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EXECUTIVE SUMMARY

This report presents the results of the comparative analysis carried out on the sixteen case studies or Observatory Cases (OCs) identified by the OpenHeritage project as exemplary case studies of heritage adaptive reuse. The analysis focuses on a contextualised understanding of how adaptive reuse of cultural heritage works in practice.

In contemporary conservation theory and practice, adaptive reuse is considered to be an important strategy towards conservation of cultural heritage and its body of theory is largely based on case study research (Brooker & Stone, 2004; Jessen & Schneider, 2003; Plevoets & Van Cleempoel, 2011). To the purpose of the analysis, we will define adaptive reuse projects as innovative uses, governance, ownership models of socially constructed urban resources, assets, services, and infrastructures (e.g. squares, parks, dismissed buildings, vacant lots, roads, etc.). Those can be defined as “urban commons” (Foster & Iaione, 2016) that generate value for the local community as tangible and intangible cultural heritage (Madison, Frishmann and Strandburg, 2010; De Angelis, 2017; Borchì 2018).

Cultural heritage management and adaptive reuse projects are often seen exclusively as public tasks at the local, regional or national level or at inter- or transnational scale. This occurred partially because most heritage assets (buildings or sites) in Europe seem to be often public and, according to the traditional approach, such areas or buildings (even more if listed ones) are left to the intervention of public authorities (Hill and Hupe, 2014).

However, in recent times and mostly even thanks to civic-driven initiatives, communities began to gain a crucial role in promoting, enhancing heritage assets and their reuse (Gilderblom, 2009; De Carlo & Dubini, 2010; Bullen & Love 2011; Francesconi, 2015; Ijla & Bröstrom, 2015; Elsorady, 2017).

OpenHeritage proposes a new management model to create an inclusive approach for the adaptive reuse of heritage, based on the concepts of heritage community pursuant to the Faro Convention on the Value of Cultural Heritage for society (2005) and participatory culture. To support the creation of this management model, this comparative analysis is aimed at providing important insights on the pre-conditions or institutional design principles that might allow the implementation of collaborative management models in different contexts and further analysis on the adaptive reuse projects. To achieve its aims, it relies upon previous deliverables and data collected.

This deliverable uses the *Mapping of European policies and regulations on adaptive reuse* (developed in [Deliverable 1.2.](#) of Work Package 1), the data collected for the individual report on OCs ([Deliverable 2.2.](#) of Work Package 2), and the information gathered through specific surveys on each OCs and gender issues filled out by the project managers, organizers or even project partners who have dealt with the particular OCs, enlarging the information already

contained in D 2.2. The completed surveys are attached to this document in Annexes section.

The report is organised in three parts.

Part one outlines the objectives, it describes the theoretical context and methodological framework, which provided the basis for the analysis. In particular, it shows the steps followed to examine the sixteen different cases, and highlights the different perspectives (political, juridical and economic) that were taken into account in the analysis. It also introduces the coding protocol used to assess the sixteen different contexts.

The comparative analysis is then carried out from Part two onwards.

In Part two the 16 OCs are examined with reference to the three pillars identified by OpenHeritage framework (regional, resource, and community integration). A fourth pillar was later added, that of heritage impact.

The assessment is accompanied by a short project overview in each case, deemed to be functional to reading and understanding the history and dynamics that characterize each project.

This is followed by a description of the interactions between several indicators, defined as “general conditions” or “specific conditions” and “outcomes”, assigned to measure the impact of the projects considered on the OpenHeritage pillars. Such framework has already been tested in analysis which involved a large number of cases, so that the research would evaluate qualitative data across such large number of observations (Gerring, 2001; Poteete and Ostrom, 2008).

“General conditions” investigate the seven conditions that have a cross-cutting impact on the re-use projects’ development (institutional capacity; public authorities’ involvement; cooperativeness; entrepreneurship; local organizations’ involvement; policy mobility; inclusiveness). For this reason the same general conditions have been taken into consideration for each pillar

“Specific conditions” are sixteen and vary across different dimensions. In particular, as for regional integration, have been identified: “Public funding or tax credit”; “Regulatory framework”; “Perception”; “Leading roles”. As for resource integration, those were: “Profit-oriented”; “Direct selling”; “Mecenatism”; “Income distribution”. As for community integration, they were: “Limits to the use of assets and property”; “Common interest”; “Strategic location”; “Diversified employees”. As for heritage impact, the following were identified: “Cultural districts”; “Heritage funds”; “Ownership and conditions for the use of the building”; “Diversified users”. These dimensions help reveal whether specific conditions exist that facilitate or hinder the achievement of certain outcomes.

The analysis of the twelve possible “outcomes” aimed at operationalizing and defining what was achieved by the each reuse project. In particular, as for regional integration, have been identified: “Jobs creation”; “Estate value”; “Attractiveness and well-being”. As for resource integration, those were:

"Resource mobility"; "Resource blending"; "Cover of the need". As for community integration, they were: "Number of people involved"; "Number of actors involved"; "Institutional forms of collaboration". As for heritage impact, the following were identified: "Promotion of heritage values"; "Multitude of services"; "Reuse and regeneration of the heritage". In addition, as for specific conditions, this varied in the different dimensions, since they change depending on the considered context.

Interactions between the multiple pre-defined indicators ("general conditions", "specific conditions" and "outcomes") are key elements of this analysis, which tests the long-term "robustness" of project outcomes, highlights potential vulnerabilities and identifies institutional design principles that could be used to adapt to the local context the different management models (Poteete, Janssen and Ostrom, 2009; Ratajczyk and co., 2016).

These indicators have been here identified relying upon the most important sub-elements selected after an extensive literature review on regional, resource, community integration and heritage impact. All the references and an in-depth description of the coding protocol used for the purpose of this analysis are included in the section dedicated to the *Operationalization of the framework* (Part One).

Part three is devoted to creating an overarching comparison among cases taking into account each project's "overall output" and also identifying which governance model has been implemented in the cases considered. The overall outputs were measured considering the most relevant indicators interactions in all cases. As for governance models, different clusters were defined, helping to understand to what extent the choices on governance might impact the project's effectiveness. The latter is a crucial aspect of OpenHeritage inclusive management model for the adaptive reuse of heritage.

The entire report was inspired by the need to better understand participatory governance experiences and community engagement processes.

The **theoretical foundations** of the analysis come from two strands of scholarship.

The first one regards the so-called "multiple helix" collaboration models, according to which a considerable number of subjects are involved in the management of a project (Ranga & Etzkowitz, 2013; Carayannis & Campbell, 2009; Carayannis, Barth & Campbell, 2012; Etzkowitz and Leydesdorff, 1995; A.R. Poteete, M.A. Janssen, E. Ostrom, 2010; Lane, 2016; Peris-Ortiz, Ferreira, Farinha and Fernandes, 2016). This approach builds on the theories elaborated to explain governance models to stimulate innovation. Within this literature the "quintuple helix" model is one of the most salient for the purpose of the OpenHeritage project. This approach implies the concurrent (or even partial) involvement in urban governance of five actors: (i) active citizens, commoners social innovators, city makers, local communities; (ii) public authorities; (iii) private actors (national or local businesses, social enterprises); (iv) civil society

organizations and NGOs; and (v) knowledge institutions (Ostrom, 2010; Foster & Iaione, 2016 and 2019; Blake, 2019).

The second strand of literature revolves around the concept of public-private-people, public-private-civic or public-private-community partnerships (hereinafter: PPCPs). These multi-stakeholder and tripartite partnerships are conceived as a type of partnership aimed at facilitating forms of collaboration between public, social, knowledge and private organizations, also with social innovators citizens. Such highly, interactive and collaborative governance model is ought to comprise five different actors: the unorganized public (i.e. social innovators, active citizens, makers, digital innovators, urban regenerators, urban innovators, etc.), public authorities, businesses, civil society organizations, and knowledge institutions (i.e. schools, universities, cultural academies, etc.). These partnerships have normally three main aims: creation of neighborhood based collaborative welfare services, stimulus to the creation of community - based enterprises for local endogenous development and the regeneration of urban unused or underused assets and infrastructure (D. Bollier, S. Helfrich, 2012; Teles, 2013; Iaione, 2010; Iaione, Cannavò, 2015; Foster & Iaione, 2016, 2017).

Both approaches have been originally designed for the governance of urban commons or governing the City as a commons (Foster, Iaione, 2016, 2017; Iaione, 2010), but they have been recently implemented also in the cultural heritage sector as they are deemed to be compatible and useful to support sustainable adaptive reuse processes of buildings or areas in urban and/or peri-urban contexts (UNESCO, 2016; Bullen & Love, 2011; De Carlo & Dubini, 2010; Elsorady, 2017; Francesconi, 2015; Gilderbloom, 2009; Ijla & Bröstrom, 2015).

In many of the OCs considered for the purpose of this analysis the multiple helix model and public-private-civic partnerships mostly take place in informal applications, even though the community and multi-stakeholder engagement seem to be crucial to the viability and development of these heritage re-use processes.

The 16 OCs showcase a variety of experiences and engagement types, all focusing on how local and bottom-up initiatives help transforming a site or an area, and how cultural heritage reuse processes could be a way to revalorize them.

In particular, the OCs refer to practices tested in fourteen different countries (Italy, Austria, Sweden, Portugal, Hungary, Spain, Romania, Slovakia, Poland, Germany, Ukraine, Belgium and Netherlands), and are: Cascina Roccafranca (Turin, IT); Scugnizzo Liberato (Naples, IT); Sargfabrik (Vienna, AT); Färgfabriken (Stockholm, SE); Largo Residenciás (Lisbon, PT); the so-called "Jewish District" (Budapest, HU); La Fábrika detodalavida (Extremadura, ES); Haele Carol (Bucharest, RO); Stará Trznica (Bratislava, SK); Potocki Palace (Radzyń Podlaski, PL); ExRotaprint (Berlin, DE); Jam Factory (Lviv, UA); The Grünmetropole (BE-DE-NL); Marineterrein (Amsterdam, NL); Citadel (Alba Iulia, RO).

As a methodological approach, the report applies an **“institutional analysis” framework to evaluate and compare case studies**. It aims at looking at the interactions between resources, resource users and other actors involved. It is a framework that had already been tested in common pool resources studies to evaluate qualitative data across a large number of cases, and to assess the robustness of social-ecological systems (Anderies & Janssen and Ostrom, 2004; Gerring, 2001; Poteete & Ostrom, 2008; Poteete, Janssen & Ostrom, 2009).

The common element of all the projects analysed is that they are adaptive reuse initiatives in cultural heritage assets (especially buildings or building complexes), located mostly in urban and peri-urban areas, and often in industrial (or former industrial) areas, with the aim of upgrading or regenerating them. The buildings or areas in question are (or were) publicly or privately owned, and in most cases they have been abandoned, semi-abandoned or otherwise disposed of the previous use of their spaces over time.

The analysis aimed at outlining whether or how participatory and multi-stakeholder governance or public-private-civic partnerships have been achieved in the selected cases. This was made possible by shedding light on how and to what extent differences between OCs influenced their own development.

Thus, the analysis also tried to see how the actual cases reflected the aim of OpenHeritage, which seeks to create, test and optimize inclusive governance models to manage heritage adaptive reuse processes, in order to let communities access, participate and manage their heritage assets.

In so doing, the analysis also considered inclusiveness issues, focusing on the role of women in adaptive heritage reuse projects, as well as the extent in which representatives of ethnic or other minorities and different age groups participate in these processes. However, it should be pointed out from the outset that not much data were available either on inclusion issues and policies. In fact, the inclusiveness data were mostly heterogeneous and disjointed. This affected the depth of analysis that could be carried out on these issues and policies.

Additionally, before briefly describing the main findings of the comparative analysis, it must be stressed that the **OCs are very different from each other from three main points of view**.

Firstly, the **geographical contexts and heritage assets affected by the regeneration projects are heterogeneous**. From a geographical standpoint, they can be border areas, regional and trans-regional districts, historical sites in city centres, urban and suburban metropolitan areas. As far as the assets are concerned, instead, they can be buildings, often former industrial or commercial buildings, or archaeological sites, or in any case subject to restrictions of cultural interest, or listed buildings.

Secondly, stakeholders and actors are involved to a **different extent in these projects, and the projects themselves are at different development stages** (i.e. projects just started, or projects that have been active for years). Some are institutional or public-driven projects, as they are launched on the

basis of initiatives promoted by public authorities; others are instead the result of private individuals' efforts, even sometimes owners of the areas affected by the project; others are instead civic-driven initiatives, because they are undertaken thanks to the mobilization of citizens and inhabitants of the neighbourhoods concerned, including through associations or purpose-built enterprises.

Finally, there are **different types and amounts of funding available to achieve the aims of these projects**. In fact, not every project has been able to benefit from public funding or has access to loans. Often, as it will be seen, adaptive reuse projects are able to produce values or they are capable of starting self-financing initiatives, thanks to the "entrepreneurial spirit" of people who run the projects, as an attitude or an approach to recognise opportunities, mobilise resources, and create value, also according to social economic logics (Feldman, 2014). In these cases (not too many in fact) the process of reuse also becomes sustainable, providing a good example of how this type of initiatives can also be autonomous. In most cases self-financing is facilitated not only by the reference context and the attitude of the people involved in the project, but also by the possibilities that the legal system and public policies offer for their realization.

Despite the diversities of the cases considered, this analysis has basically revealed that indicators (especially general conditions and outcomes – identified to measure projects' impact on the pillars) can show multiple interactions that might be similar in combinations or different as well. These achievements are analytically described in Annexes 3 and 4 attached to this document.

Comparative analysis findings have been corroborated also through **the identification of different governance models adopted in practice in the OCs**. The terms of comparison used to identify these models were: top-down, bottom-up, single actor, multiple actors, whereas "single actor" and "multiple actors" refer to co-governance approaches (Ackerman, 2003; Etzkowitz and Leydesdorff, 2000; Kooiman, 2003; Carayannis, Barth & Campbell, 2012; Peris-Ortiz & al., 2016; Foster & Iaione, 2016 and 2019). For this report, we considered that co-governance is referred to a project where at least three of the categories of actors of the quintuple helix model are involved. It is a single actor when the project is managed by an organization that has only moderate interactions with other actors, but without creating stable relationships. There are multiple actors, instead, when two or more actors create an organization or steadily collaborate to achieve common goals.

By **defining clusters** of projects (A- top-down; B- bottom-up; C- single actor; D- multiple actors) and **comparing** them with each other (A+C; A+D; B+C; B+D), once again the analysis showed that projects within the same cluster do not always show similar overall outputs, nor interactions between general conditions seem to follow a common pattern.

In particular, **within the same cluster** there are:

- **cases with similar outputs that show different interactions** between general conditions that reveal different ways for each project to achieve the same overall output (e.g. ExRotaprint and LaFábrika de totalavida share a mutual moderate overall impact of the four OpenHeritage pillars, but they also revealed diverse public authorities' involvement, cooperativeness and local organizations' involvement, as general conditions to be considered in order to evaluate the projects' impact towards each pillar);
- **cases with different outputs that show similar interactions** between general conditions that reveal how similar interactions could get to different overall outputs in these projects (e.g. London CLT and Cascina Roccafranca, even if they showed different impacts on the four pillars, they still share a moderate institutional capacity and entrepreneurship attitude as general conditions to be considered in order to evaluate the projects' impact towards each pillar).

Within different clusters, as well, there are:

- **cases that show similar outputs, but different interactions between general conditions** (e.g. Jam Factory, Largo Residenciâs and ExRotaprint, which share a moderate impact in terms of output on the four pillars, but they still are different as for entrepreneurship and local organizations' involvement);
- **cases that show different outputs, but similar interactions between general conditions** (e.g. *Cascina di Roccafranca*, *Scugnizzo Liberato*, *Sargfabrik*, *Färgfabriken* and *LaFábrika de totalavida* which showed different impacts on the four pillars, but still share a moderate institutional capacity and also a moderate entrepreneurship as for *Sargfabrik* and *Färgfabriken*).

This overarching comparison reveals that governance models adopted in the OCs do not always seem to affect projects' effectiveness, even though they can contribute a lot. In fact, there was a relevant (basically moderate, but sometimes even strong) overall impact on the four pillars mostly in cases in which **multiple actors are involved in projects' governance, either formally or informally** (e.g. Cascina di Roccafranca, Stará Trzinica, London CLT, Marineterrein).

In addition, **some interactions between general conditions seem to be present in all the OCs**, such as local organizations' involvement, institutional capacity and entrepreneurship, since their impact has mainly been detected as strong or as low as moderate. There is also often a considerable public administrations' involvement depending on the top-down or bottom-up nature of the project.

The **inclusiveness issues** are also part of the analysis, but as indicated above there was not much data available. Thus, it was not really feasible to identify real trends with respect to projects, since the distinction of clusters above identified does not mirror similar attitudes in terms of inclusiveness. After all,

the term “inclusiveness” might have a very different meaning in each context so that groups that could be “included” may (or may not) be very diversified.

In addition, in most of the OCs there are no predefined gender policies that outline inclusion patterns to be followed within the organizations’ management.

The analysis also showed that even when there is a clear pro-feminist strategy to increase *the role of women*, there are not many female figures formally recognized as leaders, or there are not many of them among employees or users. Despite this, many projects still seem to have a clear (informal) women presence in the OCs projects (among others, e.g. *Cascina Roccafranca*, *Largo Residenciâs*, *Färgfabrik*, *Potocki Palace*, *London CLT*, *Jam Factory*, *Stará Trznica*).

As for *age groups*, *migrants* and *ethnic or other minorities*, the analysis shows a very heterogeneous scenario, although not much data were available. The ones collected show that some OCs have specific policies to employ vulnerable people (among others, e.g. *Largo Residenciâs*). In some other cases people work with tenants who in turn employ other minorities (e.g. *Cascina di Roccafranca*, *ExRotaprint* and *Stará Trznica*), even though in the latter circumstances these employees are not directly hired by the managing organizations.

Furthermore, in most of the OCs the leaders (and sometimes also the employees) belong to middle-high social classes, are well educated, and therefore well positioned in the labour market, even if there are no precise data about their remuneration, and the differences between their remuneration and the salary paid to the employees (if there are any).

As far as *users* are concerned, there are diversified situations which are neither much referable to the projects’ clusters analysed before.

Even though this information comes from partial data it still provides details about inclusiveness issues. However, it should be stressed that in most of the OCs there is no specific and consolidated strategy on the subject, despite all projects rely in fact on inclusion and openness principles towards people belonging to different social groups.

In the end, notwithstanding the differences between the OCs, **the analysis helped identify at least three dilemmas** which seem to be common to these heritage adaptive reuse projects.

Firstly, most of these projects struggle to make their activities sustainable in the medium to long term. Secondly, governance models are seldomly crucial in solving financial sustainability issues. Anyhow, these models might definitely be very useful to manage heritage assets in different ways, compatible with the needs of the community and with the limits imposed by the regulatory framework as well. Thirdly, inclusiveness issues are not (always) formally considered by managing organizations, even though in most of the OCs projects there is great attention to gender equality and inclusion towards leading roles,

staff and users. However, on these specific issues the analysis findings must be considered carefully due to the scarce information available on the topic.

Ultimately, the comparative analysis helped to identify some **design principles that seem to be crucial in implementing heritage reuse projects effectiveness and sustainability**, and they are:

- the **commitment** made by the local and managing organizations in carrying out projects' activities;
- the **entrepreneurial spirit** shown by them;
- the **engagement of local communities**;
- the **involvement of public authorities**, as they could facilitate and support the aims of the projects, and
- the **participation of women, minorities and different age groups** in the projects' managing organizations.

The comparative analysis also revealed that projects which have demonstrated a stronger impact on the pillars identified by OpenHeritage are those where elements of entrepreneurship combine with elements of civic engagement and resources' pooling.

In this light, the role of multiple actors (formally or informally) involved in the management turned out to be crucial. So the more the community is engaged in heritage reuse projects, the more sustainable and innovative projects are.

However, informality seems to govern relationships between multiple actors in most OCs and this often affect projects' effectiveness.

Thus, according to the comparative analysis findings multiple actors involvement in heritage reuse projects' management should be more implemented and developed than it has been lately, since where it has been the projects' impact on the four pillars revealed to be stronger.

In that respect, it can be argued that the engagement of civic actors and other categories of actors (either in the projects' governance, or for a greater effectiveness through PPCPs) seems to be one of the main driver for ensuring the outcomes of heritage preservation and a cultural heritage-led urban sustainable development.

PART ONE

Introduction

The comparative analysis of OCs aims to show the potential of results achieved in the previous tasks and already showed in the *Individual Report of Observatory Cases* (D2.2).

The analysis wants to outline how participatory and multi-stakeholder governance or public-private-community partnerships have been (or whether have been) achieved in the selected cases. To this end, it will take into consideration the different conditions required to support heritage reuse projects with a view to promoting local development. Its results will be useful in the evaluation of what are inspirational practices, providing important insights on adaptive reuse practices and in defining a methodology to analyse similar contexts. The analysis provides also interesting insights on public intervention creating room for policy learning, which will be outlined in further OpenHeritage deliverables (WP2-WP3).

What the research analysis is aimed to demonstrate is **to what extent several conditions and their interactions affect the development and effectiveness of adaptive heritage reuse projects**. In so doing the analysis will then attempt to answer to **which are the relevant interaction trends** in each of the four OpenHeritage dimensions (territorial or regional integration, resource integration, community integration and heritage impact), and the governance models that might influence the projects' outcome effectiveness.

Theoretical framework

The research method used to assess the OCs will draw from two main strands of scholarship.

The first one is **the "institutional analysis" approach** to account the assessment of the collective action on common pool resources (Ostrom 1990; Poteete, Janssen, Ostrom 2010) as well as urban commons (Ostrom & Nageendra 2014; Kornberger & Borch 2015; Foster & Iaione 2016).

Such method has been originally applied in Common Pool Resources (CPRs) studies to assess different cases in different contexts of a rather different nature. They were then compared looking at some mutual elements or at least at elements or features involved in their governance. In fact, to this purpose, "institution" means "the set of working rules that are used to determine who is eligible to make decisions in some arena, what actions are allowed or constrained, what aggregation rules will be used, what procedures must be followed, what information must or must not be provided, and what payoffs will be assigned to individuals dependent on their actions" (Ostrom, 1990).

