



INTEGRATED ACTION PLAN

on Temporary use
in Ostrava

May 2018

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Introduction

In the past, Ostrava was called a black city, but this negative image is slowly changing. While the city still faces some of the challenges that come from its history, such as pollution, brain drain and also abandoned and degraded industrial buildings, empty shops in city center or unused open spaces.

In recent years, there has been a significant in number of new independent initiatives and community-building activities. Through the involvement of citizens and those initiatives in the process of co-creating, the potential of activating urban dynamics is increasing. Temporary events attract city and regional populations to discover their fascinating industrial heritage. Helps to redevelop abandoned brownfields. Similar dynamics of the blending of art projects, cultural creative and population initiatives takes place in the city center with the potential to inspire and support its transformation.

From May 2016, thanks to the REFILL international project, Ostrava has had the opportunity to study the concept of temporary use in nine European cities (Bremen, Ghent, Helsinki, Athens, Cluj, Nantes, Amersfoort, Poznan and Riga). The main task of the project team was to define how to integrate this innovative development tool into the city's routine agenda, as is the case with foreign partners. In this context, two basic objectives (further elaborated in the Action Plan) were set out:

- 1. Fitting temporary use in the legal framework (ACTIVITY 1)**
- 2. Developing temporary use as a normal service (ACTIVITY 2)**

We can also divide the action plan into three phases, according to the timetable of performance.

Phase 1 = CONCEPT

The "Concept of Provision of Service for Temporary Use and its Application in the City of Ostrava" elaborated during the implementation of the REFILL project will serve as a manual or pilot verification manual.

Phase 2 = PILOT VERIFICATION

Verification of the concept in practice is necessary for future service settings. As is the case in science and research, where each prototype needs to be tested before launching, innovative processes also need time to develop and mature in a form that suits all stakeholders before it is put into operation.

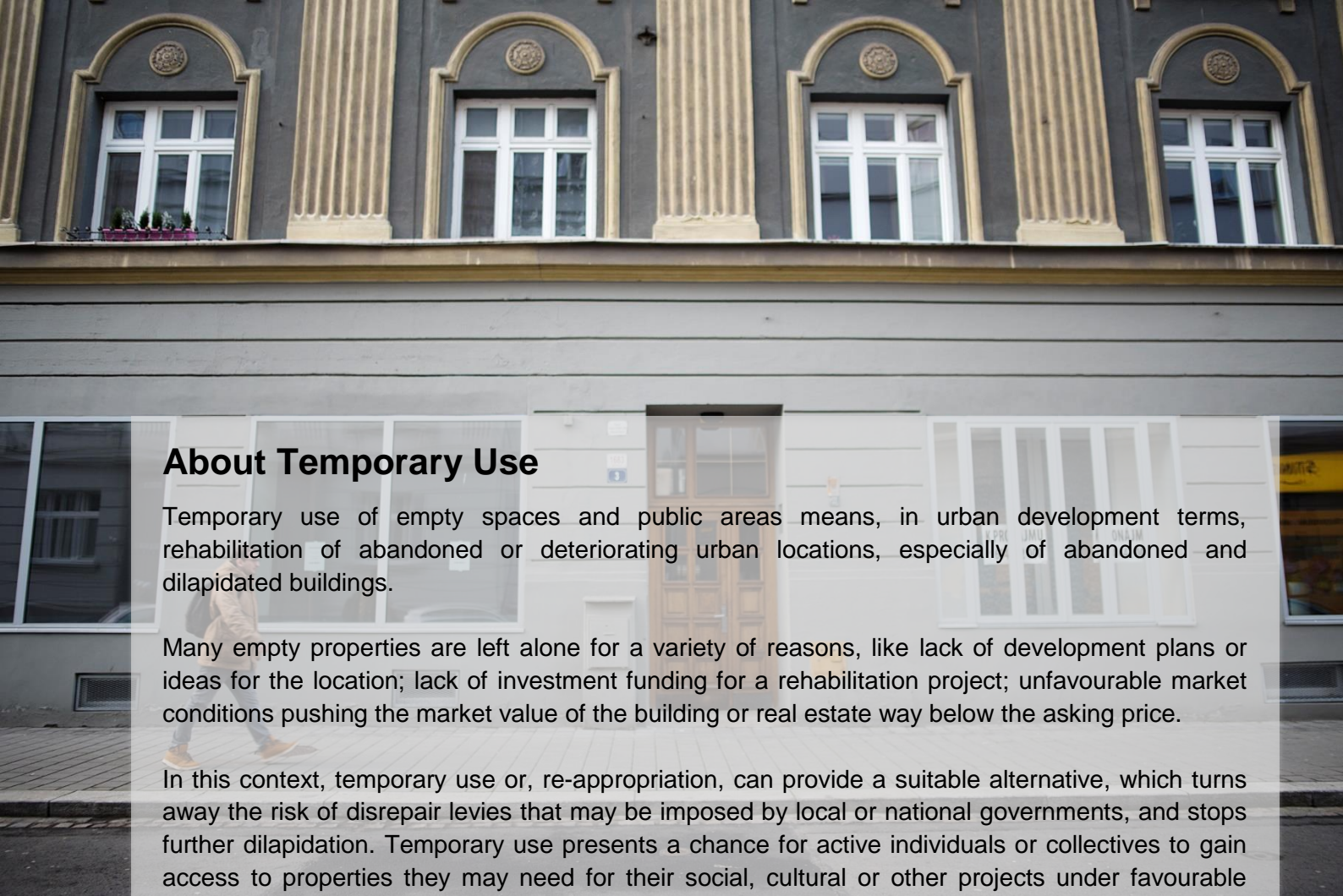
Phase 3 = IMPLEMENTATION

At the end of the pilot verification, the annual traffic will be evaluated to determine the future of the service. Ideally, the pilot project will go into permanent mode, so-called common services for citizens.

The Action Plan came into being both in close cooperation with the foreign partners from whom the ideas were drawn, in cooperation with local experts and citizens' initiatives. When transferring functional models from an international environment, it is important to take into account the portability and potential of portability and to assess the possibility of anchoring foreign good practices to the local legislative and procedural framework. For this purpose, a working group was

set up at the very beginning to try to respond to any potential obstacles that arise with the introduction of innovations. The Task Force was created by Ostrava architects, urban planners, cultural professionals, community projects, and representatives of the public administration, and the Action Plan thus seeks to reflect the needs of all stakeholders.

Last but not least, this Action Plan responds to several objectives of the strategic plan for the development of the City of Ostrava for the period 2017-2023 (reviving the historical center of the city, improving the environment for business development, cultivating the environment for the life of all generations)



About Temporary Use

Temporary use of empty spaces and public areas means, in urban development terms, rehabilitation of abandoned or deteriorating urban locations, especially of abandoned and dilapidated buildings.

Many empty properties are left alone for a variety of reasons, like lack of development plans or ideas for the location; lack of investment funding for a rehabilitation project; unfavourable market conditions pushing the market value of the building or real estate way below the asking price.

In this context, temporary use or, re-appropriation, can provide a suitable alternative, which turns away the risk of disrepair levies that may be imposed by local or national governments, and stops further dilapidation. Temporary use presents a chance for active individuals or collectives to gain access to properties they may need for their social, cultural or other projects under favourable conditions.

Temporary use means that property owners relax their lease requirements and conditions below the level they would otherwise impose on a standard lessee in exchange for delegating maintenance duties on the temporary user and for a more flexible lease termination arrangement. On the other hand, the temporary user's benefits include zero or symbolic rent while taking over maintenance and doing some basic renovation work in exchange.

The system is considered to be a win-win situation that brings benefits to the owners, the users and to the local public who can participate in creating new content on re-appropriated properties. Also, buildings in use never dilapidate the way abandoned buildings do. Temporary use provides opportunities for making ideas happen and enables valuable urban solutions that otherwise might not occur.

The goal the Refill Project Temporary Use Office is to set up a convenient citizen service, which will open up opportunities for the implementation of new, unconventional ideas and help find new uses for abandoned buildings and public areas that currently remain empty and deserted.

The History of Temporary Use in Europe

Urban development often faces the challenge of left-by-the-roadside locations in European cities. In the past, they often were old city districts stuck in limbo and waiting for the demolition squads to clear away the past and to make room for progressive new architecture. Recently, a new kind of brownfields has emerged: abandoned corporate buildings that no longer comply with company philosophy and development objectives.

