PARTICIPATORY FUTURES

A guide to mission-oriented temporary use in urban regeneration

DELIVERABLE TABLE

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Abstract	'Participatory futures: a guide to mission-oriented temporary use in urban regeneration' is a comprehensive set of methods and tools for designing and delivering temporary or meanwhile use strategies in the context of urban regeneration plans and processes.
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V1.1	8 November 2023	Draft version in final graphic layout
V1.2	30 November 2023	Final version for submission

LIST OF ABBREVIATIONS

Acronym	Full Text
LC	Local Coalition
TU	Temporary Use
PPP	Public-Private Partnership
OM	Outcome Mapping
ToC	Theory of Change
M&E	Monitoring & Evaluation

NOTE ON TERMINOLOGY

At European level, the topic of temporary uses in urban regeneration is a field of practice, policy-making and research that still lacks consolidated concepts and terminology. Historically, the terms used to describe the reuse and reactivation of vacant, leftover and unused spaces in cities have been many, such as 'temporary use', 'interim use', 'pop up use', 'transient use' and the more recent term 'meanwhile use'. In this document, we mainly adopt terms such as **'temporary use'** and **'meanwhile use'** interchangeably to refer to temporary projects and interventions that take place in the context of urban regeneration plans and processes. Therefore, we refer to a specific type of spaces - that is, spaces that are *transitioning* to new uses, functions, and meanings, as well as to a specific type of 'temporality' - that is, the time in between the decision to redevelop an area on the one hand, and the delivery of the regenerated spaces on the other hand.

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About the Guidelines

These guidelines provide a comprehensive set of methods and tools for designing and delivering *temporary or meanwhile use strategies* in the context of urban regeneration plans and processes.

Developed by the **Horizon 2020 T-Factor project**, the guidelines are the result of more than three years of research and experimentation with temporary uses across a diversity of European cities and urban areas, exploring the role that these practices can have in **making urban regeneration more inclusive, socially innovative, and environmentally sustainable.**

Temporary uses - *the practice(s) of reactivating and revitalising spaces that stand dormant, empty or abandoned, typically for an interim period of time* - are certainly not new in the European landscape of approaches to urban development. However, especially vis-à-vis major societal challenges such as climate breakdown and exacerbating inequalities, these practices seem to be growing and finding increased interest and momentum by a variety of stakeholders and decision makers, including at the urban level. Well beyond their use in marginal, vacant or empty spaces in address to more

immediate objectives of spaces and communities' reactivation, temporary uses are increasingly emerging as a viable tool for longer term urban transformations - thus embracing a more strategic role in the complex, challenging and often conflictual ground of urban regeneration.

Against urban regeneration plans and processes that are increasingly complex in scale, duration, scope, interests and agendas at play, temporary uses appear as a possible ingredient to **mitigating the many risks associated with urban regeneration**, including that of creating benefits for the few and exacerbating dynamics of social exclusion and spatial segregation. By means of creative and multi-stakeholder collaboration throughout the often long time of negotiations, planning, construction works, and delivery of spaces, temporary uses can work as an engine for **accelerating and anticipating more inclusive and equitable co-benefits**, including by strengthening and supporting dialogue; aligning public, private, and citizens' agendas; and supporting participatory placemaking and experimentation in address to existing and emerging needs.

Fundamentally, temporary use can be a way for **making urban regeneration more resilient and adaptive to change**, overcoming decades of rigid and deterministic developments that have often created divisions, rifts, and uneven development across urban neighbourhoods and areas.

However, just as today's urban regeneration needs new approaches, so temporary uses require new methods and design strategies to become truly transformative of urban spaces. Well beyond a 'sole' aspect of bottom-up and co-creative engagement in placemaking, transformative temporary use essentially needs to be approached as an '*infrastructuring*' process - a process that in T-Factor we have understood and explored as *a continuous work of weaving people in places through shared value creation.*

This, in turn, demands new mindsets and capacities to tap into the multiple aspects that are at play, including the way we map out and understand spaces' potential; the 'who' and 'how' people and communities are involved in placemaking; or the way we measure and capture ongoing achievements, successes and failures.

Within these guidelines, we thus present the main concepts, methods and tools that we have explored and applied in T-Factor across the regeneration cases (or **pilots**) targeted by the project.

Acknowledging the complexity of contemporary's urban regeneration and the multiple challenges at play, the project team has invested considerable effort in the design of an overall methodology that could deliberately address such challenges across the pilots, yet in ways that could adapt and evolve *vis-à-vis* local needs and opportunities. Such an effort has required collaboration along a rich spectrum of knowledge, disciplines, and thematic expertise, as well as a fundamental dialogue and negotiation among different ways of understanding and supporting change through the lens of temporary uses and urban regeneration.

The methodology has been designed according to the main steps that are typically at play in temporary use strategies, from the deep understanding of the context(s) under regeneration; the identification of the core challenges and leverage points that may inform meanwhile strategies; their actual delivering on the ground; up to their follow up for long-term legacy.

Each chapter therefore presents each core step with related methods and tools, and also offers some 'tips & tricks' stemming from the ongoing learning and reflections harvested along the way. However, although conceived and presented as a linear journey, it is worth highlighting that **temporary uses typically operate through systems dynamics**: well beyond linear and one-way pathways, they usually unfold through multiple loops and iterations, thus requiring a high degree of flexibility and adaptability to conditions emerging on the ground, as well as the capacity to embrace and work through complexity.

By sharing the way T-Factor approached temporary uses and the main successes and failures on the ground, we hope for these guidelines to contribute to more transformative approaches in urban regeneration. With their prototyping and experimental character, temporary uses can be viable tools to enable collaborative and participatory placemaking that can in turn unlock wide capacity-building for transformative impacts in urban regeneration.
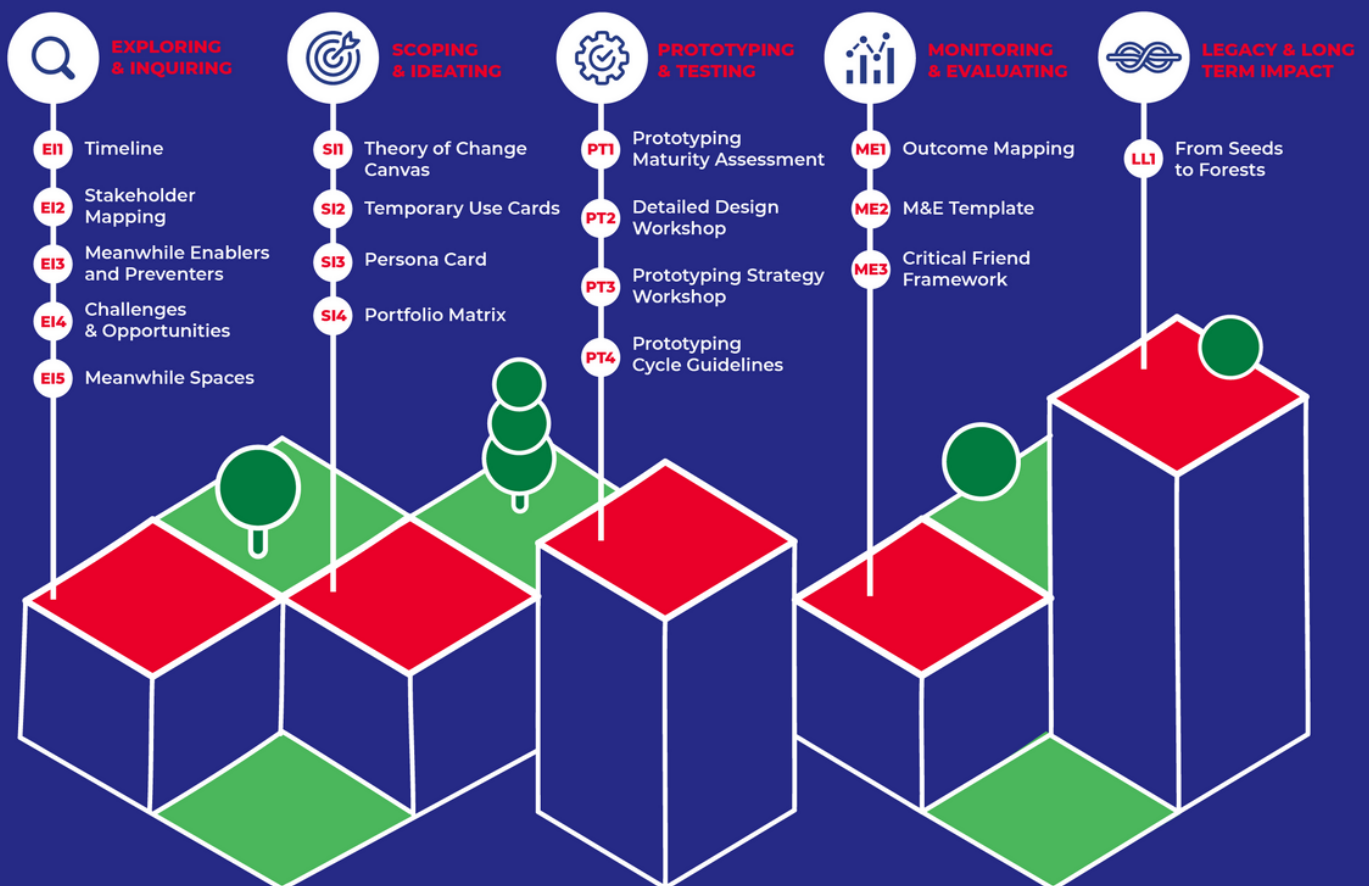
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About T-Factor

T-Factor is a Horizon 2020 Innovation Action that seeks to boost novel approaches to urban regeneration, leveraging the 'time factor' as a strategic asset for co-creative placemaking that can contribute to unleash multiple benefits for people and the environment. Working across different regeneration initiatives in Europe and beyond (i.e., T-Factor pilots), the project has explored a rich variety of placemaking practices in address to both common and contextual challenges, including (yet not limited to) bottom-up access to space for creative and cultural activities; strengthening and improving habitats for nature and biodiversity; improving safety and livability; and enhancing opportunities for multi-stakeholder dialogue and collaboration around the future of urban spaces. Well beyond the sole focus on the 'urban software', T-Factor has also investigated the deeper, more 'institutional' conditions for temporary and meanwhile uses, delving especially into the forms of governance and decision-making, policies and regulation, and financial capital deployment that can allow these practices to exist and propel positive change at wider scale and scope. [1]
www.t-factor.eu

1 Amsterdam Science Park (Amsterdam), Aleksotas (Kaunas), Euston (London), MIND (Milan), Trafaria (Lisbon), Zorrotzaurre (Bilbao)

EXPLORING & INQUIRING

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- EI3 Meanwhile Enablers and Preventers
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- ME3 Critical Friend Framework

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- LL1 From Seeds to Forests

Glossary

TEMPORARY USE

Temporary use is a practice in urbanism aiming to revitalise empty spaces in urban areas, especially abandoned and decaying buildings. Many spaces are left empty by owners because they currently do not have plans for the space, no capital for its renovation or further building, or cannot sell or rent the space at the price they want. Instead of waiting with an empty space, which can often mean being additionally taxed by the municipality, they can offer a temporary use. This allows various community members to obtain the space for their social, cultural, or other needs, often under more favourable terms. The property owner often has less requirements than in the case of a normal lease: they do not have to maintain the space and can cancel the use at a much shorter notice. On the other hand, temporary users can use the space at no or symbolic cost, and often maintain the spaces themselves. (source: Wikipedia)

MEANWHILE USE

A 'meanwhile use' describes a situation where a site is utilised for a duration of time before it is turned into a more permanent end state, taking advantage of a short window of opportunity. Meanwhile interventions are tactical and slot into wider strategies of planned change. They can help in shaping positive urban transformation. We evidence the transitional nature of meanwhile uses within urban development, where its primary purpose is to deliver benefits to the community through predominantly social outcomes as well as economic and environmental. It is not exclusive to its users but inclusive of social need; it delivers social value, informs longer-term development and drives a new vision of city making (ARUP, 2020). Not all temporary uses are meanwhile: meanwhile uses take advantage of a window of opportunity on a site, before and after another use. And not all meanwhile uses are short term. Some meanwhile uses are offered long leases, for instance in regeneration projects spanning decades.
(Source: Centre for London, 2018)

PILOTS

Urban regeneration initiatives that host T-Factor's strategies of temporary uses in response to local missions of innovation. The T-Factor's pilots are: Aleksotas Kaunas, Amsterdam Science Park, Euston London, MIND Milan, Trafaria Lisbon, Zorrotzaurre Bilbao. See: https://www.t-factor.eu/pilots/

LOCAL COALITIONS

In T-Factor, Local Coalitions (LCs) are place-based alliances involving stakeholders across different sectors. These alliances collaborate in the meanwhile of urban regeneration in address to shared missions of innovation that are relevant to broader regeneration challenges and opportunities.

TRANSFORMATION AGENCY

The Transformation Agency is a design-driven task force that, within T-Factor, has been providing support to the Pilots with tools and methods to design, plan, deliver, monitor and evaluate strategies of missions-oriented temporary uses in urban regeneration.

MISSION-ORIENTED PORTFOLIO

In T-Factor, we adopt a portfolio logic as an overall approach supporting the design of temporary use strategies as a set of tangible, strategic placemaking interventions that engage with multiple levers of change in address to specific missions of innovation. The intent is to support holistic and systemic design and orchestration of temporary uses – by means of a set of connected and mutually reinforcing placemaking experiments that test ideas and assumptions, while supporting strategic learning and decision making towards the long run. The T-factor portfolio in each of the six T-Factor pilots is driven by contextually relevant 'missions'. Missions refer to tangible, attainable, and time-limited innovations designed to tackle key challenges in regeneration, thereby providing a framework for meanwhile interventions.

1
INTRODUCING THE GUIDELINES

1. INTRODUCING THE GUIDELINES

Urban regeneration historically emerged as a public policy response to address a range of urban challenges, including inner-city decay, abandoned industrial sites, outdated infrastructure, and the associated social issues like spatial segregation, vandalism, and squatting (Couch and Fraser, 2003). Over decades, the notion and strategies associated with urban regeneration have undergone significant changes, particularly in response to the financial constraints faced by city authorities during global economic crises. These financial limitations prompted the emergence of alternative urban development approaches, like **temporary urbanism** (Andres, 2013), as a response to the scarcity of resources.

Unlike traditional urban regeneration often centred around large-scale plans, temporary urbanism encourages **smaller-scale initiatives that emphasise the social and cultural dimensions of urban fabrics, promoting active engagement of the local communities and third-sector organisations and empowering creative capabilities** (Patti and Polyak, 2015; UN-Habitat, 2021). Temporary urbanism often relies on

the assumption that spontaneous and informal urban activities can serve as a countervailing force against predominant influences, such as financial speculation, that often mould urban spaces (Harvey, 2012). It leverages the creative potential and sense of identity among local communities and residents to bring new life into abandoned and degraded areas by introducing new activities, and enabling a revitalisation process that can take shape as a model to be replicated in other contexts.

In this document, a comprehensive set of guidelines is provided to tackle temporary urbanism, and more specifically those actions that constitute its concrete manifestation into urban areas: temporary uses of vacant or waiting spaces. It addresses, in particular, a specific kind of temporary uses, called **meanwhile uses** (see in-depth box), **which refer to the use of a site during an interim period, capitalising on a fleeting opportunity before it transitions into a more permanent state** (Centre for London, 2018).

Contemporary urban regeneration needs to embrace completely new ways, exploring various possibilities to

strategically coordinate urban transformation actions to contribute to overarching objectives of achieving climate neutrality and social justice in cities. Temporary uses can be harnessed as a diverse range of 'experiments in action' spread throughout neighbourhoods and districts, and aligned with place-based innovation missions.

Following the more recent approaches to urban regeneration, their role in placemaking is widely recognised nowadays, and some guidelines on placemaking practices and experiences are already available to researchers and practitioners in the field of urban regeneration.[2]

Based on the experience of the T-Factor project, the guidelines are conceived as **operational tools for 'meanwhile use practitioners'**, to provide them with an instrument that is at the same time easy-to-use and adaptable to different contexts.

The guidelines include methods and tools useful for **engagement** through **participatory placemaking**, designing and prototyping **temporary uses** and their **governance** models, as well as endorsing participatory methods of **evaluation** and **impact** assessment, among others.

In T-Factor, the 'meanwhile' in urban regeneration is leveraged as a collective, laboratorial space to address place-based **missions of innovation that are relevant to broader regeneration challenges and Sustainable Development Goals** (SDGs). These missions are designed so as to respond to pressing local problems, and convene a variety of local actors in the pursuit of solutions, pooling material and immaterial resources that are distributed in our cities yet often disconnected. Core to this approach is the understanding of **temporary uses as the opportunity to define shared goals of urban regeneration, aligning public and private interests around the creation of shared public value.**

In the project, we scoped out relevant missions for each pilot project, framing these as evocative statements that could provide direction and meaning to temporary uses. 'Safe and convivial streets', 'wild and cultivated spaces', 'greening and growing' are a few examples of missions scoped out and pursued across the T-Factor's pilots.

The project then assisted the pilots in pinpointing specific temporary uses and activities that could help unfold their missions on the ground.

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2 Just to mention some: UN-Habitat's 'Placemaking and Public Spaces' Guidelines (2020), 'Placemaking in Practice' (2019) by the European Placemaking Network; ARUP's research on Meanwhile uses in London (2020).

Six portfolios were developed to empower local communities and stakeholders in the pilot sites, especially by leveraging **arts, culture, and creativity-led programming to encourage bold and imaginative placemaking, in ways that could valorise and celebrate cultural diversity and local heritage**. Across the pilots, temporary uses ranged from **prompt uses** (one-off events) like workshops, collective walks, guided tours, discussion meetings mainly aimed at attracting people and communities on site; passing through more **regular activities** such as training programs and exhibitions designed to foster the creation of communities of place; up to **more stable** temporary uses (e.g., circular hotspots, story trails; urban ecology labs; wild gardens, etc.) meant to anchor people and communities within places while testing options and pathways for new uses and meanings in urban regeneration.

Despite the diversity in activities and uses across the pilots, the portfolios have been rooted in three pillars: (i) a **mission-oriented approach**, (ii) the reference to **Theory of Change** as a way to think and design through impact, and (iii) the use of a **portfolio logic** as a way to design meanwhile use strategies as a set of connected and mutual reinforcing experiments (OECD-OPSI, 2018).

Mission-oriented innovation is the new paradigm informing Horizon Europe and the way research and innovation shall drive Europe toward climate-neutral, just and thriving societies and economies. As a core concept, mission-oriented innovation aims at reframing the way in which we understand and address grand challenges, by focusing on thematic missions with diverse and multi-layered interventions leveraging on each other to increase their systemic impact. In T-Factor, Innovation Missions inform the way we co-ideate and co-develop prototyping activities and uses in the meanwhile, whether through events that create awareness and knowledge on sustainable lifestyles; capacity building activities for new skills, products, or services; new urban uses in support to circular practices; up to the possibility of improving policy-making or the way we deploy financial capital for community-led initiatives. Missions have been formulated in the attempt to add quality, value and impact to the broader regeneration process, embracing the interests and needs of different publics and audiences, and creating better conditions for people to convene and collaborate on pressing local challenges.

A Theory of Change (ToC) can be conceived as a tool that serves as the articulation of intended objectives, how you think the objectives will be achieved, and why you believe it to be so (Penna, 2011).

A ToC articulates the intended changes for people, issues, and systems. It helps make explicit the logic between activities, outputs, outcomes and impacts. A ToC carries several benefits (Brest, 2010; Brown, 2020; Jackson, 2013). First, it can help describe for all involved stakeholders what you are seeking to achieve and why. Adopting a high-level portfolio view of Theory of Change, it can also inform scoping decisions in terms of themes, instruments, and partnerships. Furthermore, it can identify gaps and issues that require further validation, as you prioritise how you seek additional research and evidence. A ToC should also inform the selection of methods, indicators, and standards that you can use to measure and evaluate success, while aligning short- and long-term measurement efforts.