Later on the same method has been applied to "urban commons" in which there are more and more examples of different patterns, processes, practices and

public policies that are community-driven and where local communities represent a key political, economic and institutional actors in the delivery of services and management of urban assets or resources (Foster & Iaione, 2016).

To the purpose of the analysis, “urban commons” are publicly or privately owned goods which are part of the collective resources of cities (e.g. squares, parks, dismissed buildings, vacant lots, roads, etc.) (Foster & Iaione, 2016). They could be defined as “tangible or intangible socially constructed resources, assets, services, and infrastructures in cities” (Madison, Frishmann and Strandburg, 2010; De Angelis, 2017; Iaione & De Nictolis, 2020).

We argue that policies stimulating urban commons are valuable when they can generate multi-stakeholder partnerships, more specifically “public-private-community partnerships” (hereinafter: PPCPs) that enable their economic self-sustainability, which have been considered as “co-governance of the urban commons” to the purpose of this comparative analysis (Kooiman, 2003; Iaione, 2015; Iaione, De Nictolis and Berti Suman, 2019; Iaione & De Nictolis, 2020; Wu & Foster, 2020).

Cultural heritage assets, both tangible and intangible, can also be included among “urban commons” since they have been identified as a crucial driver for the sustainable growth of urban and rural areas, on the basis of their potential as a catalyst for the regeneration of such areas (Pinton & Zagato, 2017; Cerisola, 2018; Konior & Pokojaska, 2020). Their enhancement especially through restoration and reuse processes, together with their accessibility to citizens are crucial elements in this perspective.

The 16 OCs comparative analysis represents an interesting opportunity to test the application of the principles and methods implemented in urban commons studies also to cultural heritage for the first time.

Thus, the institutional analysis approach will then be used to compare the sixteen different cases, since their different backgrounds and contexts would not allow comparison otherwise.

The second one deals with **the theories on co-governance and specifically urban co-governance** that investigate institutional, legal and economic or financial aspects, together with digital arrangements and tools to allow the collaboration between a diverse range of stakeholders to govern urban resources, services and infrastructures (Arnstein 1969; Ansell and Gash, 2007; Kooiman 2003; Bingham 2009; Foster & Iaione, 2019).

In fact, this strand is highly linked to the previous one to the extent that it has also been argued that urban commons can be considered as a whole and identified with the city itself, so that these can be managed unitarily and effectively through forms of participatory co-governance, according to which several actors take part in the process of managing and enhancing the commons (Freeman, 1997; Ansell & Gash, 2008; Bingham, 2009, 2010).

Thus, the method used to assess the level of co-governance reached in individual cases is to understand whether elements of the “multiple helix

system” can be identified (Ranga & Etzkowitz, 2013; Carayannis & Campbell, 2009; Carayannis & Barth & Campbell, 2012).

In particular, in this Report the “quintuple helix model” has been considered, which implies the concurrent (or even partial) involvement in urban governance of five actors: a) active citizens, commoners, social innovators, city makers, informal groups, local communities; b) public authorities; c) private actors (national or local businesses, social enterprises); d) civil society organizations and NGOs; and e) knowledge institutions (Ostrom, 2010; Foster & Iaione, 2016; Iaione, 2016).

More broadly, theories on PPCPs are often recalled to the purpose of the analysis (Ostrom & Nagendra 2014). The term “public-private-community” is part of well-established literature which considers other definitions and concepts such as “public-private-people partnerships” (Marana, Labaka, and Sarriegi 2018, Wong & Wong 2013) and “public-private-civic partnerships” (Harmanm & Lane 2015). The report endorses the use of PCPPs, as this term well describe the relevance of the community for urban-based adaptive reuse strategies as a term encompassing the relevance of formally organized (i.e. NGO) and informally organized (i.e. informal residents groups) actors at the urban level. Hence, the public-private-community partnerships are collaborations between public authorities, private organizations, social and civic actors. Therefore, public-private-community partnerships could foresee the collaboration among a variety of local players such as universities, civil society organizations, single citizens or new ventures as well as informal groups of citizens who want to activate themselves to produce social and economic innovations (Iaione, 2012; Foster & Iaione, 2018).

Such highly interactive co-governance model normally has been codified as foreseeing a loosely – coupled cooperation between five different actors: the unorganized public (i.e. social innovators, active citizens, makers, digital innovators, urban regenerators, urban innovators, etc.), public authorities, businesses, civil society organizations, and knowledge institutions (i.e. schools, universities, cultural academies, etc.). These partnerships have three main aims: the delivery of neighborhood collaborative services, the creation of neighborhood based economic ventures, and the regeneration of unused or underused urban assets or infrastructure (S. Foster, C. Iaione, 2016, 2017).

The co-governance and public-private-community partnerships approach has recently started to be implemented even in the cultural heritage sector, as considered compatible and useful to support processes of reuse in urban or peri-urban contexts and in a sustainable way (UNESCO, 2016; Bullen & Love 2011; De Carlo & Dubini, 2010; Elsorady 2017; Francesconi, 2015; Gilderbloom, 2009; Ijla & Bröstrom, 2015).

In particular, partnerships of this kind have also been successfully applied and implemented so far to the existing urban cultural heritage in some Italian cities, e.g. Bologna, Naples and Turin. In such cases public-private-community partnerships have covered all urban commons of the city thanks to *ad hoc* regulations (as for Bologna, i.e. “Regulation for Collaboration between Citizens

and the City in the Care and Regeneration of the Urban Commons), including heritage assets, tangible or intangible ones (Micciarelli, 2017; Capone, 2017; Iaione, 2018).

Methodology and operational approach

The framework chosen to pursue the analysis on different cases of adaptive reuse processes refers to the one already implemented to assess the robustness of social-ecological systems through the institutional analysis (Anderies & Janssen and Ostrom, 2004).

It is aimed to look at the institutional configurations that affect the interactions among resources, resource users and other actors involved.

Such framework has also been tested through an analysis which involved a large number of cases, so that the research would evaluate qualitative data across such large number of observations (Gerring, 2001; Poteete and Ostrom, 2008).

In particular, a broad set of variables (or conditions) are usually identified, in order to set out both potential vulnerabilities and design principles to be implemented in similar cases. In this way interactions between multiple pre-defined factors become key elements to test or affect the long-term “robustness” of a project’s outcome (Poteete, Janssen and Ostrom, 2009).

The methodology applied in determining the specific indicators used in the application of the institutional analysis method here represents an integration between political, legal and economic comparative study approaches on urban commons and sustainable development, either applicable to cultural heritage sector (Poteete, Janssen, Ostrom 2010; Nicola, Foster, 2014; Roos, 2012; Van Høeke, 2015; Caranta, 2019).

According to such method, the research aimed to define the results achieved by each reuse project in both regional, resource, community, and heritage dimension.

In so doing, **some conditions have been identified** to measure the impact of the projects considered on the OpenHeritage pillars, and these are: “general conditions”, “specific conditions” and “outcomes”.

- “General conditions” investigate the reuse features that impact on all the significant outcomes of the projects’ development (i.e. institutional capacity; public authorities’ involvement; cooperativeness; entrepreneurship; local organizations’ involvement; policy mobility; inclusiveness). For this reason, the same general conditions have been taken into consideration for each pillar.
- “Specific conditions”, instead, varied in the different dimensions (e.g. public funding; regulatory framework; strategic location; etc.). Hence, the specific conditions help to reveal whether exist peculiar characteristics that facilitate or hinder the achievement of specific outcomes.

- “Outcomes” aimed at operationalizing and defining what was achieved by the each reuse project (e.g. jobs creation; estate value; resource blending; number of actors involved; etc.). Besides, as for specific conditions, Outcomes variable varied according to the scope of the analysis.

Therefore, several indicators have been outlined considering the different orientations and issues shown towards the cultural heritage sector and urban governance by research studies carried on in different fields (political, legal and economic).

Thus, to assess the impact of these conditions towards the four dimensions, a pre-defined answering scale has been determined, which will be described in-depth in the following paragraphs. It has been used as a tool to assess the qualitative impact of each practice to the indicators drafted, according to the conditions described above.

Such approach was inspired by **the “meta-data analysis coding protocol”** which has been elaborated as part of institutional analysis studies, and implemented to understand the dynamics of coupled social-ecological systems and common pool resources (Ratajczyk, Brady, Baggio, Barnett, Perez-Ibarra, Rollins, Rubinos, Shin, Yu, Aggarwal, Anderies, Janssen, 2016).

Meta-data analysis has been used in comparative analysis research studies since it demonstrated to be able to rely on the use of a rich resource of case studies, mostly collected by numerous researchers over a consistent period.

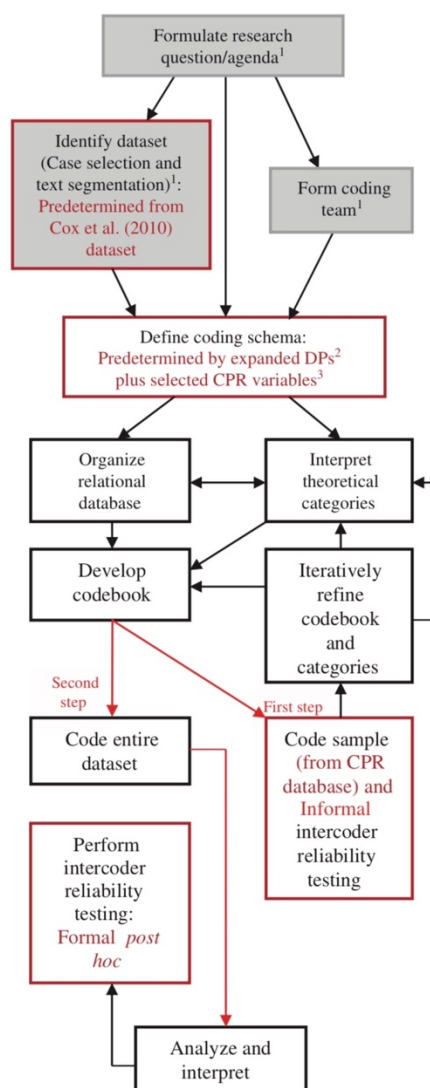


Figure 1 – Meta-data analysis coding protocol (Ratajczyk, Brady, Baggio, Barnett, Perez-Ibarra, Rollins, Rubinos, Shin, Yu, Aggarwal, Anderies, Janssen, 2016)

In fact, an effort in trying to analyse data of this kind, gathered for other purposes and using diverse measures and variables, could be inherently subjective unless there is the chance to increase “coding reliability and replicability” (Ratajczyk, Brady, Baggio, Barnett, Perez-Ibarra, Rollins, Rubinos, Shin, Yu, Aggarwal, Anderies, Janssen, 2016).

In this light, the meta-data analysis can help to refine findings between a wider community, allowing a comparison between primary data collection, and enabling larger scale comparative analysis in a transparent way.

In addition, such “synthetized datasets” support the use of existing data in new ways, and it contributes to assess them across multiple periods of time, scales and sectors (Ostrom, 1990, 2012; Kelder, 2005; Poteete, Janssen and Ostrom, 2010; Cox, 2014).

According to the approach described above and to read available comparative different data, a pre-set scale has been defined. This will be used as a tool to

overcome inconsistency in conceptualization and measurement of the same data (Poteete and Ostrom, 2008).

Determining a pre-set scale of evaluation helps to exceed judgements based on subjective interpretation or biases, since it converts qualitative data into datasets that can be replicated by other scholars or researchers (Krippendorff, 2013). Besides, replicability creates greater reliability, grounds confidence in the data analysis, and consequently, in the study findings (Ratajczyk, Brady, Baggio, Barnett, Perez-Ibarra, Rollins, Rubinos, Shin, Yu, Aggarwal, Anderies, Janssen, 2016; Krippendorff, 2013).

In this report the adopted coding protocol followed the scheme described by scholars who has supported meta-data analysis (Ratajczyk, Brady, Baggio, Barnett, Perez-Ibarra, Rollins, Rubinos, Shin, Yu, Aggarwal, Anderies, Janssen, 2016).

This approach reveals to be consistent with the study of **micro-level adaptation practices** required for deliverables in WP2, since it supports an in-depth study of the variables impacting on individual cases in accordance with the provided dataset. In addition, this will help facilitating the work in other WPs deliverables, in the transferability of good practices and input «both for the development of an economic, legal and institutional toolbox for collective and participatory governance of cultural heritage and for the Cooperative Heritage Labs»¹.

Besides, since each case often turned out to be very different from the others, the most suitable model to be used for the comparative analysis seemed to be that of the meta-analysis.

In particular, the coding protocol dataset is here represented by the outcomes collected from the individual observatory cases analysis report, which have been 'recontextualised' in Part Two, in the light of reading their mutual interactions.

Thus, the pre-defined scale is aimed at measuring each project's impact to the different indicators, conditions, and outcomes in each of the four dimensions, as outlined above.

The assessment consists in answering to coding questions, which have been based on coded texts segments that exhibited explicit evidence to support the answer.

The level of adherence to the indicators, or the impact each project has had on those aspects so far, has then been "concretized" or unpacked by assigning a numeric value to it, through a scale from 0 to 5, in order to make those data reliable, even if evaluated by different "coders" (Ratajczyk, Brady, Baggio, Barnett, Perez-Ibarra, Rollins, Rubinos, Shin, Yu, Aggarwal, Anderies, Janssen, 2016).

Each number corresponded to these **specific values**:

¹ See D. 2.1, Detailed Workplan for WP2, p. 4.

- 0: the information is “not available”;
- 1: the extent is “minimal”, because it is not easily understandable by the available data;
- 2: the extent is “sufficient”, since it is sufficiently understandable compared to the available data, insofar as it is possible to make an assessment on it;
- 3: the extent is “moderate,” since the available data demonstrate a more than sufficient level of adherence to the pre-determined conditions;
- 4: the extent is “more than moderate”, since the available data demonstrate a quite moderate level of adherence to the pre-determined conditions;
- 5 the extent is “strong” since the available data demonstrate more than a strong adherence to the pre-determined conditions.

Thus, such scores or levels describe the variety of potential dependent variables that could affect research analysis results and which can be identified in the database (Ratajczyk, Brady, Baggio, Barnett, Perez-Ibarra, Rollins, Rubinos, Shin, Yu, Aggarwal, Anderies, Janssen, 2016; Hruschka, Schwartz, Cobb St. John, Picone-Decaro, Jenkins and Carey, 2004).

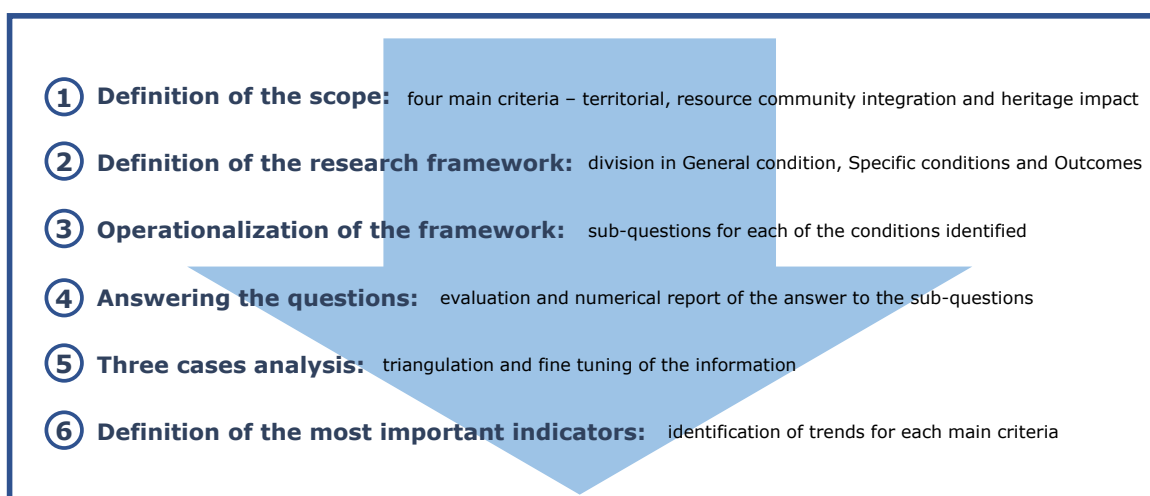
For the purpose of the analysis, the **qualitative scale** was then finally **simplified in three values** (Ostrom, 1990, 2012; Kelder, 2005; Poteete, Janssen and Ostrom, 2010; Cox, 2014).

It helped recognising the impact of the project on the four main dimensions in:

- **weak** (0-2),
- **moderate** (3-4), and
- **strong** (5).

According to the methodological framework described above, then the operational research approach used in this report can be outlined in-depth through the following steps.

Figure 2 – Summary of the research method



Definition of the scope

The **first step** was the description of some specific research areas, which have been identified in the four OpenHeritage framework dimensions.

For the comparative analysis, they have been defined also as “main pillars”. The recognition of four main pillars has been practical to identify the impact area to be assessed for in each individual case.

The four main pillars were identified in regional integration; resource integration; community or multi-stakeholder integration; and heritage impact. They are supported by an extensive literature review to define them.

By **regional integration**, we mean the integration of heritage preservation and management processes into broader local development concepts of ‘urban’ and ‘peri-urban’ neighbourhoods or rural areas planning, where different actors, uses and physical transformations can catalyse wider improvements in social and economic conditions of the areas involved (de Roo and Boelens, 2015; Terryn, Boelens & Pisman, 2016). Therefore, regional integration could be operationalized in:

- creation of jobs, both directly or indirectly by the projects’ themselves or by other activities linked to them (Grefe, 2004; Ijla and Broström, 2015; Gilderbloom et al., 2009);
- creation of a narrative path for each place, contributing to increase the sense of originality, the quality of products, well-being and attractiveness to the place (Grefe, 2004; Graham, 2002; Bullen and Love, 2011);
- increase of tax revenues and property values (Ijla and Broström, 2015; Gilderbloom and co., 2009);
- support to businesses and inhabitants’ decision to resettle (Ijla and Broström, 2015);
- increase of urban environmental sustainability (Gilderbloom et al., 2009);
- public authorities’ involvement and assets’ property (Lindgren and Persson, 2011; Drobni, Snijders and Zippro, 2016).

By **resource integration**, we mean the use and application of innovative financial tools and non-financial resources in cultural heritage maintenance and management, based on a wide range of cooperative mechanisms. It includes among others ethical investment, social finance, civic and solidarity forms of investments, local entrepreneurs’ involvement and local resource pooling. However, it regards also more traditional forms of funding (public, private, public-private) (Boelens, 2009; Ventura, Cassalia and Della Spina, 2016; Marchegiani, 2016; Fikfak et al., 2019). Also in this case, the resource integration takes in consideration different elements such as:

- the foundation of social or community enterprises (Haugh, 2007);
- collecting resources and sharing activities among different actors, such as private ones, public bodies, universities, crowdfunding organizations or platforms, banks and ethical investors (Argandoña, 1998; Nwankwo, Philips and Tracey, 2007; Franceys and Weitz, 2003; Bramwell, 2008;

- Marchegiani, 2017; Giagnocavo, Gerez and Sforzi, 2012; Harvey, 1995; Affleck and Mellor, 2006);
- supporting the creation and development of other economic actors (Wynarczyk, Pooran and Raine, Arnold. 2005; Grenne and Butler, 1996);
 - the commitment and capacity to mobilize resources, together with the willingness of diverse stakeholders to cooperate (Nevens, Frantzeskaki, Gorissen and Loorbach, 2013);
 - the ability to demonstrate innovation capacity (Adamczyk, Bullinger and Moeslein, 2012);
 - the creation of institutionalized forms of collaboration (Hillmana, Axona and Morrissey, 2018);
 - sustainable forms of public procurement or project financing initiatives (Caranta, Edelstam and Trybus, 2013);
 - forms of sustainable funding through “mécénats” support, facilitated by tax credit provisions (Mandri-Perrott and Stiggers, 2013).

Then as for **community or multi-stakeholder integration**, it is intended as the capacity to collaborate and co-govern territories and urban areas considered in the observatory cases considered. It includes the ability to involve a different number of actors and stakeholders in adaptive reuse projects, and the ability to foster diverse forms of collaboration, even though PPCPs, which could support ongoing heritage preservation and management processes (Bingham, 2019; Bingham, 2010; Iaione, 2016; Foster and Iaione, 2016). This definition is based on the following elements:

- entrepreneurial attitude or behaviour (Daskalaki, Hjorth and Mair, 2015);
- integration within the ownership of the asset or infrastructures and process management (Haugh, 2007);
- effective co-creation processes based on trust and reciprocity in place (Ostrom, 1999);
- public-private-community partnerships in urban governance (Foster and Iaione, 2016; Foster & Iaione, 2018).

By **heritage impact**, we mean the identification and promotion of heritage values, together with the preservation of cultural heritage present on a site or the protection of cultural asset, and the ability of the project to foster the heritage enhancement and its adaptive reuse. From this point of view, the complexity of heritage and its various forms are also considered in the impact assessment. This led to consider it both as an object, a process, and as an experience (De Carlo and Dubini, 2010; Elorady, 2011; Elorady, 2017; van Knippenberg, Duineveld, Buizer, 2020). The heritage impact definition takes in consideration:

- the provision of different services in favour of the community (Peredo and Chrisman, 2006);
- the strategic position of the assets and the creation of a “cultural brand” (De Carlo and Dubini, 2010; Kingand Halpenny, 2014; UNESCO, 2016);
- the creation of consensus on an expanded common vision of heritage (Maitland Gard’ner, 2004);

- the policy capacity shown in the field of heritage governance innovation (Wu, Ramesh and Howlett, 2015);
- the creation of cultural districts as means to reuse or promote a specific object or value (Francesconi, 2015).

Hence, these four main pillars helped define the scope of the analysis. The study aims to measure the impact on the regional, resource, community and heritage dimensions produced by the reuse projects described in-dept in the [Observatory cases Report](#).

Definition of the research framework

The **second step** concerned the extent to which these four pillars support the creation of values. Such research framework supported the task leader team in determining the main characteristics of each reuse project through the four pillars.