Brownfields, often struggling with a legacy of contamination, which prevents them from reasonable commercial reuse, are the vestiges of strong industrial past in many regions of Europe, sometimes just buildings or empty plots, sometimes entire city districts.

But Ostrava has some additional factors to cope with. Diverse historic and economic factors combined to produce a complex ownership structures in case of some city centre properties, which thus remain empty. In addition, Ostrava has excluded locations that lack the power for a new start due to depopulation or overall economic weakness of the city and the region around.

Turbulent development and powerful growth/stagnation cycles have created the temporary use approach as an important urban development tool mainly in the West of Europe. Having started as a privilege granted to informal economy projects, temporary use could only establish itself when it became clear that participative urban planning may have benefits over the top-down approach.

Abandoned buildings, disused locations, deserted places and properties with indifferent owners or owners without vision and money hold new opportunities for Europe's cities. They present a potential to start up a new, dynamic, enabling environment through re-use of abandoned properties by temporary activities.

It was only during the last decade that government authorities and local governments became aware of the temporary use phenomenon in many European cities mainly in Western Europe. New members of the EU have some catching up to do. It is time for cities and communities to create structures and legal frameworks that will enable temporary use to unleash its potential. Based on local citizen initiatives and active entrepreneurs, such potential should not be underestimated.

Like it or not, society is undergoing a change. Citizens demand more say in developing and forming their communities. They want to play a greater direct role in municipal governance while bypassing traditional political structures, which currently hold the decision-making powers in the system of municipal governance.

Enabling empty buildings and disused areas to be put to temporary use can be a common starting point for the reform of city governance, which will become open to citizen participation.

Cities Compared

Ostrava is new member of the international Refill Project community. The temporary use concept was introduced to local public only recently and first practical experience is yet to come. Nevertheless, outstanding international examples shown below may provide welcome inspiration.

Bremen, Germany

Bremen seems to be a suitable model for Ostrava to follow. We will thus deal with Bremen's example in more detail in the present document.

German cities went through dynamic development in the course of the last two decades with a striking contrast between Germany's East and West. The temporary use concept proved extremely helpful for example in Berlin activating Berlin's population (despite the city's rather rigid master plan) and inspiring a huge creative potential that successfully altered the city's image and attracted a huge influx of newcomers.

Bremen's local government concluded that the temporary use model required outsourcing if good governance was to be guaranteed and decided to hire *ZwischeZeitZentrale* (ZZZ), an independent institution, for the project. The decision was prompted by overall administrative rigidity, which prevented the city hall to flexibly respond to citizen needs and requirements. Thus, an intermediary was installed to aid communication between citizens and the local government. The selected organization had good knowledge of local environment, flexibility in proposing different solutions and adequate administrative capacity to run the temporary use system.

ZZZ receives support from some city halls departments – finance, economic and construction – each according to their respective objectives and responsibilities. ZZZ is tasked with supporting all current temporary users in town, especially those lacking the capability to cope with certain situations. In addition to general support, ZZZ is also charged with supporting small enterprises and start-ups by offering them suitable locations. The involved city hall departments have set up a steering committee, which meets with ZZZ every 6 weeks to discuss current activities and results achieved.

In addition to being an intermediary between the city hall and temporary users, ZZZ provides a small financial support during the official permitting and assessment processes that every project must pass through before launch.

ZZZ involvement starts with meeting potential temporary users, discussing their ideas for temporary use and offering ZZZ expertise and external view to optimize the project and improve its chances for success.

Oftentimes, ZZZ becomes directly involved in project implementation. e.g., by providing contract blueprints and other documents in the form of detailed templates and guidelines. ZZZ often initiates first contact with the property owner and attends on-the-spot property sighting with owner and potential user. ZZZ may be instrumental in permitting processes like fire safety, hygiene, etc., offering advice about how to meet conditions and limitations that may be linked to a specific property. ZZZ people maintain contacts to local politicians, authorities and other interested parties to provide support where users might fail or give up if left to their own devices. In many cases, ZZZ has been instrumental in mediating sponsorships and resolving financial issues.

Recent results show that ZZZ assistance was indispensable for some projects to at all happen. It proved useful to new entrants to the temporary use system who had ideas but lacked the means to

get a location. The gravest barrier to potential users – besides finding the right place – proved to be the often-complicated bureaucratic processes.

It is the official conditions, requirements, the challenge to understand what they actually mean and how to meet them what sometimes turns out to be a no-go barrier. Here is where ZZZ has a major role to play by providing guidance and getting actively involved in some necessary administrative routines. This requires ZZZ to directly communicate with the authorities and to work with the steering committee toward identifying the wishes and needs of citizens.

ZZZ Objectives

(as presented in ZZZ's tender documents submitted to the City of Bremen)

ZZZ objectives were generally based on experience derived from issues that had never been considered part of any official strategy in the past. Some of the challenges were the approach to the city's real estate stock burdened with the lack of suitable use; buildings offered for sale, but failing to find buyers; unclear responsibility division between the City and city quarters leading to chaotic short-term leases and uses. ZZZ focused on these kinds of challenges designing new development strategies and, where possible, strategies that are replicable.

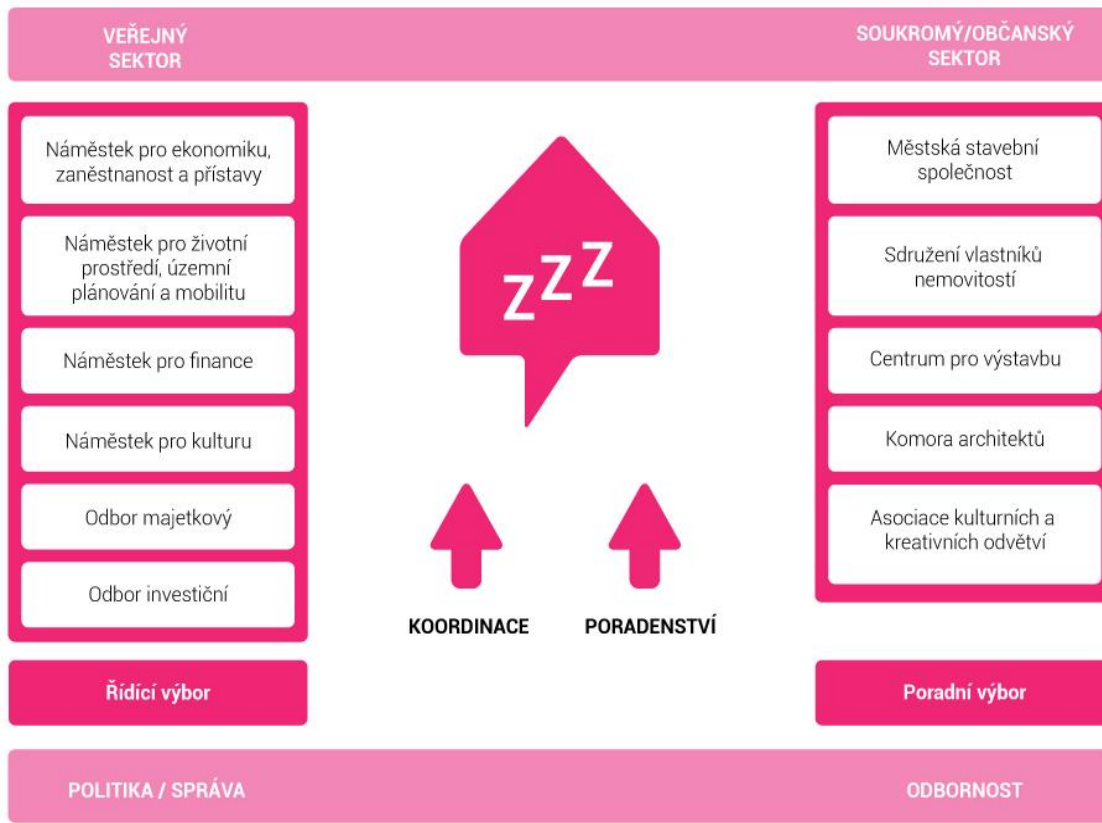
ZZZ 2009-2012 Objectives

- Streamline coordination and communication processes between the City of Bremen departments; implement new approaches to mainstream administrative processes.
- Evaluate and reactivate empty spaces through temporary use projects, make it part of strategic urban planning and business support.
- Try out new forms of coordinated cooperation between commercial and public entities in the temporary use area.
- Save the City's own real-estate maintenance cost by means of temporary use projects.

