ anchored in a complex web of interactions and meanings on multiple levels of social reality. The methodology and research subsequently support the design of spaces, institutions, and management. Learning Communities utilise formal and non-formal interactions, practices, and network exchange to create, develop, and sustain common strategies for: space utility, procedures and community organisation, financial and material redistribution, building collective identity and individuals’ social and psychological support.

Internships and Mentoring for Young Creatives is a supporting tool to establish, develop and connect the network of young creatives with established businesses and organisations in the sector. Young creatives, either students or at the very beginning of their career, get a chance to gain knowledge from the practice of working on the various tasks while being part of an internal

team of the organisation. The main goal of the tool is to create opportunities for sharing the experience, learn from each other and to strengthen the creative community. Besides the new and developed skills of young creatives from all around Slovakia we aimed to bring the local organisations involved in the creative industry more into learning experience while being mentors and leaders of the youngsters.

In addition, ASRD and CIKE put special attention on an extra training session for future management, consisting of three main topics: facility management, business development and community development. We have identified the individuals with the potential to develop these business and community-related skills and put them into practice once the CCKR officially opens. These skills are needed to operate the space with tenants.

Start date of piloting activities:	September 2021
End date of piloting activities:	December 2022
Description of the implemented piloting activities	<p>Please give a short overview of the implemented piloting activities</p> <p>Building a Space for Creative Learning Communities</p> <p>September 2021: Preparation of the materials for the focus groups, identification of the stakeholders, invitations to collaboration</p> <p>October - December 2021: Data collection: focus groups, existing data and materials</p> <p>January - October 2022: Forming a data visualisation and text outputs</p> <p>December 2021 - February 2022: First data analysis</p> <p>March 2022: Two expert group meetings, feedback to the mapping</p> <p>April - October 2022: Second data analysis, and finalisation of the results</p> <p>October 2022: Presentation of the mapping results to local actors during the workshop “Building creative communities in cities”</p> <p>November - December 2022: preparing the mapping results (online document) and Tools for building communities (set of booklets) (online+printed)</p>

	<p>Internships</p> <p>January - February 2022: Preparation and communication of the internship activities</p> <p>February - March 2022: Open call for creative businesses and organisations to join</p> <p>March 2022: Video calls on expectations with each organisation</p> <p>March - April 2022: Open call for internship participants</p> <p>April - May 2022: Selection process</p> <p>June 2022: Video calls on expectations with organisation and interns</p> <p>July - September 2022: Internships implementation</p> <p>August - October 2022: Feedback and evaluation</p> <p>Training session</p> <p>December 2022: extra training for the future management of the CCKR on the topics of community development, business development (financial management) and facility management</p>
<p>Please report on your achievements and results of your pilot actions</p>	<p>Please mention tangible and intangible achievements and results!</p> <ul style="list-style-type: none"> - 55 participants of the focus groups (potential users and partners of the pilot location) - organisations supporting CCI, cultural organisations of the Košice region, Košice Self-governing Region, ÚTVAR association, enterprises, schools, students, creative professionals, civic association STROJ. - 11 focus groups conducted (duration approx. 2 hours long each). - 2 meetings of the expert group, where we presented the results of the focus groups and got the feedback - 6 organisations applied for the internship program, 4 were selected to participate in the program. - 29 applications from young creatives, 9 were selected to participate in the internship program.