Thus, some factors have been selected and identified in:

General conditions

This factor aims to investigate the conditions that have a cross-cutting impact on the reuse projects' development. For this reason, the same general conditions have been taken into consideration in each main dimension

Specific conditions

Unlike the previous one, this factor has been indicated as variable in the different dimensions. The elements collected through this factor aim to reveal whether there are some specific conditions which can facilitate or obstacle the achievement of certain outcomes

Outcomes

It aims at operationalizing and defining the outcomes achieved by the each reuse project. In addition, as for "specific conditions", this factor has been indicated as dependent variable in the different dimensions, since the outcomes vary depending on the considered context

Operationalization of the framework

According to the coding protocol adopted, as previously mentioned, the **third step** consisted in **identifying answerable questions** for each of the three factors mentioned above (general conditions, specific conditions, and outcomes).

Such questions have been formulated considering the literature review mentioned above, which includes relevant issues to regional, resource, community integration and heritage.

In other words, this review was particularly aimed at **identifying sub-elements which could define the most important indicators** (general conditions, specific conditions and outcomes) which could be operationalised.

In particular, in order to identify the **"general conditions"**, seven uniform conditions were identified for each main dimension ("Institutional capacity"; "Public authorities' involvement"; "Cooperativeness or co-governance"; "Entrepreneurship"; "Local organizations"; "Policy Mobility"; "Inclusiveness").

Then, sixteen different **"specific conditions"** were identified to support the recognition of local and distinctive elements present in each reuse project².

Both the previous factors finally allow taking into account the available data, especially in the report on observatory cases, in order to outline **"outcomes"** for each main dimension³.

To sum up, the analysis identified:

- *seven "general conditions"*, which are the same for each main dimension;
- *sixteen "specific conditions"*, four different questions for each for each main dimension;
- *twelve "outcomes"*, three different questions for each for each main dimension.

The following table (Figure 2) summarizes the described research framework, according to the multiple questions formulated in relation to general, specific conditions and outcomes.

² The specific conditions outlined in the four dimensions include four different indicators depending on the different aspect. As for regional integration, have been identified: "Public funding or tax credit"; "Regulatory framework"; "Perception"; "Leading roles". As for resource integration, those were: "Profit-oriented"; "Direct selling"; "Mecenatism"; "Income distribution". As for community integration, they were: "Limits to the use of assets and property"; "Common interest"; "Strategic location"; "Diversified employees". As for heritage impact, the following were identified: "Cultural districts"; "Heritage funds"; "Ownership and conditions for the use of the building"; "Diversified users". All questions related to those indicators are collected in Figure 2.

³ The outcomes outlined in the four dimensions include three different indicators depending on the different aspect. As for regional integration, have been identified: "Jobs creation"; "Estate value"; "Attractiveness and well-being". As for resource integration, those were: "Resource mobility"; "Resource blending"; "Cover of the need". As for community integration, they were: "Number of people involved"; "Number of actors involved"; "Institutional forms of collaboration". As for heritage impact, the following were identified: "Promotion of heritage values"; "Multitude of services"; "Reuse and regeneration of the heritage". As for the specific conditions, all questions related to the outcome's indicators are collected in Figure 2.

Figure 2 – Case analysis tables.

Regional integration		
General conditions	Specific conditions	Outcomes
<p>Institutional capacity: to what extent are the institutions innovative and able to support the initiative?</p> <p>\Public authorities' involvement: to what extent are public authorities directly involved?</p> <p>Cooperativeness or co-governance: to what extent co-governance (integrating stakeholders in the management and ownership) solutions have been developed?</p> <p>Entrepreneurship: to what extent are entrepreneurial activities and spirits present?</p> <p>Local organizations: to what extent are local organizations involved in the activities?</p> <p>Policy Mobility: to what extent are new policies applied?</p> <p>Inclusiveness: to what extent roles of women and other participants have been important to fulfil the project?</p>	<p>Public funding or tax credit: to what extent public incentives has been provided?</p> <p>Regulatory framework: to what extent the regulatory framework has been crucial for the development?</p> <p>Perception: to what extent is the sense of belonging present and has been affecting the project?</p> <p>Leading roles: to what extent does the education, gender and social backgrounds vary among leaders?</p>	<p>Jobs creation: to what extent job opportunities have been created (direct, indirect)?</p> <p>Estate value: to what extent did the project have a positive impact on the creation of estate value?</p> <p>Attractiveness and well-being: to what extent the attractiveness and the well-being of the place have been fostered?</p>

Resource integration

<i>General conditions</i>	<i>Specific conditions</i>	<i>Outcomes</i>
Institutional capacity: to what extent are the institutions innovative and able to support the initiative?	Profit-oriented: to what extent are the organizations profit-oriented?	Resource mobility: to what extent are the resources shared among projects, stakeholders, and partners of the network?
Public authorities' involvement: to what extent are public authorities directly involved?	Direct selling: to what extent does the organizations cover their cost with their revenues?	Resource blending: to what extent did the project collect resources from different sources?
Cooperativeness or co-governance: to what extent co-governance (integrating stakeholders in the management and ownership) solutions have been developed?	Mecenatism: to what extent there has been any form of private philanthropic support?	Cover of need: to what extent did the project collect the resources necessary for its needs?
Entrepreneurship: to what extent are entrepreneurial activities and spirits present?	Income distribution: to what extent there is a diffused income distribution in the people involved in the project and in their leadership?	
Local organizations: to what extent are local organizations involved in the activities?		
Policy Mobility: to what extent are new policies applied?		
Inclusiveness: to what extent roles of women and other fragile participants have been important to fulfil the project?		

Community integration

General conditions

Specific conditions

Outcomes

Institutional capacity: to what extent are the institutions innovative and able to support the initiative?

Limits to the use of assets and property: to what extent are there limits in using assets or property that influence the development of the activities?

Number of people involved: to what extent did the project involve a large number of people?

Public authorities' involvement: to what extent are public authorities directly involved?

Common interest: to what extent does the project give voice to a common local interest?

Number of actors involved: to what extent different actors (public, private, academia, associations and citizens) have been involved?

Cooperativeness or co-governance: to what extent co-governance (integrating stakeholders in the management and ownership) solutions have been developed?

Strategic location: to what extent is the strategic location of the building/complex relevant?

Institutional forms of collaboration: to what extent institutional forms of collaboration have been created?

Entrepreneurship: to what extent are entrepreneurial activities and spirits present?

Diversified employees: to what extent does the people working to the project come from different social and demographic background?

Local organizations: to what extent are local organizations involved in the activities?

Policy Mobility: to what extent are new policies applied?

Inclusiveness: to what extent roles of women and other participants have been important to fulfil the project?

Heritage impact

<i>General conditions</i>	<i>Specific conditions</i>	<i>Outcomes</i>
<p>Institutional capacity: to what extent are the institutions innovative and able to support the initiative?</p> <p>Public authorities' involvement: to what extent are public authorities directly involved?</p> <p>Cooperativeness or co-governance: to what extent co-governance (integrating stakeholders in the management and ownership) solutions have been developed?</p> <p>Entrepreneurship: to what extent are entrepreneurial activities and spirits present?</p> <p>Local organizations: to what extent are local organizations involved in the activities?</p> <p>Policy Mobility: to what extent are new policies applied?</p> <p>Inclusiveness: to what extent roles of women and other participants have been important to fulfil the project?</p>	<p>Cultural districts: to what extent cultural districts has been created or promoted?</p> <p>Heritage funds: to what extent were public funded resources used or provided?</p> <p>Ownership and conditions for the use of the building: to what extent there have been favourable ownership conditions to use the building?</p> <p>Diversified users: to what extent does the users come from different social and demographic background?</p>	<p>Promotion of heritage values: to what extent the heritage values have been promoted?</p> <p>Multitude of services: to what extent the heritage reuse has supported the creation of a multitude of services?</p> <p>Reuse and regeneration of the heritage: to what extent the heritage reuse has been promoted?</p>

Answering the questions

The **fourth step** concerned the answers to all such questions, according to the **pre-defined qualitative scale** described above.

In particular, the extent to which each case (or reuse project) demonstrates adherence to the parameter set by the indicator (general, specific, outcome) has been reported, through a scale from 0 to 5 and a brief explanation of the main features that account for it. Otherwise, the qualitative scale is then used to measure the impact of such conditions on the relevant dimension in each OC (see Annex 2, Ratajczyk et al., 2016; Hruschka et al., 2004).

As previously mentioned, for the purpose of the analysis, the qualitative scale was then simplified, recognizing the impact of the project, on the four main dimensions, in weak (0-2), moderate (3-4) and strong (5) (Ostrom, 1990, 2012; Kelder, 2005; Poteete et al., 2010; Cox, 2014).

Then, the numeric assessment was differently identified both by the diverse members of the task leader team, with reference to the three different perspectives mentioned above (political, legal, and economic), and by contributing partners (Figure 3).

Using a coding protocol, operationalized through a pre-defined numerical scale, allowed the team to target the most relevant peculiarities and to identify combinations of conditions or factors which determine projects impact on the side of integration throughout the four main dimensions (regional, resource, community and heritage).

Besides, the use of the same coding procedure in assessing the cases made the results more reliable and justifiable, as well as it allowed an even easier triangulation of the analysis results received from the contributing partners, and ultimately an overall assessment, free from bias and interference. In fact, whether there was a discordance an additional member, who was not involved in the previous evaluation, has been asked to provide an external analysis on the same cases.

The results for all sixteen cases has been synthetized in specific tables, one for each main dimension, in which also participated contributing partners who dealt with the individual observatory cases for the purpose of drafting the relevant deliverable (D 2.2) (see Annex 3).

The distribution of cases among partners to assess them followed the order shown in the table below (Figure 3).

Figure 3 – Comparative analysis work division

Observatory Case	Contributing Partner
Cascina Roccafranca	Eutropian
Scugnizzo Liberato	RomaTre

Sargfabrik	MRI
Färgfabriken	MRI
Largo Residenciãs	Eutropian
Szimpla Kert	CEU
LaFábrica detodalavida	RomaTre
Halele Carol	Eurodite
Stará Tržnica	Eutropian
Potocki Palace	CEU
ExRotaprint	Eutropian
London Community Land Trust	Eutropian
Jam Factory	Center for Urban History
The Grünmetropole	Ugent
Marineterrein	Eurodite
Citadel	CEU

Cases analysis

The **fifth step** was aimed at analysing the results emerging from the answers to the questions described above, and for all sixteen cases.

At first, the task leader research team tested the validity of the method used by analysing only the first three cases. This first round of analysis has allowed the task leader team to verify that the evaluation reflects the main aspects of the cases, and that the indicators cover all the most important elements, as described in the case study. It also allowed to test whether the selected indicators support the identification of the relevant factors in each case. Hence, this additional layer allowed to fine-tune both information and indicators allowing to have a more defined and structured set of condition and outputs.

All cases have then been examined using the same method by the task leader team, considering the results of the previous deliverable on *Observatory Cases* (D 2.2). At the same time, the corresponding analysis was carried out by the contributing partners by answering questions and assigning qualitative values to the cases for which they were responsible. Such results were then merged with those obtained by the task leader research team, after a **triangulation process** (Annexes 3 and 4). In particular, Annex 3 shows the values associated with the general conditions, the specific conditions and the final outcomes for each dimension; whereas Annex 4 later shows the overall analysis results, considering both the general conditions that characterize all the dimensions, the

respective generated outputs, and the specific conditions outlined in each dimension.

Definition of the most important interactions and trends

The **sixth and last step** was aimed at identifying the relevant **interaction trends** which emerged in the analysis.

They are shown from three different perspectives:

- from a **vertical** point of view, i.e. of each individual case, whose interactions between features are observed in all four main dimensions;
- from a **horizontal** point of view, through an overarching comparison of all cases and their features with the regional, resource, community and heritage dimension, comparing the different impacts;
- **analyzing the governance models adopted** in the sixteen different contexts, with a view to identifying to what extent they might impact on the projects' effectiveness.

The main hypothesis of this comparative analysis is that different governance models can, at times, give similar results. Also, in the contrary, similar governance models can lead to different outcomes, neutralizing differences which do exist. The overall results for each case are then collected in separate tables (see Annexes 3-4).

Social inclusiveness issues and analysis

A social inclusiveness analysis was also carried out for each of the four main dimensions examined. Its overall results are then collected in a separate table attached to the document (see Annex 5).

As previously mentioned in the theoretical and methodological framework sections, such analysis is deeply integrated into each section of this report and is aimed to develop and assess information gathered by the previous Deliverable 2.2 (*Observatory Cases Report*).

It has helped to provide a general overview of the participants' social distribution in each project, according to the available data.

In measuring integration index levels, **both qualitative and quantitative profiles** have been taken into account. However, the quantitative dimension was **subsequently integrated** with the qualitative dimension to allow a better coordination with the values indicated above and used to measure the integration level of the various factors considered in the different dimensions.

To obtain the necessary data and to generate the analysis results, a set of questions were submitted to partners responsible for the individual observatory cases research.

The survey questions were aimed at measuring the participation of people in adaptive reuse projects and the inclusion process strategies.

The **inclusiveness survey** has then been carried out by the task leader team, with the support of the contributing partners, to the extent shown in the table below.

Figure 3 – Comparative analysis work division

Observatory Case	Contributing Partner
Cascina Roccafranca	Eutropian
Scugnizzo Liberato	RomaTre
Sargfabrik	MRI
Färgfabriken	Eutropian
Largo Residenciâs	Eutropian
Szimpla Kert	CEU
LaFábrika detodalavida	Platoniq
Halele Carol	Eurodite
Stará Tržnica	Eutropian
Potocki Palace	CEU
ExRotaprint	Eutropian
London Community Land Trust	Eutropian
Jam Factory	Center for Urban History
The Grünmetropole	Ugent
Marineterrein	Eurodite
Citadel	CEU

In particular, as concerns **the level of participation**, it has been evaluated on different scales (Greed, 2005; Krook and Mackay, 2010):

- wider community or district;
- users or community organized around the project;
- employees;
- leaders.

For each different scale or level of involvement, the degree of inclusion of certain social groups has been assessed (Silverman, 2003; Tummers and MacGregor, 2019), including:

- women;
- migrants;
- ethnic minorities (including cultural and linguistic minorities);
- young people (under 25);
- people above 60 years old;
- people with other fragilities (e.g. individuals experiencing health or mental health-related challenges etc.).

The participation assessment was carried out using qualitative and quantitative methods. However, the latter, and especially percentages levels, were then traced back to the qualitative index used in the analysis of the featuring conditions:

- 0%-30% = weak
- 40%-70% = moderate
- 80%-100% = strong.

As for the inclusion process strategies, the main aim was to seek the extent to which women are involved in these reuse projects, and how much they occupy leadership positions in such contexts. In addition, an attempt was made to understand how an inclusiveness policy is ensured, especially as concerns leadership roles. Finally, the objective was also to understand how the strategies adopted influence the labour market and the professional profile of participants, and whether any of such strategies has been changing over the years.

Since social inclusiveness analysis results are an inherent part of the comparative cases (Annex 5), they have been fully included and assessed within the final outcome (see Annexes 3 and 4), and were then fed back into the comparative analysis (par. 4.2. and Annex 4).

To such purpose, the following conditions have been considered: roles of women and other participants in the projects; educational, social and demographic backgrounds of leaders and other people involved in the projects; and income distribution level in community-led projects (Krook and Mackay, 2010; Greed, 2005; Tummers and MacGregor, 2019; Silverman, 2003).

PART TWO

OCs analysis: how does adaptive reuse work in practice

After describing the objectives, the theoretical approach and the methodological framework used in the analysis, the next sections will be dedicated to the OCs analysis, with the aim to enlighten interactions between the indicators (i.e. conditions and outcomes) assigned to measure the impact of the projects considered through the four OpenHeritage pillars (regional, resource, community integration and heritage impact).

The analysis was carried out taking into account both the data collected in the *Obsevatory Cases Report* (D. 2.1), and the information gathered through a specific survey filled out by the project managers, organizers or even project partners who have dealt with the particular Ocs (Annex 2). They have also contributed to review Ocs' analysis to avoid misinterpretations in the evaluation process as much as possible.

The assessment is accompanied by a short project overview in each case, deemed to be functional to reading and understanding the history and dynamics that characterize each project. This is followed by an overview of the interactions between the identified indicators (general and specific conditions and outcomes).

These indicators have been identified relying upon the most important sub-elements selected after an extensive literature review, which include relevant issues to regional, resource, community integration and heritage impact.

All the references and an in-depth description of the coding protocol used to purpose of this analysis are included in Part one, in the section devoted to the *Operationalization of the framework*.

Cascina Roccafranca (Turin, Italy)



Figure 4 – Cascina Roccafranca's building seen from the court. Photo (cc) Eutropian

Project overview

Cascina Roccafranca is a multi-functional community centre, located in a former farmstead in the Mirafiori Nord district, a suburb south-west of Turin, Italy.

The building was built in the 17th century as a farmhouse of a religious confraternity (Compagnia dell'Immacolata Concezione). In the 1950's the famous Italian car factory FIAT was built in this area and many council houses for the factory workers and their families were built in its surroundings. With the closure of the FIAT Mirafiori factory and the transfer of production, since the 90s the area has slowly deteriorated, mainly due to the crisis generated by the unemployment of many of its inhabitants.

Today the district of Mirafiori Nord has about 25,000 inhabitants and the area has been struggling with severe social and economic problems (unemployment, crime, poverty, low levels of education, decay of buildings and public spaces, environmental damage, a high level of air and noise pollution, etc.).

Thanks to funding obtained from the European project URBAN II, the City of Turin has purchased the building of the Cascina Roccafranca, with the intention of transforming it into a public space where to provide services for citizens.

Regional integration

From a regional integration point of view, the “Cascina Roccafranca” project carried out by the Cascina Roccafranca Foundation has demonstrated a moderate effectiveness in contributing to the integration between heritage conservation and management processes, promoting the territorial development of the area.

In fact, the project has contributed to solving some of the problems related to unemployment in the area, creating job opportunities, both directly (within the Foundation) and indirectly, thanks to the network built around it.

In addition, the initiative to renovate the building has restored value and attractiveness to the neighbourhood, regenerating its surroundings and providing a public space for the community, also implementing its well-being.

These outcomes are the result of the interaction of several conditions, both general and specific, which is described below.

Among the main features shown by the Cascina Roccafranca project, there is certainly the ability that the project actors have shown in launching different types of cultural activities, managed not only by the Foundation, but also by other local actors, not always embedded into the managing organization.

The Cascina Roccafranca Foundation is established in the form of a “participatory foundation” (“fondazione di partecipazione”), an atypical form of foundation provided by Italian law, designed to combine the real estate aspect with the membership (i.e. normally foundation do not have participants, only an asset that is managed by an executive board appointed by the founders), balance the action of public and private entities, in order to create forms of co-responsibility and co-management.

This also reflects in the structure of Foundation governance, which is made up of members appointed by the Municipality, and members representing the associations and groups operating in the Cascina project.

This co-designed structure has allowed the project to seize important opportunities offered by public initiatives and to use the “know-how” of organizations involved to build its own action. An example is that given by the adhesion to the networks created at local level, such as the model of “Case del Quartiere”, a project promoted by the City of Turin and the “Compagnia di San Paolo” bank, aimed at creating and supporting community spaces that offer citizens opportunities to meet through cultural events.

By participating in those initiatives, the Cascina project was able to join in the new public-civic experiments for the management of urban commons, applying them in the concrete case and contributing to their mobility, also by taking part in the drafting of the relevant Municipal Regulations of the City of Turin, approved at the beginning of 2016.

Public authorities' involvement and, in particular, of the City of Turin, has been an crucial condition in the development of the project and this is also proved by the provision of public funds or facilities for the pursuit of project's aims (e.g. obtaining national grants from the "Che Fare?" call for proposals in 2014 was one of the milestones of the project).

However, the local organizations and community involvement was also crucial, as both participated very actively in the project initiatives and in the development of its activities. Both these elements contributed to increase the attractiveness of the area.

Also a moderate entrepreneurship spirit was shown by the organization that manages the project. This has certainly helped to support its positive trends over time and to increase job opportunities.

Resource integration

In terms of resource integration, this case demonstrated a well-articulated balance between public funding, private sponsors, and revenue from rents. Otherwise, it showed a strong "resource blending", as the ability to collect resources from different sources, and to share them between partners and project activities.

Two different profiles of interaction between general and specific conditions were found in this context. The first profile concerns the funds received in support of the project. The second profile is the one that concerns the Foundation's own revenues generated using its spaces and the activities it carries out.

In the case of Cascina Roccafranca both profiles are present and interconnected, and this has certainly contributed to a strong level of integration in terms of resources, which has also led, as a result, to sustain the costs related to the cover of the needs generated by the initiative.

As regards the funds received in support of the project, these come from two different streams: public and private. The public stream is linked to the support given by the City of Turin, through the opportunity to benefit from European (URBAN II programme, at the very beginning) and national funds ("Che Fare?", later on). The private stream is linked to the investments made by the *Compagnia di San Paolo* bank, which supported and encouraged the birth of the Foundation and the project itself.

As for the resources that the project generates through its activities and the provision of its spaces, despite being a non-profit organization, the Foundation is able to obtain substantial revenues and to cover the expenses of its activities (which amount to approximately 200-250,000 euros).

In fact, the format chosen by the Cascina project guarantees the possibility to simplify the management of assets.

The assets are currently partially used for catering activities (café and restaurant) and pay a fixed rent of about 58,000 euros per year. Other income comes from the rent and use of additional space by social or private entities to hold courses or other activities.

Furthermore, other spaces are to rent for private events (e.g. graduations or birthday parties), with an average of about four parties every weekend in 2018.

Funding also comes from fundraising initiatives launched by the Foundation (e.g. the “1000 friends for the Cascina Roccafranca” campaign), as well as from private sponsorships for specific activities, which contribute to increasing the income and resources available for the project.

In this light, the economy of the Cascina Roccafranca project goes beyond the revenues of the Foundation that manages it and largely covers its expenses, generating additional economic value to be reinvested in the aims of the project.

In this sense, from a resource integration point of view, it seems that the Turin case certainly represents a good example in heritage reuse projects scenario, even if it must be stressed that public impulse and support (both at an early stage and afterwards) has been fundamental.

