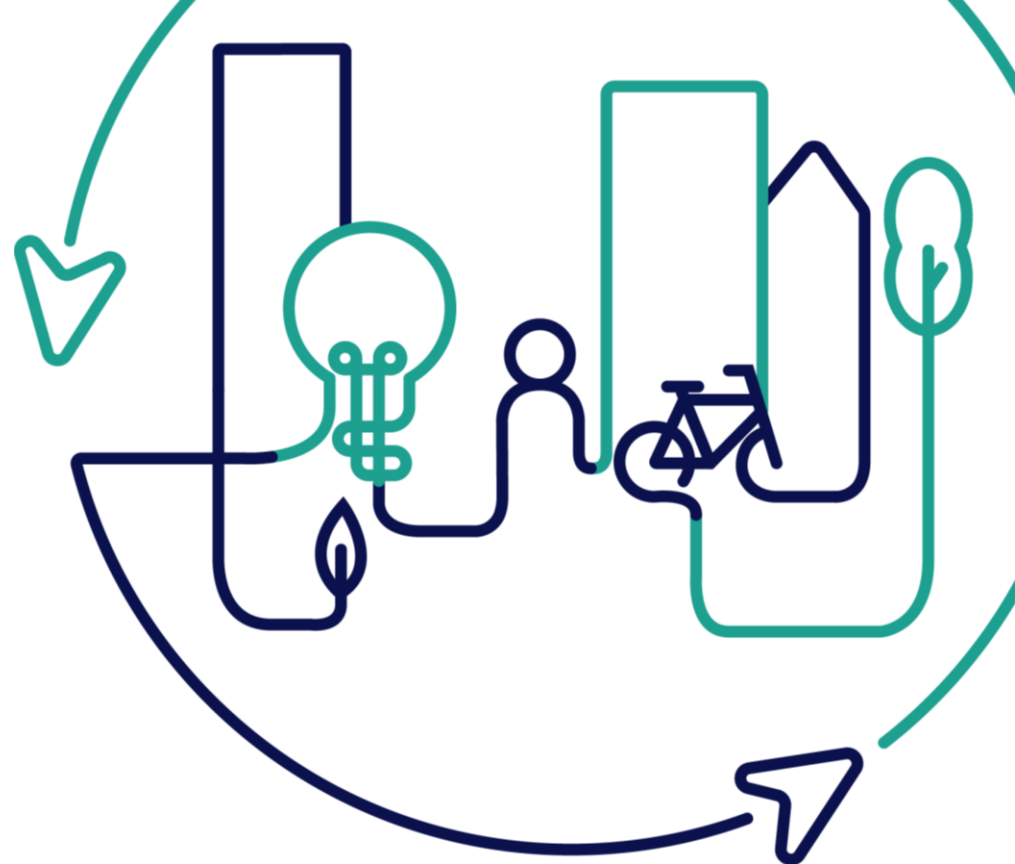


# EUROPEAN U R B A N INITIATIVE



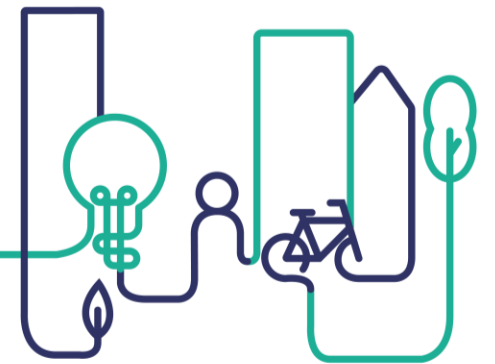
Co-funded by  
the European Union

# Parallel Workshops: Shared Sparks – Governance and partnership solutions for creative regeneration

Thursday 27<sup>th</sup> November 2025 – 11.00 to 12.30

Facilitated by Matthew Baqueriza-Jackson and with:

- Portumna Courthouse, Portumna, Galway
- Cultuurcampus, Rotterdam



Co-funded by  
the European Union



# Session Aims

1

To understand the operational challenges facing 2 regeneration projects (Portumna Courthouse, Galway) and (Cultuurcampus, Rotterdam)

2

To discuss in groups those operational challenges and co-produce potential solutions

3

To share the potential solutions with the 2 regeneration projects and discuss what happened in reality

4

To apply learning to your local contexts in Ireland



# Session Plan

**11:00**

**Introduction**

**11:05**

**Case Study Presentations  
(Challenges)**

**11:25**

**Group Activity**

**11:55**

**Feedback and Discussion**

**12:15**

**Case Study Response  
(Solutions)**

**12:30**

**Wrap Up**

# The General Operational Challenges facing Regeneration Projects

- Funding and Procurement Models
- Participatory governance and stakeholder engagement
- Legal and regulatory compliance (planning and heritage)
- Accessibility and universal design in heritage buildings
- Operational management and long-term sustainability of reused sites



**Let's hear  
from Ronan  
Conway,  
Portumna  
Courthouse**



Comhairle Chontae na Gaillimhe  
Galway County Council



**An Ciste um Athghiniúint  
agus Forbairt Tuaithe**  
Rural Regeneration and  
Development Fund

# Case Study Presentation

## Portumna Courthouse

## ➤ Context to the Project

- Following an 18 month build period the official handover and launch took place in June 2025.



Number of distinct constituent elements of the final building:

- 4no. Remote working desks.
- 8-Seater Meeting Room.
- 70-Seater event space.
- 28-Seater Café.
- Courtyard and Terrace.



## ➤ Operational Challenge 1 - Governance Model and Staffing

- Governance / Management Structure (bigger picture).
- Maintaining adequate Staffing Levels, ensuring continuity in service.
- Overseeing Day to Day Operational Requirements (maintenance, services, customer engagement, marketing, promotion, bookings)
- Transparency on Accountability (KPI's).
- Ensuring appropriate Venue Direction and maintaining popular public support.



## ➤ Operational Challenge 2 - Financial Sustainability

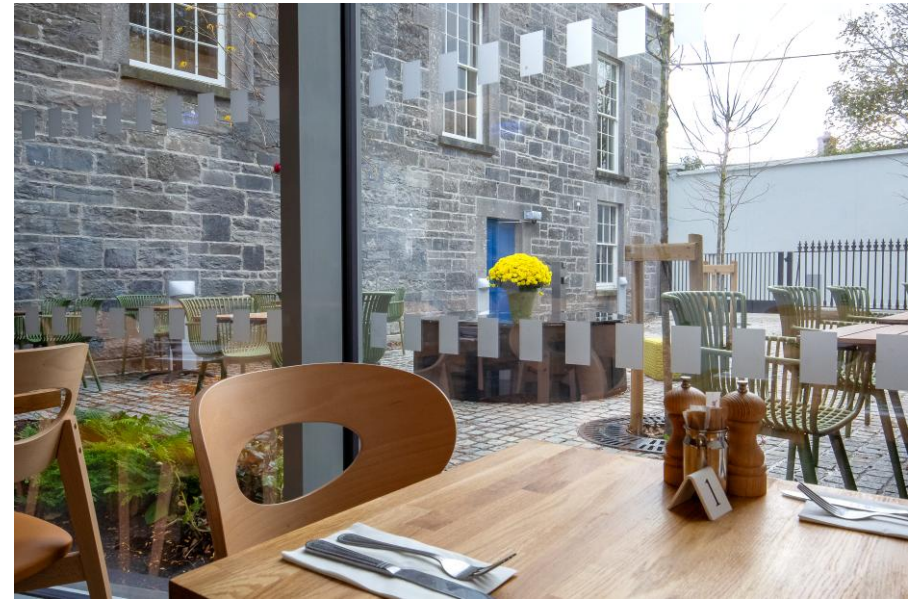
- Running Costs.
  - ❑ Event Management, Electricity, Heating, WiFi, Cleaning, Website Hosting etc.
- Affordable Pricing Model.
- Avoiding displacement of events from other venues.
- Funding for Future Investment.