Portfolio logic. In a complex and uncertain world, no one single solution can unlock the innovation we need to solve pressing societal challenges. Instead, we need to cultivate multiple innovation initiatives that, all together, can form an enabling ecosystem for change. In the words of OECD-OPSI (2020) an innovation portfolio is an 'innovation sense-making activity that connects innovation practices – specific projects, initiatives and programmes – to the intent and purpose behind those activities as well as the strategic goal of the organisation.

It should connect problem framing to operations and continuous learning; and allow organisations to sufficiently resource and support innovation towards defined aims. Effective innovation portfolio management does not only look at the composition of the portfolio (list of innovation projects, initiatives, or investments) and problems that they connect to, but it analyses what in the system and the organisational structures allow innovations to be successful in the long term. In T-Factor, we adopted a portfolio logic as an approach to trigger experimentation and learning across a holistic strategy of meanwhile uses that unfolds in sync with the broader regeneration processes. Our intent was to support the pilots in articulating their meanwhile journeys with a systemic approach, defining a set of connected and mutually reinforcing experiments that could create shared value, guide strategic investment, and enable collective learning.

This supporting work generated a method that is systematised within this document, with the intention to help different kinds of city players to ideate, prototype and test temporary uses. The document seeks to contribute to the spread of temporary uses as viable practices for more participatory and co-creative urban regeneration, and in turn toward more inclusive, socially vibrant, and sustainable cities.

1.1 Structure of the guidelines

Following the process adopted and tested within T-Factor, the process proposed to develop **meanwhile use portfolios** is organised into five steps, all grounded on participatory principles and fostering co-creation and co-production with local communities and stakeholders:

1. **Explore**: the exploration and understanding of the meanings, perceptions, and values attributed by different actors to the targeted areas and regeneration masterplans.

2. **Scope out and design**: the articulation of collected insights into challenges and opportunities, followed by the identification of SDGs-relevant local innovation missions, and the co-design of meanwhile activities addressing these missions.

3. **Prototype and Test:** the prototyping of activities and uses in order to test and validate their effectiveness; an iterative process to continually add layers and action over the targeted spaces.

4. **Monitor**: observations, interactions, and insights captured through action research and collective reflection.

5. **Legacy**: the development of a legacy plan that builds on learning and experience while integrating multiple voices and perspectives, and incorporating impacts back into masterplans and Public-Private partnerships (PPPs).
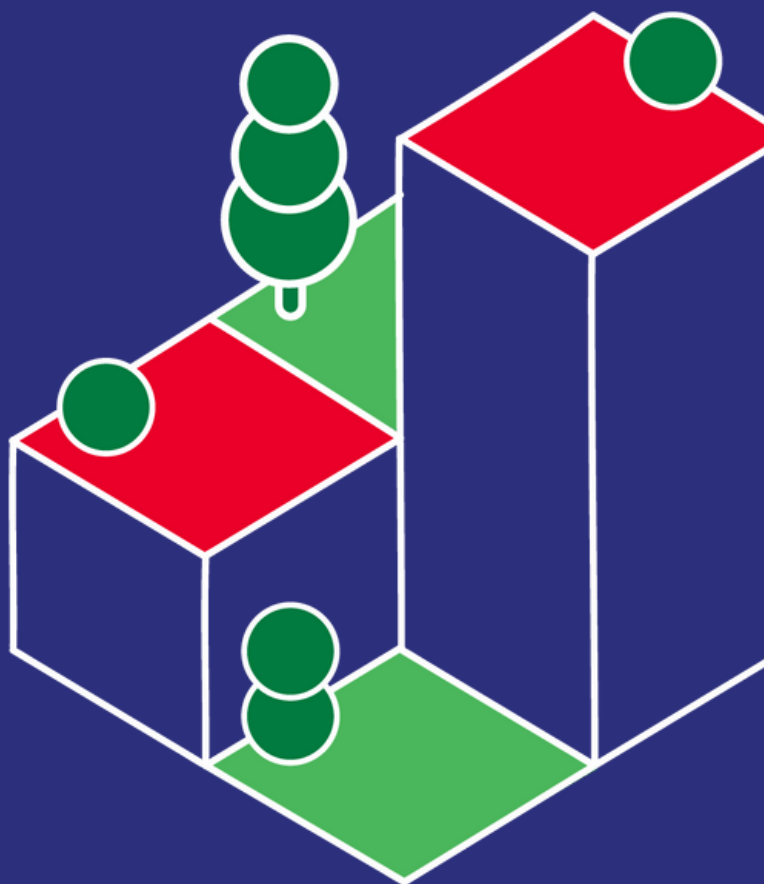
1.2 Who are the guidelines for?

These guidelines serve as **practical resources for practitioners involved in meanwhile use,** which includes a diverse group of individuals and organisations engaged in various aspects of urban regeneration, such as:

- **Social enterprises and grassroots organisation:** these players have a crucial role in citizen consultations, participation, and engagement processes. The guidelines aim to address the multiple needs of these practitioners, covering methods and tools for participatory placemaking, designing temporary uses and their governance models, conducting participatory evaluation and impact assessment, and more.

- **Academic and research networks:** the document encourages the dissemination of innovative training proposals that use temporary uses as experimental devices for acquiring new knowledge, skills, and developing new attitudes. Certain tools showcased have been used by academic and research entities within the T-Factor project.

- **Cities and regions:** local authorities may require guidance on exploring practical approaches and best practices to create favourable conditions for temporary uses as one of the means to be adopted in urban development strategies, for enhancing cities' economic, social, and cultural fabric, while also fostering grassroots engagement and civic participation.

- **Developers and investors:** temporary uses integrated into redevelopment strategies can help anticipate positive regeneration outcomes and enhance the quality of spaces, and can be potentially considered as vehicles for complying with ESG standards, or even to achieve social returns on investment. In general, the guidelines are designed to establish a resource centre that consolidates knowledge and expertise, with the aim of fostering continuous improvement through peer-to-peer exchange among practitioners, and encouraging the formation of communities of practice focused on the various aspects of meanwhile uses.

3 Environmental, social and governance (ESG) is a framework used to assess an organisation's business practices and performance on various sustainability and ethical issues.

1.3 How were the guidelines created?

The guidelines have been developed in an incremental manner all along the T-Factor journey: tools and methods have been tested with Local Coalitions (LCs), in some cases with one of the six pilots being frontrunner and tester of tools (g.e. London for Exploring & Inquiring tools, Amsterdam or Bilbao for some of the Scoping & Ideating tools), and then finalised and used for all pilots, with local tweaks and adaptations in those cases in which it might have been needed.

Afterward, internal evaluations on the tools have been conducted by the agency, interviewing or surveying LCs members. The key learnings acquired with these consultations produced some tips and tricks to use the tools that are indicated in this document. In some cases, tools have been redesigned following users' indications.

Some tools, such as the Theory of Change, the Portfolio, the Critical Friend method, or the Prototyping Strategy Canvas, have been used iteratively all along the T-Factor journey, with multiple updates of the results collected.

Other ones have been used only once, during particular milestones of the process.
Many of the tools have been collaboratively applied by different stakeholders, including external ones, bringing a more objective view,

Finally, pilots have not used every tool available to them, as certain tools have been tailored for specific contexts and tested accordingly.
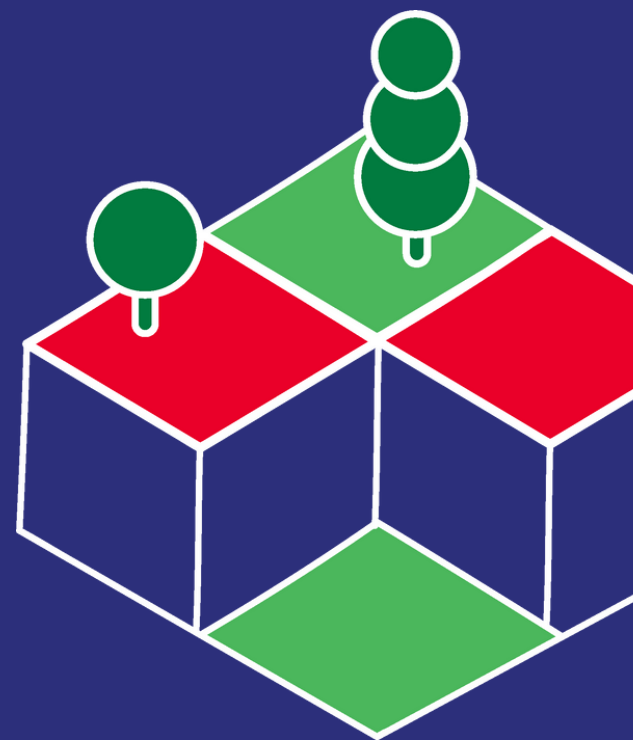
1.4 How to use the guidelines

The guidelines can be followed step by step to explore the regeneration context, scope out and ideate meanwhile use portfolios, prototype, test and evaluate temporary uses.

However, it is not necessary to follow a specific logical order when using the tools. You can select some tools, and you can choose to use them once or rather **repeatedly and iteratively over an extended period**. In fact, some tools are designed as boards that can be updated over time to monitor and steer the process.

Nevertheless, tools and canvas can also be printed for using them during physical workshops, meetings, events. Also, the methods can be simply consulted and adapted as needed by their users. The set of solutions and approaches displayed here is meant to evolve and adapt according to different kinds of contexts, needs and applications, so feel free to modify tools as your context and needs require. T-Factor tools are issued for use under Creative Commons licence.[4]

4 see https://creativecommons.org/licenses/by-nc-sa/4.0/

1.5 The toolbox online

All tools presented in this document are also available online via the T-Factor digital Toolbox: https://hub.t-factor.eu/. The online Toolbox is structured similarly to this document, and you can refer to it to dowload all the tools presented within these guidelines. Moreover, through the online Toolbox, you can also access dedicated **MIRO** pages that you can use especially for running online workshops and design sessions.

The online Toolbox is specifically designed as an operational environment for meanwhile use practitioners, while the project's main website caters to a general audience.

On the toolbox, three primary user journeys are showcased:
- **Toolbox per Steps:** This journey allows practitioners to explore the toolbox based on the main steps involved in temporary use journeys, along with the corresponding tools developed throughout the process.

- **Toolbox in Action**: Here, practitioners can delve into temporary use journeys within the six T-Factor pilots, gaining insights and inspiration from real-life examples.
- **Thematic Tollbox:** This section allows practitioners to explore temporary uses according to themes, such as for example greening; culture and heritage; livability; etc.

These guidelines focus on the 'Toolbox per Steps', as they describe the overall meanwhile journey that we have gone through in T-Factor.
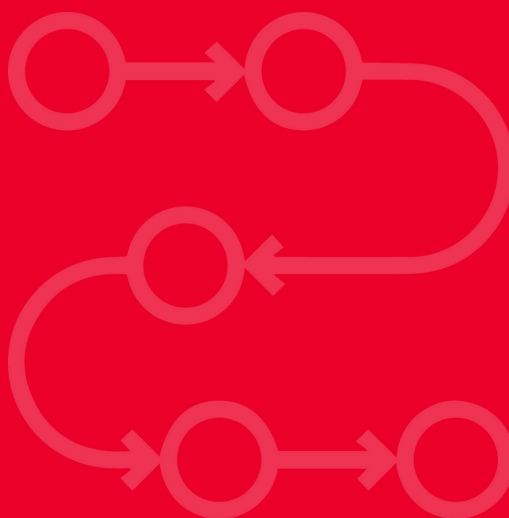
2 EXPLORING & INQUIRING

EI1. Timeline
Visualise the roadmap and key milestones of the regeneration process

EI2. Stakeholder mapping
Map out the stakeholders in the regeneration process
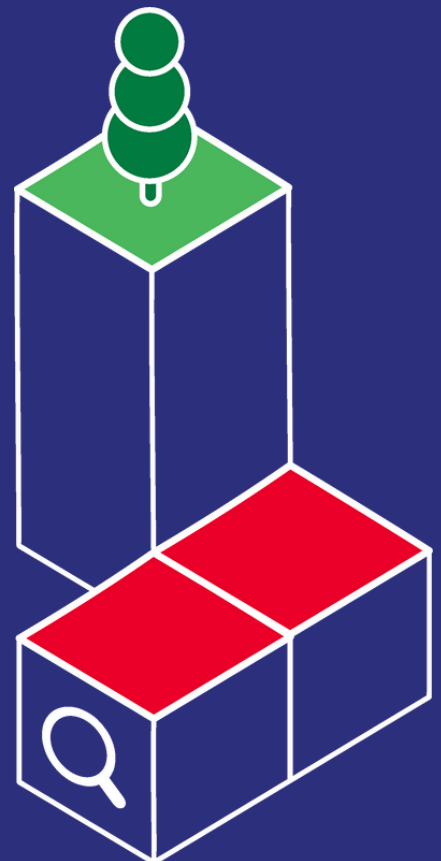
EI3. Meanwhile Enablers and Preventers
Map the factors enabling or preventing meanwhile uses

EI4. Challenges & Opportunities
Map the challenges and opportunities experienced by people in a place over time

EI5. Meanwhile spaces
Map out empty spaces that provide opportunities for interim use

2. EXPLORING & INQUIRING

Achieving in-depth understanding of the urban regeneration plan and context of intervention

WHY

Typically, urban regeneration unfolds within **complex systems of relations, vested interests, decision-making, as well as political, business, and citizens' agendas.** Achieving an in-depth understanding of this complex landscape through multiple voices and perspectives is a crucial step for any meanwhile strategy seeking to create enabling conditions for participatory and inclusive placemaking.

Not only can it help you map out existing and emerging challenges and opportunities attached to the regeneration plan; importantly, it can also support the **identification of 'leverage points'** (place in a system's structure where a solution element can be applied) **for meanwhile intervention that may have higher chances to influence the trajectories of urban regeneration towards outcomes and impacts of inclusive, equitable, and sustainable quality of life**.

Within this station, you will essentially play a role of listening and harvesting of available information. Besides digging deep into the regeneration roadmap and decision-making system, you will start engaging with different stakeholders and target-groups, with the overall aim of exploring the variety of perceptions, feelings, and meanings that are at play, and to identify early opportunities for meanwhile intervention.

WHEN

No matter how early or advanced the regeneration process is, the methodology provided in this station will help you understand your context of intervention at the outset, mapping and harvesting rich insights that can later help you adapt your meanwhile strategy to the actual phasing of the regeneration roadmap.

WHAT

Through the tools provided in this station, you will be able to:

- Reconstruct the **timeline** of the regeneration process, including its key milestones in terms of main phases, core decision-making moments, connections with broader strategies and policies of urban development, and more;
- Map out the **spaces** that might be available over time for temporary uses;
- Map out the constellation of **stakeholders** that are at play;
- Map out the landscape of **challenges and opportunities** attached to the regeneration process, as well as barriers and enablers for temporary uses.

HOW

As for all the stations of the meanwhile journey, you can easily adapt and use the tools according to your own needs and possibilities. In T-Factor, all these tools have been used iteratively and built progressively in layers, combining participatory workshops with different groups and stakeholders, expert and citizens' interviews, surveys, reviews of public reports and openly available information, mainly.

To access the tools online, click **here**. For online boards, click **here**.

TIPS & TRICKS

- At the start of the process, set up a Local Coalition, a core group of multidisciplinary profiles and organisations to enrich your exploration with multiple perspectives.

- Participatory and inclusive exploring and listening requires proper time and care. Prepare and plan well in advance and pay special attention to the design and delivery of exploring and inquiring methods that are sensitive to different needs and forms of expressions. Remember that during this station you are fundamentally in a listening mood, and you should thus suspend and avoid judgements and preconceptions.

- Mapping is a way to dig deep into the elements already active and existing in a complex and multilayered system (e.g. projects, knowledge, fundings, activities, relations and themes), identifying elements in the system and how they relate to specific actors, thematic coalitions or identifying opportunities. Try to identify which opportunities are not harnessed and which thematic coalitions of actors can be valorised.

- Urban regeneration affects humans and non-humans: Consider non-human actors and their perspectives on the regeneration project. How would they define challenges and opportunities in the area?
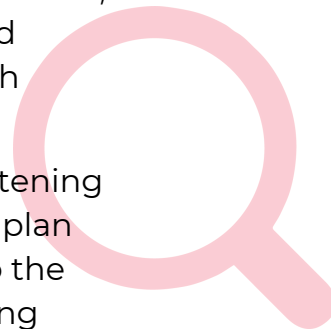
EI1. **Timeline**

Visualise the roadmap and key milestones of the regeneration process

DESCRIPTION

The 'Timeline' tool helps to **map out activities happening within a development area over time and to identify where connections exist between activities and where there are opportunities for connections to be made.** This tool is useful if you are planning and/or coordinating public engagement and meanwhile activities within a regeneration site.

OBJECTIVES

- **Map out public engagement and meanwhile activities/ opportunities** against the timeline to help understanding of who is doing what and when in regards to public engagement and meanwhile use within a development area.
- **Work collaboratively with other actors involved** in the development process to develop a shared understanding and identify opportunities for collaboration.
- **Mapping connections between activities** is useful for keeping track of the ways in which one activity connects to another over time, supporting coordination and continuity.
- **Visualising public engagement and meanwhile activities** makes it easier to communicate the programme of activities and illustrate what happens to people's contributions to public engagement.

HOW TO USE IT

Step 1 - Create your timeline

Using the duration of your development as a guide, decide on the unit of time and add the dates to the timeline by typing into the date boxes provided. When you have completed your timeline place the red arrow so that it points to the present day.
You can extend your timeline by adding columns.
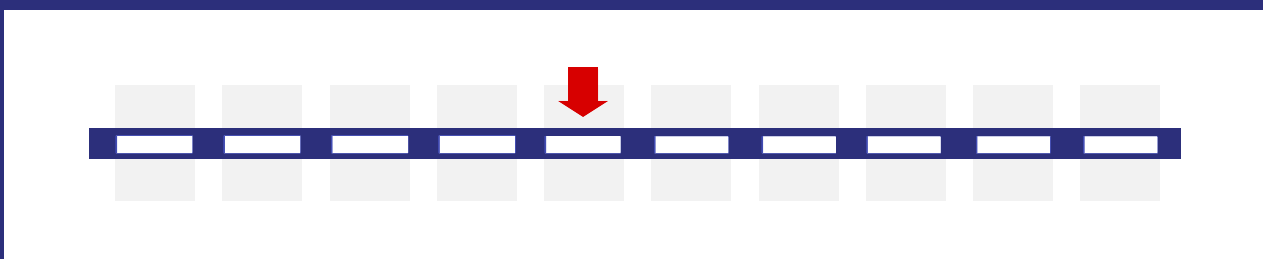
Step 2 - Add Elements to the timeline

Now use cards or post-its of different colours to add different types of 'milestones' on the timeline. These can be *key moments, public engagement activities, meanwhile activities, policies & plans*, in the first instance.
You can create more space for 'milestones' under the timeline by adding rows.

Month/Year **Reopening of the site**	Month/Year **Creative Industries Strategy**

Step 3 - Add Tags to your timeline elements

Now add tags to cards or post- its to add more granular information on your timeline elements. For example, you can use tags of different colours to map out the type of actors involved for each event, or the topics addressed by policies/plans, public engagement and meanwhile activities.

Month/Year
Creative Industries Strategy
CREATIVE INDUSTRIES
YOUNG PEOPLE

Month/Year
Meanwhile Community Garden
COHESION
GREENING

Step 4 - Connect Elements

Using the questions below as prompts, connect the activities, plans and policies.
Which Meanwhile activities are/could be informed/influenced by which Public Engagement activities, or Policies and Plans?
Which Policies and Plans are/could be informed/influenced by which Public Engagement and Meanwhile activities?
Which Public Engagement activities are/could be informed/influenced by which Polices and Plans?