	<ul style="list-style-type: none"> - 2 (extra training session) workshops for the future management of CCKR. - 13 participants were trained at an extra training session (workshop on financial management for business development). - 17 participants were trained at an extra training session (community building workshop - The next steps of the creative community in Košice). The workshop included the training on facility management focused on the current energetical crisis. - Transferable knowledge on creative community building in a co-working environment - booklet with mapping results, methodology and LAP. - Networking of different stakeholders and increasing the sensibility for the specific needs of CCI, increasing the feeling of ownership of the future creative centre amongst different stakeholders, establishing the relationship between the creative centre (space and concept) and the stakeholders using creative approaches. - The clear definition of different actors, their roles and needs in relation to the creative centre for the future management to apply in the community building processes. - During the piloting of the community-building tool, we have used different approaches in the process, which were summed up in a methodology included in a booklet. - The results of the research conducted in above mentioned focus groups etc. were summed up in the analysis, which will be available online as part of the virtual booklet.
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	<ul style="list-style-type: none"> - The piloting of the community-building tool has helped us to prepare “<i>Representative biographies</i>” of the prototype actors involved in successful community operation of the co-working space. It meant a clear definition of the actors important for the future community of the CCKR and their roles in the project. The second result of the community-building tool was “<i>Map of meanings</i>” that has shown the needs of the future users and partners through the understanding of: social interaction and interaction with the physical space surrounding them; how they are enabled to grow professionally; how they are enabled to form their community; how they can create meaning and have an influence on society and the region they are part of. The results of the research activities have fed in the preparation of the business model (using the Sustainable Business Model Canvas) and the local action plan for the co-working space of the CCKR. The developed and tested toolkit together with the local action plan will represent a roadmap for the CCKR, but also for any other creative centre wishing to follow the path of creative community based co-working space. - The spatial concept/floor plan for the co-working space has been developed based on the needs and suggestions of the stakeholders. - Networking between young creatives and established businesses or creative entrepreneurs within the internships. - Training of the young creatives for their future career within the internships. - Strengthening leadership skills of the mentor within the internships. - Continuation of the internship tool in public library in Košice - 2 more interns will implement their internships after the piloting phase outside of CINEMA project
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	<ul style="list-style-type: none"> - Job creation - 2 interns - one intern from the Tabačka Gallery and one intern from Kino Úsmev were offered a paid part time job - Overall satisfaction of the interns: The final questionnaire (completed by 7 out of 9 interns) showed that the participants were mostly satisfied with the experience: 6/7 were very satisfied and 1/7 were rather satisfied.
<p>Difficulties encountered and solutions found</p>	<p>Did you encounter any difficulties and what were the solutions you found?</p> <p>Piloting of Building a Space for Creative Learning Communities tool:</p> <p>We were behind schedule with the visualisation and editing of the results because the high amount of useful data from the focus groups was bigger than we expected. We have finalised analysis of part of the data, and we collected feedback from the expert group and participants from the focus groups that was included into the final analytical document. But it was necessary to give more time to the editing of the document from the researchers to the form that can be presented in an understandable way to the wider public.</p> <p>During the preparation phase of the reconstruction works of Creative Centre of Košice Region, the regional administration suffered a major setback, when the winners of the public tender for reconstruction works refused to sign the contract, because of the unexpected rise of prices of construction materials. The ongoing discussion with the suppliers and the upcoming regional elections (October 2022) have delayed the realisation of the project. The regional administration did not communicate openly about the situation and about the mitigation measures that would be taken. The situation did not have an impact on the research based on the focus groups, even though it did not allow for the piloting of the concept in co-working space. In the outputs of the activities we have stressed the transferability of the solutions- (for instance LAP) so they can be used at a later stage for CCKR or for similar endeavours in Košice. We have understood the need for a deeper and more structured dialogue with the regional administration. The mapping has provided the necessary tools for it. We have continued to work with the</p>

	<p>group of creatives in the association STROJ who will form the nucleus of the community in the future when the CCKR is finished.</p> <p>Piloting of Internships and Mentoring for Young Creatives tool:</p> <p>Within the internship activity, we also had to adjust the timeline of the preparatory phase. In the end, we decided to publish two separate open calls, first for businesses and organisations and only after we made a selection from them, we opened the call for interns. The approach was very successful because selected organisations helped with the promotional activities and we received a high number of applications for interns.</p> <p>We have encountered difficulties related to involving established businesses, as only cultural and creative organisations joined the open call for internships. The solution is reported below in a form of recommendation to use another approach when approaching the businesses.</p> <p>As no business registered to be part of the internship tool, we continued working with registered organisations from the creative and cultural sector.</p> <p>Another challenge was to constantly coordinate, communicate and supervise the organisations that hosted interns and to control if the organisations assigned relevant and meaningful tasks to interns. Based on the evaluation and regular feedback we could monitor the situation. The initial dissatisfaction of the intern was solved by an open communication and mutual understanding from the side of the intern and organisation.</p>
<p>Optional for interim report: What is the impact of your pilot actions? Did you reach the desired change?</p>	<p>The impact of our pilot actions:</p> <p>Piloting of Building a Space for Creative Learning Communities tool:</p> <p>The implemented approach has summed up the needs, expectations and opinions of the CCI community in a top-down process of the creation of the Creative Center of Košice Region. In the facilitated process, together with other stakeholders (schools, students, business support organisations, regional authority officers etc.) they have defined their expectations around topics such as: practice of learning, identity and meaning, organisation and procedures</p>