## ➤ Operational Challenge 3 - Café Operational Model

- Non-traditional local authority project, no prior experience to rely upon.
- Appropriate Procurement Model to secure tenant.
- Sustainable Fee Structure.
- Most appropriate Legal Agreement (landlord/tenant).
- Control of Outdoor Areas.





**Let's hear from  
Sebastiaan,  
Cultuur &  
Campus  
Putselaan**



Gemeente  
Rotterdam



*Erasmus*



**buzinezzclub**  
FOUNDATION



Funded by  
the European Union



New  
European  
Bauhaus



## C&CP – Founding Partners

- Erasmus University Rotterdam - EUR
- Municipality of Rotterdam
- University of Applied Sciences Rotterdam – HR
- Willem de Kooning Academy – WdKA
- University of the Arts Codarts – Codarts
- National Program Rotterdam-South - NPRZ

## C&CP – Partners

- Afrikaanderwijk Cooperation – AWC
- Buzinezzclub Foundation
- European League of Institutes of the Arts – ELIA
- ICLEA Europe



## C&CP – Project context

Cultuur & Campus Putselaan pilots a new approach to city making through education, research, policy and culture at the heart of Rotterdam South, an area which is exemplary of the complex challenges and diverse potential of Europe's most disadvantaged urban areas. In our approach, we facilitate the coming together of different types of knowledge – theoretical, practical, from the arts and sciences – with the lived experience of citizens.

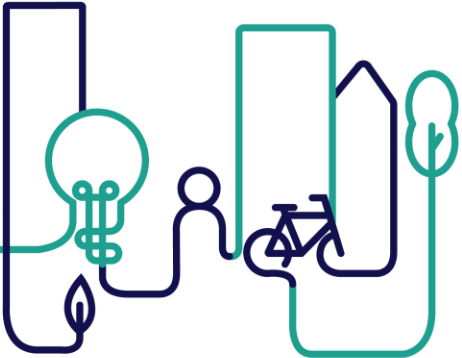
**We do so in three ways...**



- First, by co-creating a vibrant site of encounter, dialogue and shared learning.
- Second, we facilitate empowering the co-design of impact-oriented learning curricula.
- Third, we ground our approach in participatory research and citizen science that empowers resident.



# C&CP – After renovation August 2025



# C&CP – Operational Challenges

- Culture Campus Putselaan – What is it? A school? A municipal building?
  - The decision which partner is the main tenant and what the buildings registered usage proscribes many requirements ranging from security to accessibility. Which main partner would you choose?
- Governance – Three large institutions of higher education and the municipal government all have governance structures for large organizations. How would you set up an agile structure for a pilot?
- Procurement – In essence the same question as the governance challenge.



**Group  
Activity**

# CHALLENGE CANVAS

## HOW DOES IT WORK

- Based upon the presentations of Portumna Courthouse and Cultuurcampus, detail on the Challenge Canvas:
  - Step 1 – your understanding of the core operational challenge and how it relates to your own experiences
  - Step 2 – how you would address the core operational challenge
  - Step 3 – how you would transfer the solution to your own contexts



**Feedback**

# CHALLENGE CANVAS

- Each Group to feedback on their Challenge Canvas



**Let's hear  
from Ronan  
Conway,  
Portumna  
Courthouse**



# How did we respond to the Operational Challenges

## ➤ Key solutions to challenges

### ➤ Operational Challenge 1 - Governance Model and Staffing

- Dedicated Business Development and Operations Manager on site 2 days per week. Trusted access control for facility users.
- Appointments arranged for days the manager is on site for walk through, tours etc.
- Building retained in direct ownership and control of Galway County Council.
- Management Committee consisting of local stakeholders being established to shape direction of facility.
- Monthly Management Reports.