Step 5 - Observe and Reflect

Looking at your timeline and the activities and other elements that you have mapped onto it:
Are there Meanwhile opportunities that might be informed by Public Engagement? Are there opportunities to link activities that address similar themes? Can the outputs of one activity inform or provide input for the next?

Key events: events that have made, or will make, an impact on the development journey, including; key decisions/permissions, establishment of key organisational structures, wider economic, societal events that may change the course of development.

Policy/plans: legislation that are shaped by public engagement and in turn shape planning and development processes.

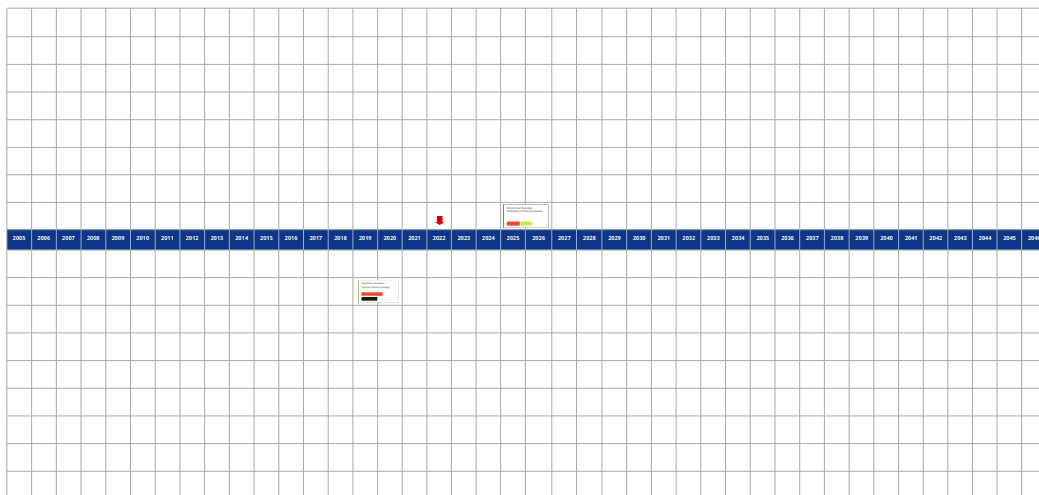**Public engagement**: ways through which the public may become more informed about and/or influence decisions that have public impact.

Meanwhile activities: projects and programmes that make 'interim use' of the spaces that are temporarily empty at different times and for different periods during the course of development.

CANVAS

Timeline Canvas

Key Events

Events that have made, or will make, an impact on the development journey, including; key decisions/permissions, establishment of key organisational structures, wider economic, societal events that may change the course of development.

Policies/Plans

Legislation that are shaped by public engagement and in turn shape planning and development processes.

Public Engagement

Ways through which the public may become more informed about and/or influence decisions that have public impact.

Meanwhile

Projects and programmes that make 'interim use' of the spaces that are temporarily empty at different times and for different periods during the course of development.

| 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 | 2037 | 2038 | 2039 | 2040 | 2041 | 2042 | 2043 | 2044 | 2045 | 2046 |

EI2. **Stakeholder mapping**

Map out the stakeholders in the regeneration process

DESCRIPTION

The 'Stakeholder mapping' tool helps you **map out the different people, groups and organisations that can affect or will be affected by the regeneration project**, and that you may want to engage with through your meanwhile strategy.

OBJECTIVES

- Mapping out the people, groups and organisations that have a stake in your project will help you to identify a network and/or Community of Practice and plan your engagement with them.
- Identifying the themes that different people, groups and organisations are active and interested in will help you to assemble thematic coalitions that can work together to address particular challenges and opportunities.
- Adding to the mapping with others involved in the development process and/or development area will help you to fill any gaps in knowledge and develop a shared understanding of all those who have a stake in the project.
- Meeting with and listening to a diverse network of stakeholders will help you to understand the context in which your project is situated and identify opportunities for collaboration.

HOW TO USE IT

Step 1 - Gather all Stakeholders

Use post-its of different colours to identify and categorise all the stakeholders you can think of, that are at stake in the regeneration process. You can use the categorisation already provided, or modify it at your own convenience.

Step 2 - Add 'Themes' Tags

Now add 'themes' tags under your stakeholders. With 'theme', we mean a specific matter of concern, interest and/or area of work that characterises a given stakeholder - such as 'greening', 'social inclusion', 'mobility', for example.

Step 3 - Map Stakeholders' relationship to the meanwhile project and/or the wider development

Now add tags to cards or post- its to add more granular information on your timeline elements. For example, you can use tags of different colours to map out the type of actors involved for each event, or the topics addressed by policies/plans, public engagement and meanwhile activities.

CORE TEAM

People and organisations whose main concern and full focus is achievement of the core projects' objectives.

LOCAL COALITION

People and organisations that regularly contribute to project delivery and achievement of the core project's objectives.

REGENERATION KEY ACTORS

People and organisations that play a role in the wider regeneration project but are not regularly contributing to the delivery of the core project objectives.

REGENERATION STAKEHOLDERS

Any individual, group or organisation that can affect or is affected by the wider regeneration

MAPPED

Stakeholders that have been identified by the project team but not informed about nor interested or engaged in the project

INFORMED

People and organisations that regularly contribute to project delivery and achievement of the core project's objectives.

INTERESTED

People and organisations that play a role in the wider regeneration project but are not regularly contributing to the delivery of the core project objectives.

ENGAGED

Any individual, group or organisation that can affect or is affected by the wider regeneration
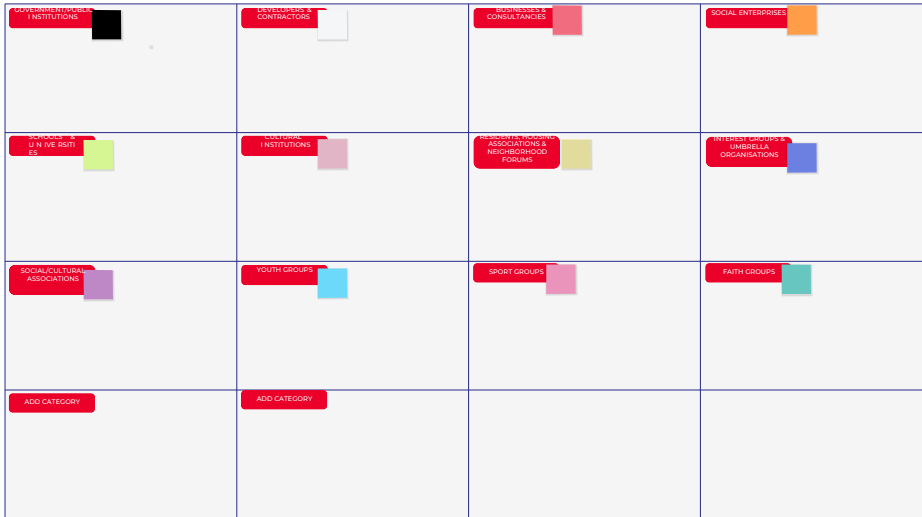
Step 4 - Observe and Reflect

Now look at your map.

- Are there any surprises or is this what you expected?
- Are all stakeholders where you'd like them to be or are there any actions you need to take to change the relationship of stakeholders to the project?
- Consider the groups that stakeholders' represent and whether there are groups that are missing or under represented.
- Consider the themes that stakeholders are interested or active in. Are there opportunities to assemble thematic coalitions, groups of stakeholders that affect or are affected by a specific issue or theme that may share their knowledge or resources and work together with others to address the issue?

CANVAS

Stakeholder
Mapping
Canvas
Part 1

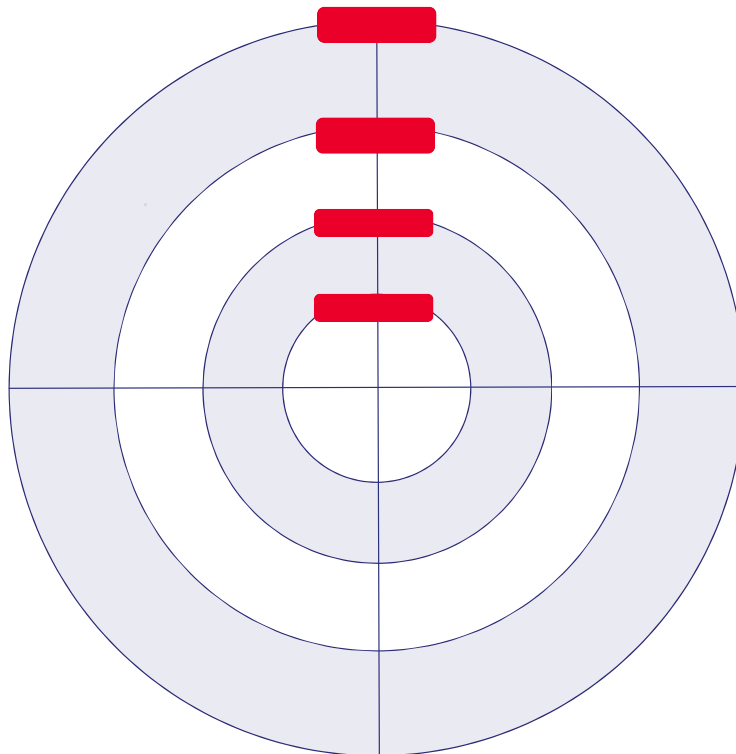| GOVERNMENT/PUBLIC INSTITUTIONS | DEVELOPERS & CONTRACTORS | BUSINESSES & CONSULTANCIES | SOCIAL ENTERPRISES |
SCHOOLS & UNIVERSITIES	CULTURAL INSTITUTIONS	RESIDENTS, HOUSING ASSOCIATIONS & NEIGHBORHOOD FORUMS	INTEREST GROUPS & UMBRELLA ORGANISATIONS
SOCIAL/CULTURAL ASSOCIATIONS	YOUTH GROUPS	SPORT GROUPS	FAITH GROUPS
ADD CATEGORY	ADD CATEGORY		

Recommended printing size: A0

Stakeholder
Mapping
Canvas
Part 2

E13. **Meanwhile Enablers and Preventers**

Map the factors enabling or preventing meanwhile uses

DESCRIPTION

The 'Meanwhile Enablers and Preventers' tool helps **mapping the factors that are enabling or preventing interim uses and meanwhile activities within the regeneration area**. This tool supports the understanding and creating of enabling conditions for interim uses and meanwhile activities.
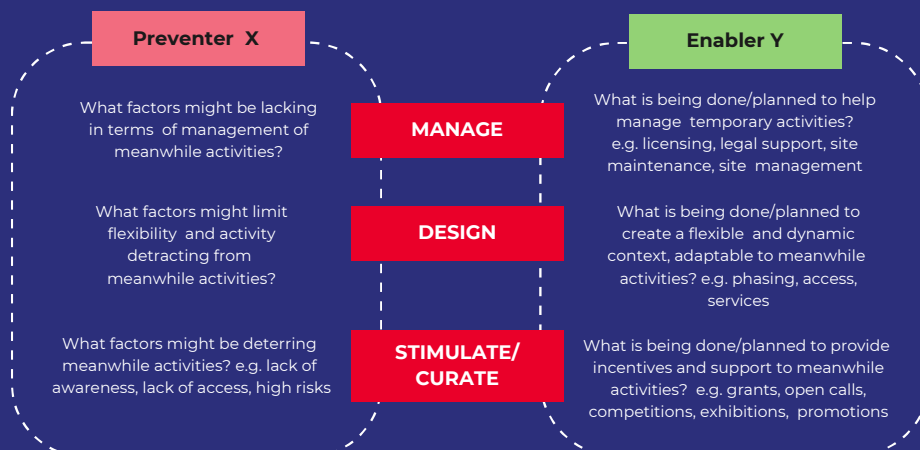
OBJECTIVES

- Understanding which factors can promote or prevent Meanwhile activities, including the design of places and processes, the stimulation and curation of actors and activities and the management of places, processes and resources.
- Mapping the local context in relation to these factors will help to understand what actions need to be taken to create better conditions for interim uses and meanwhile activities.
- Sharing and adding to the mapping with others involved in the regeneration process will help to build a shared understanding of what constitutes favourable and unfavourable conditions for meanwhile activities and support discussion of what steps might be taken to remove preventers and provide enablers for meanwhile activities.

HOW TO USE IT
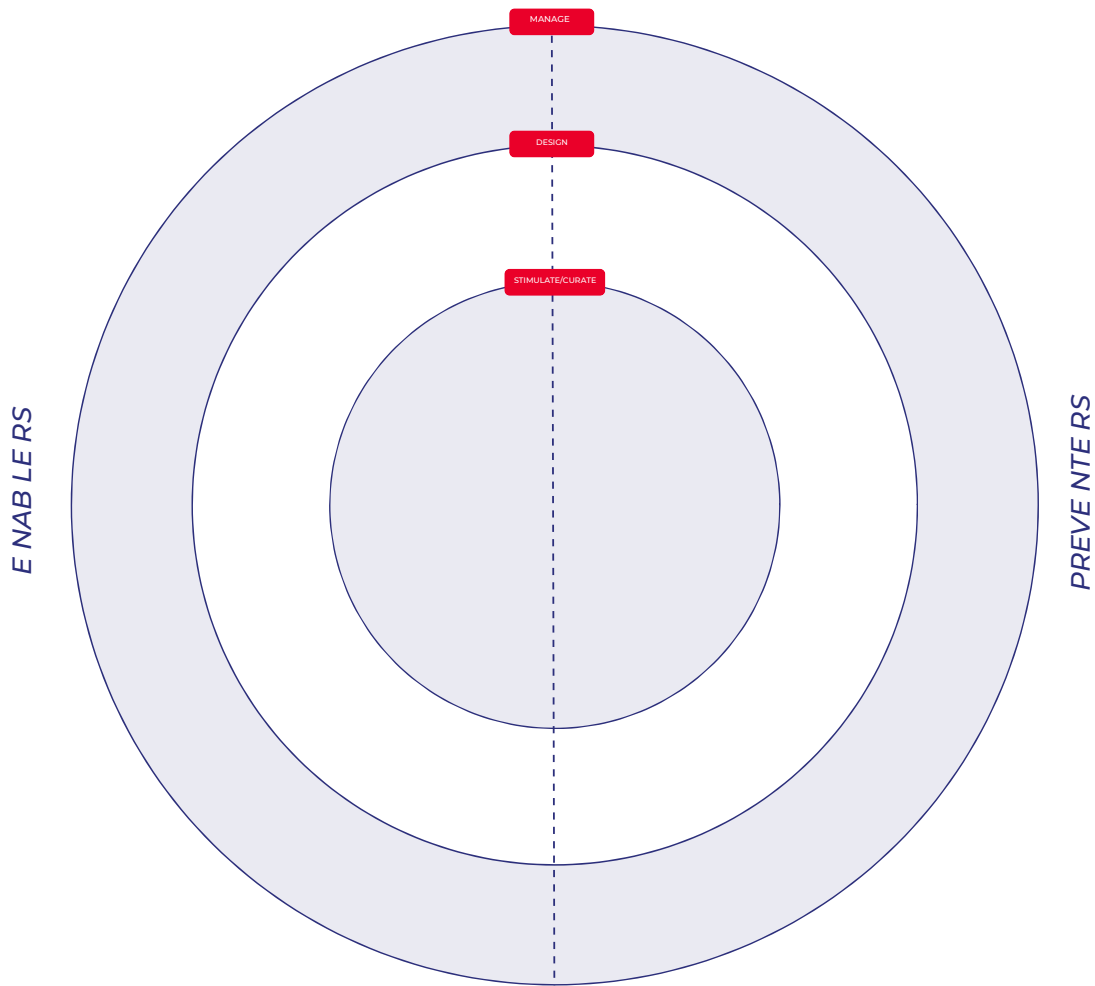
Step 1 - Map Meanwhile Enablers & Preventers

Use the question prompts below to identify as many factors that are enabling or preventing meanwhile activities as you can.

Preventer X		Enabler Y
What factors might be lacking in terms of management of meanwhile activities?	**MANAGE**	What is being done/planned to help manage temporary activities? e.g. licensing, legal support, site maintenance, site management
What factors might limit flexibility and activity detracting from meanwhile activities?	**DESIGN**	What is being done/planned to create a flexible and dynamic context, adaptable to meanwhile activities? e.g. phasing, access, services
What factors might be deterring meanwhile activities? e.g. lack of awareness, lack of access, high risks	**STIMULATE/ CURATE**	What is being done/planned to provide incentives and support to meanwhile activities? e.g. grants, open calls, competitions, exhibitions, promotions

CANVAS

Meanwhile
Enablers and
Preventers
Canvas

TEAM FACTOR

MANAGE

DESIGN

STIMULATE/CURATE

ENABLERS

PREVENTERS

Recommended printing size: A0

EI4. **Challenges & Opportunities**

Map the challenges and opportunities experienced by people in a place over time

DESCRIPTION

The 'Challenges & Opportunities' tool **maps the challenges and opportunities experienced by people in a place over time.** This tool is useful to bring together the findings of public engagement, by identifying the publics and their matters of concern.

OBJECTIVES

- Identifying general challenges and opportunities for stakeholders in the regeneration area in the past, present and future.
- Identifying challenges and opportunities for particular groups in the regeneration area, that can lead to thematic coalitions.
- Identifying which challenges and opportunities are persisting over time.

HOW TO USE IT

Step 1 - Map Challenges and Opportunities

Use post-its of different colours to map all the challenges and opportunities connected to the area under regeneration and the broader context, whether referred to the past, present and future.

Challenge　　　　**Opportunity**
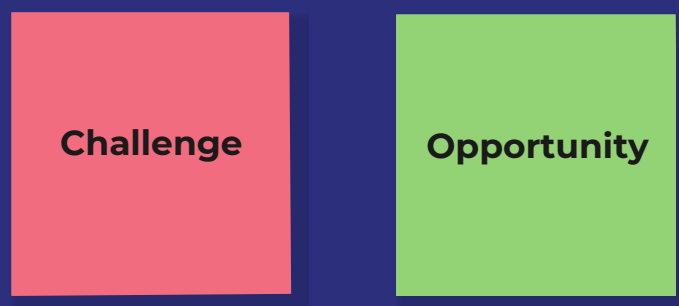
Step 2 - Add 'Stakeholders' Tags (optional)

At this point, you may decide to go deeper, connecting challenges and opportunities to different types of stakeholders that are experiencing such challenges and opportunities. For example, you can use the tagging system in Miro, or sticky dots of different colours if you are instead running an on-site workshop. In T-Factor, we used the following categorisation for stakeholders:

Government/Public Institutions
Developers/Contractors
Businesses/Consultancies
Social Enterprises
Schools & Universities
Cultural Institutions
Residents/Housing/Neighbourhood
Forums
Interest Groups/Umbrella Organisations
Social/Cultural Associations
Youth Groups
Sport Groups
Faith Groups

Step 3 - Cluster Challenges & Opportunities

Now observe the emerging picture and check whether you can start to organise challenges and opportunities around thematic clusters. In T-Factor, we mainly used the following 6 macro-themes, but it is likely that you will create your owns.

