

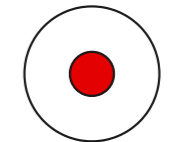
VALUE

This project applies the 3 Horizons Framework (McKinsey, 2018) to integrate co-design into the adaptive reuse of church buildings, ensuring community-driven outcomes. Starting with stakeholder engagement and continuing through iterative development, the process embeds co-design to adapt continually to community needs. This approach highlights the framework's flexibility and effectiveness in fostering sustainable, community-focused reuse solutions.

### OBJECTIVES OF THE THREE HORIZONS

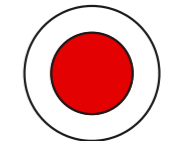
#### HORIZON 1: Co-Design Introduction

Establish the foundation for the co-design process and engage the community from the outset.



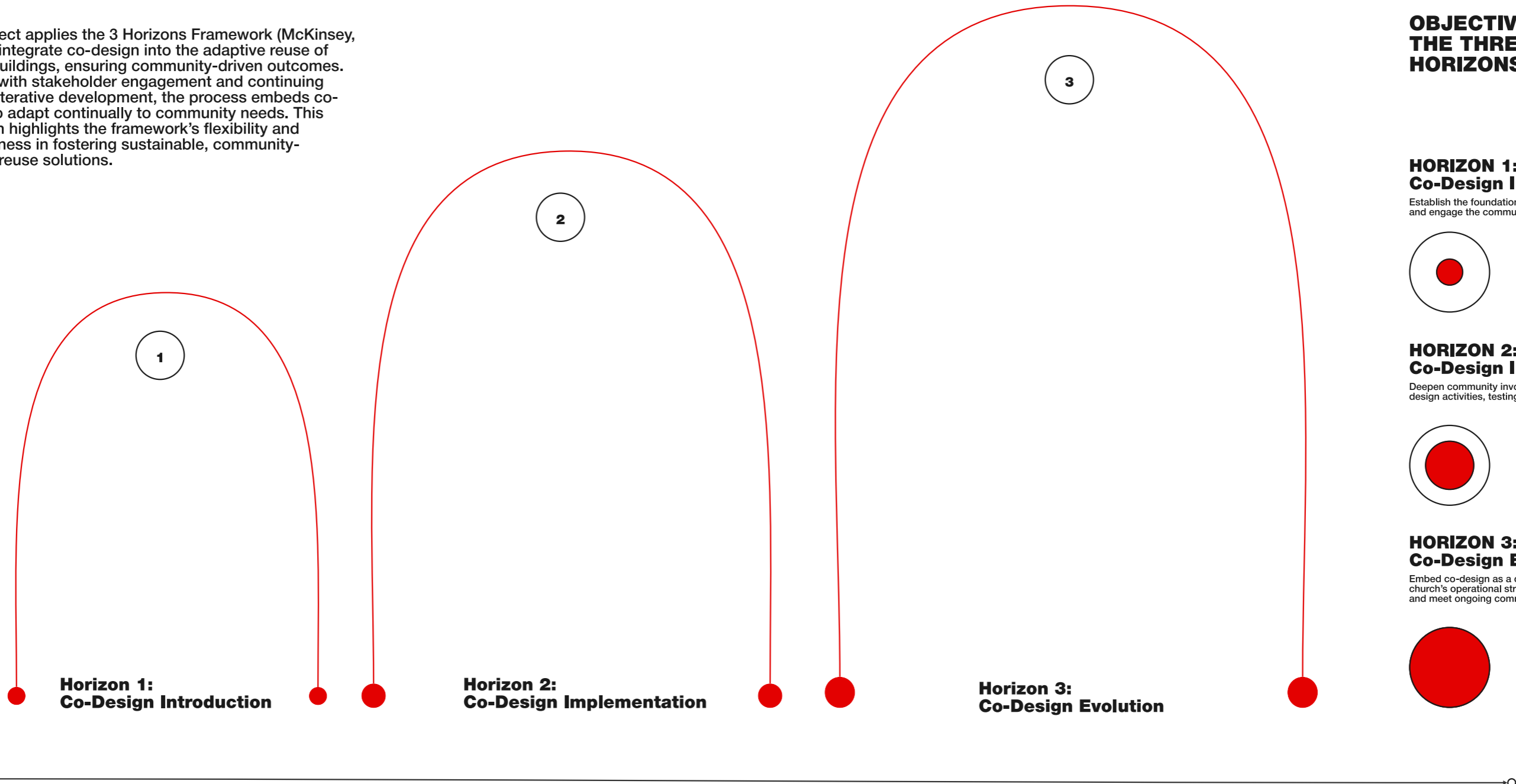
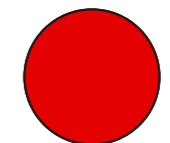
#### HORIZON 2: Co-Design Implementation

Deepen community involvement through iterative co-design activities, testing ideas in real-world settings.



#### HORIZON 3: Co-Design Evolution

Embed co-design as a continual process within the church's operational structure to sustain adaptive reuse and meet ongoing community needs.



**Horizon 1: Co-Design Introduction**

**Horizon 2: Co-Design Implementation**

**Horizon 3: Co-Design Evolution**

TIME

### INITIATIVES

#### Focus 1: Community Engagement

Begin by mapping community stakeholders and interests using co-design tools to ensure diverse and inclusive participation.

#### Focus 2: Co-Design Workshops Initiation

Launch initial co-design workshops to engage stakeholders in discussing their visions and expectations for the church's reuse, ensuring their input shapes the project's direction from the start.

#### Focus 1: Iterative Co-Design Cycles

Conduct continuous co-design cycles, where community feedback from one session informs the activities and focus of the next, fostering a responsive and adaptive planning process.

#### Focus 2: Pilot and Prototype Testing

Implement pilot projects based on ideas generated in co-design workshops to test their viability and impact, using community feedback to refine and adjust the proposals.

#### Focus 1: Institutionalizing Co-Design

Formalize the co-design process in the church's governance and community programming, ensuring that future changes and uses continue to be community-driven.

#### Focus 2: Sustainable Feedback Mechanisms

Develop robust mechanisms for ongoing community input and co-design, such as permanent co-design committees or scheduled annual reviews, to keep the reuse strategies relevant and aligned with community dynamics.