Comhairle Chontae na Gaillimhe  
Galway County Council

## CANDIDATE INFORMATION BOOKLET

RECRUITMENT AND SELECTION CAMPAIGN  
FOR THE POSITION

OF

BUSINESS DEVELOPMENT & OPERATIONS  
OFFICER (PORTUMNA COURTHOUSE AND  
LOUGHREA TOWN HALL)

(3-YEAR CONTRACT)

CLOSING DATE FOR RECEIPT OF APPLICATIONS IS

4.00 P.M. ON THURSDAY 12 FEBRUARY 2025

### Important Notes:

- Please submit your application form inclusive of all other required documentation to [hr@galwaycoco.ie](mailto:hr@galwaycoco.ie) as **ONE SINGLE document** (not individual scanned documents) before the closing date and time.
- Candidates must submit a copy of all declared qualifications and a copy of driving license with their application forms.
- Application forms must be fully completed. CVs will not be considered.



# How did we respond to the Operational Challenges

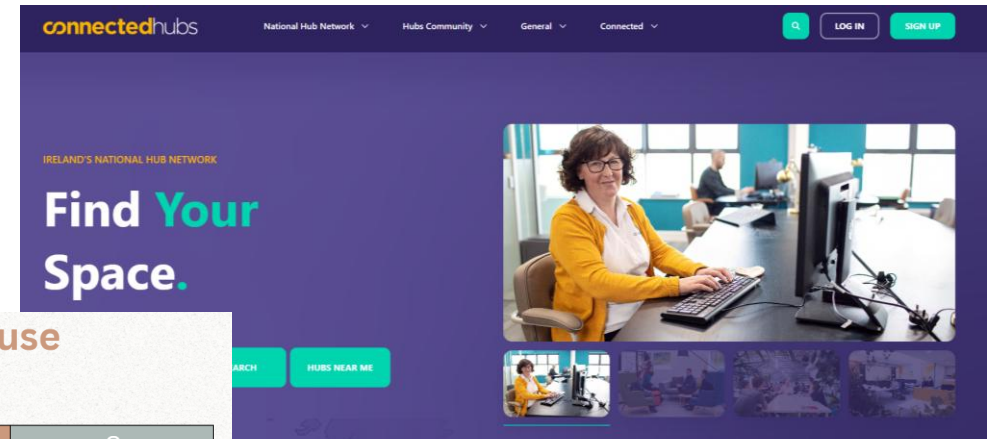
## ➤ Key solutions to challenges

### ➤ Operational Challenge 2 - Financial Sustainability

- Commercial versus 'Not for Profit' fee structure. Use of Connected Hubs platform.
- Leverage funding from Arts Council 'Creative Ireland' the 'Courthouse Collective'.
- Dedicated funding allocated per annum for maintenance and investment (€100,000).
- All surplus funding to be returned to facility (closed loop system).

### Portumna Courthouse Venue Hire Rates

	€
<b>Hot desk</b>	
Daily	€12.50
5 Day Rate	€50.00
Monthly	€180.00
<b>Boardroom</b>	
1/2 Day (8am to 1pm) (2pm to 7pm)	€40.00
Full Day	€70.00
Weekly	€300.00
<b>Event/Training Space</b>	
1/2 Day( 8am to 1pm) (2pm to 7pm)	€140.00
Full Day	€220.00
<b>Entire Building Daily/Evening</b>	€320.00
Hot desks	
Boardroom	
Main event space	
<b>Other (Event Space - Hourly)</b>	
Community classes i.e. Tai Chi, Yoga, Art, Grinds, etc	
Hourly	€25.00