- (Attaining) **Sustainability**
- (Growing) **Prosperity**
- (Cultivating) **Innovation**
- (Improving) **Health & Wellbeing**
- (Making) **Places**
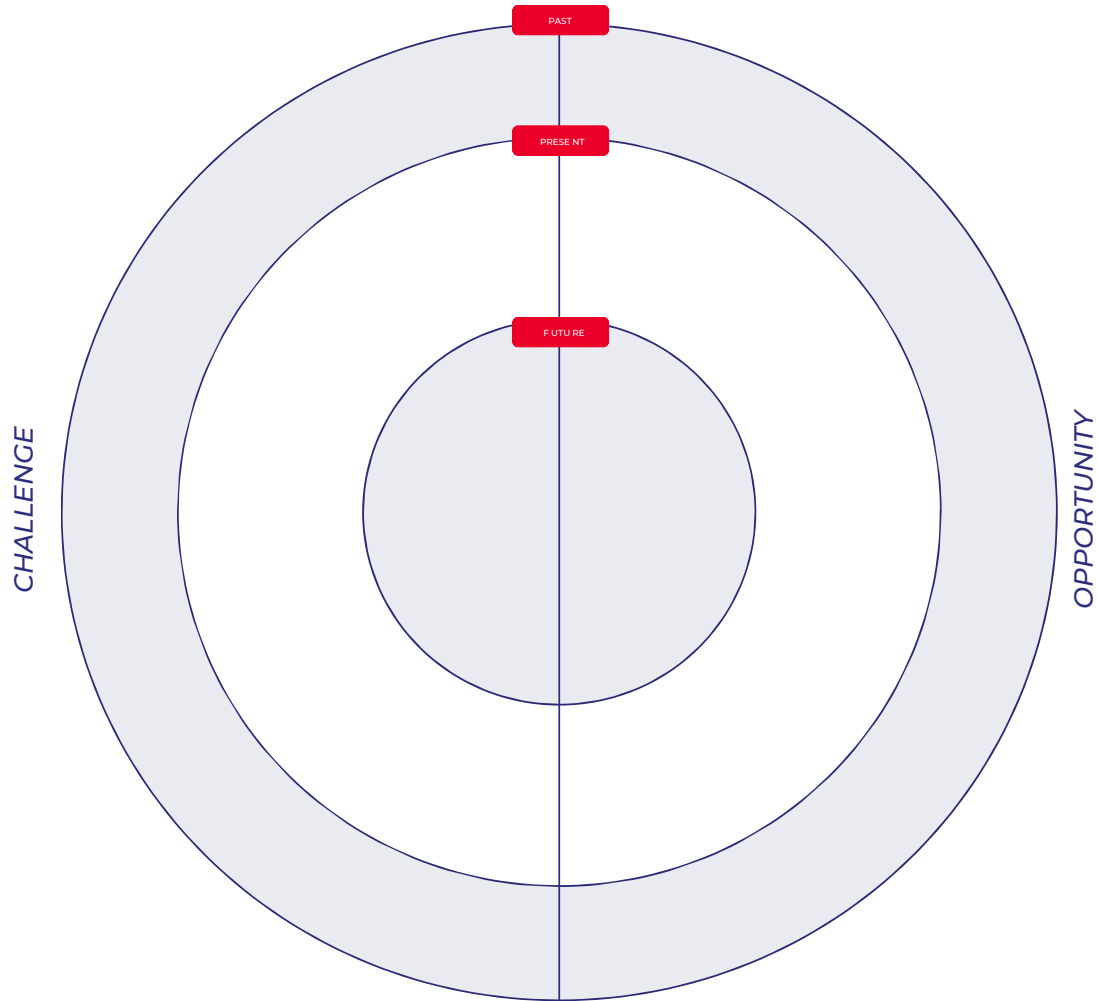- (Building) **Communities**

Step 4 - Observe and Reflect

Now look at your map and use the questions below as prompts for reflection.

- Can you see any patterns?
- Who are the stakeholders experiencing these common challenges/opportunities?
- Are some stakeholders associated with particular challenges/opportunities?
- Are there challenges/opportunities that appear in more than one time period?
- What has been done to address these recurring challenges/opportunities?
- What can be done to address these recurring challenges/opportunities?
- Which stakeholders should be involved in addressing these challenges/opportunities?

CANVAS

Challenges and
Opportunities
Canvas
Part 2

PAST

PRESE NT

F UTU RE

CHALLENGE

OPPORTUNITY

Recommended printing size: A0

E15. **Meanwhile spaces**

Map out empty spaces that provide opportunities for interim use

DESCRIPTION

The 'Meanwhile spaces' tool **maps the location of empty buildings and spaces that provide opportunities for interim use at different times within the regeneration process.**
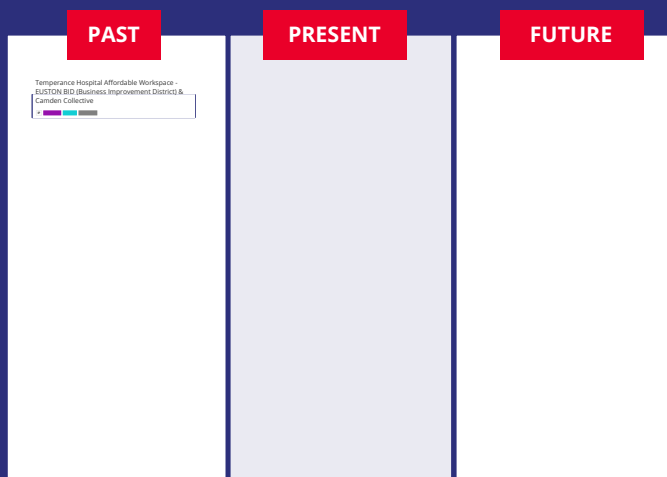
OBJECTIVES

- Identify spaces and buildings that will become vacant at different times during the regeneration period, as well as opportunities for meanwhile uses - projects and programmes that make 'interim use' of the spaces and premises that are temporarily empty.
- Map past examples of meanwhile uses with others involved in the regeneration process and/or regeneration area will help to develop a shared understanding that may be useful in shaping present and future plans.
- Open up discussions of what is possible, what is desirable and what is needed from meanwhile uses, involving a wider group of people and organisations.

HOW TO USE IT

Step 1 - Gather all meanwhile spaces and sites

Use Meanwhile Mapping Canvas Part 1 and cards to gather all the meanwhile spaces and sites in the regeneration area. You can use the categorisation of past, present and future or create your own.

PAST   **PRESENT**   **FUTURE**

Temperance Hospital Affordable Workspace -
EUSTON BID (Business Improvement District) &
Camden Collective

Step 2 - Add Tags

Now add tags to your meanwhile examples. You can include different coloured tags to describe different characteristics. For example, we use categories such as what type of space is it? what type of activity does the space support? etc. you can see these categories in the legend opposite.

Temperance Hospital Affordable Workspace - EUSTON BID (Business Improvement District) & Camden Collective

☰ `M: Influential` `MI: Stable` `U: Workspace`

Step 3 - Map meanwhile spaces and sites

Add maps of the area you are working in to the Mapping Canvases. If the site has changed over time use the relevant map for each canvas past (Canvas 1), present (Canvas 2) and future (Canvas 3). Now move your cards to the Mapping Canvas Part 2. Indicate the space or site on the relevant map; past, present or future.

Step 4 - Observe and Reflect

Now look at your map.

- Do you have all the information about every example?
- Who can you talk with to find the missing information?
- Are all the meanwhile opportunities activated?
- Are there any patterns of use?
- Are there any common themes?
- Are there any key actors that are often involved in Meanwhile activities in the area?

LEGEND

Types of Space:
Enclaves - Industrial/Military Infrastructures or conservation - Leftover, abandoned spaces Natural Urban Spaces and Brownfields - Open-air urban spaces - Private or Business Buildings - Semi public gatherings & markets or retail spaces - Public buildings and offices

Types of Meanwhile Activity:
Art/Culture, Event Space - Food/Drink - Green/Garden - Housing/Shelter - Retail/Commercial - Training/Education - Workspace - Community/Personal Services - Leisure/Sport

Types of Meanwhile:
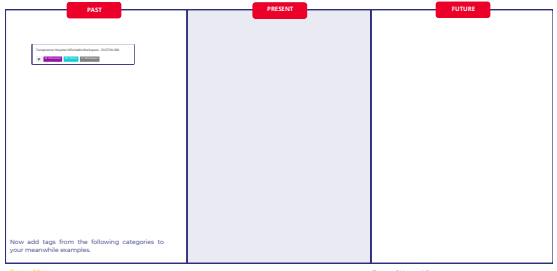Influential - Intrusive - Nomadic - Parasite - Settled - Transitory

Meanwhile Intensity:
Prompt - Regular - Stable

Themes
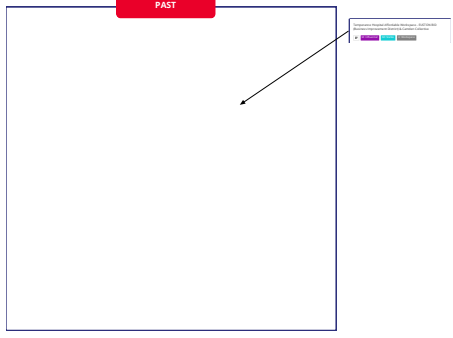...Add your own category themes to help understand these meanwhile examples

CANVAS

Meanwhile Mapping
Gathering Tool

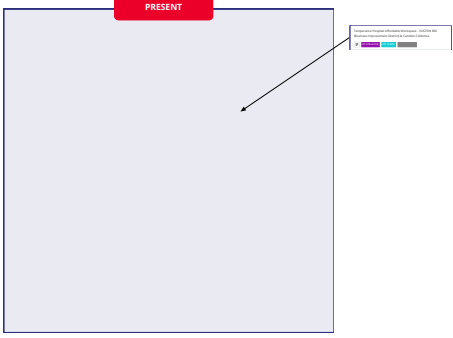| PAST	PRESENT	FUTURE

Now add tags from the following categories to your meanwhile examples.

Types of Space
Enclaves | Industrial/Military Infrastructures or conservation | Leftover, abandoned spaces | Natural Urban Spaces and Brownfields | Open-air urban spaces | Private or Business Buildings | Semi public gatherings & markets or retail spaces | Public buildings and offices |

Types of Meanwhile Activity
Art/Culture, Event Space | Food/Drink | Green/Garden | Housing/Shelter | Retail/Commercial | Training/Education | Workspace | Community/Personal Services | Leisure/Sport |

Types of Meanwhile
Influential | Intrusive | Nomadic | Parasite | Settled | Transitory |

Meanwhile Intensity
Prompt | Regular | Stable |

Themes
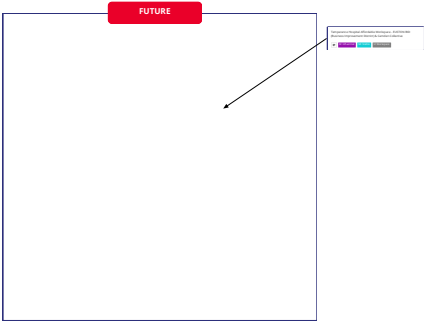...Add your own category themes to help understand these meanwhile examples

Meanwhile Mapping
Canvas 1

PAST

Meanwhile Mapping
Canvas 2

PRESENT

Meanwhile Mapping
Canvas 3

FUTURE

3 SCOPING & IDEATING

SI1. Theory of Change Canvas
Create an overview of your path to change
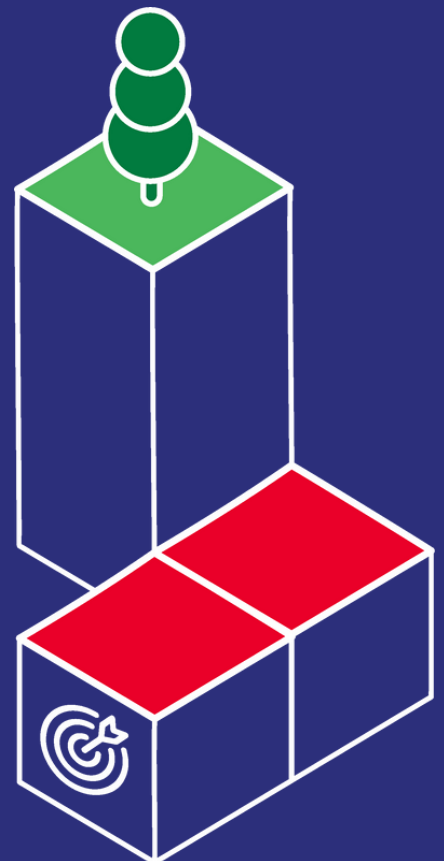through temporary uses

SI2. Temporary Use Cards
Explore and get inspired from real cases
of temporary uses

SI3. Persona Card
Imagine who could be the personas that
may engage with your temporary uses

SI4. Portfolio Matrix
Organise your meanwhile activities as a
full portfolio

3. SCOPING & IDEATING

Scope out and design a mission-driven strategy of temporary uses

WHY

The Scoping and Ideating phase aims at **defining the relevant missions for the regeneration area, originating from specific problems or opportunities and leading towards desirable situations,** identifying and negotiating what 'desirable' means and for whom. The ambition is to transform the processes of masterplanning and urban regeneration in a way that they can become more inclusive and fairer, while leading to better results for people and the planet. The Ideation phase unpacks the logic articulated into the Scoping phase by helping the regeneration project to **identify specific activities** (including events such as festivals and exhibitions, walkscapes, guided tours and various types of workshops) **that can address its missions.**

WHEN

The Scoping and Ideation station continues the work initiated within Exploring and Inquiring by capitalising on the insights generated to support key actors involved in the regeneration project in the definition of local missions as well as of a set of activities to address them. This station, revolving around the Theory of Change approach, also paves the way for the set up of a Monitoring and Evaluation system.

WHAT

'Scoping' and 'ideation' have been conceived as interlinked processes in one single station, rather than distinct activities, since they are both oriented towards identifying **missions - concrete, achievable, time-bound innovations oriented towards a key regeneration challenge that contextualises meanwhile interventions.**

Tools and methods presented here support local actors in defining the logical concatenation between **local problems and opportunities, the related missions a local coalition of actors intend to pursue, and the meanwhile activities** that might contribute to positive impacts.

HOW

The core Scoping and Ideation tools in the toolbox are:

- **A Theory of Change canvas**, which helps to conceive missions and meanwhile activities as connected to a broader logic, taking into consideration the starting problems and opportunities and the expected impact in terms of city making and regeneration.
- **An Activities Portfolio**, which helps to think about a rich set of meanwhile activities as connected and mutually reinforcing towards the desired outcomes and impacts.
- **A set of Meanwhile Activity Cards,** presenting examples of meanwhile uses that can be used as an inspiration for Scoping and Ideation sessions.
- **A set of Personas Cards**, useful to imagine and visualise potential users of the meanwhile activities under definition and design.

To access the tools online, click **here**. For online boards, click **here**.

TIPS & TRICKS

- **Structure and operationalise the team** that will be in charge of carrying out this process, whether they are practitioners, researchers or policy makers. The articulation of actors and the formation of the ecosystem of local actors is as much important as the methods presented here.

- **Cultural and social diversities** should not be ignored, but rather represented and valorized; it is therefore important that the Scoping and Ideation tools are geared towards gathering multiple, contrasting perspectives on city making and invites the users in considering these multiple perspectives.

- Some of the actors participating in the process may have a consolidated design culture that could facilitate the ideation process, while others may need to be more guided through **clear step-by-step instructions.** Also, in some cities the interaction between the actors defining those actions may be direct and **face-to-face**, while in other contexts this interaction could be **online.**

- Filling up the Theory of Change canvas will be an opportunity to **review the problems and opportunities mentioned by the stakeholders**, to assure they were properly considered in the process.

- **Time management**: in a participatory process, presenting the challenges and opportunities and agreeing on desirable situations are likely to take much time.

SI1. **Theory of Change Canvas**

Create an overview of your path to change through temporary uses

DESCRIPTION

Since the 1990s, the Theory of Change has been used to address complex contexts of intervention - including projects and programmes to improve and regenerate cities (Stein and Valters, 2012). The **Theory of Change can be defined as the systematic and cumulative study of the links between the activities, outcomes, and context of an intervention** (Funnell and Rogers, 2011). A Theory of Change is generally represented using a canvas that summarises the key logical aspects of a project, a program or a specific activity. There is no fixed structure for a Theory of Change canvas.

OBJECTIVES

The first Theory of Change canvas is aimed at presenting this tool to the local stakeholders and help them to understand the logic of it: **defining what the starting point of the regeneration area is** (current problems and opportunities), what is the 'destination' (desirable situation), and how could they possibly arrive there by planning and executing potential meanwhile activities. In other words, this canvas is mostly focused on the overall strategy (or the logic of the local interventions) rather than elaborating on the detail of specific activities.
The canvas is expected to represent multiple stakeholders bringing to the table various perspectives. Therefore, **it is a tool to enable conversation and negotiate possible futures**, in order to agree upon mutual goals, scope the work, and find a way to move forward together in a collaborative way.

HOW TO USE IT

Suggested time: half day workshop, depending on the number of participants
Equipment: Post its & Markers of various colours, Printed Canvases, sticky dots

Step 1 - Problems and Opportunities

Start from mapping out problems and opportunities you aim to address through temporary uses. Build on previous knowledge and research you may already have or developed around the area under regeneration. Some tips: - Write a single point per post-it note. - Use red post its for problems and green post its for opportunities.

Once all notes are ready, ask participants to cluster problems and opportunities based on similarities. Then, review the information together and give a headline to each category.
Lastly, identify and frame an overarching challenge that emerges from this preliminary mapping, stated in the form of "How can we?". Examples of challenges from T-Factor:
- 'How can we renew the relationship between humans and nature in cities'?
- 'How can we bridge the gap between Academia and local communities through urban regeneration?

Step 2 - Desirable Situations

Imagine a successful urban regeneration. How would you describe it in terms of positive results and benefits? Write concrete outcomes - one per post-it. Then, review the information together and cluster it based on similarities. Give each group a headline to continue the sentence: 'We are working towards…'. Discuss the headlines you came up with to make sure everyone understands them in the same way. Agree on fewer outcomes that would unlock benefits and positive results for a diversity of publics and audiences.

Step 3 - Your innovation missions

It's time to formulate your mission(s)! Based on the results of Step 2, frame one or more missions that could give concreteness, meaning and direction to your temporary use strategies. Examples of missions from T-Factor:
- 'Healthy, safer and convivial streets'
- 'Vibrant and locally-rooted identities and heritage'

You can understand missions as key objectives of your temporary use strategies, yet formulated in a more narrative and evocative way

Step 4 - Temporary Uses

Use temporary use cards in the Toolbox to get ideas for your own temporary use strategy.
Check suggested ideation methods that can help you throughout the ideation phase.

Prompt Regular Permanent

Urban Orchard

Including fruit trees and other edible plants, greenhouse, a living wall and timber structure reclaimed from other projects. When the project ends the threes are donated for permanent planning.

Image: 100 Union street, Southwark, London

Keywords: outdoor, green

Prompt Regular Permanent

Pop-up restaurant

The restaurant takes place in different locations and offer a joint experience of dining, theatre and art. The venue is announced to subscribers a short time before opening. It aims to offer spectacular meals in unusual venues.

Image: Gingerline pop-up restaurant, New Cross, London

Keywords: dinning, culture

Step 5 - Impact Themes

Now choose general impact themes that you feel relevant in your path to change. In T-Factor we used these 6 impact themes which stem from previous research on temporary uses; however, you may choose to work with your own impact themes

CANVAS

Theory of Change Canvas

Problems and Opportunities	Desirable situations (What is the future state that you would like to reach?)	Your innovation missions (What are the key improvements that you want to achieve to reach the desirable situation?)	Concrete temporary uses and activities that you could implement to fulfil your innovation missions	What impacts does your temporary uses strategy contribute to?
Problem: A matter or situation regarded as unwelcome or harmful. In T-F, problems are framed in negative terms and describe the status-quo. Example: Obesity among children Opportunity: A time or set of circumstances that makes it possible to do something Example: Available funding to fight diabetes	Desirable situation: The situation you would like to reach after the problem will be solved Reduce obesity among children in the local community	Mission: An achievable, time-bound innovation towards a key set of problems. Example: — Implementing healthy diets at schools — Develop public space for physical activity (e.g. bike lanes, football courts, playgrounds etc.) Promoting sport activities	Temporary uses and activities Example: Community kitchen, sport activities for families, green festival	Impact theme: A framework for the local innovation missions. The impact framework of T-Factor consists of six themes:
overarching challenge				

Recommended printing size: A0

SI2. **Temporary Use Cards**

Get inspired from real cases of temporary uses

DESCRIPTION

The 'Temporary Use Cards' are to be used as examples to look at when filling up the Theory of Change canvas. At this point, the purpose is to support local actors in preliminary brainstorming activities. The cards contain the following information:

- A headline summarising the activity.
- A short description of the activity.
- An image - to give a better sense of each activity and to make it easy to differentiate between activities.
- An image caption, which provides further detail on the image.
- Category of meanwhile activity: Prompt/ regular/ permanent.
- Thematic category (e.g. culture, green, business, education etc.).