ZZZ 2012-2016 Objectives

- Improve and reactivate empty spaces by means of temporary use projects, make it part of strategic urban planning and business support.
- Strengthen and support cultural and creative economy by opening up spaces for temporary use.
- Save the City's own real-estate maintenance cost by means of temporary use projects.

ZZZ Organization Chart:



ZZZ is a great source of inspiration for Ostrava's future model, which will take up a simplified form of the system. Bremen draws advantage from the existence of organized associations capable of clearly formulating public or business views to the government administration, which enables a better identification of municipal priorities. This is where Ostrava can learn a lesson.

Ghent, Belgium

Ghent offers a remarkable approach to temporary use, which however, can't be replicated in Ostrava. Ghent has a central city hall with elected local government. The city districts, having no elected local governments, are managed by District Managers responsible to the City. It is a simple system that eliminates a number of bureaucratic procedures and has the capacity to successfully reconcile different, sometimes contradictory, objectives.

Ghent's version of temporary use is strongly anchored in citizen involvement and participation. Responsible City Hall department is called the Policy Participation Unit. The Unit has a group of managers responsible for individual city districts who are charged with citizen communication, problem identification and citizen discussions on plans and development. They play a double role: As City hall employees they work for the City while also representing the local residents before the City Hall. They enjoy high measure of trust from citizens who often approach them with problems to solve.

For example, citizens of one densely populated part of Ghent **required the establishment of multi-purpose spaces**, like domestic appliance repair workshops, meeting place, common

kitchen, places of repose, gardening, etc. Having listened to the requirements, the City decided to go for temporary use. District Managers are responsible for project preparation, communication and oversight during the implementation stage. The Policy Participation Unit assists with the implementation and may support a new temporary use project financially.

Riga (Latvia)

Riga is an example of unusual approach to temporary use. Riga has a high urban density with up to 10 % of buildings remaining unused. This is an extremely high percentage, but local government never recognized temporary use as a relevant tool of reactivating the idle building stock. While the City continued to hesitate and postpone any decision, the citizens set up a civic association called Free Riga, which received international funding for a 3-year term.

Free Riga has successfully initiated a dialog and cooperation with private property owners and together a search for new usage was launched. One factor of success was Riga's government high real-estate tax policy, which may triple the property tax rate for unused property. The annual tax on a housing property located within the wider central area may reach up to 30,000 € if the building is empty. The owner's advantage from collaborating with Free Riga is a tax rate reduction to just 10 % if a not-for-profit organization is allowed to use the property.

The City has noted how the initiative works and is in the process of finding a common approach and supporting Free Riga. The City plans to create a program, which will make temporary use one the City's priorities.

Recommendations from the different examples

1. Cities wishing to support temporary use need to work with the right kind of people who can initiate and maintain communication with potential users (trust of the street community, knowledge of the inner workings of local government).
2. Cities need rules (a framework) for the support of temporary users by way of consulting, providing small financial support. Preferably, the cities should seek simplification and streamlining of administrative burden on temporary users.
3. Temporary means temporary. It is recommendable to prepare exit strategies, such as follow-up commercial arrangements, once a successful temporary user's term expires.
4. Cities should not expect to draw benefits from every temporary user. The benefits should be for the citizens who are the important players here.

Why Temporary Use in Ostrava?

Temporary use is just one tool from the municipal development portfolio, it is not a silver bullet and it requires correct assessment of needs and conditions. Temporary use should be tailored to its environment and public demand, it requires good level of governance. High-quality participation strategy, social communication and a measure of investor courage are necessary for it to work.

The number of unused buildings in Ostrava might appear high to a casual observer, but the reality is not extreme in comparison with other cities. Ostrava has huge, unwanted public areas in the form of gap sites formerly occupied by traditional types of buildings. Nevertheless, there are empty buildings or empty parts of buildings and unfinished construction projects that should be put to some use. Many such properties are privately owned and their owners need to be communicated with and shown that reasonable projects might bring benefits to them as well as to the city and its people.

The most relevant argument why to support temporary use is the following message from the City to the citizens of Ostrava: Your ideas, your activities are appreciated and needed and the City will create conditions for them to thrive. Temporary use is not just about filling vacancies. What matters much more is quality ideas and encouraging active individuals and collectives to put their innovations in the service of the city and to create new impetus.

The example of the German city of Bremen shows something worth emulating in Ostrava. Temporary use in practice leads to the streamlining of administrative processes, a phenomenon that local government must come to terms with. It also opens the door, in a small-scale and controlled manner, to allowing the citizens to participate in governing their city.

What Temporary Use Can Bring

Economic Benefits

Temporary use holds large potential for economic development of the city in terms of job creation and new business opportunities; for skill development; for making locations and places more attractive. The ways of achieving these include availability of places for enterprise on flexible and inexpensive terms and creating activity hubs, which will enable cooperation. Temporary projects thus can play the role of catalysts and incubators.

Finding uses for long-term abandoned real estate is one way how temporary use can create added value. The benefit for the property owner, in spite of lack of opportunities or investment money, is finding at least some use at minimal cost and for a limited time in exchange for maintenance that will be provided as a compensation for discounted rent. On the other hand, temporary use may be a chance for start-ups, community projects and public interest initiatives to put their ideas, business models and organizations to real-world test.

Social Value

Many temporary users assign great value to, and see as necessary, the creation and strengthening of social links, communities and the promotion of social inclusion. They often open up their temporary spaces to meet other people and promote their activities. They may even

provide temporary housing to people in distress. They experiment, find innovative ways of using public spaces, push social limits.

Temporary use thus can be instrumental in alleviating social and economic conflicts by asking questions why buildings with a great potential for a variety of uses remain empty while some people are desperate to find a location.

Environmental Value

Temporary use can contribute to the quality of public spaces, green areas, conservation, brownfield rehabilitation as well as to food growing in urban environment and local foodstuffs production. Areas put to this kind of temporary use are experimental test grounds that open up new ways of relaxation and leisure.

Taking a more philosophical look, temporary use is closely tied with the present doctrine of permanent economic growth. Phenomena like producing more buildings, more waste, erecting barriers between residential areas of different social status are contrary to the quality of urban living. However, temporary use opens up space for experimenting which may lead to more intelligent and more compact future cities, flexible public transport, new ways of consumption and new services.

Cultural Value

More often than not, temporary use is strongly intertwined with local history, especially industrial heritage. Putting different properties to use helps the cultivation of historic monuments, inspires cultural production and creativity in harmony with the genius loci. Many modern initiatives take place in abandoned industrial or former military brownfields.



Refill in Ostrava – Current State of Affairs, Analytic Results in Brief

Ostrava is Czech Republic's only member of Refill, an international project funded by the European Regional Development Fund URBACT III. The project has ten participating European cities (Ghent, Nantes, Athens, Cluj-Napoca, Ostrava, Poznan, Riga, Helsinki, Bremen and Amersfoort) where the temporary use instrument is being considered or used to cope with the legacy of long-term abandoned or dilapidated properties. Ostrava takes part in the continuing international debate drawing on foreign inspirations in the quest for a home grown solution making the strategic instrument into an effective tool for the city and its people. Local version of temporary use must take into account the social structure, specific demographic, economic and geographic circumstances of each place. Crucial factor is a positive attitude on the part of each local government, which is the Statutory City of Ostrava in our case.

The City of Ostrava Strategic Development Unit has so far mediated and implemented the following actions:

Identifying Citizen Interest

Analytic research to map out the level of interest for temporary use was carried out in Ostrava in early 2017. The research consisted of a **questionnaire research, in-depth interviews and public debate** with local citizens. The research was carried out by Cooltour Ostrava Culture Centre, an established group with expertise in public relations and links to active communities existing in Ostrava. Cooltour Ostrava played an intermediary role between the City Hall and the local public.

