



Unit 2: Introduction to co-creation
Module 2.1 What is co-creation?



SUNRISE
*Sustainable Urban Neighbourhoods
Research and Implementation
Support in Europe*
eLearning

(Source: <https://www.bigpicnic.net/about/co-creation/>)



What is co-creation?



Co-creation goes beyond traditional participatory methods to develop innovative solutions for complex problems. Instead of the traditional hierarchical organisation structure, co-creation aims to bring **multiple stakeholders** together to jointly produce a **mutually valued outcome**.

In terms of urban development, it shifts the focus from centralised governance towards **co-production** by empowering local civic actors and involving them in decision making processes, as well as encouraging partnerships and networks.

So, how can we apply co-creation and leverage it to achieve our desired outcome when it comes to urban mobility - especially at the neighbourhood level?



Co-creation in the city

Co-creation is the “systematic process of creating new solutions **with** people - not **for** them; involving citizens and communities in policy and service development.” (Bason, 2010, p. 6)

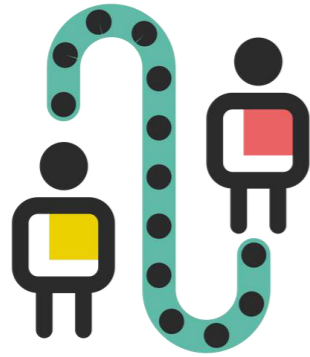


To put this principle into an urban planning context, co-creation provides an alternative service model which brings together city leaders and citizens **to make better use of each other's assets**, resources and skills to achieve **better outcomes** or **improved efficiency**.

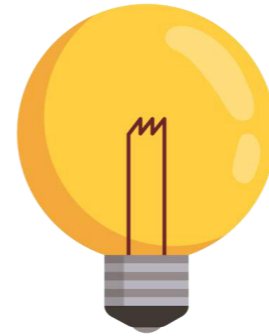
Isn't this a quote from somewhere? Maybe Governance International?



Why do it? (I)



**Nurturing
local connections**



**Mobilisation
of local know-how**



Cost saving

Any co-creation process relies on **close connections** within **open local networks**. This allows information to travel faster and wider. It also makes it possible to involve more local residents in the project, which in turn can mobilise a lot of **local knowledge, ideas** and **skills**. The utilization of such resources of civic actors can lead to more creative and more effective solutions. Quite often, such measures are also more **widely accepted** and **more cost efficient** compared to traditional planning and implementation approaches.



Why do it? (II)