OBJECTIVES

The purpose of the Meanwhile Activity Cards is to provide examples of successful meanwhile uses that took place in a variety of places and contexts. This is to:

- create a common understanding of what we mean by 'meanwhile uses',
- help to create a benchmark against which they can assess their ideas,
- provide inspiration for what could potentially be done.

HOW TO USE IT

Get familiar with and inspired by potential Meanwhile Activities. Check the cards to know previous cases of Meanwhile Use to be used as inspiration. Use these temporary use cards to get ideas for your own temporary use strategy.

- **Prompt use cards** refer to events, workshops, festivals, fairs - that will entail a prompt use of the space, and whose main goal is to make the area well known by different actors in the city.
- **Regular use cards** refer to activities with a regular/periodic use of the space, with key focus on capacity-building, training, incubation and acceleration programmes around core themes addressed by the regeneration project.
- **Stable use cards** refer to activities that are settled 'permanently' in the area in the waiting time, such as, for example, artists residencies and studios, makerspaces, permanent exhibitions, urban gardens and more.

CANVAS

Prompt Regular Permanent

Your new idea

Description

Your local site

Keywords:

Prompt **Regular** Permanent

Bike Fixing Workshop – Your Bike Project

Image: Your Bike Project

Social enterprise set up by a local Somers Town resident specialising in up-cycling and cycle maintenance. For all young people from all walks of life, enabling them to earn a free bike. Currently located in the Story Garden next to MAKE, they also have a stall at Chalton Street Market.

Keywords: bike, DIY, training

SI3. **Persona Card**

Imagine who could be the personas that may engage with your temporary uses

DESCRIPTION

The Persona cards **provide prompts of potential beneficiaries to be addressed throughout the Ideation process:** an undocumented immigrant, a 80 years old person, a six years old child, a bird, a person with disability, a single mom, an unemployed person. They are described by the following categories: name, age, interests, connection to the area and pain points. The Cards are adjustable so each participant can add, discard or edit information according to local specificities and needs.

OBJECTIVES

The method allows the activity participants to 'step in someone else's' shoes' and think about a certain issue throughout the perspective of a person with some specific characterizations. It has the potential to broaden our default perspective and evoke empathy.

HOW TO USE IT

The value

'Persona' is an archetype character. It allows the user to 'step in someone else's' shoes and think about a certain issue throughout the perspective of a person with some specific characterizations. It has the potential to broaden our default perspective and evoke empathy. By relating to it the designer can envision how the persona will engage with the idea according to her or his specific position and needs.

How to use the tool

The cards provide a general description of potential stakeholders to be considered throughout the ideation process: an undocument immigrant, a 80 years old person, a six years old child, a bird, a person with disability, a single mom, an unemployed person, described by the following categories: name, age, interests, connection to the area and pain points. The Cards are adjustable so each facilitator can add, discard or edit information according to local specificities and needs.
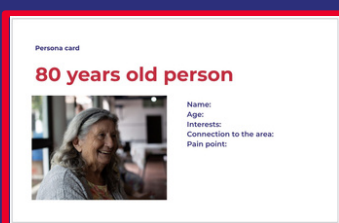
Equipment: Persona cards

CANVAS

Persona card

An unemployed person

Name:
Age:
Interests:
Connection to the area:
Pain point:

SI4. **Portfolio Matrix**

Organise your meanwhile activities as a full portfolio

DESCRIPTION

The Scoping and Ideation process is expected to result in a 'Portfolio Matrix' **organising all the meanwhile activities envisioned by the regeneration project into a matrix.**

The matrix builds on the **portfolio logic,**[6] understood as a **shift from discrete innovation projects to combinations of mutually reinforcing experiments engaging different levers of change and exploring co-benefits through explicit synergies.**

The adoption of this type of tool in T-Factor is not only meant to support a narrative approach around activity definition and further planning; more than that, it shall support a continuous reflection and inquiring on how activities are defined, connected to each other and deployed over time to achieve a meaningful legacy. Understood in this way, the portfolio matrix is also a fundamental tool for supporting **strategic learning processes** within a local coalition of actors interested in the regeneration process by serving as a dynamic tool to be consulted and continuously updated by all interested actors.

OBJECTIVES

- Creating an overview on your planned activity over time to ensure it has an impact on core infra-structuring conditions in the long run.
- Reflecting on its overall logic and checking whether some adjustments are needed.
- Noticing what are the enabling conditions that need to be fulfilled in order for your plan to succeed.

HOW TO USE IT

Suggested time: half day
Equipment: Post its & Markers of various colours, Printed Portfolios

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6 See: https://oecd-opsi.org/stewarding-innovation-portfolios-for-collective-system-change/

Organise your meanwhile activities as a full portfolio engaging different levers of (systems) change.

Through this matrix, you will create a synergistic plan of temporary uses and activities based on: A. The timeframe of the project. B. Type of activities. C. Enabling conditions you address The Portfolio Matrix is structured as follows: The vertical axis scaffolds temporary uses in three main types defined on the basis of incremental levels and intensity in engagement and creative collaboration:

- **Prompt uses** - i.e. one off events such as workshops, fairs, festivals, seminars, primarily aimed at attracting people to spaces;
- **Regular uses** - i.e. more regular activities such as training, incubation and acceleration programmes meant to start retaining people in places;
- **Stable uses** - i.e. stable temporary uses such as pop up kitchens, community gardens, artistic residencies, etc., meant to start anchoring people in places).

In the vertical axis you also find the enabling conditions, understood as leverage points that allow temporary uses to truly become collaborative and participatory platforms that explore and anticipate the future our cities need. Enabling conditions are defined as it follows:

- **Collaborative Governance**: Understood as the relational, organisational and decision-making structure that allows different publics to convene and collaborate on shared local and global concerns, and to address them through collective and participatory action throughout and beyond the meanwhile of urban regeneration.
- **Smart Planning, Regulation and Policy:** Understood as the course of actions, rules, procedures and strategic directions that inform and influence a regeneration process, and that in turn influence the way temporary spaces can be accessed and used throughout a redevelopment.
- **Investment and Funding**: Understood as the mechanisms through which financial capital is deployed and made accessible for participatory and impact-oriented temporary uses in urban regeneration.

The horizontal axis articulates activities across three horizons of reference - short, medium and long term - as a way to organise temporary uses and enabling activities within the timeframe of your temporary use strategy, yet with attention to the legacy that you aim to leave towards the long run.

You can approach the Portfolio as you wish, for example starting from stable uses that you would like to become a more permanent feature of the area under regeneration, and "reversing engineering" it to shorter term experiments that will allow you to start testing in small scale. Or you can start from enabling conditions, for example by identifying medium term achievements in regulatory improvements on temporary uses. Whatever your starting point, always keep in mind that the more you address all categories in the portfolio, the more you have chances to turn your temporary use strategy into an opportunity for system transformation. Make sure there is a logic and clear connection between activities and phases in the portfolio!

CANVAS

	2022	2023	2024	after T-Factor
STABLE USES				
REGULAR USES				
PROMPT USES				
COLLABORATIVE GOVERNANCE				
SMART PLANNING REGULATION & POLICY				
INVESTMENT & FUNDING				

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4 PROTOTYPING & TESTING

PT1. Prototyping Maturity assessment
Assess the readiness and maturity level of your temporary use strategy
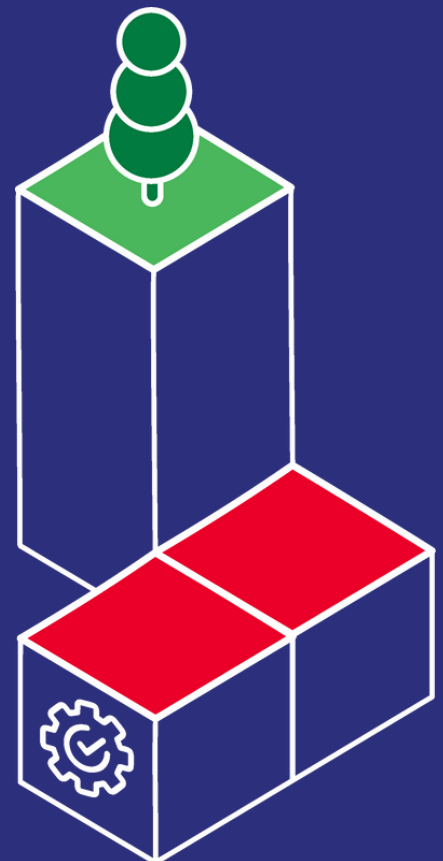
PT2. Detailed design workshop
Detail a temporary use idea at an executive level, to make it ready to be prototyped

PT3. Prototyping Strategy Workshop
Schedule temporary use prototypes over time in a strategic prototyping roadmap

PT4. Prototyping Cycle Guidelines
Iterate prototypes to refine the solution until it is ready to be implemented

4. PROTOTYPING & TESTING TEMPORARY USES

Developing and experimenting temporary uses to test urban regeneration strategies

WHY

Within urban regeneration processes it is advisable to approach the realisation of meanwhile uses step-by-step, making a better use of resources available. Thanks to prototyping, you can have the chance to explore and **test multiple ideas** before putting efforts in a unique direction, yet having the chance to **engage with real stakeholders and communities on the ground**. At the same time, engaging in a prototyping process will give you the opportunity to 'learn by doing' about the transformation dynamics that can influence urban regeneration. Thanks to prototyping you can learn how to better **drive decision making and strategically refine the transformation process in a more agile way,** informing broader regeneration plans and processes.

WHEN

Once your initial plans for meanwhile activities are scoped out, you may start trying out temporary uses on the ground. The prototyping station supports local actors in refining and detailing meanwhile ideas to get them ready to be prototyped, and it does so through an iterative process that can accompany the whole lifespan of meanwhile uses envisaged.

WHAT

In the context of urban regeneration and temporary uses, prototyping can apply to citizen experiences, policies, services, organisational structures, and more. **'Prototypes' are here intended as concrete experimentations on meanwhile uses,** **made within a regeneration project, to represent possible future situations for the regeneration area.** Prototyping entails an incremental process that allows you to firstly **develop the initial ideas for meanwhile uses more deeply**, and then to **test them iteratively**, to learn about what works and what doesn't, and improve them along the way. During this iterative process, first prototypes should be tested internally to the project team, while later improved versions should imply the interaction with the real audience they address. This implies setting up a prototyping strategy based on available resources, and executing a feasible prototyping process up to testing and evaluating those meanwhile uses that are more relevant to your innovation missions.

HOW

The tools presented here will help you:

- assessing the **maturity** of your temporary use portfolio and readiness towards prototyping;
- **designing into detail** your temporary uses, examining aspects such as target groups, user experience, partnerships and collaborations, budget and resources fully;
- defining your **prototyping strategy** and timeline;
- setting up one or more prototyping cycles from planning to evaluation of meanwhile use prototypes.

To access the tools online, click **here**. For online boards click **here**.

TIPS & TRICKS

- To be able to understand what to prototype, you must first clarify what each meanwhile use consists of. **Prototyping in this context means closing the gap between ideas and what their actual prototyping entails,** by understanding which elements to prototype in every single temporary use idea, clarifying how prototypes contribute to the whole portfolio and the achievement of missions, and considering contextual resources and obstacles.

- **Work with local stakeholders at the identification of the enabling conditions at the ground of your prototyping process,** and try to be as precise as you can. For example, what kind of space do you need? Are you endowed with the right permissions? What kind of collaborations and fundings must be retrieved?

- Whenever possible, **name from the very beginning the subjects/organisations you expect to have a critical role in the realisation of the meanwhile uses.** If this information is unclear, try to indicate the subject category with as much detail as possible.

- Always ask yourself: who is the beneficiary of the meanwhile use? Who is an essential subject in my context for realising this meanwhile use? Who has the knowledge/authority for making it happen? **Many subjects could contribute to the meanwhile use, but only a few will likely be fundamental in prototyping it.** If the list of names becomes too long, focus on priorities.
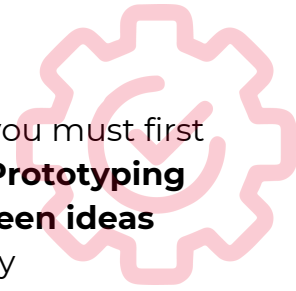
PT1. **Prototyping Maturity Assessment**

Assess the readiness and maturity level of your temporary use strategy

DESCRIPTION

The Prototyping Maturity Assessment is a diagnostic tool aimed at **qualitatively assessing the readiness and maturity level toward the prototyping of meanwhile uses**. It is a self-assessment tool made by a survey to be filled out by stakeholders involved in the regeneration project and/or that play a role in running meanwhile uses. The assessment is built on a framework that matches **3 types of meanwhile uses with 3 change dimensions.**[7]

The 3 types of meanwhile uses are the following:

- **Prompt** → Events, workshops, festivals, fairs and other initiatives whose main goal is to make the area well known by different actors in the city.
- **Regular** → Capacity building activities, training, incubation and acceleration programmes with a regular/periodic use of the space
- **Stable** → Activities that are settled 'permanently' in the area such as artists residencies, makerspaces, permanent exhibitions, urban gardens.

The 3 types of change dimensions are the following:

- **Relational** → These activities generate shared trust and value aimed at building engagement/empowerment of participants and/or collaboration among participants and developers.
- **Operational** → These activities build and create better capabilities, capacity and resources among developers such as improved organisational capacity, data driven decisions, access to funding.
- **Strategic** → These activities change the value of the masterplan and include changes to the urban planning culture or to the masterplan itself, the way meanwhile uses are managed and orchestrated.

This tool will support your team discussing and assigning a level of maturity (according to a proposed scale) for each single meanwhile use or group of activities, and understanding if you are ready to prototype them:

---

7 Change dimensions refer to the change achieved by the regeneration project in terms of increased capacity to (i) address citizens' needs, (ii) foster shared ownership of the areas, (iii) promote socially and economically viable regeneration practices and (iv) foster the formation of valuable alliances oriented towards shared regeneration goals. Such change can occur at strategic, operational or relational level.

- **Embryonic level** → The local coalition has some physical and immaterial assets identified, but need to better define its strategy, and to inquire local stakeholders' values, meanings, and perceptions. Enabling conditions to run the project need to be identified or are only partially identified.
- **Mature level** → Initial physical and immaterial assets are deployed, a first program of temporary uses and events has been planned, with core stakeholders already identified and engaged.
- **Advanced level** → A large set of physical and immaterial assets are deployed, and at least a first program of temporary uses and events has been implemented, with a plethora of different stakeholders already identified and engaged.

The results of the assessment can be used as a filter to select the uses that appear to be more feasible and ready to be prototyped and to better understand how to refine your ideas.

OBJECTIVES

- Reflecting on resources you have to prototype meanwhile uses
- Filtering the activities that are more feasible and ready to be prototyped
- Understanding how to refine ideas and what to improve to be able to prototype
- Revising your overall meanwhile strategy by balancing different types of meanwhile uses to foster strategic change

HOW TO USE IT

Step 1 - Choose what to assess

Depending on what you are planning to prototype, choose the object of your assessment and write it in the canvas: it can apply to a single activity or to a cluster of activities (for example the group of prompt, regular or stable uses, or a group of activities that share the same mission, etc...). Add as many colums as the number of activities or clusters you want to assess.
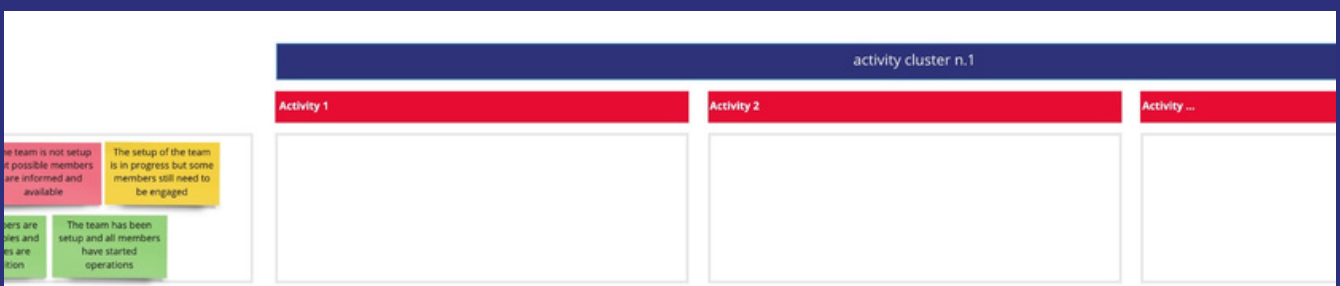
Step 2 - Assign a value to each indicator

Discuss with your team to define your level of maturity with respect to the suggested indicators. Assign a value on the proposed scale for each of them. Colours indicates the level of maturity according to the maturity ladder. If needed you can modify indicators or add new ones (elaborating the related scales as well) that better suits your situation.
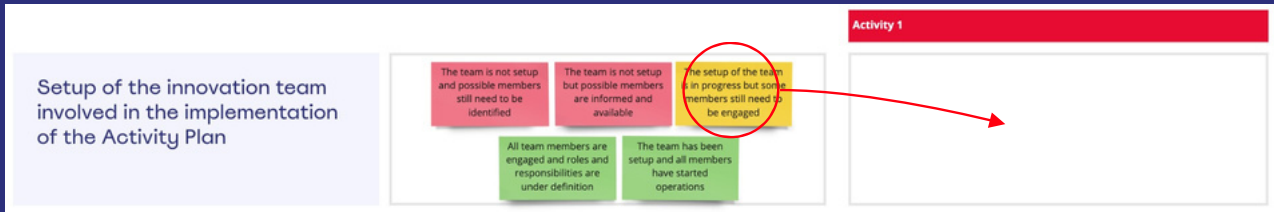
Step 3 - Add comments that explain your evaluations

Discuss with your team to define your level of maturity with respect to the suggested indicators. Assign a value on the proposed scale for each of them. Colours indicates the level of maturity according to the maturity ladder. If needed you can modify indicators or add new ones (elaborating the related scales as well) that better suits your situation.

Step 4 - Analyse strenghts and weakenesses

Once all the cells are filled up, take an overall look to the canvas and detect on which aspects you are still at an embryonic level, on which you are mature enough and on which you are already at an advanced level. The analysis will help you understand if you are ready to prototype or what there is to do to achieve the objective.

Repeat the process as many times as your meanwhile uses or custers are!

LEGEND

Green Colour:
Indicates aspects where you are at an advanced level of maturity

Yellow Colour:
Indicates aspects where you are at a mature level

Red Colour:
Indicates aspects where you are at an embryonic level of maturity

TOOL

Prototyping Maturity Assessment Canvas

PT2. **Detail Design Workshop**

Detail a temporary use idea at an executive level, to make it ready to be prototyped

DESCRIPTION

Prototyping a meanwhile use means realising it, as a whole or in part, in the real regeneration context: to do so, the idea must be detailed enough to allow the implementation of the prototype. During the Detail Design Workshop, participants are guided by a facilitator through **a set of activities across two phases: concept development and rapid prototyping.**

Phase 1 | Concept development
The first phase focuses on concept development and entails the advancement of the idea through a participatory design activity that might involve key actors of the regeneration project, such as the owner, the developer, the coordinator, other stakeholders that could play a role in the realisation of the idea, and ideally a representation of beneficiaries.
Duration: 4 hours per idea

Phase 2 | Rapid prototyping (optional)
The second phase focuses on the simulation of the idea exploiting rapid prototyping techniques. Participants are called to build a fictitious scenery in a rough way to represent the meanwhile context and enact a possible situation it could entail to verify if all aspects have been considered and open up discussions to fix or improve what is not working well.
Duration: from 2 to 4 hours depending on the number of iterations

The final purpose is to fill up an Advanced Meanwhile Idea Card, covering all those aspects that must be defined to be able to turn the idea into a tangible experimentation. These include:
- Title of the idea
- General description of the idea (including value and impact)
- Target groups
- How it works: key functions/offer/channels/touchpoints
- Business model: main costs and revenue streams

- Resources needed (including people/competencies, spaces, infrastructures, funding)
- Implementation Roadmap
- Team organisation: people/partners involved and roles

Depending on the time available, you can decide to run both phases or only the first one, or to split the two phases into two different sessions.
Similarly, depending on the number of ideas to be detailed you can split participants into different groups or organise multiple sessions.