### Portumna Courthouse Collective

CLOSED 22 Aug, 2025, 08:36 - 31 Oct, 2025, 08:36



### Portumna Courthouse

Shaping the Future Together



Share



Materials

- Courthouse Collective Information Booklet...  
1.1 MB
- Presentation\_Public Meeting 20\_08\_2025.pdf  
2.13 MB
- Portumna Courthouse Venue Hire Rates.pdf  
1.22 MB
- Courthouse Images.pdf  
5.06 MB

# How did we respond to the Operational Challenges

## ➤ Key solutions to challenges

### ➤ Operational Challenge 3 - Café Operational Model

- Two stage procurement model.
- License agreement as opposed to leasehold.
- Monthly rent plus profit sharing scheme.
- Shared outdoor spaces.

<b>Caifé Theach Cúirte</b> <b>Phort Omna</b> <b>Foirm le Suim a Léiriú</b>	 <small>Comhairle Chontae na Gaillimhe Galway County Council</small>	<b>Portumna</b> <b>Courthouse Café</b> <b>Expression of Interest</b> <b>Form</b>
<b>Tá an fhoirm seo le fáil i gcló mór chomh maith</b>	<b>This form is also available in large print</b>	
<b>Tá míle fáilte an fhoirm seo a líonadh i nGaeilge</b>		

Go raibh maith agat as do shuim maidir leis an gCaifé a rith i dTeach Cúirte nua-athchóirthe ar Ascaill Chluain Fearta, Port Omna. Comhlánaigh na codanna thíos, le do thoil, agus déan eolas ar bith eile sa bhreis atá ábhartha do d'iarratas, dar leat, a chur leis. Má tá ceist ar bith agat, cuir glao ar 091 509638.

**Is é dáta deireadh don fhoirm seo ná 5pm an 15 Deireadh Fómhair 2024.**

Thank you for your interest in running the Café at the newly refurbished Courthouse at Clonfert Avenue, Portumna. Please complete the sections below plus any other additional information you think relevant to your application. If you have any questions, please call 091 509638.

**The deadline for returning the form is 5pm 15th November 2024.**

<b>SONRAÍ TEAGMHÁLA/CONTACT DETAILS</b>	
Ainm/Name	
Seoladh Ríomhphoist/Email Address	
Uimhir Teileafón/Phone Number	
Seoladh Poist/Postal Address	

<b>CÚLRA AGUS TAITHÍ/BACKGROUND AND EXPERIENCE</b>
Soláthair cúlra agus sonraí maidir le do thaithí ar áis den saghas seo a bhainistiú agus a oibriú, le do thoil/ Please provide background and details of your experience in managing and operating a similar facility

*Seirbhísí Custaiméara Chomhairle Chontae na Gaillimhe – Cultúr barr feabhais a chothú i ndáil le soláthar Seirbhísí Custaiméara*

*Galway County Council Customer Services – To foster a culture of excellence in delivering Customer Services*  
GCC-CE-42 (A) 00



Comhairle Chontae na Gaillimhe  
Galway County Council

**COMHAIRLE CHONTAE NA GAILLIMHE**  
**GALWAY COUNTY COUNCIL**

**LICENCE AGREEMENT**

# How did we respond to the Operational Challenges I

➤ C&CP – What is it?

➤ C&CP's main tenant is the University of Rotterdam. Therefore C&CP officially is a school building and needs to follow all relevant guidelines and the internal guidelines of the university. Unfortunately, the consequences for operations of this decision were not clear at the time.

# How did we respond to the Operational Challenges II

- Governance and procurement:
  - We set up a Collaboration Agreement between the founding partners that regulates the financial and governance aspects of C&CP without creating a legal entity.
  - For procurement this means that we are still bound to the procurement rules regulating the institutional partners. We can however choose the most advantageous partner to contract specific services or products.

# How will we respond to the Operational Challenges

- Governance and procurement:
  - We are exploring setting up a distinct legal entity, such as a foundation, after the first evaluation in 2027.



**Wrap Up  
from  
Matthew**

**Thank you**

