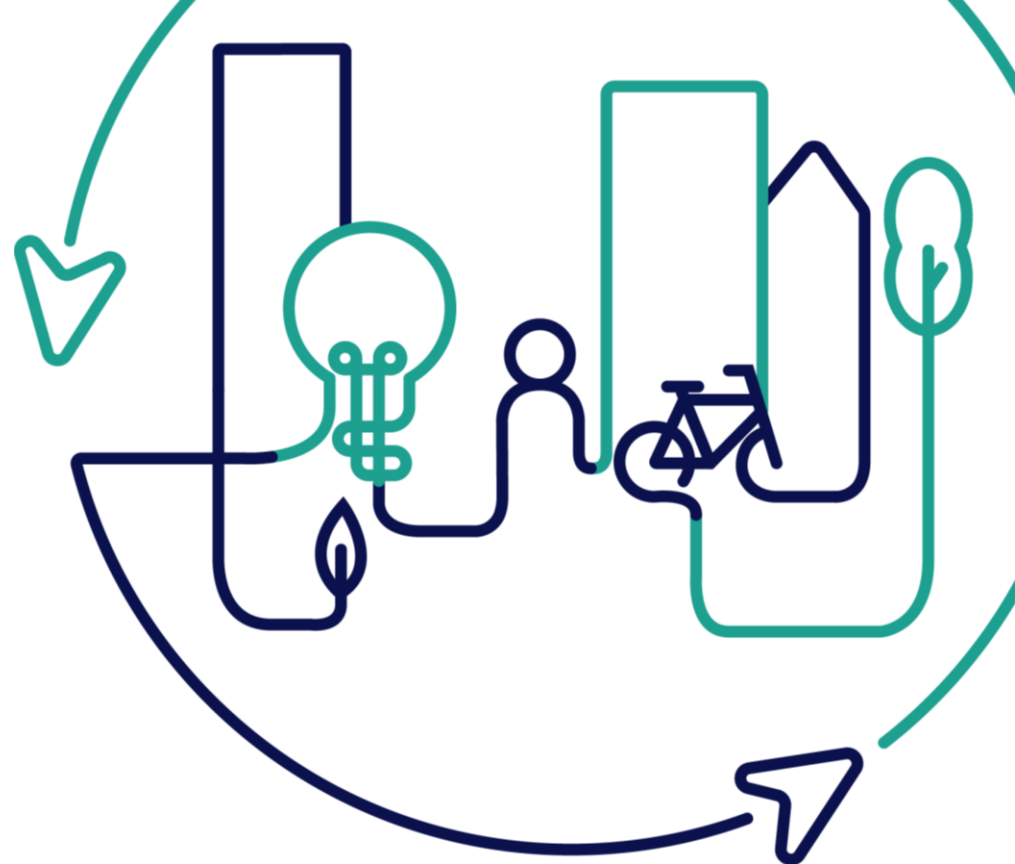


EUROPEAN U R B A N INITIATIVE



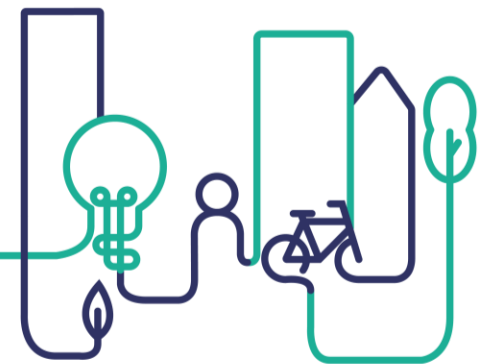
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Parallel Workshops: Shared Sparks – Governance and partnership solutions for creative regeneration

Thursday 27th November 2025 – 11.00 to 12.30

Facilitated by Carlotta Fioretti

Case Studies: The Model, Sligo / Youth Culture House -UKH, Aarhus



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Session Aims

1

To understand the operational challenges facing 2 regeneration projects: The Model, Sligo and the Youth Culture House -UKH, Aarhus

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)**

11:20

Group Activity

12:05

Feedback and Discussion

12:20

Case Study Response

12:30

Wrap Up

The general operational challenges facing regeneration projects

- Funding and procurement (e.g. fragmented and uncertain funding streams)
- Citizen participation and stakeholder engagement (e.g. managing diverse and conflicting interests)
- Governance models (e.g. fragmentation across institutions and gov levels)
- Operational management and long-term sustainability of reused sites/buildings (e.g. lack of long-term funding, insufficient business model)



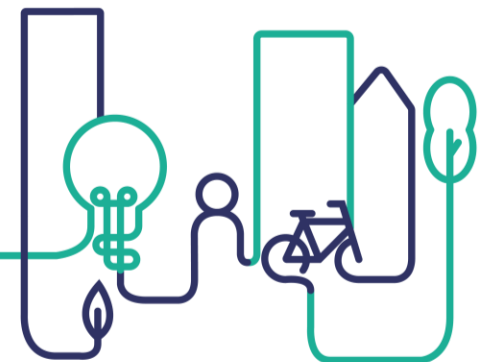
**Let's hear
from Michael
Carty & Seán
Martin, Sligo**