OBJECTIVES

This workshop aims at providing the methodology and the tools to **detail a (meanwhile) idea to get it closer to the executive level, and ready to be prototyped in the real context under regeneration.**

HOW TO USE IT

Concept development

Step 1 - Identifying beneficiaries

Depending on what you are planning to prototype, choose the object of your assessment and write it in the canvas: it can apply to a single activity or to a cluster of activities (for example the group of prompt, regular or stable uses, or a group of activities that share the same mission, etc...). Add as many colums as the number of activities or clusters you want to assess.

Tool tip! – Invite your participants to identify a predefined number of beneficiaries (for example max. 3) so to help them understand who they really want to address
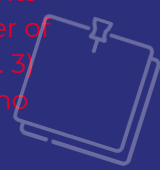
Step 2 - Clarifying the idea and telling the experience

The second activity represents the most important moment of the workshop as it aims at defining how the meanwhile use works, what are the key functions it entails, what initiatives it proposes...in summary, the experience offered to beneficiaries.

Tool tip! – You can split this activity into 2 sub-activities, the first one dedicated to detail the offering and the second one dedicated to detail the experience. Moreover, to detail the experience you S can opt for rapid prototyping techniques
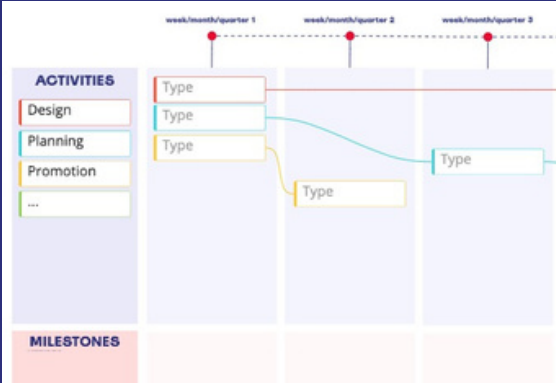
Step 3 - Mapping actors and roles

The third activity is dedicated to the definition of the ecosystem of actors that must be involved in the implementation of the prototype and that are going to make it work and manage it.

Step 4 - Checking resources

The fourth activity focuses on the financial aspects, to understand what are the cost structure, the income streams, resources needed to start and to maintain the activity.

Step 5 - Planning for implementation

The fifth and last activity is dedicated to envisioning the roadmap of actions to be executed over a fixed period of time for implementing the meanwhile use, including milestones to be achieved for guaranteeing the progress of the work.

Rapid prototyping

Step 1 - Choosing what to prototype

As the first step, specific real-life situations from the beneficiary experience should be selected for rapid prototyping (see Concept Development Phase - Step 2). These will describe the story of the beneficiary with the meanwhile uses in particular moments and places.

Tool tip! – Clarify your "prototypable bits"!
"Prototypable bits" are those elements from the beneficiary experience that can be turned into a "quick & dirty" small-scale simulation. For example, the beneficiary dialogue with other actors, his/her moving into a physical space or navigating a website can all be prototyped with the right method.

Step 2 – Selecting the right method

Once what to prototype is clear, it is time to define how to do it, i.e. to select the most appropriate rapid prototyping technique. The technique choice requires careful consideration of several factors, such as the prototyping goals, the number and type of participants, the physical setting, and the availability of materials useful for the simulation.

Tool tip! – Get inspired There are many online repositories from which you can pick the right rapid prototyping technique for your workshop or get inspiration.
For example:
- Human-centered Design Kit
- Service Design Tool
- This Is Service Design Doing Methods Library

Step 3 – Time to perform!

Rapid prototyping requires applying the selected technique for an ongoing, collaborative and live enactment of the beneficiary's experience. Participants are required to perform the chosen aspects of this experience through the chosen method, thus enabling collective reflection and sharing.

Step 4 - Improving ideas and iterate

After each performance, the group should question their initial ideas, asking: what aspects of the initial concept can be improved? The group should keep track of the knowledge gathered by taking notes, pictures, or recordings. The same performance can be iterated several time until the concept is well defined.

CANVAS

PT3. **Prototyping Strategy Workshop**

Schedule temporary use prototypes over time in a strategic prototyping roadmap

DESCRIPTION

An urban regeneration project typically lasts several years, enabling the experimentation of several meanwhile uses. Setting up a prototyping strategy in advance can help achieve the objective of your experimentation making a better use of resources.

During the Prototyping Strategy Workshop participants are guided by a facilitator through several steps, with the purpose to fill up a **Prototyping Strategy Canvas,** that provides **a visual synthesis of what is going to be prototyped for each meanwhile use and when the prototype is planned for.**

Two main contents are discussed during the workshop:
- **the prototyping purpose**, to figure out and align with stakeholders on prototyping objectives in sync with the broader regeneration project;
- **the prototyping roadmap**, to figure out and align with stakeholders on what to prototype, when and how (with what resources) during the time available.

Depending on the complexity of meanwhile uses, time available and resources at hand, it might not be possible to prototype each meanwhile use as a whole. The strategy could consider to prototype only those elements that are more uncertain, or that could have more influence in the achievement of regeneration impacts.

To determine the duration of each prototype, three different phases of the prototyping process should be considered. Each of them can have a variable duration that can be specified in the Canvas. All together they constitute a Prototyping Cycle that can be repeated as many times as needed for refining the meanwhile use before it is implemented.

Phase 1 | Plan and organise
This phase includes all the actions needed to plan for the implementation of the prototype, organising human, material and spatial resources. It typically lasts from 1 to 3 months, but could require more time.

Phase 2 | Run and test

This phase coincides with the execution time of the prototype, from when it goes 'live' till when it is dismantled, as well as actions needed to plan and run testing activities. Depending on the nature of the meanwhile use, it can vary from a few days to several months.

Phase 3 | Evaluate

This phase entails the analysis of results from tests and the definition of iterations to be done or improvements to be brought to the meanwhile use before the final implementation. It typically lasts 1 or 2 months.

OBJECTIVES

The Prototyping Strategy workshop aims at providing the methodology and the tool to set up the prototyping strategy for your meanwhile uses, once you have detailed them enough to realise what their implementation requires. It is useful, in particular, when your regeneration project entails several meanwhile uses, and you need to **decide what to prototype and to schedule prototypes over time.**

This activity is useful to:
- support local coalitions in aligning on the prototyping purpose
- list down what you want to prototype for each meanwhile use
- devise what time each prototyping phase requires
- provide participants with a visual synthesis of their prototyping plan

HOW TO USE IT

Step 1 - Defining your prototyping purpose

Align with your local coalition on what do you want to achieve through prototyping and why do you want to experiment on meanwhile uses, writing your Prototyping Purpose in the dedicated box of the Prototyping Strategy Canvas.

Tool tip! – Get inspired There are many online repositories from which you can pick the right rapid prototyping technique for your workshop or get inspiration.
For example:
- Human-centered Design Kit
- Service Design Tool
- This Is Service Design Doing Methods Library

Step 2 - Determine what to prototype

For each activity/activity cluster choose what you want to prototype, thinking critically at what you can realistically realise considering the time available, the effort required for prototype implementation, and the resources you possess (or not). Fill a card for each prototype and place it in one row of the Canvas as shown in figure. Add or delete rows depending on the number of prototypes you will determine for each activity/activity cluster

Tool tip! – At this step you can help participants by asking the following questions: What is the best time for you to run this prototype? How much time do you need to retrieve the resources for implementation? For how long do you want to test it?

Step 3 - Build your roadmap

Determine the duration of each prototype, considering the three phases of the prototyping process: (I) Plan and organize, (II) Run and test, (III) Evaluate. For each phase resize the corresponding rectangle according to how long you expect it to last. Start with the "run and test" phase, as it corresponds to when you want the prototype to "go live". Repeat this step for each prototype.
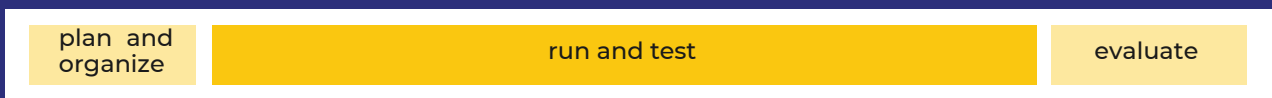
Step 4 - Add milestones and dependencies

Link activities that have a connection between them, i.e. to run the latter you need primarily to complete the first. If needed you can also indicate the milestones of your prototyping process, specifying in the space dedicated to comments what they consist of.
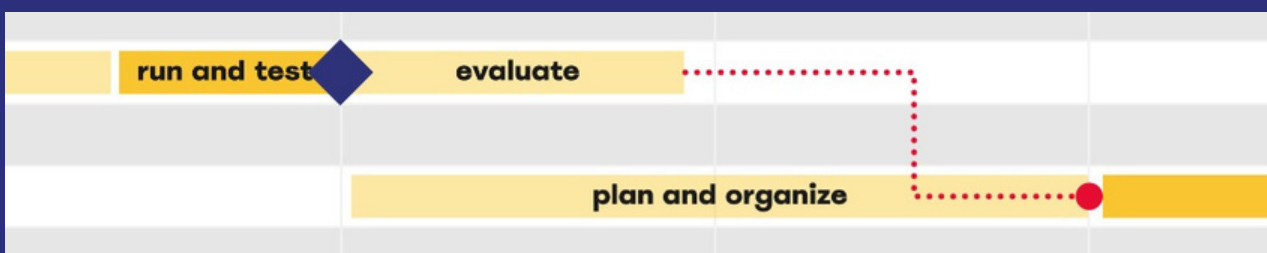
CANVAS

PROTOTYPING STRATEGY Canvas

Prototyping Purpose

Activities / Activity clusters	Month 1				Month 2				Month 3			
	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4

	plan and organize			
	run and test	Prototyping phases	Milestones	Dependency
	evaluate			

PT4. **Prototyping Cycle Guidelines**

Iterate prototypes to refine the solution until it is ready to be implemented

DESCRIPTION

Prototyping entails several steps and activities that all together can constitute a process, that we name '**Prototyping Cycle**'. This is meant to be iterated as many times as needed to refine the solution until it is ready to be implemented on the ground.

Each Cycle entails **3 phases** (see 'Prototyping Strategy Workshop'), each one composed by a subset of activities and tools that you can decide to follow as a whole or in part, depending on your own context and the nature of the meanwhile use you are going to prototype. At the end of each cycle, integrate the feedback collected during the test phase, and evaluate, according to your objectives, how to proceed in the following cycle.

Next Cycle

Plan and organize phase

1

Prepare for running the prototype by planning actions needed for implementation and organizing human, material and spatial resources.

2   **Run and test phase**

Run the prototype taking into account what you want to verify during the test. Define what you want to test, with whom, and how, and run testing activities.

3   **Evaluation phase**

Analyse the results of tests and define the iteration/improvement strategy of meanwhile uses toward the achievement of the objectives of your regeneration project.

The duration of each phase can vary according to your project schedules

OBJECTIVES

Running multiple prototyping cycles allows you to test several meanwhile uses within your regeneration project or to test the same use at incremental level of fidelity.

Process 1/3 | Plan and Organize Phase

Step 1 - Assembly your team

Since the prototyping process, as any other design process, should be highly collaborative, the first thing to do is to build a collaborative team consisting of people with the right skills and knowledge, to be involved throughout the different phases.

- Define how many team members you need, and with what skills, during the different prototyping phases. Reflect on which stakeholders of the local coalition you want to involve and with what role.
- Map the critical skills that are required to realize your prototype and order them based on priority. Check if they are present in your ecosystem and evaluate to expand the team to integrate the missing ones for some periods during prototyping.
- Similarly, assess if there are other stakeholders that you need to partner with and that must be included in your ecosystem. Don't forget to consider possible funders!
- In particular, decide what stakeholders you want to involve in codesign or co-production activities, thus involving them in decision making processes.

Step 2 - Plan your prototype

Make a plan of actions necessary to implement the prototype, detailing execution times and milestones.

- First, arrange your timeline depending on the time available for prototyping. It could match with the regeneration time or not, depending on the prototyping purpose and how many Prototyping Cycles you expect to run.
- For each cycle, list down all the activities necessary to develop and test your prototype, including all the conditions that will enable it. You should consider all those actions that will allow you to: - build a network of partners/sponsors/supporters; -request and obtain authorisations; -communicate the initiative; -engage the audience; -seek/obtain resources and funding, etc.
- Set a time schedule for each activity, starting from key dates and milestones, such as the prototype launch, the testing phase, etc. It might be helpful to ask yourself: what do we want to happen by the next month? And in three months from now? And so on.
- Assign a person from your team to each track of work. Find someone to own or champion each stream of activities, including someone in charge of tracking and reporting data on what is being done.
- You can eventually include indicators to keep track of your progress. You can extract them from the monitoring strategy of your regeneration project (you should have one!), and integrate them into your time schedule.
- This step (2) is strictly related to the next one (3): one can be functional to the other and viceversa.

Process 2/3 | Plan and Organize Phase

Step 3 - Retrieve resources and capabilities

Depending on the kind of prototype you want to run (product, service, event...), make an inventory of the resources (human, spatial and material) you have and those you lack, and activate to retrieve them, eventually establishing new partnerships.

- Identify the resources you need to develop and execute the prototype, considering different categories, such as people, spaces, materials, channels, etc...
- For each category, make an inventory of the resources you have and those you lack. If needed, look back at activities envisioned by the prototype plan developed in the previous step. Include in your plan activities related to the retrievement of resources, and, if possible, try to quantify them in terms of cost.
- If you didn't make it before, cluster needs according to the competencies of the team members, asking who is going to take care of what. Include a category for those needs that cannot be covered by the team. Do you need specialised support to take care of some tasks or to retrieve some resources? Do you need to establish new relationships or can you leverage those you already have?
- List down relationships and partnerships you need to activate: some of them could be already part of your ecosystem, while others might be built from scratch. Once you have identified the partners you need, set the parameters of your collaboration and engage them to start a negotiation: what do you need from them and what can you offer? What are your deadlines?
- Last, think at how you can optimise resources. For example, are there projects or activities already planned or in progress with which you could create synergies? Or can you establish agreements to obtain some of the resources you need?

Step 4 - Seek for funding

Implement actions to raise the funds necessary to run the prototype and define how to make the meanwhile use self-sustainable in the long term.

- Build a simple spreadsheet that shows all of the costs that the prototype would incur, from staff to production.
- If you're relying on grants or donations, think critically about how you'll raise money and how reliable your funding sources are, and when you can have access to them.
- If you need to apply for grants or raise money, determine which networks or consortia you may need to develop to help your chances.
- If you're selling a product or a service, how much of it do you need to sell to hit your revenue goals? How much should your product/service cost? Will you need to introduce new products/services over time? Make a One-Page Business Plan or Business Model Canvas can help you define the business model of your meanwhile use
- Your funding strategy will get you to run and test your prototype, but what happens next? If your wish is to turn your meanwhile use into a permanent one, start reflecting on how to make it self-sustainable in the long term.

Process 3/3 | Plan and Organize Phase

Step 5 - Do a stress test

Before going live share your plan with project partners and peers to make sure you have considered all risks and constraints.

- After completing all the tracks of work necessary to run your prototype schedule some time for a final check.
- Submit your material to different stakeholder groups, or organize a moment of discussion, to enable them express any criticalities they can identify.
- Reflect with your team on the criticalities that could emerge to refine your plan or to envision alternative strategies that will help you manage unforeseen events.

Suggested tools/methods
Staff your project (activity)
Circular buy-in (canvas)
Team Dashboard (canvas)
Kanban Board (method)
Prototype Testing Plan (canvas)
Prototype Mapping (canvas)
Roadmap for success (activity)
Capabilities Quicksheet (canvas p.92)
Capabilities Quicksheet (activity)
Build partnerships (activity)
Business Model Canvas (activity and canvas)
One-Page Business Plan (canvas)
Funding Strategy (activity)
Sustainable Revenue (activity)
Critical Lens Protocol (activity)
Business Model Stress Test (tool)

Process 1/3 | Run and Test Phase

Step 1 - Run your prototype

It's finally time to make your prototype tangible and expose it to envisaged beneficiaries.

- At this point you're testing an entire system, where the different elements (people, spaces, activities...) must work together for the achievement of expected outcomes and impacts. Make sure to have the logistics sorted: e.g. the booking of a physical space, permits, sourcing of uniforms, finding additional staff or briefing existing staff, etc...
- Keep in mind that it is not just a matter of launching the prototype, but to make sure it works for the entire scheduled time, eventually making changes in progress or inputting new resources over time. Try to predict these contingencies in advance and once the meanwhile use has started, you start working on them.
- Keep track of everything! Remember that the prototype is built for testing a solution before fully implementing it. This requires you to constantly check how things are going, from both the organization side (e.g. are people covering their roles and executing their tasks properly?) and the beneficiaries side (e.g. are people engaged and satisfied of the proposal?). If you haven't done it yet, it is time to setup a monitoring strategy, and assign the task to someone you can trust!
- Monitoring is not enough if you don't know how to use the data you are going to collect. Also, consider that such data should mix qualitative, quantitative and visual information. Some of them could be used for evaluation purposes, while other for communication purposes (especially pictures!). Make sure to build a fit-for-purpose plan, eventually including some dedicated expertise into your team.

Step 2 - Communicate and engage

Before and during the prototyping period, you will need to communicate what is happening to your audiences, and setup initiatives to engage with them. Document everything to then have enough materials to share the story, whatever format you choose to adopt (it could be a pamphlet, a website, a presentation, etc...).

- In your time schedule you should have planned activities to to promote and communicate your prototype. If not, it's time to add them.
- Choose the tone of voice and the channels you want to use to tell your activities. You can start telling the story before it starts, during the making-off. This will prepare your audience and you can find ways to engage them even before the launch of the prototype.
- Get help from experts in this field. If you don't have one in your team, look for someone in your ecosystem. A good communication cannot be improvised and requires specialized knowledge.
- We will never say it enough: document what happens as much as you can! Assign this task to someone you can trust and maybe with good photographic skills, to produce video and photo materials to be used in your communication channels.
- Remember to submit the necessary consent forms to portrayed people in order to be authorized to use the materials collected.

Process 2/3 | Run and Test Phase

Step 3 - Plan and run prototype testing

Choose what to test and how (when, how often, with what tools), finding a balance between quantitative and qualitative measurements.

- Start by establishing what is the purpose of the test and what you are going to test. Make sure you bring key stakeholders into the conversation and get everybody aligned.
- Map out the most important moments and milestones in your prototyping journey. Choose what and when to assess, in consideration of expected outcomes and impacts, listing down indicators and thresholds.
- Now that you have clarified what to assess, you can define how to do it. Select the most useful tools for data collection (among the others, user studies offer many different options) or if you prefer, build your own tools.
- From a qualitative point of view, gathering people opinions and perceptions is crucial for prototype testing. You can approach the collection of feedbacks from beneficiaries in different ways, e.g. for long and continuous tests you can use diaries, for short (one shot) tests interviews or surveys are probably better.
- Consider the timeframe of your test, and who will take part in it: how are you going to recruit them? Do you have enough time and resources to collect all the data you need? Building a small but representative user sample might help you optimize resources and guarantee to have some useful data to analyse.
- Following your testing plan, collect the data you need to later express your assessments. Always keep in mind that the aim is to gather knowledge on your prototype performance and get feedbacks from people you're designing for, to then build improvements based on what you learned.