The analytic research confirms **existing interest in temporary use** in Ostrava. We were successful in interacting with active citizens involved in implementing their own projects many of whom had clear ideas about potential uses of empty real estates. In-depth interviews and personal conversations disclosed a readiness by many to launch a temporary use immediately. The analytic research compiled a list of dozens of abandoned or dilapidated properties with some promise for the project. Contacts to property owners were established, locations were visited and photographed, and dataset blueprints were created for recording and providing property information.

Negotiation with Local Government, Administrative and Legal Positioning

The analysis was followed by talks with every unit of the City Hall that has some relevance for the temporary use idea. In addition to the City Hall and Moravská Ostrava a Přívoz City Quarter, Refill project awareness spilled over to two more city districts, Poruba and Ostrava-Jih meeting positive attitudes there.

Early Temporary Use Projects

Refill project's public communication provoked individual and group reactions from members of public interested in temporary use. Strategic Development Unit's Refill team then decided to enable several pop-up projects to take place in abandoned areas by talking to property owners and managers and negotiating terms of temporary use. The projects included a University of Ostrava Arts Department bachelor works preview exhibition taking place in a Moravská Ostrava a Přívoz-owned building in Partyzánské náměstí; Barbora Cicoňová works preview at Campus Palace; OstravaPhoto 2017, a recurring festival, used several buildings for a short time; Ostrava Camera OKO in Grossmann villa; Blanket, a music project, using former Ostrava Transit Company offices in Vojanova street. Growing popularity and awareness of the temporary use model have led to active people taking up their own initiatives and talking directly to the owners of disused properties.

Creating a Concept, Launch of Temporary Use as Citizen Service

The circles of citizens interested in temporary use are growing. Temporary use needs a dedicated full-time team to satisfy the growing demand. Thus, City of Ostrava Strategic Development Unit, having consulted local experts and international Refill partners, decided to hire Cooltour Ostrava Culture Centre to draw up a working concept for a corresponding platform or service designed to provide temporary use. Such a service can be launched in early 2018 if the proposed concept is approved and given a go ahead.



Fitting temporary use in the legal framework (ACTIVITY 1)

Public administration should not invent or implementing activities. Municipalities should create suitable and user friendly conditions for their realization. Under such set conditions, active citizens will take realizations in their hands ensuring their needs. Suitable conditions in our case mean mainly removal of legislative barriers or creation of effective tools to support temporary use activities and communication. As a conclusion, one of our actions is to simplify existing administrative processes related to temporary use rents.

Administrative processes related to the temporary use are different for short-term interventions and long-term leases. Also, the assesment of the technical condition of the building is more strick when it comes to longer rents. Therefore, we define 2 types of temporary use by its duration.

Pop-up activities (so called POP-ups)

Activities are internally defined as short-term commercial or non-commercial interventions ranging from 1 to 29 days.

Activity type: exhibitions, vernissages, seminars, workshops, fashion shows, concerts, charity events, pop-up shops, pop-up galleries, gastro events, sports activities, club events, community projects, parking day events, etc.

Space requirements: Empty spaces in good technical condition with water connection. The connection to the mains is welcome, but it is not always necessary, depending on the type and duration of the activity.

Suitable location: City center, wider city (or district) center or areas with higher fluctuation of people.

Impact: Immediate, short-term.

Benefit for the city: Revitalizing empty shops in the city center, empowering community life and coherence, a problem awariness (such as car access to the city center, weak neighborhood or community ties, social exclusion, etc.).

Benefit for the owner: An empty space alert can attract a new permanent tenant.

Benefit for citizens: Portfolio expansion and leisure time activities.

Long-term activities

These activities may, for example, fill in a period when the owner does not know how to handle his long-term abandoned building, when the owner collects funds for the revitalization of the building or awaits execution of all building permits for revitalization.

Activity type: Activities of art, culture, social and educational nature – long-term galleries, family centres, therapeutic centres, community projects focused on social inclusion,

workshops, music or dance courses, development of interesting projects in a protected environment, creative start-up projects that would not be given a chance to develop in office space for market rent.

Space requirements: Long-term abandoned and dilapidated areas, water and electricity connections are necessary for long-term use.

Appropriate locations: Objects located in the wider center or on the outskirts or less attractive addresses and locations

Impact: Long-term effect on the overall development of the city

Benefit for the city: Sustainable recovery of the site, improvement of the social health of the site, of the environment, enhancing community life, economy, etc.

Benefit for the owner: The site becomes more attractive, the condition of the building is maintained or improved, a new function of the building can be identified.

Benefit for citizens: A new event place, new services on offer, increased security and the attractiveness of the site

Benefit for users: Long-term activity development, low cost verification of viability and feasibility of the project or business plan, community building.

In relation to **fitting temporary use in the legal framework**, city districts as the managers of the city properties will be proposed a to adapt their policy of non-residential premises rent. The extent and form of policy modifications will arise from the Pilot Project testing temporary use service (see ACTIVITY 2).

Developing temporary use as a normal service (ACTIVITY 2)

Pilot Project

The present document is a draft project designed to provide guidance how to run and operate a service aiming at providing the citizens of Ostrava with temporary use arrangements for abandoned properties.

Form of Service, Platform and its Objectives

Our rather detailed draft concept of how temporary use can benefit our town was drawn up on the basis of analysing previous international temporary use experience and on sighting several successful and working international projects on the spot. Adding local specificities issuing from Ostrava's authentic environment to the mix, we have arrived on a clear concept, which we describe below.

Specific Intentions and Objectives

Ostrava has a considerable number of buildings and open-air areas that played an important role in the city's urban tissue in the past. Looking empty and dilapidated, such properties appear difficult, if not impossible; to make a comeback unless huge amounts of money are invested. The existence of unused ramshackle ruins and decrepit vacancies is detrimental to the overall image of the city. Visitors are discouraged from coming and locals often tend to avoid public areas that they do not see as suitable leisure locations and feel distressed by the derelict environment.

Thus, the primary goal for Refill to pursue is the reduction of empty buildings and areas in Ostrava offering them new functions and programs. This is clearly in line with several partial objectives of Ostrava's Strategic Development Plan 2017-2023, like make historic city centre livelier, better environment for the development of enterprise, cultivate living environment for all generations.

Content and Services, Platforms

The following are the outcomes of long-term research, discussions, analyses, consultations with local population, authorities, property owners, as well as our international partners, which we have formulated as functions to be executed by Refill Ostrava.

1. **Set up a contact and advisory point** for parties interested in temporary use, i.e., members of the public and property owners and managers. The contact point team should be available during their working hours and on request at other times.
2. **Set up and keep current a database of properties available for temporary use.** The team will monitor and identify abandoned buildings in Ostrava, contact the owners, visit the owners, present the Refill project, motivate owners to taking part, identify and store property data on a regular basis, cooperate to assess the building condition and other descriptive data.

3. **Project database setup and updates.** The team will be at the disposal of active citizens who seek temporary use to start up or develop their projects. The team will need presentation materials to present such projects to the property owners.
4. **Linking up, project support.** One of the team's major roles will be pairing between the projects and suitable buildings including initial meetings and identifying the needs of both parties. International experience shows that forms of support that the team should ideally be able to provide include legal consultation, project guidance, assistance in the course of the permitting process, etc. A good inspiration may be Bremen's ZwischenZeitZentrale (ZZZ), an intermediary for temporary use projects, tasked to support all temporary use projects, especially those unable to pass through all the official processes without help. Team Refill Ostrava, while unable to take over responsibility for similar projects, should fulfil the role of support office vis a vis the temporary use projects.
5. **Nexus to local government.** The team will play an intermediary role between citizens, property owners and local government. It will be instrumental in the permitting process. Over the long term, it will assist the City in streamlining administrative processes that must be passed before a temporary use project may legally start.
6. **Legal compliance.** The team will work closely with a legal advisor who will draft contract text to provide legal coverage to property owners (e.g., legal protection in terms of returning the property in the same or better condition) and to temporary users (to guarantee actual access to rooms in temporary use).
7. **Public relations and promotion work.** The team will provide open communication about the project potential. The team may use external PR specialist services for the purpose. Presentations of temporary use must be professional, clear, methodical and aiming at a long-term perspective of temporary use, which should ideally become incorporated in the city development strategy.
8. **Public debates.** Experience shows that temporary use raises popular interest while some projects and owners may attract more attention than others. Our public debate, part of our analytic research, was extremely successful. The team should organize more similar debates in the course of the year to keep communication with the public alive. Public debate is also a chance to present current development of the project.