In fact, the Municipality is the owner of the building where these activities take place and is one of the founding members of the Cascina Roccafranca Foundation. Also the Municipality has allowed the free use of the building and the assets in favour of the Foundation, which allows to pay the salaries of some of the Cascina employees and covers part of the services management costs, together with the maintenance of the buildings.

Community integration

In the Cascina Roccafranca case community integration seems rather interconnected to regional integration pillar and for various reasons, which are identified below.

First of all, the initiative was characterised by a strong public impulse supported by equally civic engagement. In fact, participatory planning and cooperation projects have been started since the building was purchased by the Municipality of Turin through the use of EU funding (e.g. URBAN II and Urban Innovative Actions). The building became later the space where collaboration between actors was concretely implemented. Since then, Cascina Roccafranca hosts hundreds of activities a year, targeting a variety of groups and interests.

Secondly, the multi-stakeholder governance experimented through the Cascina Roccafranca Foundation, and the openness towards subjects which operates outside the foundation governance structure seem to be crucial in supporting community integration. Also the support of the public authority in the free use of the spaces has avoided the establishment of constraints in the use of assets, which would have certainly limited the possibility of involving multiple actors in the initiative. This balance reflects in the composition of the Foundation’s board,

whose members are partly appointed by the Municipality, and partly are representatives of the associations involved in the project (more than forty).

Finally, Cascina Roccafranca has been involved in designing public policies to support its initiatives (e.g. "Case del Quartiere" network), as well as in drafting of the Regulation on Collaboration for the Regeneration of the Urban Commons of the City of Turin, which is aimed to provide tools for a formal collaboration between citizens and public administration in running community venues. Both these initiatives are part of the wider "Co-City Turin" project, tested by the City of Turin, with the support of the European Union's Urban Innovative Actions Initiative (UIA), aimed at bringing the "Regulation of the Urban Commons" further, reducing urban poverty with the help of new social enterprises organised around commons-based welfare services and activities. Thus, being part of the network "Case del Quartiere", Cascina Roccafranca has also become a key partner of the "Co-City Turin project" and, viceversa, the projects sponsored by Co-City also involve Cascina Roccafranca.

Heritage impact

The Cascina Roccafranca project has also demonstrated a strong capability in reusing and regenerating the heritage present in the area.

In fact, the cooperation between various actors and their joint action has made it possible to redevelop the area, recovering abandoned buildings and cultural values in the district. Among others, Cascina Roccafranca has established also an Ecomuseum ("Centro di Interpretazione e Documentazione Storica") a place where the activities carried out over time in the area of Torino Mirafiori are described and celebrated. This has turned Cascina Roccafranca as a multifunctional centre.

This was possible thanks to a moderate capacity of management showed by the PPCPs established between multiple actors. This led to the enhancement of assets and to their maintenance.

The involvement in the cooperation networks mentioned above (*i.e.* "Case del Quartiere") has allowed the neighbourhood to become part of a cultural process, thus contributing to integrate the cultural values the district shows with those shared at territorial, national and European level.

Scugnizzo Liberato, (Naples, Italy)



Figure 5 – The main complex courtyard from second floor. Photo (cc) RomaTre.

Project overview

The project “Scugnizzo Liberato” is aimed at creating a new cultural and creative centre through the recovery of a 17th century building (the so-called complex of San Francesco delle Cappuccinelle, a former monastery), located in the district of Avvocata, in the historical Centre of Naples.

This experimentation follows a series of projects already started in the same place and only partially completed, the most famous of which is perhaps the conversion of the ancient monastery in the juvenile detention “Istituto Filangeri”.

The buildings underwent various renovations over time, before the complex was declared listed building due to its cultural interest by the Italian Ministry of Culture (“Ministero per I Beni, le Attività Culturali e per il Turismo”).

The complex is a public property, transferred to the City of Naples in 2014, but a recovery plan for the asset has not been implemented yet. In 2015 the complex spaces were occupied by the local social organization “Scacco Matto”, the project “Scugnizzo Liberato” was launched and that allowed the former convent to reopen to the public.

A few months later the Municipality of Naples itself recognized the importance of this initiative for the local community and qualified the complex and its project as “emerging commons” (“bene comune emergente”) in the Municipal Resolution no. 446/2016, and included it in the network of disused public assets (or commons) of the City of Naples (“Beni comuni della città di Napoli”).

The aim of this initiative was to give new life to a historic building, located in a strategic position, helping to restore value to the building and the neighbourhood.

Regional integration

From a regional integration point of view, the “Scugnizzo liberato” project has shown a weak or at least slightly moderate impact so far.

In fact, despite the project’s ability to increase liveability in the area, it has not yet managed to create many new job opportunities, nor to crucially increase the value of the asset, although the attractiveness of the place and citizens’ well-being definitely benefited from its activities.

These benefits were due to the location of the former Cappuccinelle convent, which stands in a central and dense area in the city of Naples, where there is a lack of significant gathering spaces and squares. Thus, the complex with its large courtyards allowed the reuse project to offer a new urban centre to the Avvocata district.

There was a strong commitment of the managing organization, but also and of the community that share a strong sense of belonging towards the place thanks to the historical importance of the former convent and its later use as juvenile detention after which the project is named.

In fact, “Scugnizzo Liberato” stands for “Released Scugnizzo” and this testifies how the regeneration project itself aims to take into account the need for social redemption of young criminals (“scugnizzi”), confined in a specific neighbourhood and with few chances to rehabilitate themselves.

However, despite the attractiveness generated by the project, its capacity to create job opportunities for young people living in this district seems to be still weak, and those involved in the activities are essentially and mostly men.

The project is implementing the creation of job opportunities by granting spaces for free, as part of a development strategy aimed at supporting craftsmanship traditions, decreasing in the historic centre. Premises will be then allocated to economic disadvantage workers who lose their jobs.

However, the project supports a self-organized restoration campaign of the former convent and drives the urban regeneration of the instant surroundings. An initiative that wants to increase the estate value of the area, but there is still lack of funds (including public funds) for the development of the project, even though in 2019 it obtained a funding of 7,500,000 euros through the Institutional Development Agreement – Naples City Centre (“Contratto istituzionale di

sviluppo – Centro Storico di Napoli”) from the National Development and Cohesion Fund, to be allocated for this purpose.

In this light, is then observed the impact that this regeneration project has had both from a regional or territorial point of view, and on resources, community and heritage, in order to understand what the features of this experience are.

Resource integration

The project seems to have had a moderate impact in terms of resource integration. The crowdfunding campaign launched to support the renovation of the indoor theatre set up inside the complex, and the mutualistic approach that characterizes this project are slightly effective in allowing to cover costs of its functioning.

This might be mainly due to the combination of several indicators, which are mostly related to the weak entrepreneurship attitude shown by the project.

In fact, as noted in the previous case of Cascina Roccafranca, the non-profit feature does not prevent the development of an entrepreneurial attitude. In this case it was simply not much developed, except for the profits generated by the sale of handmade objects by the laboratories active within the complex and the cultural events.

Most of the craft labs and related courses organized within the “Scugnizzo Factory” are often free of charge and only for adult courses there is a minimum fee. Besides, most of the revenues collected so far from these activities have been allocated to the restoration of the complex and not really to implement the project activities or to expand and redesign the managing organization structure.

Community integration

The Scugnizzo Liberato project has so far demonstrated a moderate level of community integration.

The project wants to involve citizens and it managed to do it gathering in its activities several actors: the local community, representatives of municipal public authorities, universities, other organizations working in the cultural field (e.g. NGOs) and people coming from the county of Naples.

Perhaps one of the most important elements that shows the project impact on community integration is the relationships created between the project’s activists, the district community, and the Municipality of Naples.

The legal tool of “civic use” (“uso civico”) was used to manage the asset and it represented an important choice to facilitate integration processes. In fact, according to the regulation of civic use, the property on which it is established cannot be restricted to private purposes and uses. Through “civic use” the community is empowered to manage the asset as “urban commons”, *i.e.* as tangible or intangible socially constructed asset.

The strong level of community integration in this OC is also due to the development of co-designed public policies and the implementation of co-governance models to manage public assets by the Municipality of Naples.

In fact, the Municipality has invited citizens to co-draft regulations on urban commons and asked for their participation in the adoption of some crucial resolutions about the urban commons. Such resolutions have been favouring collaboration between urban actors to enable or to improve the enjoyment of benefits that flow from these efforts for city inhabitants.

The Municipality of Naples has also put forward a framework of standardised procedures that could allow in time an easier interaction between it and citizens or their organisations (e.g. public procurement procedures, payments, standards compliance, expansive municipal charges significantly simplified, and/or negotiated in dialogical modes).

These tools are all signs of an experimental model of public-community partnership implementation that will contribute to community integration, also in terms of inclusiveness since one of the declared priorities of the Scugnizzo project is to ensure the broadest inclusiveness possible, rejecting any kind of discrimination and abuse.

Heritage impact

The Scugnizzo project had also a moderate impact on heritage.

The renovation of the former Cappuccinelle convent has been an important element in the process of reuse and regeneration of the district's cultural heritage.

The inclusion of the building within listed ones has guaranteed its protection from any form of possible speculation, also safeguarding its original identity. The building reopening to the public promoting a multitude of services also contributed to its enhancement through, carrying on the renovation of the complex.

These outcomes follow some conditions showed by the project.

First, the participation in a network of territorial initiatives that contributes to create a cultural district of "creative arts and craftsmanship" in Avvocata and whose relevance has also been recognized by UNESCO through the "Great UNESCO Project".

Second, a very significant grant for the restructuring of the former convent complex (7,500,000 euros) was received by the managing organization after signing of the Institutional Development Agreement-- Naples City Centre ("Contratto di Sviluppo-- Centro Storico di Napoli") with the local public authorities. The sum was then allocated to implement a regeneration project, launched as part of the operational plan "Culture and Tourism" financed by the EU structural fund FSC 2014-2020.

Sargfabrik (Vienna, Austria)



Figure 6 – The sloped roof of the façade. Photo (cc) MRI.

Project overview

The Sargfabrik project was launched to reuse a former coffin factory, not far from the centre of Vienna (1⁴th district), as a cohousing. The building has been “desolate” since the early 1980s, but it used to be the largest coffin factory in the Austro-Hungarian monarchy, whose architectural structure has saved from demolition.

The *Association for Integrative Living* started a social housing project to be realized inside the complex that previously housed the factory. The Sargfabrik

project demonstrates a clear social and cultural intent that influenced the redevelopment of its larger surroundings. In fact, it has contributed to the repositioning of the neighbourhood, as well as reactivating the real estate market in that area.

The success of the project is also related to the Viennese tradition of providing homes for residents in need and the generous state and city level policies that supported housing. Importantly, the initiative has also taken ecological aspects into great consideration in the redevelopment of the complex and the area, as well as the heritage aspects, leaving the original chimney pot of the factory intact through the restoration.

Compared to the others, the Sargfabrik project is an advanced stage project, which can be qualified as a classic social innovation one. In fact, its founding members not only wanted to change the lives of those involved in it, but also aimed to influence the socio-cultural life of the neighbourhood.

Despite the success achieved by the project, there are some questions to be solved in the near future.

Among these are those related to the sustainability of housing initiative: the building complex is slowly in need of renovation, but the Association does not possess the appropriate means now to carry it out. The other issue regards the relationship with the neighbourhood, which has been steadily gentrifying, a process that is very much against the wishes of the residents however which has been accelerated by the very presence of the Sargfabrik housing complex.

Regional integration

As far as the regional integration profile is concerned, the Sargfabrik project has shown very satisfactory results over time, so much so that we can say that in this case there was a strong level of integration from a regional or territorial point of view.

Its success has been dependent on the smooth cooperation between different administrative levels, where district, city, region, and state could all help through their various policies the initiative.

Key elements of Sargfabrik's success can be identified, essentially, in the general support and openness that the municipal administration has shown towards the Association that promoted the project. One third of the renovation and construction costs of the buildings were financed by the City of Vienna (in the current value of app. 8 million euros).

Ultimately, although it cannot be qualified as a public initiative, the public authorities have sworn an important role in the implementation of this project, but this has not prevented the Association that manages it from developing some form of autonomous entrepreneurship, as will be seen with reference to the analysis of resources.

The project also brought the concept of “experimental living” into a formerly considered “boring” or desolated area of the city.

Now the Sargfabrik project is even one of the reasons to advertise the area on the market. Consequently, we could say in this case, that the redevelopment of the area has led to a better liveability of the neighbourhood, and a greater well-being for its inhabitants. However, this has also recently facilitated the creation of gentrification processes.

The project has also contributed to create a relatively strong number of jobs (fifteen people are employed only in the management). A restaurant opened inside the building has then offered several job opportunities, even to over fifties to increase their professional know-how. In addition, the project has been also generating a lot of voluntary work in all areas of community work.

Resource integration

Also in terms of resource integration, the Sargfabrik project seems to have achieved good outcomes over time, which can be qualified as moderate level of integration even though as mentioned earlier the difficulties of bearing the management costs in the near future should be taken into account.

The project collects resources from different streams: revenues for long term rentals, from events, from services, own capital, bank loans, public subsidies, and donations. Such resources are then shared among projects and stakeholders. Public funds are totally allocated in the specific services they are granted for (especially on the fields of education and social activities). Rents are only allocated to housing-related expenditures, but some non-profit events and activities are crossed-financed from profitable ones.

These outcomes are the result of a combination of indicators (e.g. moderate “entrepreneurship spirit” – even if people who run the project are not entrepreneurs in fact – and moderate direct selling and income distribution).

There is solidarity pool, an internal distribution system for creation of social funds for those who could not afford living here otherwise. The distribution goes in an anonymous way and two ombudsmen are deciding about it on yearly basis.

All these, and specially the revenues (rents, selling services, social and cultural activities), have made it possible to cover the costs so far, also thanks to some social donations of people who lived there. However, as previously mentioned, the project will probably no longer be able to sustain its activities at this rate in the future.

Community integration

The community integration element shows a relevance also in this project, so that it can be measured as moderate.

This consideration is given based on the outcomes achieved in this context by Sargfabrik, including the number of people and actors involved in the project, as well as the forms of collaboration that have been established thanks to it.

In fact, if we consider the Association as the representative of the community, which through it participates in the reuse process, the participation to the project is definitely strong.

Moreover, since it is a self-administered housing and cultural project, the members of the Association participate in it from the inside, but the Association then assists the public bodies and the financial institutions that support the project economically. Strong and shared relationships have been built between these subjects on the objectives to be achieved.

The interaction between conditions shows a moderate institutional capacity, together with a strong common interest in the project and a strong inclusiveness that the project has been able to guarantee so far. However, the project faced some capacity constrained, with a waiting list of more than 600 people that reduced its ability to engage a wider community.

The general housing policy and urban development environment of the City of Vienna has been very supportive from the beginning, betting on “fresh initiatives”, even in a greater extent than today.

This has also fostered the development of a common interest in the project, both by its members and by the community. The goal for the future is to further increase this interest not only in the area in which the project has been extended, but in the whole neighbourhood, thus also contributing to a greater integration of the people who live there.

Heritage impact

Heritage reuse has been a voluntary task carried out by the Association, as the Sargfabrik building itself was not a listed one. Yet, the group decided to keep the factory’s chimney, and even to build on the less comfortable connotations of what it means to live in the remains of a coffin factory. Thus, they organised exhibitions, and produced a booklet on the site’s history.

Thanks to the restoration of the complex, Sargfabrik has now become a multifunctional community centre for living, culture, and education. However, its aim seems more to look to the future than to the past and focus on understanding current processes and issues.

Färgfabriken (Stockholm, Sweden)



Figure 7 – Färgfabriken. Photo (cc) Eutropian

Project overview

The Färgfabriken project started with the renovation of an industrial building built at the end of the 19th century, long used as a paint factory, located in Stockholm in the industrial and suburban area of Lövholmen.

Production remained active until the mid-1990s and the private industrial company-- which in the meantime had purchased the building (Lindéngruppen)-- created a cultural venue.

Färgfabriken is today a platform and exhibition venue for contemporary and cultural expressions, with emphasis on art, architecture, and urban planning. The project is managed by a Foundation created in 1995 by Alcro-Beckers AB, ColArt Sweden AB, both owned by Lindéngruppen and the Swedish Architects Association (SAR).

The project was inspired by the desire to build a “free space”, not managed by local or national public authorities, nor by religious authorities. The foundation is a non-profit and apolitical entity.

However, over time, thanks to the activities it carries out, the project has aroused the interest of the Municipality of Stockholm, which has decided to allocate funds to support the regeneration of the area.

In addition, Färgfabriken is now collaborating with the Swedish central administration, municipal agencies, embassies, and private companies, interested in the initiatives carried out by the project.

Regional integration

Färgfabriken project showed a moderate impact in terms of regional integration.

In fact, it is one of those cases in which, although the level of integration in terms of co-governance is not very strong, the project still had a direct impact on the territory to the benefit of the community. It is the key venue to the transformation of the whole area.

Even though it has not succeeded in creating job opportunities outside the foundation (which, involve p professionals who are experts in architecture), it has nevertheless greatly contributed to increase the real estate value of the area, restoring attractiveness to the neighbourhood and supporting its transformation.

The area is still a practically suspended construction site, but it is undergoing profound changes and presence of the project seems to have meant a lot for the regeneration of the area, increasing the neighbourhood liveability.

The project was basically promoted by private individuals, although its uniqueness in the genre has led to interest on local authorities-- in particular the Municipality of Stockholm-- and national authorities, who have then recognised the value of the project and supported it.

The regulatory framework has greatly facilitated, in this case, the implementation of the project activities-- or at least has not prevented them-- for the development of Lövholmen.

Zoning regulations demand that new residential areas have active ground floors. Färgfabriken together with other actors have been promoting so far, the idea of an organisation to manage ground floor spaces establishing a mix of art and commercial spaces in the area.

Resource integration

The project impact on resource integration also seems to be moderate.

The entrepreneurial attitude showed by the managing organization and the ability to attract interest from actors outside the project (mostly public bodies), has allowed Färgfabriken to be able to blend its sources of funding and to mobilise resources for the project so to mainly cover its costs.

The foundation which runs the project has proved to have entrepreneurial spirit in the management of the project, so that even a restaurant is a tenant, several commercial events and exhibitions were held in the building spaces that helped to make the costs of the project sustainable so far.

Especially at the outset, Färgfabriken benefited from the support of the property's previous owner (Ulf G. Lindén), who, inspired by his love of art, decided to offer the building for free to the foundation, using his company as a sponsor for the financial support to the project.

This philanthropic gesture can be contextualised in a wider phenomenon of "patronage" widespread in the field of cultural heritage, which unfortunately is not present in all oCs reuse projects, also due to the regulatory framework in force towards this kind of "donations".

Even today Lindéngruppen is the main sponsor of the Färgfabriken project and its representatives take part to the foundation's board of directors.

The project has also been able to attract resources from outside and public funding, through support towards individual initiatives undertaken by the project management. However, the various stakeholders which follow the development of this project are not really involved in overall decision making, although they cooperate with the Färgfabriken team on specific initiatives.

Community integration

Even if the project has been a successful example so far, its strength does not seem to come from an equally strong community integration.

In fact, the project is managed by a private foundation, created by a private company, although it is participated by a professional association (architects, designers, etc.) which is the asset owner.

The future goal is to broaden the coalition of stakeholders who are related to the foundation-- including public authorities and NGOs. Again, many collaborations are ongoing, and the attractiveness of the place has meant that many people in the district are approaching the project, but not (yet) actively participating in it.

These are due, as mentioned above, to the strongly private-centric imprint of the project, which was born on the basis of a project shared by a rather homogeneous core of people – both in backgrounds and interests-- and that still drive the project, to which lately joined the funding sponsors.

There is no community around unless artists working in the area and for them Färgfabriken is an important reference and catalyst. It has continuously reached out to other art spaces and studios in Lövholmen, creating a variety of collaborations. It has also helped the project to develop "a new method", that allows to replicate the Färgfabriken experience in other contexts, through interdisciplinary practices and participatory strategies.

Heritage impact

In terms of impact on heritage, the Färgfabriken project has made a major contribution to enhancing the value of assets in the area, thus demonstrating a strong impact.

Its activity has allowed the conservation of the building-- which according to current regulations cannot be altered in its external-Ie - and saved it from demolition. There have been two renewals during the life of the project, the first was only partial, while a major redesign took place in 2011.

The restoration of the building has helped to promote heritage values related to the area and its industrial history, which is central to the project. The industrial heritage is not only relevant for the building itself, but also for the whole district, which is full of similar buildings.

In addition, the b'ilding's reuse project also supported the expansion of cultural activities and helped start new ones, mostly aimed at involving the local community.

The factors that allowed these developments are essentially related to the features shown by the project. Among them there is the creation of cultural districts in the area, which Färgfabriken has over time contributed to build, acting as a catalyst for the existing ones.

In addition, the funds allocated and donated to the project have been a fundamental resource for the building renovation, together with the presence of a series of regulations to protect buildings belonging to the cultural heritage of the city and the nation (listed buildings, including the Färgfabriken building), which also helped to save the former factory from demolition.

Largo Residenciâs (Lisbon, Portugal)



Figure 8 – The façade of Largo Residenciâs. Photo (cc) Eutropian

Project overview

Largo Residenciâs project was born from the will of the SOU Cultural Association (“SOU Associação Cultural”) in order to open an artistic space that could be financially sustainable, thus being able to cover the costs of its activities, and to have a positive impact on the community.

The objective of Largo Residenciâs is to contribute to create a self-sustaining cultural venue that in times also contributed to the regeneration of former marginalized areas in Lisbon.

The area chosen was Largo Intendente, a central square in the Intendente district, not far from the previous headquarters of the Association.

The complex was built in the late 19th century, which used to be a ceramic factory, then in recent decades had also been used as a guesthouse and brothel. Given the illegal activities carried out in the building, the landlord was deprived of ownership of the building following legal proceedings. The new owner thus rented the whole building in 2011 to the organizers of the Largo Residenciâs project - who in the meantime have turned the Association into a cooperative - with a ten-year contract (2011-2021).