Suggested tools/methods
Monitor and evaluate (activity)
M&E Framework (tool)
Experiment Expedition (method and tools)
Communication Plan (method and tools)
Social Media Strategy (method and tools)
How to Make an event Schedule (method)
Prototyping Dashboard (canvas)
Indicators Mad Libs (canvas)
Prototyping Report Card (canvas)
Embed Feedback (tool)
Get feedback (activity)
Recruiting tools (activity)
Ethnograpy Fieldguide (method)

Process | Evaluate Phase

Step 1 - Analyse test results

Once tests are completed, organize collected data and draw meaning from results obtained.

- First thing to do when approaching data interpretation, is to organise data and materials you have collected. There is not a best way to do it, just follow a logic structure that fits with your way of reasoning. You can cluster information per type, per tool used to collect them, per time...
- You could realise that some data are not useful, while others might be insufficient. You can consider to fill the gaps through an expost evaluation, adding further evaluation activities that can help you complete the missing information.
- For qualitative data, clustering should help you spot emerging patterns and themes, summarize findings, and generate insights to improve what has been prototyped.
- Write a synthetic evaluation report to be able to share your evaluation results with other stakeholders, who could also take part in the process of data interpretation.

Step 2 - Integrate feedback and iterate

Once you have analysed results you can determined what to improve in your prototype. You can go back to 'Plan and Organize' phase to run a new prototyping cycle, repeating the process as many times as you need to get to the ultimate solution.

- As counterintuitive as it might seem, you're prototype is potentially never finished. Don't get scared by iterations, you can consider them as continuous learning process on your initiative that should also apply to the fully implemented version.
- Iterations are not necessarily radical. They could require to improve only some parts of your prototype or cutting some others that do not really work.
- During iterations, make sure that adaptations and modifications do not compromise those elements that made your solution successful in the first place.
- Finally, establish a new roadmap to replicate or scale the prototype, so that everyone is aligned on goals and milestones. You can go back to Meanwhile Advanced Idea Cards and your Prototyping Strategy Canvas and start the new cycle by updating them.

Suggested tools/methods
Download your learnings (activity)
Share Inspiring Stories (activity)
Find themes (activity)
Affinity Diagram (tool)
Integrate feedback and iterate (activity)
Continuous Learning Loops (method and tool)

5 MONITORING, EVALUATING & LEARNING

ME1. Outcome Mapping
Define the expected outcomes of your temporary use strategy

ME2. M&E Template
Keep track of ongoing achievements with your key stakeholders

ME3. Critical Friend Framework
Reflect and learn on the progress towards the envisaged strategic objectives
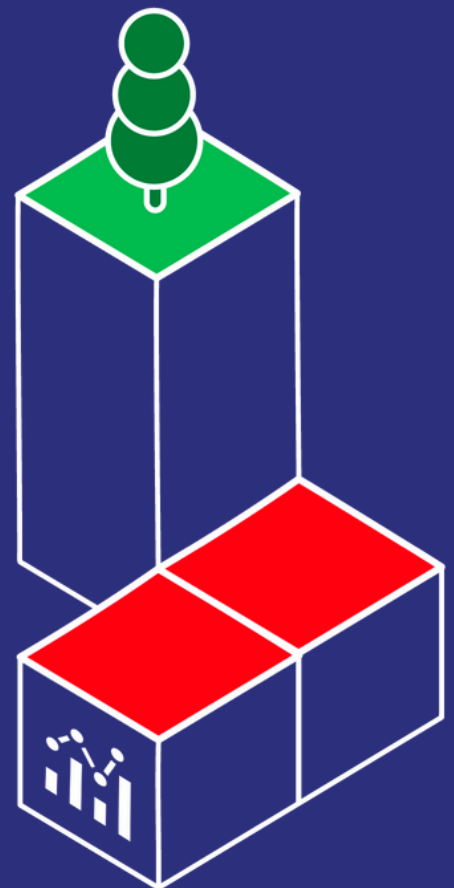
5. MONITORING, EVALUATING & LEARNING

Understanding impact to steer processes and encourage strategic learning

WHY

Our cities are complex. Therefore, we need to think through impact in terms of interdependent dynamics. Impact is here understood mainly in terms of process and strategic learning along the run, learning from positive achievements or negative effects, in order to support better decision making. The 'Monitoring, Evaluating and Learning Station' supports local actors involved in regeneration projects to work on the **impact framework and related monitoring and evaluation system,** by clarifying the logic concatenation of activities, outputs and outcomes alongside the three levels.

WHEN

Measuring the impact objectives formulated within the previous phase starts with the testing of temporary uses. The Monitoring and Evaluation (M&E) system builds on the identification of portfolios of temporary uses and the Theory of Change, developed in the Scoping & Ideating station. The M&E framework presents possible indicators to assess the transformative potential of meanwhile uses.

WHAT

Within this phase, you will **operationalise the Theory of Change,** considering the specific context, the challenges and opportunities, and the constellation of stakeholders involved.

You will also **elaborate an Impact Framework** to depict the **specific set of outputs and outcomes indicators**: qualitative statements and quantitative data describing a gradual progression of change leading to the ideal outcome challenge.

HOW

This phase provides you tools and methods such as:

- **Outcome mapping**: a methodology for planning, monitoring and evaluating development initiatives that helps a project team be specific about the actors it intends to target, the changes it hopes to see and the strategies appropriate to achieve these. This method is used to specify the generalised outcome types towards detailed outcome proxies aligned with the local context.
- **Monitoring and Evaluation Template**: a tool for building the theoretical framework highlighting the key dimensions selected for monitoring and evaluation: defined Key Performance Indicators (KPIs) and Key Transformation Indicators (KTIs), followed by a description of the monitoring and evaluation process for each level and the tools to be used.
- **Critical Friend interview:** drawing upon the data harvested throughout the monitoring process, this activity provides additional, more qualitative insights about the progress towards the desired change.

To access the tools online, click **here**.

TIPS & TRICKS

- It should be noticed that the critical friend method steers a reflection over the full portfolio of meanwhile uses, and not only to a single meanwhile activity. For this reason, the prompts used for the self-assessment scoreboard are different from the dimensions used in the 'maturity assessment tool' of the prototyping and testing phase, because that tool is applied to a single temporary use, instead of a full portfolio of innovation actions.

- The M&E template serves as an example of how a tool has been developed in T-Factor: different projects may require alternative or adjusted tools for collecting data.

ME1. **Outcome Mapping**

Map out the desired outcomes of your temporary use strategy

DESCRIPTION

Outcome Mapping (OM) is a methodology for **planning and assessing projects aiming to bring about sustainable social change.** The main idea underpinning OM is that societal structures are created and maintained by people and, thus, long-term changes are essentially changes in relationships, behaviours and actions of people, groups, and organisations that are directly involved in a project (Earl et al., 2001).

In the context of T-Factor, we adopted OM with a threefold purpose: first, for the operationalisation and granular definition of the Theory of Change developed in the Scoping and Ideation Station; second, to refine and improve the initial design of temporary use strategies; third, to define a set of progress markers understood as graduated statements of desired change. Thus, the identification of output indicators is crucial since it will allow you to assess if the chosen activities could lead to the desired outcomes defined through OM. If not, the team designing and running temporary uses will need to redesign its activities or needs to rethink their defined and desired outcomes.

In practical terms, for the ongoing **monitoring** the OM provides a set of tools to design and gather information on the results of the change process, measured in terms of the changes in behaviour, actions or relationships that can be influenced by the team or program. As an **evaluation** approach, the OM details an initiative's theory of change, provides a framework to collect data on immediate, basic changes that lead to longer, more transformative change, and allows for the plausible assessment of the initiative's contribution to results (Source: Better Evaluation).

OBJECTIVES

- Testing which core areas of impact you are planning to touch upon over the projects' time span.
- Defining concrete expected outcomes based on a logic sequence of time and ambition: what do we expect to see? what would we love to see?
- Connecting the innovation missions you have formulated in the Theory of Change with the general and specific impact themes tackled by the activities (a full list of general and specific impact themes is presented in the tables below).
- Setting a benchmark to evaluate potential meanwhile activities.

HOW TO USE IT

Suggested time: ¾ hours, depending on the number of participants
Equipment: Post its & Markers of various colours, Printed Canvases (1 per group),
printed outcome typology sheet

Step 1 - State your innovation mission(s)

Building on previous work on the Theory of Change, introduce the participants to the mission(s) that will guide your temporary uses journey.

Step 2 - List down your Impact Themes

Now move to the next column of the canvas and list down the key impact themes you selected/identified through previous work on the Theory of Change. In T-Factor, we use the following six themes:

Step 3 - Go deeper into Impact Themes

If relevant, go deeper into the defined Impact Themes to understand and map out the specific domains or themes. For example, if you chose ''Attaining Sustainability'', you may further identify specific themes of impact such as "greening and biodiversity", or ''air quality''. Have a look at the categorisation we use in T-Factor in the following sheet!

Step 4 - Map out key beneficiaries

Now start exploring the "who". Which types of target-groups do we want to benefit across the identified, specific themes? Look at the flow below to understand the logic:
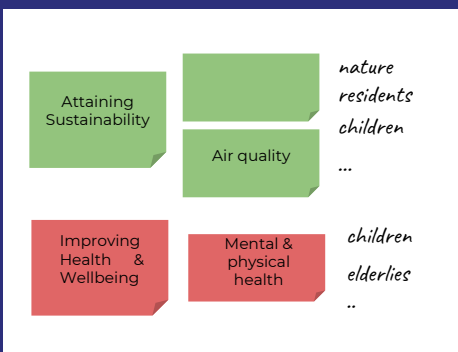
Step 5 - Map Outcomes

Now start to identify, for the different, specific themes and beneficiaries, what would be the main outcomes that your temporary use strategies could unlock. Use the outcome typology as a reference. Remember to draw connections between types of beneficiaries and types of outcomes. Clearly, the same outcome can refer to different beneficiaries.

Type of outcomes
Increased **knowledge & awareness**
New / improved **skills & capacities**
Change in **perceptions & attitudes**
Increased **motivation and desire to act**
Enhanced access to **resources/opportunities**
Enhanced & enriched **relational capital**
Increased **participation & collaboration**
New/improved **services, products and processes**
New/improved **places**

Step 6 - Progress Markers

This last step will help you reflect on what "progress markers" can be an evidence of your path to change. Taking each beneficiary and type of outcome as a starting point, ask yourself "what do you expect to see?" (understood as a "minimum viable result") and "what would you love to see?" (understood as your higher aspiration in terms of evidence). Use the example below as a reference:

Mission	Impact Themes	Outcome	Target Group	*What we expect to see*	*What we would love to see*
Mission 1 *Diverse, connected and bottom-up green and eco practices*	Health & Wellbeing	Enhancing biodiversity	Birds, small mammals and plants	More plant diversity and increased habitat for existing species	A complex ecology with numerous red-listed species

CANVAS

Impact themes
Categorisation

Impact (contributing to)	Impact theme
Greening & Biodiversity	Attaining Sustainability
Efficient use of resources	Attaining Sustainability
Energy transition / Decarbonization	Attaining Sustainability
Air, Water & Soil Quality	Attaining Sustainability
Physical & Mental Health	Improving Health & Wellbeing
Inclusion & Equal Opportunities	Improving Health & Wellbeing
Safety & Security	Improving Health & Wellbeing
Affordable Housing	Improving Health & Wellbeing
Local enterprising	Growing Prosperity
Circular value chain	Growing Prosperity
Employment & Income	Growing Prosperity

Impact (contributing to)	Impact theme
Sustainable & Clean mobility	Making Places
Well-maintained, user friendly public spaces	Making Places
Local Identity & Heritage	Making Places
Integrated, connected and multi-function places	Making Places
Digitalisation & Light Reindustrialisation	Cultivating Innovation
Learning, Skilling, Making	Cultivating Innovation
Creativity & Talent	Cultivating Innovation
Distributed Power, Agency & Legitimacy	Building Communities
Solidarity & Belonging	Building Communities
Urban Commons	Building Communities
Cohesion & Social Justice	Building Communities

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ME2. **M&E Template**

Keep track of ongoing achievements with your key stakeholders

DESCRIPTION

Monitoring and evaluation activities require the stakeholders involved in the regeneration project to be equipped with clear, comprehensive yet easy to use tools for data collection that can help keep track of ongoing achievements (i.e., outputs and outcomes). The M&E template is the main tool used for this purpose. The M&E template consists of a spreadsheet, made of two key components:

1. **Activity and Output indicators:** The sheet 'Activity and Output indicators' must be filled in after each activity is planned or executed, in order to capture the main output indicators. Meanwhile activities will produce immediate, direct results/outputs. Each activity and output indicator sheet is linked to a specific mission of the regeneration project.
2. **Outcome Evaluation:** The sheet 'Outcome Evaluation' should be completed every three months since the observation of the effects of activities on beneficiaries and local systems may take a longer time.

OBJECTIVES

The objective is to build a monitoring and evaluation framework, with clearly defined output indicators and outcomes through data collection, analysis, and interpretation methods, based on the Theory of Change and data harvesting tools.

HOW TO USE IT

Suggested time: 1 full day, depending on the number of participants
Equipment: Post its & Markers of various colours, Printed Canvases (1 per group), Sticky Dots, Temporary Use Cards (optional)

Step 1 - Activity and Output indicators

After the temporary use is launched or kick started, the M&E reference person will coordinate data collection based on the agreed tools and fill in the agreed data in the relevant sheet of the M&E Template.

Remember to fill in the M&E Template in these moments:
- Activity and output data must be filled in on a **continuous basis**, during or immediately after the activity.
- Outcome indicators data, on the other hand, must be filled in **after the activity is finished,** according to the timing established when designing the data collection tools.

Step 2 - Organise information check

Every month an information check will be carried out to examine the M&E process

Step 3 - Organise overall evaluation check

Every three months, there will be an overall evaluation of the different proxies. The M&E reference person has the possibility to fill in the following features for the outcome evaluation:

- **Outcome Evaluation**: Quantitative and qualitative expression of the outcome proxy.
- **Activity Evaluation**: Narrative description of the activity with general observations and overall self-evaluation.
- **Progress**: Narrative description of the progress made towards the expected outcome, and synthesis of enabling factors (present or missing) with spaces for improvement.
- **Success/Failure Story**: One or more qualitative examples of how the desired outcome and change has or has not been achieved and description of any potential negative effects generated.
- **Next steps and/or recommended actions**: Indications on next steps and on actions to be undertaken to strengthen the meanwhile activities strategy.

A template example can be found **here**.

ME3. **Critical Friend Framework**

Reflect and learn on the progress towards the envisaged strategic objectives

DESCRIPTION

The Critical Friend Framework is used to foster strategic thinking and learning throughout the development of temporary use strategies. This is an interview that draws upon the data harvested throughout the monitoring process, to provide additional informed and qualitative insights about the progress towards the envisaged strategic objectives. The critical friends' template can be used on a trimestral basis by an external subject who can interview a Local Coalition of actors implementing the meanwhile uses portfolio of innovation actions, so as to accompany a participatory reflective exercise aimed at identifying the main strengths, weaknesses and suggested adjustments for the maximisation of project results.

The Critical Friend Interview consists of a **strategy self-assessment** aimed at assessing the dimensions that have been identified by the ToC (see the 'Scoping and Ideation station') as key for the successful development of the regeneration project. At the end of this part, the interviewer proposes a score for the pilot performance in the explored dimension, and this is discussed with the interviewees to establish a final and shared judgement. The scoreboard ranges from scale one (for the lowest score) to four (for the highest score) for each sub-dimension. Sub-dimensions are described by prompts who can help the user self-evaluate.

To perform this assessment, T-Factor uses categories taken from Manzini and Thorpe's 2018 concept of infrastructuring, for which a portfolio may contain activities that help local stakeholders to create shared trust and value, develop and build capacity, align agendas and combine resources within the regeneration area. We use the three main categories of this theory: the relational, operational and strategic dimensions. These dimensions allow us to assess:
- **Relational infrastructuring** - the contribution of the Portfolio to value creation around the redevelopment;

- **Operational infrastructuring** - the contribution of the Portfolio to the effectiveness, efficiency and quality of the regeneration process;
- **Strategic infrastructuring** - the contribution of the Portfolio to achieving/adding on positive impacts towards the long term.

The proposed framework for the self-assessment presents a list of semi-structured questions to draw from; however, not all questions will be asked in this order. For each block, the interviewer will guide the conversation by touching on the relevant points based on the context.

OBJECTIVES

Reflect and learn as your temporary uses strategy keeps ongoing and contributes to transforming how people weave in spaces.

HOW TO USE IT

Suggested use: trimestral interviews

Part 1 - Implemented Activities, Challenges and Areas of Improvement

Questions on activities
- To what extent have the activities contributed to the expected outcome? Provide a qualitative description and a practical example of how the activity contributed to the outcome or the achievement/success.
- Are outcomes and missions initially identified still relevant? Are needs still the same, or have they evolved in this period? Are you identifying additional outcomes from the activities?
- What were the identified barriers in the context of the missions, and what are the enabling factors unleashed by the activities for the realization of meanwhile uses and achievement of regeneration objectives?
- What was missing to achieve a greater contribution to the outcome? Can you provide a practical example of how the activities could have potentially achieved a higher outcome?
- Have any potentially negative outcomes arising from the activities been observed by stakeholders? Which ones and why?
- What are the main indications for follow-up arising from the activities?

Results obtained from these questions feed the following columns of the Outcome Mapping monitoring tool, that are filled in at the end of the interview.

TITLE	DESCRIPTION
Activities Evaluation	Narrative description of the activities with general observations and overall self evaluation.
Progress	Narrative description of the progress made towards the expected outcome, and synthesis of enabling factors (present or missing) with spaces for improvement.
Success/Failure Story	One or more qualitative examples of how the desired outcome and change has or has not been achieved, and description of any potential negative effects generated.
Next steps and/or recommended actions	Indications on next steps and on actions to be undertaken to strengthen the meanwhile activities strategy.

Part 2 - Strategy Self-Assessment

The second part of the interview is aimed at assessing those strategic dimensions that are identified through previous work on the Theory of Change. The following table presents a list of questions to draw from; however, not all questions need to be asked or asked in this order. For each block the interviewer will guide the conversation by touching the relevant points. At the end of each question block, the interviewer proposes a score for the performance in the explored dimension, and this is discussed to establish a final and shared judgement. The table indicating the rating scales for each dimension is presented at the end of the document.

TOOL

DIMENSIONS	Guiding Questions
ICEBREAKER	
OVERVIEW	What have been the main **achievements** of the period? What worked well/what worked less well? What were your expectations, and what has been the reality?
STRATEGIC (The contribution of the Portfolio to value creation around the redevelopment)	
POSITIONING & REPUTATION	Is the **visibility and reputation** of the regeneration enhanced? Are **local identity, heritage & values** valorised and positive cultural and social evolution promoted? How? Do you have the feeling that they raised interest & awareness from different target groups? Which ones? Who has been missed?
ATTRACTIVENESS	Does the portfolio attract **new target groups** over time and raise interest from different publics? Are there some elements missing that would enhance a greater visibility and attractiveness? What would be needed to integrate them in the existing strategy?
RELEVANCE & OPPORTUNITY	Does the portfolio respond to **pressing local challenges**? Does it address needs and priorities of different people and groups, enhancing diversity and inclusivity? Does it create opportunities for **aligning stakeholders agendas and pooling assets** on shared objectives? Which opportunities emerged in the last period, not previously identified by the coalition? Did the portfolio implemented until now create new opportunities? If so, which ones and for whom? Does it have the potential to create new partnerships and investments? If yes, which ones?
OPERATIONAL (the contribution of the Portfolio to the effectiveness, efficiency and quality of the regeneration process)	
PLANNING & DELIVERY CAPACITIES	Do you have the right resources (financial, human, technical) to run the mission smoothly? Are there activities generating or attracting additional resources? Which ones? How? Is there a pooling of immaterial and material resources activated by the portfolio? Is the pilot working appropriately to gather resources also for future sustainability? Which combination of innovative skills & knowledge is harnessed at the moment in the meanwhile portfolio? Which other expertise and inputs might be needed to increase future impact? Has the portfolio experimented with new ways of planning, designing and delivering urban regeneration? Has it contributed to a new urban regeneration culture amongst developers and key regeneration stakeholders?