Supplier Qualification Criteria

The future supplier, be it an organization or an individual, must have adequate qualifications to carry out official activities, i.e., history, integrity, administrative skills, accounting skills, staff and equipment and capacity to carry out relevant project activities.

What can be an asset:

1. History of previous similar projects, by which we mean projects having citizen participation and public communication as major components.
2. Capacity to gain trust if the informal sector. Many ideas for temporary use require finalizing, support, further development and citizen trust. Each project needs a quality partner, a good service provider, with a good offering of services, support, etc. All that must be universally available to all.
3. Good communication skills and experience. Information needs to be clearly communicated reaching all interested target groups, mainly temporary users and property owners. Communication style is a crucial factor of success.
4. Basic understanding how local government works hand in hand with understanding for the less traditional approaches employed by potential temporary users. Unorthodox solutions need to be looked for while compliance with local government processes must be ensured. The best effective ways must be opened up for providing innovation space to the citizens.

Kulturní centrum Cooltour Ostrava, z.ú., is perfectly qualified to run the Refill pilot project. Cooltour was engaged in a number of participative projects in the past. The projects had a high-level of public participation providing the citizens with innovative opportunities. Some examples are Městské zásahy (Interventions in Town, two years), Restaurant Day, Ostravští truhlíci (a public-space flower pot competition), Zažít Ostravu jinak (a street festival in the neighbourhood), etc. All the projects target wide public audiences, individuals and groups, wishing to participate in, not just being consumers of, city life.

In addition, Cooltour has been in the business for 7 years, has a stable team with high-level production skills. Cooltour has own offices and a room to accommodate public meetings, debates, consultations, etc. Cooltour authored the Refill project public interest analysis.

Cooltour History in Brief

Cooltour Culture Centre was established in 2011 to fill the demand for a contemporary art platform to be charged with presenting new forms of local and international contemporary art in Ostrava, providing horizontal inspiration to local creative arts community. The reason why Cooltour entered the scene was, and continues to be, to enable young locals to live art, to realise they dreams, to enhance their own horizons in terms of arts and creative activities and to get involved and participate in projects of public interest that will improve the quality of life of local communities, which was rather limited in Ostrava before Cooltour.

Cooltour changed its internal organization in 2015 updating its public communication. The changes will give us more flexibility in the area of arts productions and art residents as well as enhance our capacity to attract more visitors to local flagship cultural events that are unique for Ostrava and have no equals elsewhere.

Financial Stability and More

Cooltour's annual turnover is in the area of CZK 8 million, of which some 30 % is public support by the Statutory City of Ostrava, the Ministry of Culture and the Moravia-Silesia Region. Our events attract more than 30 thousand visitors each year. Cooltour is a member of several international and national professional associations.

Communication with private property owners will be a key. The project's centre of gravity will consist of a database of offers for property owners. Unfortunately, the bonus of reduced property tax on buildings used for non-profit activities as it is known in some countries is non-existent in the Czech property tax system. Thus, alternative arguments will be needed to wake up interest and persuade property owners about the benefits of temporary use.



General Description of Current Status, Starting Point for the Proposed Platform or Service

Temporary use currently exists in Ostrava in the form of a modest measure of awareness among the general public, mainly a few property owners, and of activities launched as a part of the interest analysis. The analysis confirmed the basic facts regarding temporary use: the existence of people with ideas who need a place to make the ideas happen; and the existence of properties with private owners who look favourably at cooperating with temporary users.

Here is our summary in a few brief points:

Citizens of Ostrava view the temporary use idea favourably. Their attitudes expressed during the research, in interviews and questionnaires were overwhelmingly very positive.

The citizens of Ostrava are ready to accept temporary use. The research identified present ideas, intentions and projects in waiting. While each project has reached a different stage of progress and the required terms of temporary use differ in length, what they all have in common is the readiness to embrace temporary use within months.

The analysis of existing projects in our international partner cities shows that temporary use is typically used by culture and arts projects while the second most frequent kind of use is business support. In Ostrava, the idea of business support failed to gain consensual support because some fear potential distortion of fair competitive environment. Thus some clarification work will be needed at an early stage of the pilot project.

Public understanding of Refill's goal remains weak. Some users tend to believe that temporary use should provide them with attractive location for their commercial activities. In actual fact, the goal of temporary use is to provide initial support to projects with innovative potential, not to provide free locations.

Identification of Target Group, Impacts and Anticipated Benefits of the Platform or Service

Service Potential Target Groups

Temporary use is a comprehensive tool and, in fact, a service aiming at every citizen and visitor, albeit in different ways and to a different extent. Broadly speaking, such a service can be beneficial also for other cities in the country as a model to follow. However, the target groups drawing direct benefits from temporary use are as follows:

| | |
|---------------------------------|---|
| Tenant / User | Most important players in the temporary use system. Active citizens with their own project and interested in returning a disused space to life. Debates with international partners show what our own analysis confirms: majority of people interested in finding a space for temporary use are people aged 21-40. |
| Property owner / manager | Private property owners whose properties fail to find tenants at market prices over a long time. Our analysis alone has identified close to 30 such properties in the city centre and around in Ostrava. City districts charged with managing municipal properties are considered separately. |
| City (local government) | The City is considered a target group in the sense that temporary use is an instrument for dialog with citizens and an instrument for collecting information about the state of use of abandoned properties. The instrument enables the City to take into account the interests of the previous two target groups in urban planning and in introducing new processes and citizen services. |
| The public | Ideally, the temporary use service may help open new community centres, spaces for culture and social projects, start-ups, etc., providing public services. Locations, which are currently empty, will transform into places for education, development, experience-sharing, shopping and other services. Spaces providing opportunities for success will be created promoting positive perception of the city. |

Anticipated Benefits

Benefits from temporary use are described throughout the present document. A survey of some such benefits is shown in the Table below.

We have defined three fairly subjective categories of benefits: technical (T), economic (E) and social (S). The pilot project should be used by the team to identify such indicators and benefits that will be fit for practical use by local government in their standard approach to the management, development and evaluation of current situation.

The “Quantifiable” attribute describes whether or not each identified benefit has (Yes) or does not have (No) any economic impact on any target group.

| Target Group | Benefit Description: technical (T), social (S), economic (E) | Category | Quantifiable Economic Impact |
|-----------------------------|---|----------|------------------------------------|
| Tenant / User | Implementing own idea | S, E | Yes |
| | Opportunity to try out new service, approach | E | No |
| | Reducing initial barriers to start a business, public interest project | S, E | No |
| Property owner / manager | Maintenance of unused property | T | Yes |
| | New use for an abandoned property | S, E | No |
| | Identify prospective long-term tenant (if test run proves successful) | T, E | Yes |
| City (local government) | New innovative citizen services | S | No |
| | City will gain the image of enabler of ideas and provider of opportunities | S | No |
| | Mapping out current status to keep master plan up to date | T, S | Yes |
| | Chances to resolve issues (provide services) in excluded areas | S | No |
| Public | Consume new services | S, E | Yes |
| | Feel good in town, feel the opportunities at hand | S | No |
| | New jobs | E | Yes |

How to Communicate, Involve and Reach Out to Target Groups, Communication Plan

Primary target groups who play crucial roles in the temporary use scheme must be targeted at the beginning: **(potential) tenants / users and property owners / managers**. Data about both temporary use target groups will be collected, stored and presented on the web site.

Communication with Potential Tenants / Users

EXISTING INTERESTED PARTIES

Our 2017 analysis has identified many active citizens in Ostrava waiting for opportunities such as temporary use to open up. We expect some of them to come back to us once the project is publicly launched using our web page contacts, Facebook profile or by contacting the City of Ostrava's Strategic Development Unit.

- ▶ **Information materials.** Brief summary of the Temporary Use Office's work, contacts; brochure distribution to City offices, Ostrava Information Service, culture institutions, cafés, other locations with heavy people traffic across Ostrava.
- ▶ **Info e-mail.** Draft and distribute info e-mails to city quarter officials providing them with information and contacts to disseminate among those interested in temporary use.

NEW INTERESTED PARTIES

Several channels will be employed to reach out to new interested parties.