As the end of the contract approaches and given the owner's tendency to sell the building, the cooperative fears that it will have to abandon it and started to look for another one. This process has been recently accelerated by Covid-19 crisis.

Regional integration

Largo Residenciâs showed a more than moderate impact in terms of regional integration. It has helped to create job opportunities (especially among the neighbourhood residents) and increased the real estate value of the building, making the area more attractive.

In the past years, Largo Residenciâs become an important cultural venue to talk about neighbourhood's future, and a social welfare net for many vulnerable residents in the area, and even offers help to residents in danger of eviction.

The contribution given by local public institutions to support the project (through the promotion of programs such as BIP/ZIP) have helped associations and informal groups of citizens to build partnerships, and propose ideas for the regeneration of vulnerable areas of the city.

In this sense a moderate contribution also came from the Municipality and the Government who recognized and appreciated the process promoted by the cooperative that manages the project, rewarding it with public funds.

Besides, the entrepreneurial spirit showed by the cooperative in implementing activities has been able to increase in a sustainable way the citizens' sense of belonging to the place. This kind of approach has also favoured the "touristification" and gentrification of the area.

Resource integration

The impact showed by the project is essentially quite moderate in terms of resource integration.

In fact, although through its management model Largo Residenciâs is able to cover the costs of its free activities with the revenues from its commercial ones (hostel, café, etc.) - thus managing to be self-sustainable - other revenues mainly came from private funding, and a small part from public one. However, there were no forms of patronage or financing for charitable donations to Largo Residenciâs - as in the previous case of Färgfabrik, for example - because the large initial investment here came essentially from the members of the cooperative.

Thus, even if it shows a rather strong resource mobility, in terms of resource blending it seems weaker.

The imprint given to the project makes it is devoted to a sort of "entrepreneurial approach", although the whole framework of the project is a cooperative where profit needs to be reinvested in the project itself or paid out as salary.

The main aim of the project is to be a social and cultural venue for the locals and to support the artistic production of the community.

In this sense, activities realized also through the direct sale of products or services (e.g. café, bike shop, hostel, etc.) seem to be essential to pursue project's goals.

Community integration

The project has certainly contributed to increasing community integration, which can therefore be measured as moderate.

A variety of actors have been involved in the project, such as architects, artist researchers and many others - as well as members of the cooperative. This provided the skills and knowledge that have supported the project implementation so far.

As for the number of people involved and the forms of institutional collaboration, although the community has certainly been involved in the activities organized by Largo Residências, the project mainly relies on the cooperative members and its founders to run the activities.

Furthermore, Largo Residências has established numerous collaborations in these ten years of activity, but not all them have been 'formalised' (as happened for CLLD structure of the city, which is a formal agreement itself). Many of them have taken place within the organization of community meetings, festivals, public hearings, and other events of an artistic and cultural nature.

Thus, in this case cooperativeness showed by the project can be measured as moderate. In the sense that despite the creation of the cooperative, the other local actors have not been really integrated within its governance, which has therefore remained substantially that of the pre-existing association, and in the hands of its founders.

However, the aim which the project foresees is to include the community (both individuals and associations or informal groups) within the Largo Residências initiative, with a view to protect the neighbourhood from radical transformation. As such, the project aims to interact more and more with the community, to involve its representatives and their organizations in the process.

Heritage impact

Largo Residências project has so far shown to have a strong impact on the heritage of the district and, as a result, the city.

In fact, the renovation of the building while preserving its original history has also allowed to keep alive the cultural heritage of which that building is an expression (i.e. maintaining the characterization of the facade of the ancient ceramic factory, as well as organising workshops and creative courses as project activities).

Largo Residências is also a multi-service centre in which mostly cultural, but also slightly entrepreneurial activities are conducted. The creation of a hotel and a hostel, and the opening of a bike shop all contribute to the development of the district's tourist industry, together with to the promotion of its heritage.

However, the expiring rent issue is a rather important one. In fact, whether the cooperative will be forced to leave the property and look for another one, it is quite uncertain if it would be able to have the same revenues and the same success obtained so far. Also because the location of the building has used is quite strategic and central, especially from a tourist point of view, but it seems the project will be moving in a Municipality owned building nearby.

Jewish District (Budapest, Hungary)



Figure 9 – The façade of Szimpla Kert on Kazinczy Street. Photo (cc) Dóra Méri (CEU).

Project overview

Szimpla Kert ("Simple Garden") is part of a series of business enterprises better known as "ruin bars", which are located in the inner part of the 7th district of Budapest, the so-called "Jewish District", from which the OC was named after to purposes of OpenHeritage research project.

The Jewish District is a historical district of the city, recently also known as "Party District" or "Ruin Bar District" because of the phenomenon that emerged around the 2000s: historical buildings were transformed into combined hospitality and cultural venues.

The phenomenon of ruin bars brought back to life in the run-down district in search of revitalization. Now a decade after the fall of the socialist regime, these initiatives have made this area very popular among locals and tourists, to the point of becoming a mass phenomenon from the 2010s.

Today the district is in the focus of investors, who have contributed to changing the social, economic, and cultural profile of this area, fuelling overtourism and gentrification.

Szimpla Kert is one of the first ruin bars in the area. It is a for-profit enterprise but with a mission to make the district a liveable area where social diversity, inclusiveness, empowerment, and cultural heritage are respected and supported.

Regional integration

Szimpla Kert has had an ambivalent impact on regional integration, measured as moderate. The case study reveals several critical points, if observed from the perspective of sustainable and civic-oriented development.

In fact, although we can classify its action as aimed at achieving moderate integration, in fact the project shows a few critical points, if observed from the perspective of sustainable and civic-oriented development.

Szimpla Kert is a for-profit enterprise, which cooperates with civic initiatives. They also have an initiating and leading role in the cooperation of businesses in the district and have been reaching out towards the district Municipality too with changing success. Szimpla has an articulated internal structure, has a communication office that is responsible for advertising events and initiatives, bringing people together and spreading the message of the project not only in the district but also worldwide.

It is a successful business, employing around 100 people. The popularity of the place among locals and tourists leads to a rapidly increasing value of the property where the ruin bar is located. The area of the district itself also became fashionable and expensive and Szimpla is just one element in that, more complex story.

The dark side of the process is gentrification and touristification since the latter negatively impacts the well-being of the residents and decreases the liveability of the neighbourhood. The effect of the ruin bar phenomenon on the welfare of the local community seems to be ambivalent and some of its elements can neutralize the effect of others.

From an inclusiveness point of view, Szimpla operates based on merit principles. They do not discriminate based on gender, ethnicity, or other grounds. On the contrary, through some special projects and various forms of cooperation, the enterprise actively reaches out to some underrepresented groups, such as the homeless, the elderly and the migrants.

Resource integration

Applying the formal criteria of this comparative analysis, the ability to collect resources from different sources looks rather weak in the case of Szimpla. However, this is a successful for-profit enterprise, and it can cover all its social projects from the profit generated by the pub.

Therefore, the following conditions should be taken into consideration.

Firstly, the markedly entrepreneurial nature of the organization means that it can sustain itself without applying for public funding. The involvement of local organizations and public authorities is needed just for social and cultural project promoted by the enterprise. Szimpla also is very active with proposals to change the situation in the district and mitigate the negative effects of gentrification process and overtourism.

Secondly, Szimpla generates significant profit, it does not receive donations or support from patrons, but is a patron itself, giving philanthropic funding to social and cultural initiatives that it believes worthy to fund.

Community integration

Szimpla is a business enterprise and, as in any other private company, it decides its own policies even towards people engagement (i.e. whom to hire and whom to fire).

Each time this choice is based on the company's values and shared by its members. However, the objective is always to make the values of openness and inclusiveness prevail.

So even its impact on community integration cannot really be measured as in other projects since there is not a project here, but again a business enterprise with its rules, and all decisions regarding a Szimpla commitment are taken by the company's management, also concerning recruitment.

However, Szimpla involves people and organizations to contribute to its mission, and it is often approached by various initiatives too. It is always open to residents and locals; it hosts many community-driven events and initiatives and supports them financially; it also very much focused on involving communities in its cultural and educational projects.

Heritage impact

The reuse of abandoned spaces and the enhancement of their historical values are the main results achieved by the project in terms of built heritage.

Szimpla also favoured the promotion of the cultural values of the district and the provision of a multitude of services in addition to the bar, such as bike shop, weekend market, and other various events (charity shop, community kitchen).

Szimpla emphasizes the past of the area as an entertainment district, while less explicitly about other aspects of intangible heritage compared to other similar enterprises in the area, which do more in this respect.

The enterprise has been increasing its impact by turning the ruin bars into a "brand," and thus contributing to the emergence of a new layer of intangible "ruin bar" heritage of Budapest.

LaFábrika detodalavida (Los Santos de Maimona, Spain)



Figure 10 – Asland Cemetery Factory.

<http://historiasdelossantosdemaimona.blogspot.com/2010/10/las-industrias-en-los-santos-de-maimona.html>.

Project overview

The LaFábrika detodalavida project is aimed at the recovery of the Badajos area in the western and rural region of Extremadura, Spain. The project is located inside a building in Los Santos de Maimona, which was built in the mid-1950s as the site of a cement factory (Asland Factory). The factory was then closed in the early 1970s, the building fell into disuse. The local community, which until then had experienced the opportunities offered by the industrial district, found itself without prospects and many people left the area.

Afterwards, the factory and the surrounding area were sold by the company owning the industry to the municipality of Los Santos de Maimona for the symbolic value of one *peseta*, with the promise that the administration would help to restart activities soon, including the refurbishment of the facilities.

However, the site remained completely abandoned for the next forty years, except for a cement production business, which has installed part of its production there since the 1980s.

LaFábrica detodalavida project, named after the non-profit organization that manages it, was launched in 2013 after the organization signed an agreement with the municipality for the renovation of the building, initially funded through a crowdfunding campaign launched on the Goteo.org platform, a fundraising site for the management of commons.

The inauguration of the new space in the former Asland factory took place in 2015.

The aim of the project is to transform the site and the area into a cultural and participatory place, through models of inclusive management and common management of commons. The idea is to stimulate cooperative production, free culture at DIY construction to develop creative dynamics and methodologies, focusing on the heritage shared by the community. Today the site hosts many cultural projects and programs and is also home to cultural organizations ("Mainova Social Lab", "Centro Diego Hidalgo de empresas e innovación" and "La Fundación Maimona").

Regional integration

LaFábrica detodalavida project has shown a moderate impact on regional integration so far, even if only started five years ago.

In fact, despite the difficulties due to the exodus of many people in the area, the project has managed to make the area attractive again and to generate jobs, even if not directly. In addition, thanks to the project and to the relocation of the spaces, the site has also increased its real estate value, making the area's value grow-accordingly - even if only moderately.

These overall good outcomes in terms of regional integration are essentially due to the combination of a number of factors, including the moderate institutional capacity shown by the organisation managing the project, which used commons and innovative management solutions to bring the area and the site back to life. This is also despite the marginal support of public authorities in the initiative.

In fact, without prejudice to the original agreement between LaFábrica detodalavida and the Municipality of Los Santos de Maimona for the interventions on the building (so-called urban *masovería* free agreement, i.e. use of the land in exchange for its cultivation and-maintenance - very similar to the instrument of *uso cívico*, used in the case of the Scugnizzo Liberato project in Naples), public involvement in the project is not very consistent, due to the lack of a common vision between the community organization and the Municipality. For this reason, the latter has shown only a fair ability to support the initiative, assisting the project only by making the property available and giving it basic assistance.

The main efforts for the realization of the project came from the organization that manages it and its ability to connect different organizations operating in the territory, including LaFábrica detodalavida in a territorial network, of which

“Mainova Social Lab”, “Centro Diego Hidalgo de empresas e innovación” and “La Fundación Maimona” are also part.

Resource integration

The project has shown a rather weak impact so far in terms of resource integration.

Although the crowdfunding campaign on Goteo.org was a good example for resource blending, there are just a few data to prove the presence of other initiatives aimed at gathering resources from different or external sources, other than those of the organization and the actors that collaborate with it (e.g. La Fundación Maimona). An idea has been to take advantage of the possibilities offered by collective lists P2P loans, ethical banking, microloans, national and European funds, as possible ways to draw resources.

Nor is there any data to indicate whether the project, through its activities and structure, can cover the running costs and the services it intends to provide.

These outcomes showed a combination of factors, among which there is certainly the choice not to pursue profit-making activities by the organization. Its non-profit vocation reflects the objectives that the project pursues and the fact that it has requested the collaboration of a foundation for the self-sustainability of the project.

The Fundación Maimona is in fact an NGO committed to local development through entrepreneurship and innovation and has its own office in the building in LaFábrica detodalavida. Its involvement is directed to growing entrepreneurial activities and its spirit, facilitating the establishment of a community of SMEs, NGOs, public actors and individual people interested in the rehabilitation and adaptation of abandoned industrial sites in the region of Extremadura.

Community integration

The project has so far shown a more than moderate impact in terms of community integration. Many people were involved to participate in the project, acting at local and regional scale.

Their involvement is first ensured through daily-based social and cultural activities and programs based on community's needs. Secondly, it ensured through the community engagement in the creation of an inclusive participatory public space.

The project supported the creation of an open network, involving creators, thinkers, social agents and other national and international projects. There are local organizations that are involved right within the site, in the sense that they are based there.

As far as forms of institutional collaboration are concerned, the signing of the urban *masovería* agreement is a clear proof of a formalized relationship with the Municipality of Los Santos de Maimona.

All these outcomes are linked to the presence of a series of factors.

Around the area, and the project itself, there is a moderate common interest from the local community. The fact that LaFábrika detodalavida promotes activities for the redevelopment of the former industrial area contributes to the involvement of many of the local inhabitants and beyond. It attracts people from other nearby towns and people who had left to return to these places.

Furthermore, a certain level of diversification among the people who work or are involved in the project is always guaranteed. This is in terms of social and demographic background and can be seen, for example, among both community members and those who are part of the Foundation. The people involved are mostly young people, who come from intercultural and very politically oriented movements. To these are added the people who work for the Foundation, who come mainly from the world of innovative companies.

However, that these outcomes were also achieved with the presence of unfavourable conditions, such as the constraint set in the agreement with the Municipality to use the building also for tourist purposes and to attract visitors.

Another not very favourable condition is the non-strategic conditions of the area where the site is located: a rural and underdeveloped area, but since Extremadura is a cross-border region, rich in heritage within Spain, this could help to develop the project aims in the future.

Heritage impact

LaFábrika detodalavida showed a more than moderate impact on heritage.

The site regeneration and reuse were carried out, also because it was conducted considering the industrial archaeology present in the area. This has contributed to the promotion of heritage values of the area, especially by bringing to light its industrial history.

The LaFábrika detodalavida's objectives of reviving, exploring, converting and socializing a forgotten heritage into an open space have therefore contributed to a good start of the project so far, as well as to the realization of some cultural activities in favour of the community. LaFábrika offers regular social and cultural programmes (e.g. *Cine al Fresco*, *Pecha Kucha*, *Territorio Komún*, *Fábrika Komún*).

These outcomes have been possible also thanks to the existence of a cultural network of which the project is part; the free use of the publicly owned building, without the need to pay a rent; the willingness to involve diversified users, although we do not have detailed data about this.

Halele Carol (Bucharest, Romania)



Figure 11 – Romanian Design Week at Halele Carol. Photo (cc) Roald Aron.

Project overview

The Halele Carol project takes shape thanks to the initiative of an architecture magazine (Zeppelin) and a research centre organization for Romanian-Dutch urban development (Eurodite). The initiative is to recover an industrial building to open it to the public and make its heritage and history known by the community, thus making the place accessible and a venue for events.

The building that today hosts the Hesper S.A. factory was built at the end of 18th century when the area, located in South Bucharest, was one of the most important industrial districts of the Romanian capital. The first Romanian railway station near the hill where the complex stands. The Wolff factory relocated from another building in the area later. Later on a park (Carol Park) has been opened directly adjacent to factory complex, to celebrate the fortieth anniversary of King Carol's reign.

During the communist regime, the factory was then nationalized, its name was changed to "Stărua Rosie" ("Red Star") and its production was converted (from bandages to hydraulic equipment). After the regime fall, the factory became a joint-stock company (Hesper S.A.), managed by a majority shareholder. Today, it is one of the few factories still active in Bucharest and certainly the last one in the district. It has suffered a drastic reduction in staff in recent years and struggles with the decay in which the surrounding buildings lie. Some of the building's addition from the communist period currently hosts Hesper S.A. factory.

The building has an industrial heritage value, although it is not recognized by law as a listed building or monument. At the moment, some of its spaces are

related to the "Expirat Club", one of the most popular leisure places in Bucharest among young people.

The aim of the Halele Carol project is to combine the still active production of the factory with cultural initiatives that can help to spread the potential of the industrial heritage of the site and the neighbourhood where it is located, in order to revitalize the area.

In this light, the impact that this project of reuse and regeneration of the area has had from a regional or territorial point of view, on resources, community and heritage, will be observed in order to understand what are the features of this experience.

Regional integration

Halele Carol project has shown a weak impact in terms of regional integration so far.

Considering the parameters identified as outcome, i.e. jobs creation, estate value, and attractiveness and well-being, in none of these three the project seemed to have shown an impact. Job opportunities have been created, but people are not currently paid, except in some cases, i.e. during the organisation of specific events. Only "The Expirat Club", the tenant of some of the building's spaces, creates some employment opportunities.

However, the project has certainly contributed so far to bring out the potential of the area. This has in fact increased its attractiveness and the one of Bucharest itself. Recently also the Municipality has invested in the area, trying to increase the effects of this project.

These outcomes also come from several factors that characterize the Halele Carol case.

Among others, it is the weak level of institutional capacity demonstrated by the initiative, i.e. the lack of a capacity to lay down rules and build stable relationships on them. In addition, in this case, the regulatory framework was neutral with respect to the start of the project, however, it did not prevent the possibility of obtaining funds from both the Dutch government and EEA grants in order to organize cultural exchange experiences and programmes.

Resource Integration

Also in terms of resource integration the project seems to have shown a weak impact.

In particular, with reference to resource mobility and resource blending, it was possible to collect resources in favour of the project, also through the participation in extra-national calls for proposals. However, a large number of actors have not been involved so far, and funding came from not too diverse sources (mainly through participation in European projects).

However, it should be pointed out that this is a project which, on the one hand, has not yet succeeded in bringing the right investments to safeguard a lasting transformation of the building and a stabilization of the cultural activities foreseen therein; on the other hand, however, it represents one of those few cases in which the start of a project for the reuse of cultural heritage has taken place without targeted investments and through temporary functions.

This peculiarities are essentially linked to a strong spirit of entrepreneurship that characterizes the project, also because the factory is obviously managed by a private company, which has therefore a profit oriented business and the projects carried out in it must be compatible with the vision of the owner. Accordingly, this reason has also prevented the possibility of carrying out direct selling initiatives.

Community integration

The impact on community integration has also been rather weak so far. As the project was not really able to secure the support of the local public administration so far, and still failed to establish strong links with the community of the 'neighbourhood's inhabitants, although it has managed to attract the attention of a wide variety of national artists and cultural workers, as well as NGOs for its activities.

These outcomes have, once again, been conditioned by the characteristics of the project, among which there is a strong need to dialogue with the owner of the factory and his will. Certainly, the absence of a formal agreement between the owner and the initiators of the project has limited the development possibilities of the latter, due to the restrictions imposed on the use of assets.

However, there are limitations that have not fully exploited the interest that the project has managed to arouse even outside the borders of the capital, nor the strategic location of the building, due to its proximity to a coach bus station and the large Carol Park close to it.

In this respect, the lack of dialogue and support with the public administration and, in particular, with the municipal administration has been crucial so far.

Nevertheless, a wide range of stakeholders and volunteers still gravitate around the project, even if through non-formalized relationships and contacts. This leads to define the level of inclusion of the initiative as potentially moderate, as different age groups and nationalities have been involved, although all coming from a similar and still relatively high socio-economic background.

Heritage impact

As far as the impact on heritage is concerned, however, the project has had a moderately significant influence.

In fact, the reuse initiatives of the building and its regeneration have contributed to the transformation of the area, to the benefit of both the neighbourhood and

the city. Moreover, the project has largely contributed to bring forward the importance of industrial heritage and how it can be transformed for the benefit of the city. Its heritage transformation has been compared with other more advanced European countries in this field.

These outcomes were also made possible by the presence of several different factors.

Indeed, the Halele Carol project has opened a discussion about the importance of heritage in the area, useful to increase the city and its potential. This allowed to attract the attention of other stakeholders and to open the way for the district and area development.

The collection of funds from European sources has also been important for the enhancement of the district's heritage (e.g. EEA funds and Creative Industries Funds by Netherlands), as well as for the organization of cultural events in this area.

Such outcomes have been reached even if the building free use has not always been allowed, due to the choices made by the factory owner, who is responsible for spaces conditions.

Stará Tržnica (Bratislava, Slovakia)



Figure 12 – The Old Market Hall façade. Photo (cc) Eutropian.

Project overview

The Stará Tržnica project (“Old Market Hall”) was launched and implemented by the Stará Tržnica Alliance, an NGO promoted by a team of eleven different experts with different expertise. Their proposal was to rethink the space of the city market hall and its building, located in Bratislava city centre.

The building was built in the first decades of the 20th century and after becoming empty at the end of the 80s, the Municipality of Bratislava decided to take over the market and give it new life, but its project failed. It was then promoted again in the early 2000s, when the building remained empty yet again.

In 2011 the Stará Tržnica Alliance was founded, and presented a project the following year, with an attached feasibility and economic study to the Municipality, which thus decided to grant it for fifteen years.

The aim of the project is to enhance the market space and to combine food market activities with those related to cultural events. The project managed to carry on all these activities in a sustainable way so far, and in the meantime other spaces were gradually renewed and a new event venue and meeting space was created in the heart of the city.

In this light, the impact that this reuse and regeneration project has had on the area will be observed from a regional or territorial point of view, on resources, community and heritage, in order to understand what are the features of this experience.

Regional integration

The regional integration impact of the project seems to be strong.

In fact, many jobs were created even indirectly thanks to renting out spaces to companies that employ people in their entrepreneurial activities.

