

CHECKLIST 'READY TO START'

> The only way to really achieve any results in the area is to do stuff. Go out, feel the area, talk with as many different people as possible and test and adjust your assumptions and ideas.

> Transformation processes take many years and you simply cannot oversee how it will evolve over the years. Trust in your own agility and creativity to keep responding to unexpected things and stay on track towards your really important local goals.

> The transformation process is not defined and shaped by you alone. Once you connect and activate other stakeholders, they will also start shaping that process. That is not a threat, that is precisely what is supposed to happen.

> Urban transformation is not a puzzle you can "control" by defining the edges and then fill in the whole thing. It is more like a chess game where you start by making a first mover and invite a response. You create the game together, every step creates the conditions for your next steps.

> You per definition have to start very small and light, not so much claiming or proving anything but asking questions, raising awareness and opening the conversation. These first steps are really light, nothing really can go wrong with that. Then in every loop you process your findings and build on that.

> Don't expect things to be SMART and controllable immediately. Those quantitative measurements in such an early phase are often a mere illusion of control or progress. Give yourself and your team some time, space and trust to let things evolve.

> Trying out new things also means acknowledging that making mistakes is a part of that. You do keep your eyes on the ball and you do the things you do for a reason, but you have the agility and flexibility to acknowledge and learn from mistakes, so they actually provide you with meaningful wayfinding throughout the process.

> Keep things light and zoom out a bit. A bit of self-irony towards prejudices and stereotypes - and not taking yourself too seriously - can help to call out the elephant in the room and create an opening to be honest and human - with guards down - and have a conversation with each other accordingly.

> The feeling of being in it together is crucial for sustainable success. Help each other where you can, this will increase the chances that you will achieve your shared goals together and everybody will benefit from that.

> Working towards collective ownership over the transformation also means sharing the responsibilities for the outcomes. You may want to limit your responsibility to providing a local platform and challenge the local stakeholders to actively put their own topics and initiatives on the agenda to discuss. This stimulates their self-organisation and responsibility from the start.

> Sharing responsibility also means that the success, goodwill and publicity for the area needs to be explicitly forwarded to and shared with the different stakeholders as well. Give credit where credit is due.

> Celebrate often. You will be working with many different people and organisations, sometimes intensively. It is essential to also celebrate your collective progress and - big and small - results. Together, as one team. Give the people who contributed the stage and the credits. These are also informal moments to catch up and have a laugh. They keep the network active, up-to-date and relevant and by doing so, they keep the energy in the overall urban transformation for the many years to come.