- ▶ **Media campaign.** See the PR Communication chapter (creative audio spots, a TV spot, promotion leaflets, online promotion, guerrilla marketing)
- ▶ **Direct mailing.** Established communities and active individuals, groups and associations will receive direct mailings about the temporary use mediation service in the hope to wake up their interest.
- ▶ **Public debate.** Previous public debates proved very useful at the time of carrying out our analytical work. Should the interested circles fail to grow as expected, we may organize a public meeting to motivate more citizens to get involved in the quest to reactivate abandoned properties.

Communication with Property Owners / Managers

PRIVATE OWNERS

▶ **Reaching out.** Private owners need to be reached out to on an individual basis. The Temporary Use Office will be required to develop adequate investigation and reach-out activity. Our interest analysis has identified almost 30 abandoned properties. Owners of such properties must be identified according to real estate registers, reached out to, made acquainted with the project and invited to bilateral meetings.

▶ **Methodical data collection.** A dataset must be created for each property including photo documentation and key data for potential users, like areas, number of floors, technical condition, installed services and their working condition, barrier-free access, official use of building and other relevant data. Such data will be compiled and published on project website if the property owner is interested.

CITY DISTRICTS

Long-term disused properties under city quarter management fall within a separate category. Initial reach-out has taken place and communication is set to continue.

► **Meet city quarter governments.** City quarter governments need to consider the conditions under which to make temporary use possible. Current rules governing the lease conditions for public properties will have to be modified.

► **Working with officials charged with public property management on city quarter level.** Datasets and photo documentation for available public properties must be compiled and published on the project web site.

THE CITY HALL

The City is naturally a party to the project. The project team will meet City officials from the relevant City Hall units involved in the temporary use scheme on a regular basis to discuss current development and exchange progress information.

THE PUBLIC

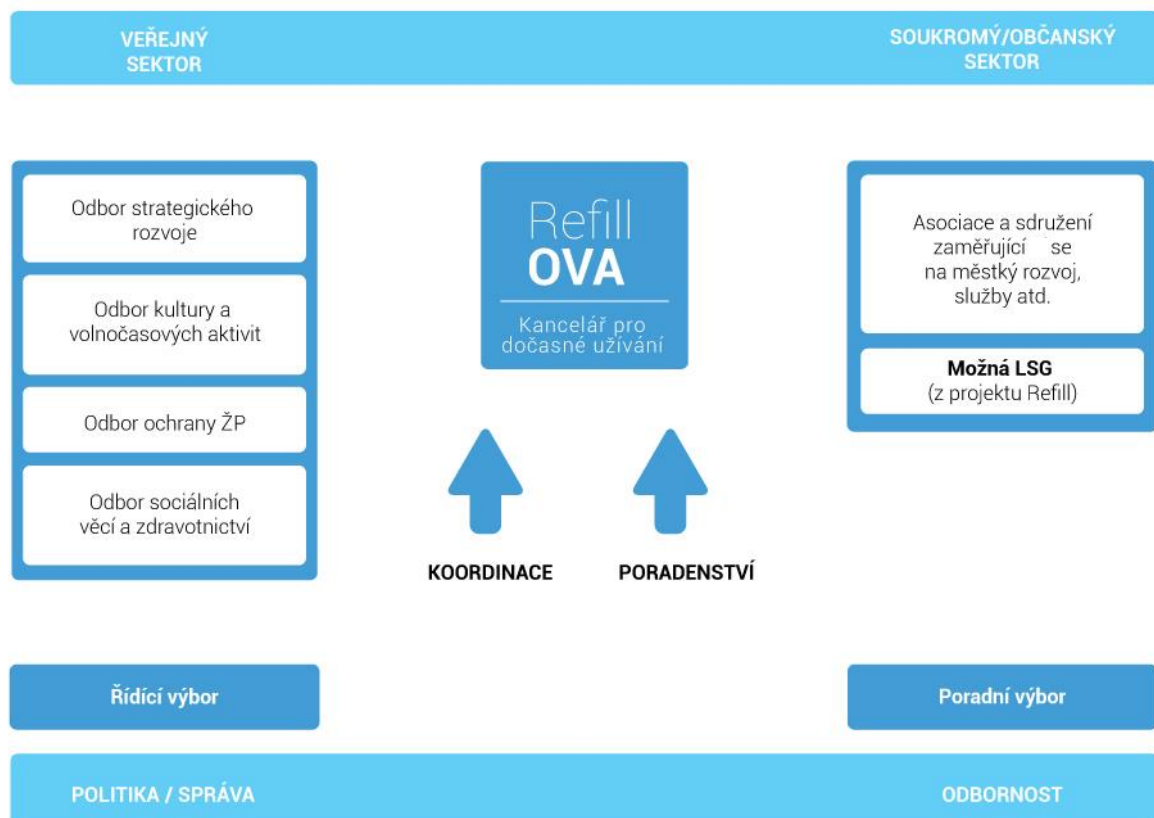
The public is a natural part of all activities currently implemented or planned by the Temporary Use Office. The PR communication and publicity plan includes shooting video portraits and posting new projects on the web site, on social networks, by means of press releases and public debates.



Platform / Service Implementation and Operation

We have been working on the temporary use topic for more than one year following the development on the part of the City of Ostrava Strategic Development Unit's Refill team, watching city attitudes, city quarter needs as well as the attitudes of property owners and citizens. We participated in several meetings of the Local Support Group (LSG), a platform bringing together key leaders of public and private institutions that play a key role in the development of public life. With consideration of our experience in the area of implementing community and culture projects and given our solid knowledge of the active citizens community that wish to implement new projects in Ostrava, we herewith submit a plan for the implementation and operation of the following service: **Refill Ostrava Temporary Use Office**.

Our proposal includes the idea to involve more city districts, independent initiatives and experts in the wider project structure. Our proposal is based on a simplified ZZZ model consisting of a steering committee made up of City representatives on one hand and of former LSG or representatives of independent initiatives on the other hand. The latter should be independent initiatives with a history of projects influencing life in town like urbanism associations, culture institutions, etc.



We believe that the proposed scheme will work well for Ostrava because the needs of all target groups are considered. Our proposal presents a new kind of service looking at local specificities and traditional routines as well as respecting the established platforms from different areas. Still,

we must keep in mind that what we are talking about is a pilot project and that some of the processes below may go through dynamic changes if required during the implementation.

Plan and Draft Project

The temporary use service as described in the preceding chapters must start with setting up an independent **PROJECT TEAM** consisting of two full-time members of staff and one project manager to be provided by the Cooltour Ostrava Culture Centre. Cooltour Ostrava members will further provide auxiliary support on project basis. External specialists from relevant fields will be invited to cooperate on a case-by-case basis.

Project Manager Work Description

- Coordinate staff training and staff activities;
- Oversee Temporary Use Office operation;
- Adherence to schedule;
- Manage communication processes according to plan;
- Prepare media campaigns;
- Participate in consultation meetings with the City;
- Participate in public debates;
- Responsibility for project operation; ability to replace staff if needed.

Staff Members Work Description

- Identify, contact abandoned property, area owners;
- Negotiate with, present temporary use concept to, the property owners, offer motivation to getting involved;
- Collect, manage relevant property information (technical condition, real-estate register data, owner conditions, etc.);
- Make property photo documentation;
- Post property presentations on the web site (web site editor);
- Consult with parties interested in starting temporary use;
- On request, help potential temporary users with project preparations;
- Set up project database;
- Present project on the web site;
- Pair project authors with suitable building owners;
- Arrange, participate in, meetings between owners and potential tenants;
- Propose temporary use conditions in order to create win-win situations;
- Communicate, negotiate conditions with city districts;
- Draft project mid-term progress reports for the City;
- Attend meetings with City officials;
- Organize external expert services (graphic design, legal, technical oversight, etc.);
- Manage daily operation of the Temporary Use Office;
- Show active interest in temporary use and search for new channels and ways of promotion;
- Active involvement in media campaigns, draft texts for graphic designer, produce print documents, organize video spot shooting, etc.;
- Draft press releases;
- Media communication;
- Prepare public debate;
- Administer Facebook profile;

- Come up with new creative ways of service presentation;
- Study international examples of temporary use, seek inspiration, consider local emulation of international projects.