**Exposure to reality,
understanding
constraints**



**Bolster creditability,
enhance monitoring,
ensure compliance**



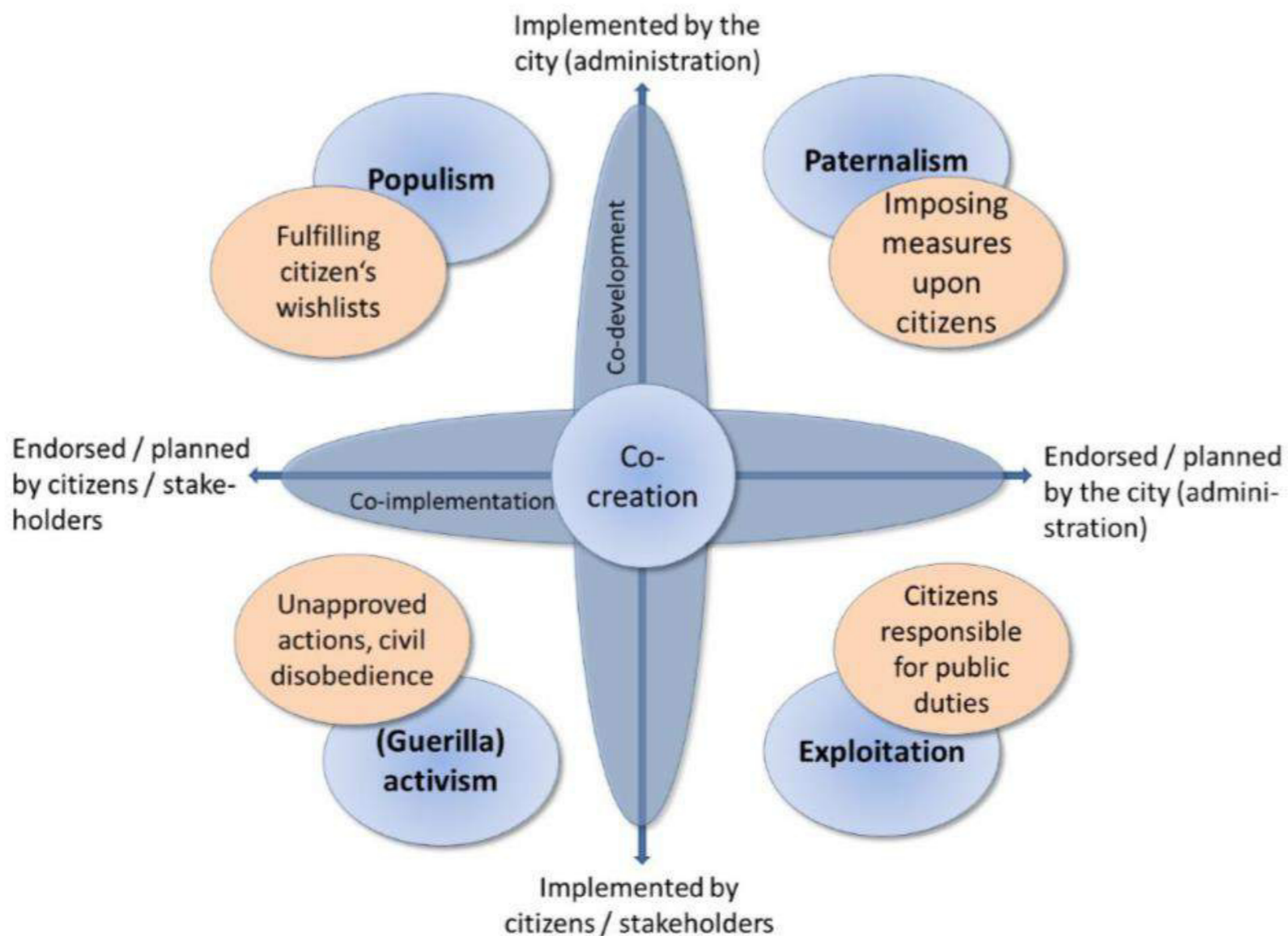
**Increase
awareness**

The active involvement of local stakeholders can **help validate and fine-tune** suggested measures, thus ensuring their acceptance and sustainability. Through co-creation processes, civic actors will also learn about the **constraints** of a city administrations, which typically results in better **mutual understanding** and raises the **creditability** of city leaders. A genuine involvement of citizens in the planning and implementation of urban mobility measures can also trigger self-reflection about their **mobility habits**. It strengthens their **sense of co-responsibility** to **monitor** and take care of the project in the longer-term.



Not all that glitters is co-creation

The quadrant graph below shows that not every co-developed measure is automatically co-implemented - and vice versa.



The underlying principle of projects like SUNRISE is co-creation, a new form of collaboration between citizens and the city **along all phases of an innovation process.**

A truly co-created measure shall be **initiated, planned and implemented jointly** by city officials and a broad range of civic actors.

This utilises potentials that might remain untapped otherwise.



The Co-umbrella



Co-creation and co-production are typically used as “umbrella terms” that cover various other “co-”processes. We hope to provide clarity about them in the following slides!



Four ingredients to co-creation

Any systematic innovation process starts with a thorough 1) identification of problems. Afterwards, it is time to 2) develop ideas about suitable solutions and to select the best ones. The chosen measures should then be 3) implemented and - throughout the whole process - it is important to 4) evaluate and reflect.

Co-creation consists of these four ingredients with the essential characteristic that all of them are done as joint activity between the public sector and civic actors.



1: Co-Identify



2: Co-develop



3: Co-implement



4: Co-evaluate

Bear in mind that the co-creation process is not always a perfectly linear progress. The phases often overlap with each other and there isn't a sharp boundary between them.



Ingredient 1: Co-Identify the problems



To kick-off the process, people from different backgrounds (children, older people, women, commuters, wheelchair users, care-givers, retailers, ...) should share their perception of mobility problems in their daily life.

This can be done through field visits, workshops, mapping exercises, digital tools to name just a few.

Quite often, this results in a much improved mutual understanding and appreciation of other people's experience.

You'll learn more about the co-identification phase in Unit 3.



Ingredient 2: Co-develop solutions



Once the main problems have been articulated in step 1, it is time to develop ideas about **possible solutions**. This step requires **creativity** from as many people as possible - and the **courage and encouragement** to think outside of conventional boxes.

Suitable techniques to stimulate clever ideas include design workshops, work with physical models of the neighbourhood, “brainwalks” and many more.

Public authorities may shift their role to be the **facilitators** in the process to encourage more voices from the communities.

More about the co-development phase in Unit 4.