These has been possible also thanks to a strong level of institutional capacity, demonstrated by the organization leading the project and by a moderate support received from the Municipality, which applied simplified procedures for entrusting the area to the Stará Trznica Alliance, avoiding the lengthy public selection processes, in application of specific rules compatible with the project's objectives.

Moreover, the project's organizations seemed to show a quite strong entrepreneurial spirit in the construction of a multifunctional hub. It was also crucial to allow the integration of the different activities on the territory and in the market space, contributing to represent a model to be replicable in other similar contexts throughout the country.

Resource integration

The impact in terms of resource integration has also been strong so far.

The resources used for the realization of the project come essentially from the activities carried out within the market structure, both cultural and commercial.

The association pays no rent but invests in the building 10,000€ per month. This managed to renovate a big part of the building in advance, so the strategy seemed to be highly successful so far. Then further resources were raised thanks to the demand for bank loans and external funding, in particular in 'estment' by 'sponsor' companies such as Volkswagen and Orange. Thus, this resource policy has been able to cover project costs so far.

These outcomes were generated by the combination of a number of factors, which include the non-profit oriented nature of the project, associated to for-profit entities established by the tenants within the market.

Community integration

Community integration seemed to be strongly influenced by the project activities in this case.

Many people have been involved in the project, mostly local citizens participating in the market and other activities (e.g. Christmas markets); and

for the number of actors involved in the project, including besides the organizers and members of the Stará Trznica Alliance, the Municipality of Bratislava, also local young entrepreneurial activities, associations and citizens.

However, –n this case - –s in others - the forms of collaboration are mostly informal. The only formalised one is the one between the Alliance and the Municipality, which has been the subject of an agreement.

The Alliance has however involved a significant number of local stakeholders in the management of activities and entrepreneurial ventures within the market space so far, and it is aimed to involve even more people.

Heritage impact

The impact of the project activities also seemed to be strong as regards heritage. Insofar, as through the process of reusing the building, it has contributed not only to preserving and enhancing its heritage value, but also to creating a multitude of services to offer to the community.

These outcomes were also possible thanks to the commitment of the people and the entrepreneurial spirit shown by those who decided to join the project, combining its objectives with their personal aspirations.

Moreover, the possibility of having an extensive use of –he building - granted by the –unicipality - was certainly a very important precondition for the project to start and be implemented over time.

In fact, no limits were set for the rent-for-investment that was intended by the Alliance is an important element, which was missing in other similar projects in terms of entrepreneurial spirit, such as the one carried out in the Halele Carol case, also managed by an NGO.

Potocki Palace (Radzyn Podlaski, Poland)



Figure 13 – The Potocki Palace main building (view from the courtyard). Photo (cc) Dóra Mérai (CEU).

Project overview

The project was launched by the Municipality of Radzyn Podlaski. The aim is to revitalize the Potocki Palace, a residence dating back to the mid 1400's, which was later reconstructed several times, in the prevailing architectural styles. Its present form is determined by its reconstruction in the late 1700s as a Rococo palace. Around 1920 the palace was then donated by the owner to the Polish state. The state has used it for different purposes but did not invest in it at a significant level, so the building gradually dilapidated. It was transferred to the Municipality of Radzyn Podlaski in 2015 together with the task of the physical renovation..

The Municipality decided to turn the building into a cultural tourism facility, given its proximity to Lublin, the capital of voivodeship. Another aim is to return the palace to the local community for use and use the revitalization project as a trigger to boost the social and cultural life of the city and its surroundings.

The difficulties the municipality has encountered so far, have been to create a sustainable and feasible management plan that can bolster the revitalization of the complex. Similarly, establishing an appropriate governance model for it remains a challenge.

Regional integration

The regional integration impact of the project seems to be still quite weak.

From the very beginning the project encountered many challenges in terms of regional integration. It has been promoted by the municipality that managed to increase the attention towards a public estate and its potential. However, this led to a relatively small growth in the value of the public interest so far.

The Municipality has chosen a model based on the public asset management, rather than that oriented towards economic sustainability. In other words, the Municipality does not intend to turn the revitalised Palace into a self-financing institution. There is no plan to have any significant for-profit entities in the palace complex.

In short, the position of the City Council on this issue is that the Potocki Palace should “serve the public good”, which, according to its interpretation, is equivalent to “providing services for free”. Moreover, the municipality as manager of the building has little experience so far in managing projects of this scale, so they apply traditional public management schemes.

Resource integration

Then, the impact in terms of resource integration is rather weak.

The resources placed at the basis of the project are essentially public and that these are then distributed among the various actors involved by the Municipality in the project.

However, this is still not enough to cover the costs that the project aims to address.

The drawback of the project is the absence of any profit-generated enterprise on the part of the project promoter. Consequently, there is almost no direct selling activity to support the costs.

Moreover, there have been no campaigns to-date aimed at finding patrons or sponsors who can bear part of the project’s costs. The Municipality builds entirely on attracting public funds, in which they have been successful.

Community integration

In terms of community integration, the impact of the project seemed to be moderate.

The Palace hosts several public organizations (e.g. music school and state archives), and no tools have yet been provided to allow a wider participation on a permanent basis, with a view to involving more stakeholders and citizens within the project.

The decision-maker of the project initiative is the Municipality of Radzyn Podlaski and its mayor. He is the one who takes the strategic decisions, he communicates them to the public and prepares the project proposals.

On the other hand, the Municipality has also commissioned studies for the development of the project from some universities and research centres (The Lublin University of Technology, and The Academy of Fine Arts in Warsaw). So, some independent experts were involved into the process of elaborating the strategy.

The main forms of collaboration with the civic organization and the local community are those established by the Municipality through the rental of premises for several public cultural and educational organizations.

A more intense engagement of the residents and local organisation would be beneficial for the town in several respects. Firstly, the Palace is located in the city centre, where a stronger involvement of citizens would allow to revive this place, also in order to amplify their identification with the place, strengthening the sense of community. Secondly, this would allow the creation of job opportunities for a different number of people, even coming from different backgrounds than the public administration or research institutions.

Heritage impact

Even though the project has a very strong heritage impact in terms of preservation of built heritage; its impact on intangible heritage is rather moderate.

The project is characterized by a preservationist approach typical for the protection of public monuments in the region. Renovation works started in 2017, but there is still a lot to be done.

The Palace now is a multifunctional centre of services, hosting a few educational and cultural institutions. However, most of its spaces are used as public offices and their potential remains unexpressed.

A few special factors determined this situation. The Palace seems to be limited in its potential because although it is one of the most valuable heritage sites in eastern Poland, this potential has not been exploited so far.

The accessibility to visitors is limited with no regular guided tours, although there would be a fair tourists flow who come to visit the place. Such circumstances prevent it from being a popular tourist's destination. The funds received for the enhancement of the heritage, were spent on the reconstruction of part of the complex, but has not developed its greater accessibility to the public yet; this will come at a later stage according to the plans.

ExRotaprint (Berlin, Germany)



Figure 14 – ExRotaprint main entrance. Photo (cc) Eutropian.

Project overview

The ExRotaprint project was initiated by an-association - later transformed into a non-profit limited company - ExRotaprint e.V. (today ExRotaprint "Charitable Company for The -ommon Good" - gGmbH), which was formed by a group of tenants in 2007. Today the ground is owned by two foundations ("Stiftung trias" and "Stiftung Edith Maryon"), still linked to the ExRotaprint project, whereas the buildings are owned by gGmbH. This was to ensure that the building cannot be sold for speculation and profit.

The complex is located in the former industrial district of Berlin, Wedding.

Rotaprint was one of the most famous companies in the city and in the urban printing machine manufacturer sector. It was active for over eighty years, before declaring bankruptcy. Its building was then taken over by the City of Berlin, which has rented out its space to temporary occupants since the 1990s: small businesses and artists who wanted to move into the complex. Half of the site was occupied through the rental scheme.

In 2002 ownership of the complex was transferred to the German Real Estate Fund with a view to selling it at the highest possible price, as was the case for many of the buildings in that area.

Today ExRotaprint is a place where affordable rents for small businesses, artists and social projects are offered. The aim of the project was primarily to take the former factory buildings away from privatisation and destruction, starting a non-profit real estate development project, and setting a precedent in Berlin, which inspired many experiments in cooperative ownership and campaigns to change the privatisation policy of the city.

Regional integration

The project impact on regional integration dimension seemed to be strong so far.

To begin with it has contributed to job creation in two ways. First, the renovation of the site was mostly entrusted to local enterprises. Second, the space offered today is a space dedicated to the rental of cheap working or co-working spaces, compared to the average market price in Berlin, thus encouraging the creation of small businesses.

In this way the project has also contributed to increasing the estate value and attractiveness of the place, while not compromising the well-being of its inhabitants. In any case, still today, the main challenge is to protect the complex and the area from speculation on the real estate market.

These outcomes are the result of a combination of conditions that, over time, have developed regarding the circumstances surrounding the ExRotaprint case.

First of all, the initiative originated at a time when the City of Berlin was trying to solve its budget problems through the sale of public buildings to private bodies, and that the Association first and then gGmbH were able to intercept this opportunity to prevent the building from being privatised and demolished, as happened to many buildings, including those of heritage value, in that area. This is where its strong level of institutional capacity lies.

Apart from the former public ownership of the building, the public authorities are not involved in the project, or at least not at the moment. However, the regulatory framework that applies to the area has provided for the ExRotaprint building to be classified as a listed building, so that its traditional configuration cannot be compromised and can be preserved over time, thus limiting possible interventions by the owners.

Secondly, it should be remembered that the project is born out of entrepreneurial spirit of its organizers, the tenants, and this has remained over time in its objectives: to be a real estate social related enterprise, offering mainly affordable housing and working spaces. This type of approach has also inspired other projects in Berlin and opened a series of discussions on the future of some areas of the city.

Finally, the cooperative and co-governance approach expressed by the project, also through the involvement of the two foundations supporting the activities of the building's owner, ExRotaprint gGmbH, represents one of the conditions that has most influenced the achievement of the project's objectives. The land is owned by the foundations, while the complex is owned by gGmbH. The tenants are regularly consulted on all matters related to the maintenance of the building, although it is not their duty to be proactive in the management of the activities and the board.

Resource integration

The impact in terms of resource integration seemed to be moderate.

In fact, in terms of resource blending and mobility, it should be noted that the project collects resources only through the foundations Stiftung trias and Stiftung Edith Maryon, except for a mortgage of 2.3 million euros taken for the renovation of the buildings.

None of the members of the organization receive profits from renting space, although they all share the benefit of affordable rent and autonomy in the decision-making process of property management. In any case, the project has so far been able to gather the necessary resources for its needs, relying on income on a regular basis, which has made the project sustainable so far.

These outcomes were generated by a combination of a number of factors, certainly including the nature of the organisation managing the building. In fact, ExRotaprint is a "Charitable Company for The Common Good" (gGmbH) and is therefore able to combine the benefits of a non-profit organization with those of for-profit organizations, enabling it to conduct business while pursuing charitable goals. According to the governance model of this company, profits cannot be distributed among stakeholders, but must be redirected toward the company's objectives.

Added to this is the organization's unique financial model, which allows it to operate almost completely independently of the real estate market. The project is completely self-sufficient in economic terms. Moreover, it will soon pay back its previous loans and will produce more extra money from its activities as soon as the loans are paid. Furthermore, any additional funding initiatives, such as the one it received from the Berlin LOTTO Foundation, are very welcome and useful to meet its costs.

Community integration

As far as community integration is concerned, the project seemed to have had a relatively moderate impact. However, impact in this context might be slightly different in significance. In fact, most tenants were not interested in participating in the organization as such – but they remain tenants and active members of the community, just simply not formally members of the gGmbH.

In fact, the number of people and actors involved within them was not particularly high, except for the tenants, the members of the project organisation, and those who make up the supporting foundations. Moreover, from the available data, it does not seem that there have been direct or formal forms of collaboration with subjects external to those already mentioned so far (e.g. the Municipality or other public or private subjects).

The management and organisational model on which the project is based is strongly characterised by co-governance models, but people involved are all internal to the structure of the managing organization, with a little or only marginal involvement of the local community.

However, the project raised interest in the and beyond, and it is seen as a prototype of anti-gentrification: all tenants are protected by the project's financial structure and the 1/3 culture, 1/3 social, 1/3 productive design.

Heritage impact

As far as the heritage profile is concerned, the project had a more than moderate impact insofar as it certainly helped to prevent and enhance the cultural heritage expressed by the former factory complex from being forgotten or, worse, destroyed due to the privatisation of the area, as happened in other cases in the same district. The building history has also been promoted by publishing a book about the architect who designed it.

The renovation and revitalization of the building by the Association and then by the Charitable Company has therefore represented an important element both for the preservation of the heritage and for the enhancement of the buildings.

Furthermore, in this case it should be pointed out that complex being classified as a national "listed building" has certainly helped to avoid the state of sites and their essence to be modified or destroyed in times and whoever the buildings will belong. Therefore, with reference to this specific aspect, the role of public authorities has certainly been important, although no public subsidy has been allocated so far to support the project or to promote its activities in favour of the heritage, such as renovations.

London Community Land Trust (London, United Kingdom)



Figure 15 – St Clements complex under renovation. Photo (cc) Eutropian.

Project overview

This project represents the first example of a Community Land Trust (CLT) in London, even if other experiments of CLT have been tested throughout the UK in times. The trust promoting the project is composed by residents, community members, researchers and others interested in supporting and contributing to the initiative.

The objective of the project is to offer affordable housing and long-term rentals to residents who could no longer live in the area due to displacement and housing unaffordability trends.

In fact, the project main asset is the St. Clements complex, located in East London, 5 km from the City of London, close to Mile End and Tower Hamlets area. It is a location that has become very central in London's urban context, also due to gentrification processes that have affected the district.

The St. Clements complex was built at the ^{end} of the 19th century as a workhouse and ^{during} the 20th century it was used for a long time as a hospital, including a psychiatric one, first run by the London County Council, then by the NHS. Since the early 2000s the complex has been closed because it was too deteriorated.

The City of London opened a tender for the sale of the building, in which the London CLT (in consortium with another partner) also participated but failed to win. Instead, it won the project presented by another group of partners, including a leading construction company (Linden Homes), and a social housing association (Peabody). Despite the failure of the bid, the public administration has greatly appreciated the model proposed by CLT, which is why the latter was still invited to participate in the redevelopment project of the area, with the consent of the winning partners. Based on a vision shared by all participants in the project, the call for planning application was opened, following which demolition work have begun in 2014.

The renewed St. Clements site now has 252 houses. The CLT was allocated 23 homes that are dispersed throughout alongside privately owned and social housing units. In addition, CLT has promoted a campaign to have one of the buildings in the complex (the John Denham building), which is classified as a listed building (not rather, as "Asset of community value"), transformed into a common space, where a café or a place where people living in the area can meet.

Regional integration

The regional integration impact of the project seemed to be definitely strong so far.

In fact, although in terms of job opportunities the project does not seem to have created many positions - other than those related to the renovation works and to the cultural and community management of the site - it has certainly had a strong impact on the estate value of the property. It had an equally strong impact on the attractiveness of the area and the well-being of its inhabitants, transforming the buildings from a community asset to a community utility.

These outcomes showed a combination of several factors, peculiar to the London CLT case.

First, the strong level of integration between public authorities and other stakeholders. In fact, both local authorities (the Municipality) and national authorities have been involved and heard to the purpose of the project, looking for policy solutions able to include the initiatives promoted by CLT within the ones presented by the group which awarded the building.

Secondly, the participation of the community, represented by CLT, was complemented by a certain entrepreneurial spirit. To this effect, however, the site was not intended to become a gated community, but rather to include commercial activities and residents' associations to be part of the neighbourhood community life.

Resource integration

From a resource integration point of view, the project did not seem to have had the same impact but was rather moderate.

In fact, although resources were collected through various forms typical of the CLT model (*i.e.* mortgages and community shares), these were not enough to pay for renovation and other costs. However, CLT was able to cover most of the project's proposed costs, even though its model cannot be said to be self-sufficient. However, most of the resources obtained have been used by CLT for reinvestment purposes to the benefit of the community and in the development of housing estate.

These outcomes showed a combination of several factors.

Among others, CLTs are not for-profit entities their only income comes from the sale of the houses they buy, the proceeds of which are reinvested to buy affordable housing complexes from real estate developers (such as, in this case, Linden Homes), who have previously invested by buying a certain property.

Secondly, such as the one in London, CLTs do not gain their income from the direct sale of services. The only income they receive is given by the wedge that is created between the price at which they buy houses from the owner-manufacturer, and the price at which they resell those same houses to people who need affordable accommodation. This type of income therefore does not make the business particularly profitable, which is why the renovating buildings costs cannot be covered directly by CLT, but mostly rely on mortgages and community shares.

Community integration

As far as community integration is concerned, the project has had a strong impact, since a large number of actors and people are involved, which refers to different types of organizations (public, private, associations, local and national public actors). However, only a few of these relationships are formalised or are institutionalised collaborations between the various actors.

This scenario outlines the CLTs model, strongly focused on co-governance in urban context. In addition, the qualification of the St. Clemen" complex as "li"ted building" has also led to the involvement of national authorities such as the Non-Departmental Public Bodies, Historic England, and English Heritage.

Moreover, the project gives voice to local needs to respond to the urgent need to provide affordable housing in London, and by renovating and providing accessibility to a local community asset, such as the St. Clemens site.

Heritage impact

As far as the heritage profile is concerned, the project showed a moderate impact anyway. The regeneration process of the site and area has led to a revitalization and promotion of its heritage. The reuse has also allowed its transformation in a housing estate, but potentially the functionality of the site could also be complemented by commercial activities and the headquarters of a community association.

The conditions which led to these outcomes are essentially those already described above for the other dimensions.

Jam Factory (Lviv, Ukraine)



Figure 15 – The Jam Factory. Photo (cc) Volodymyr Paliy.

Project overview

The Jam Factory project is aimed at the creation of Art Center as an interdisciplinary centre of contemporary art, to be inaugurated inside the spaces of the neo-gothic building of a former jam factory in Lviv, located in the historic industrial district of Pidzamche.

The complex had originally been an alcohol factory since the late 1800s. It then changed function several times and had been vacant since 2008, when the vegetable processing unit producing jam was closed. In the meantime, over the years and temporarily, many artistic and cultural events have been organized in the building.

It is in 2015 that the project begins to take life, on the initiative of the Austrian historian and patron Harald Binder, already well known in Lviv as founder of the research institute "Centre for Urban History of Eastern Central Europe". Through his company (Harald Binder Cultural Enterprises), Binder bought the complex of the former jam factory and started the regeneration process of the area.

To select the best stakeholders to be involved in the project, an international selection was launched. A long process of consolidation of the land plots, getting regulations, with the help of the Ukrainian national public authorities, was then started.

The institution building started in 2017, and the project implementation process then started in 2019. The renovation of the building, the adaptation of two buildings classified as "listed buildings" and the construction of additional premises was started. The complete renovation is scheduled for 2021.

The overall objective of the project is to create an organization built according to a collaborative model, in which the community is involved, and where grants also come from different sources, internal and external from the project itself.

Regional integration

Considering the early stage of the process, its impact on regional integration can be considered moderate at the moment. Even though the project has not created many job opportunities so far, also because the organisation management is still gradually expanding. In any case, despite these weaknesses, the process has certainly contributed to increase the estate value of the building, as well as the area i.e. the opening of a temporary space for exhibitions, events and public educational programs, and renovated space for the artist international residences.

These outcomes showed a combination of general and specific conditions typical for the case in question.

First of all, the organisation that promoted the project (Haarald Binder Cultural Enterprises) has did not prioritize the sharing of authority with the existing community actors in the area so far, because there is no developed civil society scene or strong presence of public authorities in the area. Mostly its transformation is led by the private developers with no specific interest in heritage issues. The public authorities have been involved in the dynamics of adaptation of the project to existing rules (permits, authorizations, etc.), although there is no specific regulatory framework for adaptive reuse processes, but only separate regulations for heritage protection and building codes. There are also serious deficiencies and corruption risks in bureaucratic processes related to land cadastres and building permits which are beyond the municipal level reach.

Secondly, the attractiveness of the place is also due to its previous knowledge of the temporary uses of its spaces by artists and cultural initiatives, which have remained alive in the collective memory of the community and have greatly increased the level of perception of the neighbourhood by its inhabitants.

Finally, the entrepreneurial attitude of the project promoter meant that, although few jobs were created, the possibility for employees to take on leading roles was strong. In 2021 the institution and additional functions such as the café-restaurant will fully operate, and more jobs will be created. Almost all of them, however, come from homogeneous socio-cultural backgrounds and the project leader is a woman. Moreover, as a contemporary art institution, Jam Factory strongly supports social critique, inclusiveness and minority empowerment. Consistent with this line of thinking, most of the staff employed

are women who are the majority of the workforce in the cultural sphere in Ukraine.

Resource integration

From a resource integration point of view, the project has so far proved to be rather moderate. There is only one donor who fully covers the project needs on the first stages and who is not profit-oriented. However, Jam Factory is very skilful in drawing on international expertise and professional advice as several Austrian specialists (architects, historians, adaptive reuse specialists), as well as a net of personal international contacts of the director, as well as "Trans Europe Halles" are contributing to the project.

In fact, it showed a strong resource mobility, due to the sharing of financial resources between the actors involved in the project, as well as an active exchange of knowledge and practical experiences among them. This has also contributed to gain a strong level of cost coverage, also thanks to the entrepreneurial attitude and economic sustainability of the project promoter. The element of resource blending is weaker, even if the organization that manages Jam Factory has already started to apply to grant programs in partnership with other institutions. Also, HBCE has its own grant program which annually supports several art and educational projects, in this way developing partnerships and sharing resources.

This scenario is generated by a combination of factors that characterize the project in question. In any case, the interest aroused by the strategic location of the site (in a very neglected post-industrial area with great need for cultural and community centre) has contributed and will probably continue to contribute in the future to foster community integration processes. These processes will also be supported by the p-oject staff - mostly young and middle-aged, coming from the world of creative industry and management-for culture - employed for its development.