	<p>and materiality-maps of meaning. The whole process has helped the participants to consider other stakeholders, which they were not in contact with previously. This has allowed for co-created solutions and suggestions of the creative centre operation. The analysis of the process mirrors the whole process and together with the business model canvas and local action plan is an indispensable tool for the regional administration to set the co-working space in the future well. It has also pointed out the topics regional administration has to be aware of when making the space open and inclusive. The outputs are transferable also to other urban areas wishing to attract creativity and explore their revitalisation capacity. The representative biographies were created in order to define the potential customers. The whole process was supervised by external experts in order to assure the quality of it. In the project lifespan, it was not possible to attain the full impact of the activities, because of the delays in the CCKR implementation.</p> <p>The piloting of the tool brought changes in better understanding of how creative community works, mapping of meanings and representative biographies will help to set the operation of the co-working space. It has involved the community in the CCKR making and thus improved the communication of the project from the regional administration towards the community and the overall sense of ownership. The CCI around the centre was set in wider context in connecting it to other stakeholders such as universities, schools and business support organisations.</p> <p>Internships and mentoring for young creatives:</p> <p>We perceive very positively the fact that due to increased interest of students in taking part in internships, we have received much more applications than it had been expected. It shows that internships in such a format are highly attractive to young creatives as well as to those who plan to change their field of work and are interested in gaining new skills and experiences in terms of PR and marketing, communication, work with graphics, dramaturgy, event organisation or project management.</p> <p>All of the interviewed participants in this pilot activity recognize that the CINEMA project brought added value to the</p>
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	<p>pilot location of Košice and the development of the creative industry ecosystem, especially through:</p> <ul style="list-style-type: none"> - Creation of good relationships between young creatives and organisations in the cultural industry in Košice; - Creating space and opportunity for young people to increase their network and meet people who are to be possibly their future colleagues; - Training of the young creatives for their future career - connecting the theoretical knowledge with the practical experience; - Having an opportunity to be directly mentored by people from the creative industry and learn, develop and increase the skills required for the future career and life purpose of these young people; - Networking and strengthening the creative community in Košice - however from the interviews it was obvious that the strong community creation would require more time and regular community-focused activities; - All the interns (9 out of 9) confirmed that this experience is very relevant for their CV and future jobs; <p>Extra training session for the future management</p> <p>The key actors were identified and invited to the training related to community development, business development and facility management. We put a special attention to a community building workshop which we consider as the most important. These participants not only gained new skills and knowledge but bonded with each other which is especially essential for the CCI. When CCKR potentially opens we expect the participants to take further steps in leadership when it comes to community building processes.</p> <p>Desired change</p> <p>Some important factors contributing to the size of the impact of the piloting and bringing the desired changes were outside of the influence of the partners - the main was the</p>
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	reconstruction of the CCKR. Nevertheless, by taking the transferability approach and working closely with the association of creatives called STROJ, we were able to continue the process of creative community building for CCKR in the future. Partners have also realised that a deeper and more structured dialogue between the CCI community and regional administration is necessary.
Interaction with other stakeholders	<p>Please describe your interaction with other stakeholders in the piloting actions? How were they involved?</p> <p>The relevant stakeholders were involved in all piloting activities. We have organised the internships for the local CCI actors who could apply in an open call. For the mapping activity, we invited stakeholders to the focus groups, and we shared results with them. Another group of stakeholders participated in the extra training session.</p>
What are the lessons learnt from your piloting? What are your recommendations for the future?	<p>Piloting of Building a Space for Creative Learning Communities tool:</p> <p>The whole process has helped to define the “spirit” of the co-working space, that would be attractive and inspirational for the creative and cultural sector. We believe it is a very useful tool for actors from other sectors, such as e.g. public authorities, to understand the sector and its DNA anchored in creativity, cooperation and sharing the same values.</p> <p>It can open new ways of cooperation and policy making, based on deep knowledge of customer/user needs and expectations. The thriving CCI community can bring the necessary impulse in the revitalisation of the abandoned urban areas.</p> <p>It became evident during the process, that the CCI due to its fragmentation does not have strong political influence in local politics in Košice. For this reason more communication, deeper involvement of all stakeholders and local politicians is needed. Project has build a platform for the communication through structural approach to mapping of the needs of CCI, co-working floor plan draft and CCI community improved self-identification. The developed and piloted methodology can be reapplied in the process of accommodating the tenants in creative centre at any other moment in the future.</p> <p>Internships:</p> <p>Since only cultural and creative organisations joined the open call for internships, we recommended another approach to reach the companies in the future - to</p>

	<p>communicate more directly to the companies and to choose another strategy when publishing the open call, not to share the open call within the creative industry organisations.</p> <p>There are several parts of the piloting plan which need more time and for the future we need longer preparation periods for internships preparation and for data analysis.</p> <p>Open communication and expectation settings are a crucial element when realising internships. Therefore, it is important to make an effort to coordinate group calls, connecting interns and organisations in advance as well as group calls with organisation representatives to set up their ideas.</p> <p>Based on the feedback, we recommend giving interns more space for their creativity and implementing their own ideas. The overall process of internship highlights the importance and the need of the practical CCI experience not only in Košice Region but also in the whole country since we had received applicants from the whole Slovakia. Both, interns and hosting organisations recommended the tool and demanded for more sustainable activity in this area. Therefore there is a lot of potential in continuation of implementation of internships in the future, yet, without our interventions. The organisations are motivated and ready to continue in the internships outside of the project.</p> <p>Extra training session for the future management</p> <p>The participants appreciated the workshop topics as well as practical advice from the facilitator. We recommend involving a skilled facilitator with the CCI background into the process.</p>
Added value of transnational cooperation?	<p>The transnational cooperation created a space for sharing, networking and learning from each other which is crucial especially for the field of creative industry.</p>

Please add below some pictures documenting your piloting activities.

Building a Space for Creative Learning Communities

Focus groups meeting with freelancers





Internships:

Meeting in Tabačka Gallery



Extra training session - Finance management





Extra training session - community building