Cooltour Ostrava Culture Centre Role

- Help produce public debates and similar events if necessary;
- Help promote the Refill Project through own communication channels;
- Provide technical assistance, provide a motor vehicle;
- Major supporter and consultant for the project team to be established;
- Provide own network of contacts and link up project team with relevant partners;
- Backing the project team.

External Specialists

The need for external specialists depends on staff competences or the lack thereof. The following is a maximum list and some skills can be provided internally.

- Lawyer;
- Technical specialist;
- Graphic designer;
- Photographer;
- Camera operator;
- PR specialist;
- Translator.

A team equipped with the above skills will be largely independent from its founding authority, the City of Ostrava. The team will provide the City with regular progress briefings taking into account City comments. Ideally, all processes should be designed and fine-tuned so that the office is able to operate independently from the end of year one.

Several locations of the **Office for Temporary Use** come into question. Ideally, the location should be one of the unused spaces in the city centre, having a good visibility, a lot of people traffic, occupying a ground floor area with shop windows if possible. The property should include a meeting room for work meetings and one larger room for debates and presentations. Preparatory work may take about two months since the launch and the project team may use Cooltour Ostrava Culture Centre premises for the time being. When ready, a grand opening of the office will take place using the occasion for an initial public meeting.

Once the team has been established, trained and housed in its own office, the office may start providing a full scale of planned services.

Activity Description, Implementation Schedule

| Month | Activity | Description |
|----------------------------|---|--|
| February-March 2018 | Project team formation | Project manager, a person who participated in the interest analysis, is known as of today. Selection of candidates for staff positions is in progress in order to launch the project as soon as possible after approval. Major selection criteria will include communication skills and flexibility. |
| | Set up clear processes | Process Manual will be drafted during the first month including the guidance for working with the two crucial target groups: property owners / managers and potential tenants. In parallel, the office operations will be set up to reflect the skills of selected staff members who must be able to complement each other and take over each other's roles. |
| | Temporary Use Office selection and preparation | A Suitable location for the Temporary Use Office will be selected, furnished and marked with a sign to be manufactured. |
| | Writing a web site | Existing web site will be remade in cooperation with the City of Ostrava Strategic Development Unit Refill Team to suit the needs of the new service. |
| | Publish contacts | Contacts will be published for early clients seeking consultation and temporary use opportunities. |
| | Campaign planning | Draft a campaign creative idea, plan campaign, find campaign operators. |
| April 2018 | Contact property owners / managers | Collect data of available properties, contact owners, carry out sightings, photo documentation, fill database with data. |

| | | |
|------------------------|--|--|
| | Agreement blueprints | Find a lawyer, prepare legal agreements, prepare alternative legal solutions to provide legal certainty to the temporary use system. |
| | Public communication, media communication | Distribute a media press release with invitations to office grand opening and public debate. Promote the event on social networks. |
| | Office grand opening | Throw the Office grand opening party, invite all culture and education institutions, City officials, city quarter officials, everybody interested in temporary use based on the contact database created during the interest analysis. |
| | Launch office operation | Set office opening days and opening hours during which the office staff will be present and available to members of the public. Consultations will be provided upon request outside the opening hours. |
| | Launch campaign | Start a creative campaign targeting both the property owners / managers and the general public. |
| May-August 2018 | Provide consultation services and link up parties | Office staff will be available to help remove technical, legislative and other obstacles standing between the tenant and temporary lease provider. |
| | Continue contacting property owners / managers | Contacting is a constant activity throughout the project. Ostrava has many abandoned buildings and decrepit areas. |
| | Chronicle project implementation history on a running basis | The history of all temporary use projects must be recorded in a presentable form, i.e., in writing, by making video profiles suitable to be used in a documentary to be created at the end of the project. |

| | | |
|-----------------------|---|--|
| | Keeping web sites current, social network communication | This kind of activity gives a clear sign that the project is up and running, inspiring newcomers and raising interest among more people. |
| | Constant communication with the media, making the campaign permanent | Availability of new service for strategic urban development must be widely advertised to the public motivating them to get involved or spread the news. |
| | Drafting selected process streamlining suggestions | The Temporary Use Office has a potential for a wider streamlining impact. Especially pop-culture events are often burdened with tasks like receiving a diversity of permits, e.g., public space reservations, traffic police permits, area safety certificates, etc. The office staff may be able to draft manuals providing guidance through the processes (capacity permitting). |
| | Initiate more projects | Several months into the mission, new links, ideas and opportunities for other projects will necessarily emerge. The office should not only respond to existing demand, but also initiate new projects. |
| September 2018 | Mid-term (6-month) evaluation | A presentation will be compiled to allow project evaluation after the first six months in action. Implemented projects will be presented. Benefits will be quantified in terms of how many people have benefited, etc. |
| | Press conference | Mid-term results will be presented in a press conference. |
| | Public presentation of successful activities, debate | Project results must be presented to general public by way of a public meeting open to public comments on how the service is perceived. |

| | | |
|-----------------------------------|--|--|
| October- December 2018 | Temporary Use Office in standard mode | The six months of testing should suffice to transit into standard operation mode of the Temporary Use Office, working along the lines of verified standard procedures without major hiccups. |
| | Constant media and public communication | Publicity must be provided on a running basis. Thus, a press release will be issued at the year's end. The project is likely to have created a wide base of supporters and people actively involved in temporary use by then. They will be the valued recipients of our newsletter designed to keep the relations alive. |
| | Service presentation on national and international scale | The staff will draft presentation materials in Czech and English languages to present the Temporary Use Office to the outside world and to provide inspiration and guidelines to other cities that may be considering a similar service. |
| January- February 2019 | Draft pilot project annual report including future recommendations | A final report will be drafted including quantified evaluation of benefits and detailed presentation of successful activities. The purpose of the report will be to suggest a concept for the service to become an integral part of city development in the years to come. |
| | Finalize a time-lapse document about the project | A mini-documentary will be compiled from project video profiles shot over the year, which will be an inspiration for follower cities and a presentation of Ostrava. |
| | Pilot project results presentation for media, the public and the City | High-quality project presentation documents will be prepared. Presentation channels will be agreed with the City, e.g., another press conference or media campaign. Final decision will depend on pilot project success and on the City's decision about the future of the service. |



Objectives and Success Indicator Description

OBJECTIVES

- 1) Launch a service enabling people to implement their projects in empty buildings or disused areas on acceptable conditions.
- 2) Reuse vacancies (buildings, gap sites, etc.) for new activities, new purposes, bring them back to significance and life.
- 3) Create a transparent, regular database of property owners / managers and active individuals with projects depending on the availability of affordable locations.
- 4) Initiate dialog between the City (city project) and the citizens. Strengthen citizen trust in the City's will to consider citizen attitudes while making strategic decisions for the city.

SUCCESS INDICATORS

- 1) Having entered a temporary use agreement, users / tenants will be asked to fill out a brief questionnaire to comment on the service value. The questionnaires will be evaluated on a bi-monthly basis and presented to the City for feedback.
- 2) Following quantitative data will be presented to the City on a bi-monthly basis:
 - a. Actual number of meetings with parties interested in temporary use,
 - b. Actual number of project implementations.
- 3) Other quantified data to be presented on a bi-monthly basis:
 - a. Number properties available for temporary use,
 - b. Number properties actually put to temporary use.
- 4) Quantitative indicators to be used for assessment are as follows:
 - a. Numbers of public debate attendants,
 - b. Number of parties paying individual visits to the Temporary Use Office.

Citizen trust and perceived inclusion of their views in strategic decision-making by the City is hard to quantify and difficult to describe. A suitable indicator must combine several instruments including video profiles, which will contain citizen interviews. Another option is to reach out to all temporary use participants at the end of the year and ask them about their overall assessment of the project.

Financial Management

Project accounts will be kept separate by a dedicated accounting unit of the organization's accounting system. All expenditure paid should be available for audit by the 20th day of following month. Audit documents available will include brief activity descriptions, media communications (if any) and other relevant materials. Budget approval will be followed by issuing an invoice with 14 days due date. Thus, the service cost will be reimbursed on post-paid basis.

Budget expenditure will consist of actual itemised expenditure and of a flat rate to cover the overheads. For cost specification see the "Draft Budget" chapter.

Project accounting and reporting shall fully conform to the relevant law.