Community integration

As far as community integration is concerned, the project has had a moderate impact, since many people have been involved in it so far, even on a temporary basis. The participation took place both before the start of the restructuring project, and during its activities. The hope is that many people will also participate in the actual implementation phase of the project. Moreover, all the participations realized so far have not really been formalised, but they are rather personal and informal ones.

As far as the actors involved are concerned, to engage more is rather a task for the future, since for now the project does not count many stakeholders other than those who promoted it from the beginning (donor and local project director). However, the Jam Factory project is already a member of "TransEurope Halles" and has in the pipeline partnerships with other similar institutions to implement the project in a shared way.

This outcomes scenario is generated by the typical conditions that characterize the project in question, essentially related to the cooperative model experimented so far by the organization leading the project and the limits given by the use of its assets, which still are being implemented in order to create the right context where to start project activities. In any case, the interest aroused by the strategic location of the site has contributed and will probably continue to contribute in the future to foster community integration processes. These processes will also be supported by the project staff - mostly young and middle-aged, coming from the world of creative industry and management-for culture - employed for its development.

Heritage impact

As far as the heritage profile is concerned, the project has had a moderate impact because the renovations are still in process.

The heritage buildings are virtually rescued from decay, and its complete restauration on scientific and professional basis is fully guaranteed and financially fully covered by the donor. The addition of new contemporary buildings next to the existing structures is quite an innovative practice for Lviv and made a big impact on ways of thinking of local heritage conservators and the public. This is virtually one of very rare cases of heritage adaptive reuse not for commercial but cultural and community purposes, which will have a big impact on even on other initiatives.

Certainly, it has contributed a lot to the development of the cultural, tangible and intangible heritage present in the area, so much so that it has become a reference for many similar initiatives.

The research on the history of the building in order to start its regeneration has taken the heritage dimension very much into account (including architectural, art history, and oral history research), enhancing it also through the provision of a multitude of services and the construction of public meeting spaces (e.g. café, restaurant, etc.) in the complex.

Anyhow, these are elements linked to a reuse project that is in progress. Thus, in order to observe a more concrete level of impact, it will be necessary to wait at least for its first implementations.

The Grünmetropole (Dutch, Belgium, German border region)



Figure 16 – Overview of the routes and some of “the point of interest” of Grünmetropole project (Heinrichs et al., 2008).

Project overview

The project was aimed to enhance the common heritage of a cross-border-region, which meets three different countries in the centre of North-Eastern Europe (Germany, Belgium and Netherlands). The focus was on an extended cross-border MHAL region that is the Maastricht-Hasselt-Aachen-Liege region.

The project’s aim was to interlink and therewith to open existing industrial heritage objects, in order to further enhance future industrial heritage policies. That objective has been reached, already within a few years, and the pedestrian/bicycle (green) route and car/motorbike (red) route is (partly) still existent, even after more than ten years, and a number of other (local and regional) initiatives in this respect.

The initiative presented in 2008 and conceived since 2005, was implemented by an organization called Grünmetropole e.V., founded in 2009 and comprising at least fourteen German organizations, mostly representatives of city public authorities and district governments.

The project has been at a standstill for many years now, despite the first stages of implementation, and its partial accomplishment.

Regional integration

The regional integration impact of the project seemed to be essentially weak.

In fact, it is a very large project that has not managed to be sustainable over time. In addition, it has been impossible to determine how many job opportunities it has contributed to create, as far as the impact on estate value and the attractiveness on the area, they all demonstrate a weak impact.

Despite the development momentum created in the macro-region, this is a short-lived project. The difficulty in coordination between the regulatory frameworks in force in three different countries, the involvement of few and homogeneous stakeholders (all public subjects) and the essentially top-down guidance of the project represented perhaps crucial conditions that have contributed to generate such outcomes.

Resource integration

This also suggests that the impact showed in terms of resource integration seemed to be rather weak.

The funding came especially from INTERREG funds that were able to cover most of the start-up costs and part of its implementation. Investment strategies have been experimented by several resources from various public-private and even knowledge stakeholders. New entrepreneurs have been recently involved, and have (partly) invested in high tech, retail, hotel and catering industries within the heritage sites, which will improve the employment rate in the cross-border region.

However, it is still seeming to lack resources to carry on the entire project as conceived. This seem to have undermined the possibility of a moderate impact in terms of resource integration.

Community integration

Also in terms of community integration the impact of the project seemed to be rather weak.

There was some margin for success during the first implementation phase of the project, with a significant number of visitors, it was not sustainable over time due to the impossibility of supporting a project of a trans-regional scale.

The number of people involved in the project remains limited to the number of participants in the project itself, mostly from public authorities or their representatives. However, various projects, especially in Belgium/Flanders, are being hosted by volunteering of the original, but pensioned miners. In addition, there is still a lively culture existent amongst the other, mostly foreign miners' communities. Nevertheless, they are often 'hidden' and need to become more prominent related to the miners' heritage.

Heritage impact

The impact on heritage was also no more than weak.

The project indeed brought to the attention places and traditions that had been forgotten for a long time and made them known to communities in three different countries. That objective has been reached, already within a few years, and the pedestrian/bicycle route and car/motorbike route is (partly) still existent, even after more than ten years, and a number of other (local and regional) initiatives in this respect.

However, it did not really last over time. In fact, despite the services (e.g. bike tours) associated with cultural site discovery routes, the impact on the enhancement of heritage does not seem to be moderate. The project so far restricted the heritage to an object and a process focus, especially in the aftermath of the project.

Marineterrein (Amsterdam, Netherlands)



Figure 17 – Community at Marineterrein. Photo (cc) Alina Tomescu (Eurodite).

Project overview

Marineterrein project takes shape thanks to a joint initiative by the Municipality of Amsterdam and the Dutch National Government to redevelop a space used by the Ministry of Defence. The national government (body that encompasses the Ministry of Defence) is the owner of the terrain, to be opened to new uses through the provision of space or buildings for the public, even for residential use.

The space in question is that of “Marineterrein” (“Navy Yard”), a historical area of 13 hectares, located in the eastern part of central Amsterdam, in one of the so called Eastern Islands. These islands were built in 1650 to create a new wharf to protect the ships of the Dutch East India Company's fleet. The terrain was later onwards used by the Royal Navy.

During the first decade of 1900 the “Navy Yard” was closed and the terrain was then renamed “Marine Etablissement Amsterdam”. Accordingly, the area function changed to “Royal Navy education and training centres”.

In the early 1960s, the western part of the area was then demolished to make room for the IJ Tunnel, a car tunnel under the IJ River, which connects the centre of Amsterdam with the Amsterdam North district.

In more recent history and until 2013, the function of this area has remained secret. The terrain was completely separated from the city by a large outside wall, and the image from the Google Maps satellite was blurred.

In 2013 the Minister of Defence decided to vacate part of the terrain due to the need to reduce costs generated by the economic crisis. The Amsterdam City Council wanted to buy the area but did not have sufficient resources. A new model of collaboration, based on guided organic transformation, was experimented at the time, through an innovative agreement between the Municipality and the National Government (the latter is represented by a national real estate agency), which provided for a joint project organization, that then led to the management, development, maintenance and exploitation of the area during the temporary phase.

In 2015 the Ministry of Defence vacated the first part of the terrain and the first renters entered the homes, making the area officially open to the public. In 2017, the Amsterdam City Council then decided to apply for more housing in the terrain. In 2018 some key community members arrived in the area (e.g. a coding school, a research institute and the Nemo Museum of Science), but in the same year the Ministry of Defence announced that, for strategic reasons, they did not want to alienate the whole area, but instead to keep what remains and stay there.

The situation at the moment is still uncertain and future decisions, which indeed involve a conflict of interest between the two public authorities, are uncertain as well. In March 2020 they decided that the biggest part of the terrain will go to the Municipality of Amsterdam, as initially planned.

Regional integration

Marineterrein project has shown a strong impact in terms of regional integration.

Considering the parameters identified as outcome, i.e. jobs creation, estate value and attractiveness and well-being, in each of these three seems to have had a strong or moderate impact. In fact, the project contributed to the allocation in the area of various organizations with the mission to teach future skills (coding, digital skills) to vulnerable groups, thus empowering them, to fill the current gap in skilled labour in the city. In doing so the value of the area has certainly been increased, as well as its attractiveness.

These outcomes also derive from several factors that characterize the case of Marineterrein.

First of all, the reference is to the capacity of public authorities not only to use and develop innovative forms of collaboration, through legal instruments and innovative agreements (e.g. guided organic transformation) provided by the regulatory framework, but also to be able to involve local organisations and

stakeholders, making them participate in decisions. Moreover, the promoters, the municipal and national administrations have then shunned the project management, which has been entrusted to a third and independent director, as well as a woman, thus contributing to satisfy the reasons of inclusiveness and gender equality in the leading roles. However, uncertainty still persists with regards to developing housing and to the area of the terrain to be developed into a new city quarter. However, the area vacated so far and by the Ministry of Defence does not seem to be questioned after all.

Secondly, given the conflict of multiple interests in the area, there were many consultation sessions between all the social groups involved. This also demonstrated the moderate sense of belonging shown by the community and the tenants.

Resource integration

In terms of resource integration, the project seemed to have demonstrated a moderate impact.

In particular, with reference to resource mobility and resource blending, it has been possible to distribute and share resources, even if they come mainly from public funds. Moreover, for the moment the project has been able to bear its costs with the available resources, although more investment will certainly be needed for the future, as well as new funding sources.

These outcomes are essentially because the project is designed and managed to be sustainable, including through the presence of philanthropic organisations. After all, Bureau Marineterrein is itself a non-profit organization.

Community integration

The impact on community integration has been moderate so far.

In fact, a significant number of people have participated in the project activities, although this area is still little known even among the inhabitants of Amsterdam, because of its history of being a locked area. The number of actors involved in the project is also very large: the local community, local public authorities and national government, various innovation institutes and research centres, museums, and start-ups.

The same project can also count on consolidated forms of institutional collaboration, thanks to the agreement between the Municipality of Amsterdam and the Ministry of Defence, in which representatives of local organisations also took part.

These outcomes are especially due to the peculiarities of the project, linked to a common interest shown by the community towards this initiative, to the fact that the area is in any case a very central one in the city and well connected, as well as to the fact that the staff employed is very diversified, even if they come essentially from a homogeneous socio-cultural background.

Heritage impact

As far as the impact on heritage is concerned, finally, the project has had a moderate influence.

In particular, most of the buildings open to the public have been subject to reuse processes and although many of them were not subject to heritage protection status, many of their users have nevertheless tried to respect their value and historical importance, as they were public buildings of the 1960s. This also brought to the attention of many stakeholders that architecture from the '60s could be considered heritage, thus expanding the community's understanding of heritage.

This attention to the impact on heritage was possible also thanks to the connection created in the district by the project, contributing to characterize it as an innovation district, as well as the provision and public funds received for the regeneration of the area.

Citadel (Alba Iulia, Romania)



Figure 18 – Aerial view of the Citadel in Alba Iulia. Source: Wikimedia Commons © Kiki Vasilescu.

Project overview

The Citadel project has been conceived to revitalize the historical-archaeological area of Citadel, surrounded by a star-shaped fortress built in the 18th century. The area has been on the UNESCO World Heritage Sites Tentative List since 1991 and is one of the easternmost representative of a series of European fortifications built on the model developed by a French military engineer (Sébastien Le Prestre de Vauban), many of which are located in France and have been declared UNESCO sites.

The aim of the Municipality of Alba Iulia is to utilize the area for tourism purposes and to revitalize it, also to allow citizens to rediscover their cultural heritage. A new phase of the project for the reconstruction and redevelopment of the area started in 2014, thanks to a substantial allocation of funds from the European Union (European Regional Development Fund), oriented towards infrastructure development.

Many of the works are still in progress, but in addition to the initiatives of the Municipality, other property owners in Citadel are also contributing to the renovation of their buildings.

Regional integration

The impact of the project on regional integration is relatively strong.

The revitalization is at the centre of a development strategy of the city's territory, to make it more attractive, both for tourists and for its inhabitants. Revitalization has created spaces for small businesses that have helped to create work. As a regional center, Alba Iulia is a member of various networks in Romania and abroad to boost sustainable development in the city and its region. The strong and knowledgeable leadership of the project is among its major assets. The municipality could handle such a large-scale revitalization project and developed some methods to involve the community in the project.

The project heavily relies on public money and management. People involved in the strategic decision-making are essentially employees of the owners of the site, namely the Municipality, the County and the two churches that also operate in the area. Local organizations and NGOs remain only marginal in terms of strategic decision-making with respect to the project, even if they are involved in the activities.

Resource integration

As for resource integration, the project showed a moderate impact so far.

Most of the resources allocated to the project are public resources and the majority come from European projects (90%). The Municipality has been very successful in attracting such resources. However, for the future, it will be necessary to diversify sources of support to pursue a more sustainable model of funding.

Community integration

As far as community integration is concerned, the project impact seemed to be rather weak so far.

However, the Municipality prioritizes the engagement of various stakeholders with special emphasis on other public actors. It cooperates with many local, regional, and international organizations of different kind: civic, businesses, cultural, etc. Especially strong cooperation is established with the co-owners of the Citadel.

The Municipality of Alba Iulia has also started a campaign to promote the site and the area by launching a branding initiative of the city, also for tourist purposes, thanks to the strategic position of the asset to be enhanced. They have also experimented with methods to include the residents of the city.

The project is still at an early or starting point, so these relationships will find room for development in the following years.

Heritage impact

The project has showed a more than moderate impact so far on heritage and especially on built heritage, ensuring its conservation and creating the opportunity of its reuse.

The two major directions of utilization are touristic sites and infrastructure and public as well as cultural institutions. The major challenge is how to connect the residents of the city to the built heritage of the Citadel.

Civic initiatives for the temporary reuse of various parts of the sites have been supported by the municipality but it could be encouraged more actively – it would increase the attractiveness and the value of the place.

The presence of local communities would increase the touristic attractiveness of the Citadel since this would mean a shift from looking at heritage as a “thing to conserve and protect” to “heritage as a process,” an active creation of heritage, in a broader sense than just presenting historical monuments.

Anyhow, to reach its vision and have a liveable urban space which economically contributes to the city, the municipality maybe should give up the exclusively expert-based definition of the heritage values, and instead, open up the field for value creation for various, even marginalized groups by inviting them and offering partnership. Thus, they would be involved in the creation of the new Citadel understood as a functional site and become a part of its story.

PART THREE

OCs analysis: an overarching comparison

The following sections are devoted to creating an overarching comparison among OCs, considering each projects' "overall output" and also identifying which governance model has been implemented in the cases considered.

Regarding projects' overall outputs, they have been measured especially considering the most relevant interactions between indicators (mostly general conditions and final outcomes) through the four different OpenHeritage pillars (regional, resource and community integration and heritage impact).

As for governance models, different clusters have been isolated to better understand participatory governance experiences and community engagement processes, which are crucial aspects of the OpenHeritage research.

The analysis wanted to outline how participatory and multi-stakeholder governance or PPCPs have been (or whether have been) achieved in the selected cases and to what extent they let community access, participate and manage their heritage assets. This was made through enlightening how and to what extent differences between OCs influenced their own development.

In so doing, the analysis also considered inclusiveness issues, focusing on the role of women in adaptive heritage reuse projects, as well as to the extent in which representatives of ethnic, other minorities and different age groups participate in these processes. However, it should be pointed out from the outset that not much data was available either on inclusion issues and policies. In fact, the inclusiveness data were mostly heterogeneous and disjointed and it affected the level of analysis that could be carried out.

Regional integration

According to its institutional capacity, meaning to what extent the rules, their enforcement and implementation can support innovative initiatives, the **Cascina Roccafranca** project seemed to have demonstrated a strong impact on regional integration.

In fact, its peculiar network ('Case del Quartiere'), based on an experimental cooperation between the Turin Municipality and local civic actors, has opened a new way for public-civic cooperation. In particular, the network which was created has informed the local discussion about the commons, and the model itself contributed to design the Turin's version of the "Urban Commons Regulation", approved by the Municipality.

In this case public authorities have been strongly involved, not only in developing the project at a national or domestic level, but also at a supranational level.

In fact, many of the regional integration achievements of this project have been supported by national grants ('Che Fare?'), together with EU funding solutions. Both those initiatives have been "milestones" in providing resources to support regional integration, even in the light of applying innovative tools to be developed in other contexts. In addition, the Municipality of Turin is part of the project's governance, which is led by a 'participatory' foundation.

Although there is a strong presence of public authorities in the development of the project, this has not prevented the initiative to leave space for different local activities to flourish and in different ways. However, many of these activities have been developed by external local actors, but the local community actively and spontaneously participates in such activities as well.

Cascina Roccafranca project also showed a moderate entrepreneurial spirit which allowed the managing organization to well-balance budget between public resources and activities' revenues.

Generating a moderate local community perception throughout the district inhabitants seem to have helped the project in supporting its good trend and fostering outcomes in terms of jobs creation, increasing the estate value of the area, the level of attractiveness and well-being of the district.

A quite similar scenario is that of **Stará Trznica**, where the project was aimed to find a way to revive the old market hall in the centre of Bratislava.

The cooperativeness between the different members of the NGO established to run the project was even helpful to build up a broad public backing for their renovation proposal, and to collect support from various communities in the city.

The centrality of the building and the legal constraints which limit interventions on the building did not prevent the development of entrepreneurial activities, but in the meantime they guaranteed the preservation of its spaces.

Such elements seemed to have supported a discrete level of jobs creation, together with an increase of the estate value, even without fostering gentrification processes. They also seemed to have contributed to provide public services and to return public spaces to the community.

An integrated and stable form of cooperation seemed to be found in the **ExRotaprint** case as well. The primary objective of the project has been to avoid the privatization of the building and to help provide affordable working spaces to the community.

To do so the ExRotaprint e.V. association was formed to the purpose of serving as a platform to discuss and deal with long-term issues between the multiple organizations linked to the e.V. Each tenant can then decide whether to join the charitable company (gGmbH) established to lead the whole project. Such organization has proved to be particularly effective to enable the community to freely manage this space.

However, the peculiar features of this project and its attitude to make room for local actors to develop activities in the co-working spaces saw a limited involvement of the public sector, even though ExRotaprint received some funds from the Berlin LOTTO Foundation for the renovation of its complex.

As for regulatory framework, the ExRotaprint complex is qualified a listed building since early Nineties and its uses are subject to limits, as established in the "Heritable building right" (Erbbaurecht) , according to which the land leasing has been regulated.

The prevention from privatization and its governance model have allowed the project not only to increase a common sense of belonging, but also to gain influence as a model both in the neighbourhood and in the city of Berlin.

Thus, it enabled to defuse gentrification processes so far and to give value to the area, together with the increase in the possibility to find jobs and the quality of life for the inhabitants.

A strong sense of community and an enhancement of the area estate value, along with the development of new job opportunities, are the most relevant outcomes produced by the **Marineterrein** project towards regional integration.

The independent institution which manages the district area in Amsterdam contributes to involve citizens and community association to its purpose, together with a lot of local organizations that work within the project.

However, unlike the previous case, in this one there is a strong presence of both the Municipality and National Government. In fact, the project itself was launched and originally funded by a public initiative, aimed to look for different stakeholders to be involved in its governance. Some buildings are also still subject to public property restrictions.

Anyhow, the level of integration between the actors involved and the community is still strong, and it represents an important example for the neighbourhood and for the city of Amsterdam itself. Especially because it contributed to start and develop different activities and to give new value to urban district which has been mainly closed to the public for many years.

In **Largo Residenciãs**, **London CLT** and **Färgfabriken** projects public authorities' involvement seemed to be moderate. Also their level of cooperativeness, both with local organizations or the community itself, and their entrepreneurialism seemed to be different.

In fact, public authorities have alternatively contributed to fund these initiatives at an earlier or a later stage or maybe they have a marginal role in their governance. In either case, in Largo Residenciãs and London CLT their organizations (cooperative and association) seemed to foster a strong cooperativeness through their participants and towards their users or the broader community. Especially in London CLT, the contributions from local organizations have been fundamental to define its reuse strategy so that the model created a precedent in the city and across the United Kingdom. Besides, the building restoration both in Largo Residenciãs and London CLT cases

contributed to the revitalization of their districts and to increase the inhabitants' well-being. Even though, as regards new jobs creation, the Largo Residenciâs project contributed to offer a wide range of opportunities (hostel, café, etc.) so far, also thanks to an entrepreneurial attitude displayed by the cooperative who runs the project.

On the contrary, an attempt to create a coherent network of different bodies who can support local development was made by the Färgfabriken project. The foundation who runs the project has tried to create a 'community' of different bodies which could support the area development. Even the Municipality has helped "to keep all energies together", but the forms of cooperation seemed to happen only through workshops and events. However, forms of cooperation have been put in place through the engagement of different private actors (profit and non-profit). Anyways, this project had a moderate impact on the neighbourhood, thanks to the creation of several services, but has not really contributed to create much job opportunities, other than the ones within the managing organization itself. Nevertheless, the restored space contributed to increase the district liveability, which is why the project has been a core element in the regeneration area discussion so far.

There are then several cases which demonstrated a moderate impact on regional integration, but they seem to have reached it in different ways compared to others.

Some of them, especially **Scugnizzo Liberato** and **LaFábrika detodalavida** cases, next to a moderate level of institutional capacity also showed an equally considerable level of cooperativeness and multi-stakeholder involvement.

While both the Scugnizzo Liberato and LaFábrika detodalavida projects are focused on the use of commons and cooperative production to develop creative dynamics and methodologies, the way they are approached has foreseen a basically weak entrepreneurial attitude. This vision has inevitably affected the job opportunities that this kind of initiatives can offer apart from the people closely involved in their organization.

However, such projects contributed to increase the attractiveness and the well-being of the district through the creation of communitarian activities and services. So that they effectively created collaborations with local realities, even though these are not formal partners' relationships.

Anyways, public authorities have been differently involved in Scugnizzo Liberato and LaFábrika detodalavida cases. In fact, the Municipality of Naples played an important role in the development of project, especially by covering most of its costs and by supporting the management of commons through the enactment of a coherent regulatory framework. Whereas the same cannot properly be argued for LaFábrika detodalavida project, even if the Municipality support was not absent.