Ingredient 3: Co-implement solutions



True co-creation means that many of the concrete measures are **implemented by both the city and citizens**. In the field of urban mobility, measure implementation does not only refer to large scale infrastructure works; “implementation” also includes super important **smaller scale measures** where the community can make hands-on contributions.

Here are some examples: **reactivating alleyways** with **street furniture** and **mural painting**, **tree adoption programmes**, some **light labour**, **co-maintenance**, **amplifying a message** in a group’s internal communication channels, **hosting events** or even **crowd funding** certain measures.

You’ll learn more about the co-implementation phase in Unit 5.



Ingredient 4: Co-evaluate the measures



Co-evaluation is the fourth key ingredient of any co-creation process. It is important to **reflect together** throughout the entire process because it is obviously important to “**learn as you walk**”; this means that problems and potentials for improvements should be detected early on, so that adjustments and corrections can be made before it is too late.

Also, the effects of the measures should be **assessed** in a **partnership** spirit. This is important to answer crucial questions like: *Has it worked? Should we do it again? Was it worth the effort and money?* **Joint** impact assessment (i.e. “co-”) ensures **transparency** and **credibility**.

More about co-evaluation in Unit 6.



The six SUNRISE Action Neighbourhoods (I)

The six Action Neighbourhoods in SUNRISE have been developing collaborative ways to address common urban mobility challenges at the urban district level.

Action Neighbourhood	Objectives	Measures	Co-creation methods used
Lindängen (Malmo)	<ul style="list-style-type: none"> reactivate underused public space improve safety and security for active modes 	<ul style="list-style-type: none"> placemaking “eyes on the street” safe bike parking traffic calming 	<ul style="list-style-type: none"> promotion campaign citizen dialogues mapping exercises activities and events
City Centre (Southend-on-sea)	<ul style="list-style-type: none"> redistribute street space create a welcoming gateway to the City Centre promote active travel 	<ul style="list-style-type: none"> activate public space planting / street furniture improve wayfinding better cycle facilities lower speed limit 	<ul style="list-style-type: none"> events / cafes “drop-in” hours voting sessions augmented reality
Baka (Jerusalem)	<ul style="list-style-type: none"> change modal split for everyday trips redesign public spaces Establish neighbourhood <i>Mobility Innovation Centre</i> 	<ul style="list-style-type: none"> Walking to School program upgrading courtyard “Green Path” upgrade “conversation bench” 	<ul style="list-style-type: none"> partnership with school Partnership with police educational programme participatory mapping co-design with children

The six SUNRISE Action Neighbourhoods (II)

Action Neighbourhood	Objectives	Measures	Co-creation methods used
Neo Rysio (Thessaloniki)	<ul style="list-style-type: none"> Better PT services accessibility to schools increase bicycle use improve wayfinding 	<ul style="list-style-type: none"> smart bus stops pedestrian bus improve biking facilities informational maps 	<ul style="list-style-type: none"> -Participatory planning -Paint contest -Mapping exercise -Training -Co-design
Neues Hulsberg Viertel (Bremen)	<ul style="list-style-type: none"> reduce illegal parking improvement of the quality of stay improve safety and convenience for active modes 	<ul style="list-style-type: none"> parking management car sharing stations (cargo) bike sharing Improve bicycle parking placemaking 	<ul style="list-style-type: none"> info & marketing campaign participatory mapping organize events partnership with business community
Törökőr (Budapest)	<ul style="list-style-type: none"> improve safety on everyday trips safer and more convenient trips for school children more pleasant urban environment 	<ul style="list-style-type: none"> traffic calming better lighting improve safety at intersections, on sidewalks and on bike paths upgrade pedestrian underpass 	<ul style="list-style-type: none"> round table discussion dialogue booths in public places, participatory mapping measure selection through public vote



Inspiration from other co-creation projects

SUNRISE is of course not the only project that applies co-creation principles to urban / neighbourhood action. You can also get extremely valuable inspiration from a number of related projects such as these:

- CITIES4PEOPLE: <https://cities4people.eu/>
- LOOPER: <https://jpi-urbaneurope.eu/project/looper/>
- METAMORPHOSIS: <http://www.metamorphosis-project.eu/>
- MUV: <https://www.muv2020.eu/>



Cities4people logo, URL: shorturl.at/ftK46



Looper logo, URL: shorturl.at/iTY14



MUV logo, URL: shorturl.at/vwISV



Metamorphosis logo, URL: shorturl.at/coGYZ





Unit 2: Introduction to co-creation

Module 2.2 Setting yourself up for success



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(Source: <https://www.goodfon.com/wallpaper/workgroup-teamwork-desk-office.html/>)



The Core Group

A group of 10-15 committed and passionate people is a key success factor for co-creation! Such a “Core Group”, as we call it in SUNRISE, should consist of representatives of the city and of various civic actors.