RESILIENCE, FLEXIBILITY & ADAPTABILITY	Has the portfolio allowed you to take more informed and evidence-based decisions? Has it transformed masterplans' assumptions over time in response to emerging needs and opportunities? Has the portfolio improved risk and conflict management and mitigation? How?
INTEROPERABILITY & CONNECTIVITY	Is the activity aligned and coherent with the other initiatives in the area? Do you feel that the mission is in synergy with wider city plans and initiatives? Are there newly identified or developed policies, programmes, initiatives or financial incentives contributing to the meanwhile strategy or that the strategy can contribute to? How? To which field these policies target to and for whom, for example: creative and cultural industries or favours access to spaces by young creatives, students and start-uppers? What might be needed to increase the synergy and dialogue between these initiatives? What might be needed to improve the synergy between temporary uses?
RELATIONAL (the contribution of the Portfolio to achieving/adding on positive impacts towards the long term)	
IMPACT TIME & DEPTH	Has the portfolio allowed accelerated time to results and achievement of goals of the wider regeneration initiative? Has it added on results and impacts not originally envisaged? Is the portfolio unlocking a diversity of uses and activities for different audiences & needs? To what extent are the different actors involved aligned around local innovation missions? To what extent challenges of urban regeneration are shared among those actors? Are there misalignments? How can they be mitigated?
AGENCY & LEGITIMACY	Does the portfolio contribute to empowerment, agency and legitimacy? Does it uncover novel ways of collaboration and collective decision-making? What else can be done to reach out and engage with different local actors in order to build multi-sectoral coalitions to address innovation missions?
LEGACY, SUSTAINABILITY & SCALABILITY	Is the portfolio leaving a concrete and tangible legacy as expected? Is it evolving from the initial vision? If yes, how? Does the portfolio create conditions for a long term legacy? Does it allow you to sustain and boost positive results in the long term? Is it scalable and transferable to other contexts?
CONCLUSION	
Checkpoints	What are the main learnings from this period? Some Checkpoints: 1. Whether any additional funding has been raised? 2. What are the sectors addressed through the activities?

CANVAS

Scoreboard

	Dimensions	1	2	3	4
STRATEGIC	POSITIONING & REPUTATION	The portfolio poorly contributes to enhancing the visibility and reputation of the area. E.g. Local heritage is not properly valorised.	The portfolio partially contributes to enhancing the visibility and reputation of the area. E.g. Local heritage is considered or celebrated but not a driver in the cultural and social evolution of the area	The portfolio brings a great visibility to the area and raises awareness about it's heritage	The portfolio has provided the area with a new identity and it's heritage is appreciated by diverse audiences.
	ATTRACTIVENESS	The portfolio is raising limited interest and struggles to identify and attract diverse audiences and target groups.	The portfolio raises the interest of target groups and engages with an unvaried audience on a local level.	The portfolio is compelling for all target groups and attracts a diverse audience both locally and from the surroundings	The portfolio is compelling and raises the interest of new groups and audiences both locally and from the surroundings
	RELEVANCE & OPPORTUNITY	The portfolio addresses in a limited way local challenges, needs and priorities. E.g. Opportunities for leveraging on pooled assets are neither investigated nor pursued.	The portfolio addresses some local challenges, needs and priorities. E.g. Opportunities for leveraging on pooled assets are identified	The portfolio inclusively responds to pressing local challenges, needs and priorities. E.g. Expands opportunities of leveraging on pooled assets	The portfolio is adjusted to address new emerging challenges, needs and priorities. E.g. creates a number of new opportunities of leveraging on pooled assets.

Scoreboard

|	Dimensions	1	2	3	4
OPERATIONAL	PLANNING & DELIVERY CAPACITIES	The portfolio has limited available resources and the retrieval of missing resources is yet to be defined.	The portfolio has some available resources and activities that could retrieve resources are under definition.	The portfolio is financially sustainable and activities/fundraising initiatives to retrieve them are in progress.	The portfolio is financially sustainable and has retrieved most fundings.
	RESILIENCE, FLEXIBILITY & ADAPTABILITY	The portfolio has not identified emerging needs and opportunities that could have influenced the masterplan	The portfolio has identified some emerging needs and opportunities but strong 'evidence' is missing	Emerging needs and opportunities have been identified and masterplan adjustments are under definition	Emerging needs and opportunities have been fully defined and the masterplan has been adapted accordingly
	INTEROPERABILITY & CONNECTIVITY	The pilot is not aware of other initiatives in the area and has not identified relevant policies and plans that could contribute to the meanwhile use strategy	The portfolio is aligned with some initiatives in the area or policies and plans relevant to the meanwhile use strategy have been analysed.	The mission is aligned with city plans and synergies with other initiatives are almost established. E.g. The meanwhile use strategy supported by policy programmes.	The mission is aligned with city plans and synergies with other initiatives are concrete. E.g. The meanwhile use strategy is contributing and supported by policy programmes.

Scoreboard

	Dimensions	1	2	3	4
RELATIONAL	IMPACT TIME & DEPTH	The portfolio results are requiring more time than expected and not all results and impacts will be achieved	The portfolio results are timely and most results and impacts are expected to be achieved	The portfolio results have been achieved earlier than expected allowing to add additional uses for different groups.	The portfolio is involving and aligning around local innovation missions with a plethora of diverse stakeholders.
	AGENCY & LEGITIMACY	The portfolio does not contribute to empowerment, agency and legitimacy. E.g. Actors to involve to build multi-sectoral coalitions have not been identified	The portfolio contributes in a limited way to empowerment, agency and legitimacy. E.g. Actors have been identified but must define how to involve them in multi-sectoral coalitions	The portfolio strongly contributes to empowerment, agency and legitimacy. E.g. An inclusive array of actors has been involved and multi-sectoral coalitions have already been been established	The portfolio strongly contributes to empowerment, agency and legitimacy. E.g. An inclusive array of actors has been involved and multi-sectoral coalitions have already been been established
	LEGACY, SUSTAINABILITY & SCALABILITY	The portfolio does not have a clear legacy.	The portfolio creates certain conditions for a long term legacy but remains context-specific (not transferable).	The portfolio legacy is clear and has evolved from the initial vision to become more sustainable in the long-term. E.g. Scalability is being investigated	The portfolio legacy is clear and has evolved from the initial vision to become fully scalable or transferrable.

T FACTOR

6 LONG-TERM LEGACY

LL1. From seed to Forest
Share learnings and collectively reflect on
near and long term future possibilities
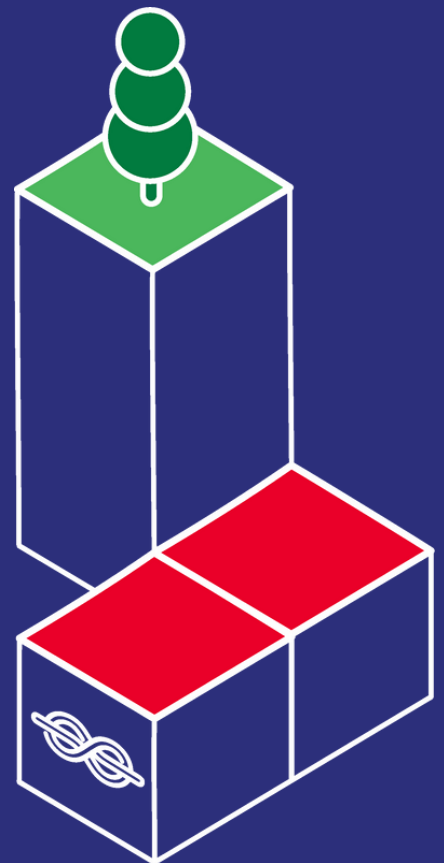
6. LONG-TERM LEGACY

Define your portfolio legacy and long term impact

WHY

Even if constrained to time, temporary uses should always be oriented to concrete and tangible legacy in the medium term, as well as driven to impact urban regeneration towards the long term.

WHEN

Based on the experience and knowledge you gathered throughout the previous stations, the Legacy & Long Term Impact station will provide you with the opportunity to reflect on your work, identify its significant value and think strategically on how it can be best leveraged to create a long-term impact. Thereafter, you can draw a legacy plan to exploit learnings and experience while integrating multiple voices and perspectives.

WHAT

At this last stage of your temporary use strategy, this station will help you to explore two main aspects:

- The (more immediate) legacy of your temporary uses - i.e. what do you expect, like and love to leave? What could you further develop on top of current achievements?
- The long term impact of temporary uses in relation to broader redevelopment and regeneration processes - i.e. given what you have learnt about these practices, where should you focus your ambitions? How could your legacy feed broader regeneration pathways in address to pressing challenges of sustainable urban development?

Tools and methods presented here support local actors in defining the logical concatenation between **local problems and opportunities, the related missions a local coalition of actors intend to pursue, and the meanwhile activities** that might contribute to positive impacts.

HOW

Use this tool in a participatory workshop where you can gather different stakeholders, including beneficiaries of temporary uses, developers, policy-makers and practitioners. The more the group is diversified, the higher chances to get to a rich and viable legacy and impact plan!

To access the tools online, click **here**.

TIPS & TRICKS

Create a Welcoming Atmosphere: Begin the workshop by introducing yourself and encouraging participants to briefly introduce who they are and their motivations to long-term legacy.

Clearly Communicate the Workshop Purpose: State the two main purposes of the workshop: reflecting on the legacy of your meanwhile strategy and initiating a long-term conversation about the future of temporary uses.

Be Flexible and Adaptive: Acknowledge that conversations are never linear and that participants may have diverse mental models. Encourage flexibility and adaptability in addressing different perspectives and ideas.

Step 0 - Intro (approx 10/15 mins):
- Keep the introduction concise, summarising the mission.
- Use a warm-up exercise to identify main interests and challenges within the group.

Step 1 - Socialise the Seeds and Define New Ones (approx 40 mins):
- Facilitate knowledge bearers to share seeds they are familiar with.
- Encourage others to share relevant temporary uses or experiments related to the theme.
- Position the seeds under the most relevant 'E' (Engage, Empower, Enable) category.
- Set a limit on the number of seeds to avoid information overload.

Step 2 - Gardens vs. Drought (approx 40/50 mins):
- Encourage participants to identify emerging opportunities (green post-its) and hindering factors (pink post-its) related to the seeds.
- Draw connections (arrows) between the ideas shared, facilitating participants to build on each other's thoughts.

TIPS & TRICKS

Step 3 - Forests (approx 40/50 mins):
- Ask participants to envision the long-term growth and scalability of their garden-like seeds as forests.
- Focus on how opportunities and blockages can be fully unleashed at a city scale towards the set missions.
- Encourage seeds related to governance, funding, and regulations to explore broader impacts.

Step 4 - Closure:
- Summarise the canvas with full pictures, connecting the various ideas shared.
- Provide participants with a simple written report consisting of pictures and short statements.
- Gather brief feedback from participants about their group work.

Encourage Collaboration: Throughout the workshop, promote collaboration and a positive atmosphere that fosters synergy and creativity.
Facilitate Active Listening: Ensure everyone has the opportunity to share their thoughts.
Visual Aid: Utilise visual aids like cards, post-its, and coloured markers to keep the workshop interactive and engaging.
Time Management: Keep a close eye on time, ensuring that each step gets adequate attention and the workshop stays on schedule.
Stay Focused on the Mission: Always tie discussions back to the workshop's mission and main objectives.

LL1. **From Seeds to Forests**

Share learning and collectively reflect on near and long term future possibilities

DESCRIPTION

This tool is helpful at a late stage of your temporary use strategy, to help actors share their perspectives and learnings about the regeneration process undertaken, and collectively tap into near and long-term future possibilities.
The tool introduces a sustainable approach to urban regeneration, where interventions follow the logic of a plantation process, meaning that small seeds (local activities) have the potential to grow into impactful forests (established and recognised practice), as long as they are subjected to careful maintenance and pollination. This logic articulates the importance of continuity, care and collaboration in urban regeneration processes.
By providing participants with a visual overview on thematic interventions, they can identify hidden connections, explore decisions in hindsight and realise what can be done to gain further impact.

You are on the right track if:
- All participants share learning and experience
- Participants build on each others' ideas ("yes, and" instead of "yes, but")
- You gather a number of ideas
- Most importantly: if you can start identifying connections between elements.

During the workshop, participants will map out the main emerging 'seeds of change' in the regenerated area. The 'seeds of change' are temporary placemaking experiments that aim to test longer-term hypotheses of change in relation to broader urban development challenges, in other words activities that have the potential to be leveraged and further developed beyond the project end. Overall, there are a number of concrete opportunities for legacy and sustainability emerging, which will be at the core of possible future steps after the project ends.

OBJECTIVES

The 'From Seeds to Forests' workshop has two main purposes:

- It's about starting a reflection with the stakeholders around the legacy of the regeneration project (what do they expect, like and love to leave? What could they further develop on top of their current achievements?)
- It is about starting a high level and more long term conversation about the future of temporary uses (given what we know and have learnt about these practices, where should we focus our ambition? How could they start to become relevant to inclusive decarbonisation pathways?)

Urban regeneration projects take place over a period of a few years to a few decades. In any case, the project time is limited and arbitrary while change processes are likely to extend the projects' scope. To assure a long-term impact beyond projects' timeline and resources, we must think how to leverage our work by mobilising resources, creating connections between similar initiatives and affecting policy.

HOW TO USE IT

Suggested time: ⅔ hours, depending on the number of participants.
Equipment: Post its & Markers of various colours, Printed Canvas, Sticky Dots, Temporary Use Cards, Blank A4 Sheets

Step 1 - Warm up

Make people introduce themselves. Then state the purpose and overall workflow of the workshop, and help participants to get familiar with the mission of your temporary uses. This part is especially important to bring external people into the conversation, by tapping into their interests and challenges in connection with the mission you brought. If there are new, major elements, use the top part of the canvas to add them as post-its.

Step 2 - Socialise the seeds (temporary uses)

Now invite the knowledge bearers (the people who knows the seed directly) to share with the group. You could use cards like these, that the knowledge bearer can show to the group while talking through it (tips: use pics and visuals as much as possible!).
Then ask if others in the group, especially external persons, have experienced other temporary uses or related practices that are relevant to the mission. Be clear that you need seeds that people know well and that are still in place or recent - not something they just heard about. These can be temporary uses or other types of relevant practices such as a meanwhile funding programme, a participatory governance scheme, or a regulation for temporary uses. If people have new seeds to add, just ask them to draw a new card by using a blank sheet. Help people make sense of the starting ground.

Step 3 - Gardens & Drought

Now start addressing the central layer of the canvas. The driving question is: 'Looking at the seeds, what opportunities are emerging for them to become gardens? What is proving to flow water and nutrients in your ecosystem? What is instead blocking or hindering your seeds? Ask people to use post its of different colours for opportunities and blockages/hindering factors. You can run this part in various ways; for example you can explain the question to be addressed, and just give time to people to write down their thoughts and then share in the group. Alternatively you can go random, by starting with a seed and then seeing how people react and build on it (suggested option). Whatever the way, here you have a fundamental task as a facilitator: you have to make sure that you can start drawing connections (arrows), and thus help participants to build on each other.

Step 4 - Forest

Now shift to the forest part. Building on the conversation up to now, here you ask: "How could your garden grow as a forest? What would allow many different yet connected seeds to grow, coexist and scale up as a wild ecosystem?" What you do in this part is asking people to think about the long term and how the opportunities (and blockages) previously mapped can be fully unleashed/overcome at city scale towards your ultimate mission. If you initially had seeds in the areas of governance, funding, regulation, etc. - leverage them especially! Remember that you are not looking for the perfect/ideal journey, but rather mapping out possibilities and, most importantly, synergies through portfolio approaches.

Close

Although this may be challenging, as a last step try to identify the main highlights of the conversation through the help of participants, especially by pointing to the main leverage points that emerge from your canvas. Likely, your job won't be finished here and you will need further iterations to get to a legacy plan.

CANVAS

DIT ECOPRACTICES

Locals, educators, park maintenance

'Do It Together (DIT)' activities that pay attention to more-than-human perspectives, sharing knowledge and skills while concretely improving biodiversity.

AMSTERDAM

RECURSOTECA

Neighbours, Students and Grassroots initiatives

Establishing a resource sharing system that supports sustainable economic development and conviviality in Zorrotzaurre

BILBAO

Conclusions

This guideline book equips urban planners and urban stakeholders with the necessary tools and methodologies to implement temporary or interim use strategies in the context of urban regeneration. While this resource is valuable, it's important to recognize that there are additional sources available. The T-Factor's aim is to seamlessly integrate these approaches.

In concluding this document, it's vital to emphasise that meanwhile use projects entail utilising a site for a brief period prior to its redevelopment, potentially leaving existing infrastructure and the surrounding community at risk of being displaced by new developments. To ensure the efficacy of such projects, it is imperative to **incorporate a long-term perspective** and clearly **define realistic expectations** for temporary users from the outset. This involves envisioning the site's usage well beyond its initial occupation, for which some of the tools provided here are specifically tailored.

As shown in the 'legacy' chapter, for a sustainable approach to urban regeneration it might be useful to start thinking through the categories we use when defining temporary uses, where interventions follow the logic of a plantation process, meaning that small seeds (local activities) have the potential to grow into impactful forests (established and recognised practice), as long as they are subjected to careful maintenance and pollination. This logic articulates the **importance of continuity, care and collaboration** in urban regeneration processes, and the opportunities offered by f**ostering positive mindsets towards paths of reappropriation of spaces** by the local communities.

Furthermore, **meanwhile use offers an opportunity to make substantial strides towards broader city-wide objectives.** They can offer early prototypes, initial successes, and anticipatory benefits during the transitional phases. Approaching temporary use projects as incremental steps can effectively address the needs of communities in both the short and long run. This book provides a framework for all city stakeholders, both public and private, to follow.

By adopting the steps and using the tools outlined here, a **greater level of dialogue, strategic alignment, and coordinated action** can be eventually achieved among the diverse array of players actively involved in urban transformation across our cities. This approach not only yields positive social outcomes but can also contribute to the **alignment among different stakeholders around the overarching goals of the city.**

The final point pertains to how temporary uses are perceived and defined. As briefly mentioned in the introduction, the concept of temporary urbanism is continuously evolving in both policy and practice. Worldwide, there exists a multitude of approaches to the notion of time, each tailored to specific contextual circumstances, limitations, and opportunities. Moreover, the interpretation and implementation of the term 'meanwhile' vary from one project to another, influenced by the vastly different durations of redevelopment projects. Additionally, urban planners need to evaluate different temporalities, both human and non-human, taking into consideration that 'nature work' is often slower than that of humans.

In this context, the **comprehension of transformation processes** and application of temporary uses also vary, with some situations viewing temporary use as a quick-fix solution for immediate issues and opportunities, such as reclaiming green spaces or mitigating disruptions caused by construction, and other cases in which temporary uses are considered as comprehensive prototypes that prefigure more enduring functions and purposes.

In the coming years, **temporary uses may find increasing spaces and opportunities of action and practices across European cities,** especially in address to empty and dormant spaces. There is a potential for practitioners to collaborate to facilitate the enrichment of the pracitices described in these guidelines.

Finally, to further promote these practices with a critical eye yet in ways that can foster imagination and creative collaboration, it is crucial to map and systematise diverse perspectives and approaches to meanwhile, so as to demonstrate their adaptability to specific contexts and shed light on an area of policies, practices, and research that is still emergent and ever changing.

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