Project Success Continuous Evaluation

The project concept includes a draft activity plan with the anticipated time schedule, which will enable a **continuous evaluation as to how actual progress corresponds with the plan**. In case of discrepancies an explanation will be due. Project success thus can be assessed in terms of adherence to the time schedule.

Where quantitative assessment is considered important, suitable indicators can be **the number of property owner / manager reached out to per unit of time or number of temporary use meetings per unit of time**.

Focussing mainly on informal economy, the not-for-profit sphere, culture projects and public interest projects, the project will unavoidably lead to high dynamics in terms of requirements raised by each party. The project team will thus be required to look for case-by-case solutions. The City is therefore well advised (as suggested above) to set up a group / committee which will meet the project team on a monthly or 6-weekly basis to respond to emerging issues and to provide solutions with a needed measure of flexibility.

An actual list of activities will be presented to the Steering Committee on a monthly basis to allow a comparison of actual vs. planned activities. An invoice will be issued upon actual activity list approval. The invoice sums shall correspond to the project budget as shown in the Annex.

The conclusion of the project at the end of the project term will be followed by an overall assessment, external examination and conclusions, by which the project success will be evaluated and a keep or drop decision will be made.

Risk Analysis, Risk Description, Risk Elimination

A SWOT analysis was made to assess the risks involved in the **Refill Ostrava Temporary Use Office** project. The following chart contains risk / threat definitions and ways to cope with them.

| STRENGTHS | WEAKNESSES |
|--|--|
| <ul style="list-style-type: none"> - New, unique service - Part of an international network - Founded and supported by the Statutory City of Ostrava - Clear amount and form of support for one year - Well prepared project - Positive results of interest analysis backing the project - Existing supporter community with interest in temporary use - Existing firm contact network, high level of public trust toward Cooltour Ostrava Culture Centre, the project implementer | <ul style="list-style-type: none"> - Weak public awareness of the complex nature of the service - Special conditions and exceptions from the rules are crucial for using public properties in city quarter administration - Private property owners may be difficult to identify - All rules must be set from scratch and stand the reality test - No precedent exists in the Czech Republic in terms of this kind of service |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> - Better City-to-citizen relations - Enable citizen participation in decision making in town - Create individual ownership of what is happening in public space - Bring city centre and other areas back to life - Test service platform viability as a potential tool to be integrated in municipal agenda - Lift city image | <ul style="list-style-type: none"> - Lack of participation interest on the part of property owners / managers - Property owners / managers not willing to accept symbolic rent - Wave of discontent among tenants paying high commercial rent in the same locations where temporary use is introduced - Complex administrative process may discourage potentially interested parties |

| Threat, Risk | How to Cope |
|--|--|
| Property owners not interested in the project | Attractive conditions, guarantees and benefits need to be identified to motivate property owners to participate, stress on economic benefits, future opportunities. Communicate positive examples featuring willing owners, good practices. |
| Property owners / managers not willing to accept symbolic rent | Same as above. In addition, set clear participation rules, stress on good match between temporary user/project and proposed location. |
| Wave of discontent among tenants paying high commercial rent in the same locations where temporary use is introduced | The rules of temporary use should provide a strong argument why temporary use is no competition. Each location must be analysed for sensitivities. Avoid conflict potential arising from placing supported projects close to existing commercial projects. |
| Complex administrative process may discourage potentially interested parties | The project team must produce rules, templates and info materials, provide assistance to eliminate or marginalize administrative obstacles. |



Communication Plan, PR, Publicity Plan (by Platform, by City)

The revolutionary potential that the temporary use instrument can actually hold for the city may be difficult to fully realize at this stage. It can turn the public perception of Ostrava upside down and inside out. Temporary use is a motivation for the development of entrepreneurial spirit inspiring citizen activity and ownership of the urban space and moving individuals and groups to participating in responsibility for their town. An important role will be played by the Statutory City of Ostrava opening itself up for dialog and seeking closeness to the citizens by means of the present project. The project thus tables a number of issues that will need to be discussed with and communicated to the public.

Public Awareness of Refill Project

Local public is generally aware that a Refill project exists in Ostrava thanks to press releases issued by the Statutory City of Ostrava and published by local press media. The interested community of those actively involved in urban life know more thanks to activities that were part of the interest analysis (questionnaire research, Cooltour Ostrava newsletter, public debate, TV coverage, etc.) taking part in early 2017.

Target Groups

The PR promotion of Refill activities plunged about one year ago and need to be followed up in a visible way. The first wave of communication should start upon launching the temporary use mediation service and should focus on several target groups.

1. Citizens of Ostrava aged 18+ and showing interest in developing their town;
2. Private owners of disused properties in Ostrava;
3. City districts burdened with a stock of empty publicly owned properties;
4. Active, creative individuals aged 21-40, authors of projects suitable for temporary use;
5. Local government bodies on the municipal, regional and national level;
6. Citizens of the Czech Republic interested in social life;

7. Refill project partner cities, international temporary use communities and similar initiatives with focus on improving the public space.

Communication Objectives

While the communication effort must follow target group-specific objectives, the overall set of objectives can be generally summarized as follows:

1. Raise awareness of how temporary use exists and works in Ostrava.
2. Fill the property owner / potential temporary user database with relevant data.
3. Create positive image for the temporary use service, present the project as a trustworthy activity initiated by the City in cooperation with Cooltour Ostrava Culture Centre.
4. Create and grow a stable community of temporary use supporters in Ostrava.
5. Improve the image of Ostrava as a city of active dialog and communication between citizens and local governments (City, city districts).
6. Present local, national and international success stories achieved thanks to temporary use.

Communication Tools

The existing level of interest in temporary use lets us believe that no high-intensity awareness-raising campaign will be necessary. The communication campaign should be about clearly presenting the project's added value and about image making.

Creative Campaign for local citizens, March-April 2018

- **A TV SPOT.** Create a TV spot to be broadcast by TV Polar, a local TV channel, and other local TV channels (while also presented on existing public big screens in Ostrava), also available online and for social network sharing.
- **AUDIO SPOT.** To be aired through Rádio Čas, Český rozhlas Ostrava.
- **PRESS MATERIALS.** Support initial campaign understanding by making a creative info leaflet summarizing project objectives and ways of involving citizens and property owners / managers in the project.
- **ON-LINE BANNERS.** Click-through banners redirecting to the project web site.
- **GUERRILLA MARKETING.** Guerrilla marketing is a suitable tool because the Refill Project centres around the idea of revitalizing vacant spaces run on shoestring budgets during the early stages of the effort. The campaign might include art installations located in disused shop windows and suggesting potential new uses of each place. Less static alternatives might include performances or events promoting the campaign base idea in a logical and appropriate way.

Trust-building Communication, Constant Effort of Refill Image-boosting Communication

- **MEDIA RELATIONS.** Project current progress communication with quality photographs should be communicated to Czech media by way of a regular press release to be issued at least **on a bi-monthly basis**. Several **English Language Press Releases** should be provided to international media at various stages of the project, like, e.g., upon project launch; upon harvesting positive first fruits; at the beginning of 2019 presenting a summary and future vision for the service. A **press conference** will be called as part of the initial campaign.

- **SOCIAL NETWORKS.** The web site and Facebook profile should be used to highlight temporary use success stories, early temporary user video profiles on a running basis.
- **STAKEHOLDER RELATIONS.** Create a database of Refill sympathizers and supporters, distribute a regular newsletter to keep people posted about the projects and inviting them to attend events.
- **DISCUSSION.** Initiate public debates on temporary use as a general topic and with specific new examples. Such debates can take place in newly revitalized spaces as part of their presentation.
- **CITY COMMUNICATION.** The City of Ostrava will, of course, be informed on a running basis of project news, participation of City officials in major discussions and events. The next wave of information campaign will target city districts.

Presentation of the Statutory City of Ostrava

- Any PR activity shall mention the role of the City of Ostrava, for example: “The Project is funded by the Statutory City of Ostrava.” (Exact wording to be approved in advance.)
- The logo of Ostrava will be featured on all press, audio and video promotion materials as well as on headed notepaper to be used for the press releases.
- Oral thanks will be expressed during each public event.

All project communication must be adequate to purpose and based on pilot project actual results. **The project will be presented as funded by the Statutory City of Ostrava and co-implemented by Cooltour Ostrava Culture Centre.**