The overview on the right features types of groups that could play an important and beneficial role in such a Core Group.

The core group meets regularly to brainstorm, plan, steer and evaluate all co-creation activities throughout the process.

Such meetings can be combined with field trips to good practice cities / neighbourhoods and - from time to time - with celebrations to enjoy successes and to strengthen the team.

Possible members of the Core Group

- ❖ Residents
- ❖ Local artists
- ❖ City administrators
- ❖ Advocacy and charity groups
- ❖ Transport service providers
- ❖ Club and special interest groups
- ❖ Schools and universities
- ❖ Emergency services
- ❖ Religious groups
- ❖ Media outlets
- ❖ Businesses

... and more !



The Co-Creation Forum

In SUNRISE we differentiate between the Core Group (introduced on the previous slide) and the “Co-Creation Forum”. The Co-Creation Forum is not a physical place or a fixed group of people but denotes the entirety of everyone who contributes anything to the co-creation process.

This means that someone ...

- ... who marks a spot in an online map to indicate a dangerous intersection, or
 - ... who attends a public workshop to brainstorm about solutions, or
 - ... who volunteers to look after a plant bed in a public space, or
 - ... who reliably reports about glass shards on a bike lane ...
- is a member of the Co-Creation Forum because they care, because they are active and because they dedicate time, energy, and ideas.

It is recommended to foster a sense of identity around such a group. But don't necessarily call it Co-Creation Forum; give it a locally meaningful name.



Care-takers needed

Processes of co-creation require co-ordination. This is not the same as a leader who makes all decision but a leader who organizes the process; a facilitator, navigator and organizer; someone who takes care. It is helpful to differentiate between the following three roles that need to be filled.



The **Steward** maintains the integrity of the process itself. The steward is perceived as neutral, ensures inclusivity and transparency, and moves the process forward.

The **Mediator** acts as a conflict manager who nurtures relations and builds trust among the participants.

The **Catalyst** identifies and communicates opportunities for value creation and mobilises participants to pursue these opportunities. (Ansell and Gash, 2012)



Role of the public sector

In a more conventional approach, the public sector represents the “regulating” state. In co-creation processes, the state is more an “**enabler**” who provides **opportunities** and **arenas** for **civic networks** to form. These networks need to be granted a certain degree of genuine power. This is often the biggest “cultural” challenge for the public sector because it means to “let go” of control to some degree.



The ability of the public sector to enable civic action is particularly important because civic membership of associations, political parties and activist groups has steadily declined over the past decades. In other words, when the public sector enables genuine participation, it may (legitimately so) pursue the mobilization of **private sector ideas and resources** ... at the same time, and of maximum importance, it **fosters democracy!** (Dorthe Hedensted Lund, 2018)



Consistency and momentum

One of the trickiest parts is to maintain continuity and momentum of the co-creation process. Quite inevitably, some people might not be able to dedicate the some degree of energy from the beginning till the end, but here are some suggestions to keep the ball rolling:



Social and networking events: Organise occasional team building activities to build stronger cohesion between the members.

Celebration is a must: Welcome newcomers, celebrate small wins and even failure. This keeps up the team spirit and fosters collective learning.

Social media: Harness the power of digital social networking to encourage collaboration and to provide a place where people can contribute their knowledge and support others. (Marilyn Suttle, 2015)



Resources

- Dorthe Hedensted Lund. (2018). Co-Creation in Urban Governance: From Inclusion to Innovation, 22(2). Retrieved from <http://ojs.ub.gu.se/ojs/index.php/sjpa/article/view/3741/3478>
- Suttle, Marilyn (2015) 7 Ways to Maintain Momentum After the Meeting Ends . Retrieved from <https://www.linkedin.com/pulse/7-ways-maintain-momentum-after-meeting-ends-marilyn-suttle/>



Unit 2 Task

1. *Please post your responses to the following question in the Forum:*
2. Which neighbourhood in your city have you chosen to work with in this course, and why?
3. Are there any examples of previous initiatives in your city or chosen neighbourhood that could be classified as some form of co-creation? If so: Which ones?
4. Have you heard of any inspirational co-creation processes from elsewhere?
5. Who might be a candidate (organization or individual) for a good “care taker” of a co-creation process in your neighbourhood?
6. Who could be valuable members of a Core Group in your neighbourhood?
7. Do you think your public administration is “culturally” ready for co-creation? Why or why not?