The Model, Sligo, Ireland

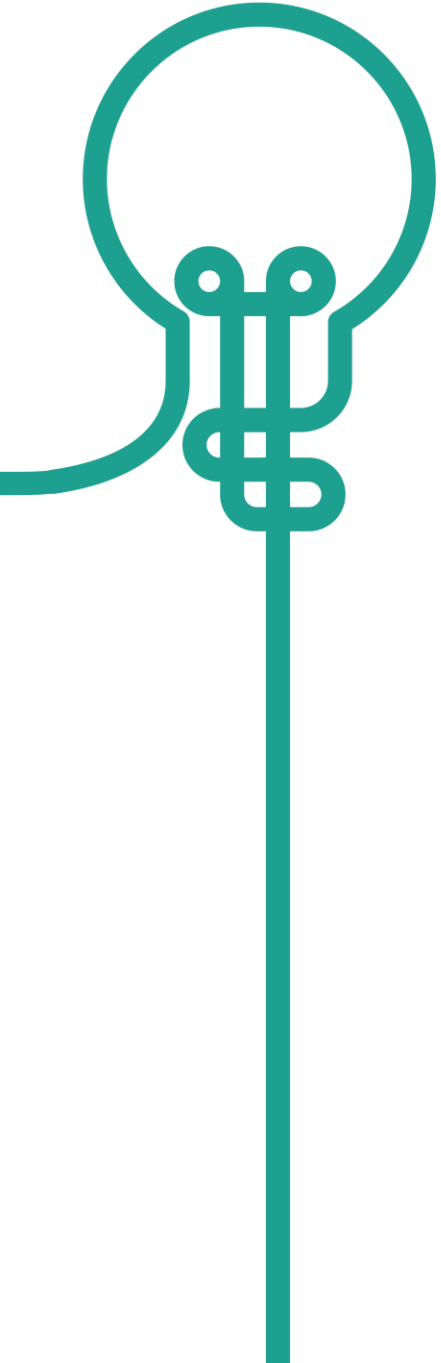
Michael Carty, Snr. Engineer & Seán Martin Snr. Architect Retired



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SLIGO
COUNTY COUNCIL
COMHAIRLE CHONTAE SHLIGIGH



KEY ELEMENTS OF THE CHALLENGE

Local Authority - Internal Team – In-House expertise to be suited to project, communications with elected representatives, appointment of working group to liaise with Community Group (Model Arts Centre) and Design Team

Model Arts Centre Community Group, External Stakeholder - In-house sub-committee to manage their involvement with the project – translating the Vision

New Board of Directors: Co-ordinating the creation of a New Board for the finished building and staffing: Director

Head of Visual Arts
Administration Officer
Technical Officer
Education Officer
Volunteers

THE CHALLENGE

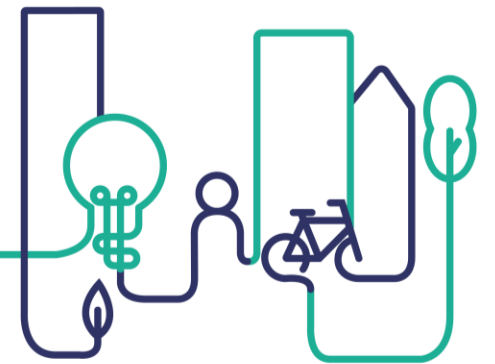
*How can **governance arrangements and leadership structures** be developed to manage communication between the Local Authority, the Community Group, and the Design Team throughout a long-term project?*



**Let's hear
from Lone
Jensen,
Aarhus**

Youth Culture House – UKH

Lone Jensen, Head of UKH, Municipality of Aarhus



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KEY ELEMENTS OF THE CHALLENGE

1. The ECoC 2017 survey showed that there was a **lack of production facilities** for the next generation of **artists**.
2. The Children and Youth Council requested a **house for young people**.
3. A report told where is a need for a guidance centre for **vulnerable young people**.

THE TASK GIVEN BY THE CITY COUNCIL

The task: To develop a model for how a cultural centre can be user-managed, operated and developed based on the premise that youth culture and youth environments are constantly changing.

- **Three different departments of the administration**, each with its own tasks and rules:
 - Children & Young people;
 - Social Conditions & Employment;
 - Culture.
- Two **large and hierarchical** departments vs. one small and more agile.
- The **Department of Culture** became the project manager.
- Children & Young people and Social Conditions & Employment had limited financial capacity and they didn't initiate the project (were not behind the initial idea)

THE CHALLENGE

‘It is no longer enough to involve – i.e. listen to – citizens. Cooperation and participation are also needed. This requires that we do not think of the municipality and citizens as opposites, as “them and us”, but see the relationship as a community with shared values and common goals.’

*What governance model can effectively coordinate and **integrate** different policy areas in a **complex project**?*



**Group
Activity**

CHALLENGE CANVAS

HOW DOES IT WORK

- Based upon the presentations of the Youth Culture House and The Model, 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

THE TWO CHALLENGES

The Model, Sligo:

How can governance arrangements and leadership structures be developed to manage communication between the Local Authority, the Community Group, and the Design Team throughout a long-term project?

Youth Culture House, Aarhus:

What governance model can effectively coordinate and integrate different policy areas in a complex project?



Feedback

CHALLENGE CANVAS

- Each Group to feedback on their Challenge Canvas



**Let's hear
from Seán
and Michael**



**Let's hear
from Lone**

How did we respond to the Operational Challenges



Culture as a bridgebuilder

The Method

Culture as the intermediary

RETHINK

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WWW.RETHINK2017.DK





**Wrap Up
from
Carlotta**



What's next?

12:30

Synthesis and Reflections

13:15

Final words – Looking ahead

13:30

Farewell Lunch

14:35

**Parallel Stakeholder
meeting by NWRA**

Thank you