Still looking at public authorities' involvement in other cases, in the **Potocki Palace** case the City Hall is the owner of the building and project manager.

The same applies to the **Citadel** case, even though there have been several critics opinions on this topic, mostly expressed by the representative of different local organizations, which seemed to complain not to really involved in regeneration process or in its governance structure. Anyways, their contribution can be identified in supporting initiatives and activities carried out in Citadel spaces.

On the contrary, **Sargfabrik** project saw a moderate involvement of the civic municipality, who only contributed by funding the initiative and supporting several activities organized within the project by the team who manages it.

The **Halele Carol** case seemed to be slightly different from the previous ones since the project is led by a private company. In this project the regulatory framework which governs the protected area where the building stands gained a crucial role in increasing the cooperation between the company partners and the local organizations.

Even in the clear differences that can be identified between these different cases, all of them seemed to share something. In fact, even if those approaches did not develop much new job opportunities and not always improved the estate value of the buildings or areas, they moderately contributed to increase the attractiveness and well-being of citizens and tourists eventually.

It happened in the **Scugnizzo liberato** and **Sargfabrik** cases, where the reused spaces have given the community a place to develop common activities and to ameliorate living conditions. It also happened in **LaFábrika detodalavida** case, where its initiatives gave a new chance to young people to create their own path and a reason to come back to their hometown. It then happened in **Halele Carol**, **Potocki Palace** and **Citadel** cases, especially in the latter one where the attraction of tourists to the site contributed to increase the citizens' well-being through attracting funds and generating income for the city.

From the regional integration point of view, only two cases seem to have shown peculiar different features which make them different from the others. They are the **Grünmetropole** and the **Jam Factory** cases.

In fact, as for **Grünmetropole**, despite its moderate institutional capacity due to the will of improving organizational connection within a great region (cross-border), the weak local organizations involvement led to difficulties in implementing the project. It also seemed to have a weak impact on jobs opportunities. Likely, it seemed to have had a weak impact in creating value towards the cross-border area and its inhabitants so far. In fact, although tourism has increased attraction, it did not much affected inhabitants' well-being.

As for **Jam Factory** case, the building is owned by a private enterprise and that seemed to contribute in creating some jobs so far. Also, as the renovation process keeps going, it seems to be opening new positions soon. However, this is an experimental model and still is at an early stage of development, but for the time being the cooperation between multiple actors is basically limited to an informal dialogue between the organization who runs the project, non-profit entities and public bodies. Mostly due to its early stage, the project seems to be

isolated from the community, which is not yet able to perceive a direct return from it.

Resource integration

As for resource integration, most of the cases seemed to share a moderate level of institutional capacity, cooperativeness, and local organizations involvement as general conditions. Especially in **Cascina Roccafranca** and **Stará Trznica** there has been a stable relationship between the different stakeholders operating in the district area or around the regenerated building.

In fact, in Cascina Roccafranca case the managing foundation engages both the Municipality of Turin, other public actors, and citizens, but the initiative still leaves space to different local activities to develop in proper ways.

Accordingly, the foundation is a not-for profit organization and its resources seemed to be raised by different tools, even though its costs seemed to be mainly covered by the Municipality itself. However, there still is space for some economic activities, which collect resources through the selling of diverse services.

There are also some philanthropic initiatives and forms of patronage pursued through donations by private entities (e.g. Compagnia di San Paolo). These mechanisms have contributed to enhance positive outcomes in terms of resource mobility and blending, and also facilitated the cover of need for the full restoration of the building.

In Stará Trznica case the Municipality does not participate to the non-profit association which runs the project, but in turn it contributed to its development. The project seemed to show a moderate cooperation since the association has been created by professionals invited to be part of the project.

Also in this case the necessary resources mainly came from loans and public funds, but also from patronage initiatives (e.g. Orange and Volkswagen) which have supported the project both with financial and non-financial resources.

The managing association is here organized as a social enterprise, which is aimed to collect its own resources through the selling of services. This framework has quite facilitated the cover of needs since currently most of the Market Hall's operations can be maintained with the project's revenues.

Färgfabriken, LaFábrika detodalavida and **Halele Carol** cases seemed to show a slightly different impact on resource integration whether compared with cases just mentioned.

Färgfabriken and LaFábrika detodalavida showed a moderate cooperation and local organization involvement. They are projects not aimed to generate profits or incomes, so they are mostly sustained by external funding (public or private). This does not impact on resource mobility and blending, since there still is a form of resource sharing, but simply the cover of their needs does not come

from a self-sustainable model which also reflects a weak entrepreneurship attitude showed by their managing organizations.

On the contrary, in Halele Carol case the private owner seemed to show entrepreneurial spirit and the project initiatives has in fact been developed mostly thanks to event revenues.

In other several cases the resource integration level was also found to be moderate, but there are still some differences from case to case.

In particular, **Sargfabrik**, **Jewish District**, **ExRotaprint** and **London CLT** have demonstrated a moderate (and sometimes strong, especially as for Jewish District) direct selling since these projects are almost fully sustained thanks to the sale of diverse services, they seem to have a different entrepreneurship attitude, institutional capacity, and cooperativeness.

Sargfabrik leading social enterprise (organized as a cooperative) supports a self-sustained social fund to integrate people of different income levels thanks to the promotion of an entrepreneurial model, functional to the project development itself. There is a project management team of sixteen people, which ensures the functioning of the services project provides, with a responsible person for each branch of the activity. In this framework public authorities and especially the Municipality has only contributed by funding the initiative and by supporting several side activities (educational, social and cultural). In this light, the social enterprise is financed from multiple sources: public funds (even if in small amount), long term bank loans, and direct contribution by the social owners.

Jewish District case has been developed by a business enterprise, which shares with the previous one the devolution of its profits to non-profit activities. As a for-profit enterprise, all its activities are supported by related revenues and this has contributed to collect resources and to reinvest them as well. The enterprise model focused its activities in trying to catch both the tourists flood and local community. This also created touristification processes in the area, but it certainly has helped to make the project financially self-sufficient.

In both **ExRotaprint** and **London CLT** cases, the managing organizations seemed to have found a feasible combination of factors to support their own activities in a cooperative way, but without neglecting some sort of entrepreneurial attitude.

In ExRotaprint case the non-profit managing organization can develop economic activities, but it cannot distribute dividends among shareholders. This approach allowed to save the building from privatisation processes and to make the project sustainable in the medium-long term. The project costs have been basically covered by the incomes coming from the rental spaces and just a small part has been covered by a consistent grant received from Berlin LOTTO. Significant loans have been taken so far, a solidarity fund allows the circulation of money and also prevents the project initiatives from speculation.

In a similar manner, the London CLT project seemed to have allowed the local community to build stable relationships with different stakeholders without pursuing profits. The initiative was a civic driven one at the beginning, but the London Mayor's Office contributed to make it real. The resources are here shared between different actors (private-civic ones), and that has enabled the project be sustainable so far, especially thanks to the sale of built accommodations at cheaper prices than those offered on the market. As regards resource mobility and resource blending, the CLT represents an effective model solution since it is able to collect money from multiple sources: charities, socially minded banks, public grants and its own rental revenues, even using back-to-back schemes.

Grünmetropole and **Marineterrein** cases can be distinguished from the cases assessed above for some respects.

In particular, in both cases there seemed to be a strong public authorities' involvement also in terms of resource integration, but this has not prevented other actors from taking part into these projects. Both projects seemed to have showed a weak entrepreneurship attitude, which often pairs with large costs borne by public authorities, as effectively happened especially in Grünmetropole case. As for Marineterrein, instead, rentals and other incomes seemed to have supported its development far, even though its initial budget was made available by the Dutch National Government.

A weak impact on resource integration was then observed in **Scugnizzo Liberato**, **Largo Residenciãs** and **Citadel**.

Scugnizzo Liberato case seemed to reveal a moderate institutional capacity and a strong public authorities' involvement, the latter especially since the Municipality of Naples's role has been (and still is) of great importance. Also in Citadel case the public bodies started the project and contributed to find sources to sustain it so far. In Largo Residenciãs case then the cooperative who runs the initiative maintains direct contacts with the Municipality of Lisbon as well.

Entrepreneurship attitude revealed in a quite different way in each of these cases. For instance, in Largo Residenciãs project the social enterprise members invested their capital for the further development of the project. That helped to pursue also profit-oriented activities, even though these are not one of the cooperative's main goals. In this light, the project is also able to cover costs with its activities' revenues. This impact on the project's outcomes, even if not in a prominent way since the commercial rent payed to the building's owner is expensive and the project seemed not to have relationships with other actors than the Municipality itself.

In other two cases entrepreneurship attitude also seemed to be weak since the activities have mainly been developed by activists. This has had an impact on resource mobility and blending in these cases, where the main actor still is the Municipality (both in Naples and in Los Santos de Maimona), but there is still room to create self-sustainable organizations from a financial point of view.

Then there are two cases whose resource integration level is also quite weak especially, but mainly because these are early stage projects. They are Potocki Palace and Jam Factory.

As for **Potocki Palace**, the Municipality here is totally risk-averse and the lack of resource blending through local stakeholders makes this case a very critical example from a resource integration point of view. The project costs are fully covered by the local and national state budget, and the Municipality seemed to have no intention to turn it into a self-financing one.

About the **Jam Factory** case very few information is available to plainly assess the case at the moment. Nevertheless, its promoter is a private entrepreneur who is aimed at investing his own capital in the project, although the organization created to run it is a non-profit one. According to the early stage, as a result, an appropriate business model still has to be implemented and most of the resources collected so far come from public funds.

Community integration

Cascina Roccafranca, **Stará Trznica**, **Largo Residenciãs** and **Marineterrein** seemed to show a moderate or strong institutional capacity in this context, but there is a relevant difference between the public authorities' involvement in Cascina Roccafranca and Marineterrein cases if compared with the one manifested in Stará Trznica and Largo Residenciãs.

In fact, while both the first two cases are strongly supported by public actors at a local and national level, instead the Municipality in the other ones is a sort of "side" participant to the project.

However, in all four cases local organizations involvement is still strong though, even since public authorities often co-design together with the community a set of values and goals to pursue through the project – as in Marineterrein case. Eventually the community also share its interest to participate to different phases of the initiative in order to help in contributing to the renovation project or simply in order to create networks of similar projects – as in Cascina Roccafranca case. Besides, such interest is not necessarily fostered by a strategic location of the project, even though this might be an important aspect to be considered when it occurs – as for Stará Trznica and Largo Residenciãs.

In several cases the community integration level was instead found to be moderate.

For example, **Scugnizzo Liberato** showed a strong cooperativeness and a strong public authorities' involvement. On the contrary, in **Citadel** case the participatory initiatives seemed to be more formal than effective, even though the role of local community as an actor has a potential to be larger.

In other cases, the community integration level was still found to be moderate, but the public sector seems to be less involved, as happens in **LaFábrika detodalavida**, **ExRotaprint**, and somehow **London CLT**.

Nonetheless, the public property of LaFábrica detodalavida's building allowed the non-profit organization to operate on the site under convenient terms set by the Town Council of Los Santos de Maimona: a long-term use of the site guaranteed to the civic actors to share objectives with the public owner, despite there have been some divergencies between them so far.

Even in ExRotaprint case the complex used to be public property, but in this case, there are no significant constraints left on the asset's use. The main objective of the project is to give back the space to the community and prevent speculations on the area. These goals have channelled attention on the building since the beginning and attracted (and still do) a considerable number of people towards the project.

Also in the London CLT case the Mayor's Office engagement in promoting the initiative has been a crucial element in the enhancement of the community-driven initiative, started with the creation of a community land trust. The project has been aimed to support the need of low-cost accommodations, but since it is impossible to separate the private ownership of the land from that of the buildings, the involvement of external actors was facilitated. Nevertheless, many people actively participated and have been engaged in the project.

There are then some cases which showed a weak impact on community integration, even though with due differences.

These are basically cases that have showed a weak level of public authorities' involvement, except for the Grünmetropole case. In fact, private property of the assets is found to be the main common feature of cases which showed a weak impact on community integration.

In **Halele Carol** case the civic municipality only contributed by funding the initiative and by supporting several diverse activities. So private property allowed to manage the site in the most suitable way to satisfy the community and tourists needs.

Likewise, private property allowed the organization to share its goals among a multitude of actors in **Färgfabriken** case. Despite the area was mainly abandoned and there was any strategic asset, several people have been involved in the project and their number increased in time. However, actors are only participants and the community seemed not to be that much involved into the management of the project. Anyways, the combination between private engagement and public funding in this case seemed to improve the level of collaboration between the organization and the Municipality.

These seemed not to be sufficient to stimulate strong community integration in the mentioned projects so far, unless in **Sargfabrik** and somehow in **Grünmetropole** cases.

In particular, with regard to Sargfabrik a well-functioning inclusive market for affordable housing has been created and the number of local actors involved in the project has raised in times, together with the development of some form of collaboration in the district.

A moderate community integration was also shown by the Grünmetropole project, but its 'strategic' cross-border location seemed to create an obstacle in practice.

The **Jam Factory** case must then be considered from a slightly different perspective. Due to the early stage of this project, for the time being it has been able to allow the cooperation only between a few actors (non-profit organizations and public authorities), but the process is still ongoing, and both universities and other institutions seem to be interested in the project.

There are then a few cases whose community integration level seemed quite weak.

In fact, as regards **Szimpla Kert** there is just a sufficient cooperation and local organizations involvement. In addition, the public ownership of the sites consistently affected the development of enterprise's activities, as demonstrated by the original buildings' sale which has forced it to find another asset and bear the disadvantages of high rental prices. This situation also contributed to search for certain sources of income, rather than people's engagement, also considering the strategic location of the buildings sited in the city centre.

The **Potocki Palace** is in some way like the previous one, from a community integration point of view. Although different from Szimpla Kert, it showed a stronger local organizations involvement, even if there are some critical issues to this respect.

Some of them concerns regulatory limits to the use of assets deriving from its public ownership, some others are due to the lack of institutional forms of collaborations between local actors and the Municipality. These elements made the participation by potential stakeholders in the decision-making processes quite a deficiency.

Heritage impact

Cascina Roccafranca, Färgfabriken, Largo Residenciãs and ExRotaprint seem to have had a strong impact on the heritage of their districts.

As regards **Cascina Roccafranca**, its participation in a network of similar projects, together with the public funds received allowed the managing foundation to partially renew its buildings. These have then been managed by a public-private-community organization and that also fostered the enhancement of its asset, although it is publicly owned.

Such conditions showed to have contributed to promote heritage values and they also helped Cascina Roccafranca to become a multi-functional community centre through reuse and regeneration of the historical building.

Färgfabriken project also seemed to have had a strong impact on the heritage of the district where its building is located.

It prevented the asset to be demolished and to experiment some new architectural restoration techniques on a listed building, according to the current regulatory framework. Its creation has also had a strong impact on the surrounding area's transformation, even though only a few cultural venues have been created in the same area.

Heritage value was created and promoted since the project started carrying out several cultural activities, and contributed to the restoration and refurbishment of the former paint factory which was perceived as the creation of a great heritage value, since its spaces were firstly built the late 1800s. A multitude of services have been also delivered so far and that contributed to generate incomes to the project.

As for **Largo Residenciãs**, despite the restrictions pending on its building, the project has been able to effectively develop social and cultural activities in order to contribute to the promotion of heritage value in the district. A multitude of services has been delivered so far, both through cultural and leisure activities.

From a heritage impact perspective, the **Jewish District** case has become a role model for similar cultural oriented initiatives and hospitality innovators, even though the enterprise who manages the pub has not actually created cultural networks in the area. A strong promotion of heritage value can be identified in this case, especially thanks to the storytelling of ruin bars building and origins of each initiative. The revenue generated by this type of project has then also allowed the restructuring and reuse of the sites, contributing to increase their heritage value.

In **ExRotaprint** case heritage seemed to have had an even more important role than in most other cases: a book has been even published to promote the previously (and quite unknown) architect of the buildings. Also the buildings' architectural features have always played an important role in community engagement. These conditions helped it to provide services to the community and to rediscover the district heritage values, also through the restoration of the building.

The following cases then seemed to have shown a moderate level of impact on heritage, even though the promotion of heritage values has been pursued in different ways from case to case.

As far as the **Scugnizzo Liberato** is concerned, the project outcomes can be identified in the development of a multitude of services and activities, including the promotion of artisans and artistic initiatives. However, their number is still limited, and they are not able to provide relevant economic benefits to reinvest in heritage actions. Besides, the building in which the activities are held has been re-opened but not completely restored, so it is only partially available to be used for the purposes of the project.

In the **Sargfabrik** case, instead, the project contributed to create benefits for the internal communities and a few initiatives were developed outside the building. A restoration phase affected the main building of the complex and then the whole complex itself, contributed to add value to the district, even if the

ancient chimney has been kept to testify its old history and as part of the district cultural heritage.

A similar process of careful restoration has been undertaken in the **London CLT case**, where the Victorian listed buildings, its inherent history, and values were taken into strong consideration to the purpose of the reuse project.

The aim was to dig into the inhabitant's lives in order to reveal the heritage values of the complex. Thereby the CLT contributed to create accommodation services, even if only part of the building has been reused since some sections has been later definitely demolished. However, the initiative contributed to create an identity to the area, despite the neighbourhoods have not been really considered to the purposes of regeneration process.

On the contrary, the neighbourhood's areas have been considered in **Halele Carol** case.

In fact, the district saw much more people visiting the area thanks to the project's initiatives. Accordingly, the specific objects of the project itself were to stop degradation and to preserve the district value, feasible thanks to the low level of constraints on the use of the building and on the area.

The project both involves some spaces of the factory, contributing to enhance the industrial architecture cultural values. Also, several important events (including concerts, electronic music festivals, design and architecture exhibitions or debates, film nights, workshops) have been organized thanks to the people involved in the project.

In both **LaFábrika detodalavida** and **Marineterrein** cases the projects' impact showed on the heritage has been increasingly relevant.

In fact, LaFábrika detodalavida project is aimed at creating a cultural district in the area, through the creation of various networks which operates in it. This would also help to provide a multitude of different services. These conditions very contributed to revitalize the common heritage on the site.

In Marineterrein case the creation of common networks then aided the birth of a cultural district, whose development is still ongoing. It helped to generate additional heritage values and to promote the existent ones. Thus, Marineterrein is now a multicentre cultural pole.

Finally, both the **Potocki Palace** and **Citadel** cases share the common goal of promoting values through the transformation of their city centres in cultural venues through the restoration and reuse of specific heritage sites (*i.e.* Potocki Palace and the archaeological site of Citadel). Both projects are in the process towards achieving their goals, but in both cases the physical conditions of the buildings and site have been developing in a significant extent so far.

Jam Factory and **Grünmetropole** cases then showed a somehow weak impact on heritage, even if they are at completely different stages.

As regards the Jam Factory case, the project has not really been able to promote any heritage value yet since has only been operational for a few years. However,

during those years it started carrying out several different cultural activities, contributing to increase the ancient factory value through its restoration.

As for the Grünmetropole project, has been at a standstill for many years now, despite the first stages of implementation and its partial accomplishment. This mainly due to the differences encountered in coping with the different national legislations, which needed to be applied at the same time. Thus, despite the touristic services and the attempt to create a common identity, the impact showed by the project on heritage seemed to be substantially weak.

Governance models analysis

This section will pull the strings of the analysis so far identifying which governance models have been implemented in the OCs considered, in order to assess similarities and differences between cases so to understand to what extent the choices on governance might impact on the projects' effectiveness.

This section will be divided in two subsections.

The first one highlights the models that have been implemented in OCs, thus drawing a "map" of those to which each project belongs.

The assessment carried out in the previous sections reveals that within the sixteen OCs considered the following governance models approaches have been implemented: top-down (public or private driven) or bottom-up (civic or community driven) (Hill and Hupe, 2014; Hula, Reese and Jackson-Elmoore, 2016; Plevoets and Van Cleempoel, 2019); "single actor" or "multiple actors", whereas "single actor" and "multiple actors" refer to co-governance approach in which a single actor or several actors are involved. There is a single actor when the project is managed by an organization that has only moderate interactions with other actors, but without creating stable relationships. There are multiple actors, instead, when two or more actors create an organization or steadily collaborate to achieve common goals (Etzkowitz and Leydesdorff, 2000; Ackerman, 2012; Peris-Ortiz et. al., 2016).

Thus, these characteristics essentially concern two different qualitative aspects of projects' governance models: who is the body or person who undertakes the project (public or private); and which kind of relationships binds actors involved in the projects, whether or not they are stable connections.

Co-governance models have been increasingly tested in urban commons studies sector in recent years, but here they are analysed especially considering urban heritage as a commons (Head and Ryan, 2004; Iaione, 2016; Foster and Iaione, 2016).

When it comes to "multiple actors" the parameter selected to the purpose of this analysis is the so-called "multiple helix" collaboration models, according to which a considerable number of subjects are involved in the project management. This approach builds on the theories elaborated to explain governance models to stimulate innovation, such as the "quintuple helix model", and it implies the involvement in urban governance of several categories of actors (Etzkowitz and Leydesdorff, 1995; A.R. Poteete, M.A. Janssen, E. Ostrom, 2010; Ranga and Etzkowitz, 2013; Lane, 2016; Peris-Ortiz, Ferreira, Farinha and Fernandes, 2016; S. Foster, C. Iaione, 2016; Blake, 2019).

In the light of models identified, in **the second one** different cluster were isolated to analyse similarities and differences between cases, in order to understand to what extent the choices on governance might impact projects' effectiveness.

The assessment was carried out considering the impact showed by the OCs on the four pillars, previously analysed through the most relevant indicators interactions. In so doing two guidelines were followed: similar cases with different outputs, and different cases with similar outputs.

Strategies and policies of inclusiveness implemented in the different OCs were also assessed, to understand to what extent gender issues have effectively had an impact on the fulfilment of the project objectives throughout the OpenHeritage pillars. Inclusiveness was assessed based on the available data, which emerged after a specific gender survey filled out by the project managers, organizers or even project partners who have dealt with the particular OCs. The completed gender questionnaires are attached to this document (Annex 5).

Key elements and framework

Cultural heritage management and adaptive reuse practices have been often seen exclusively as governments tasks at the local, regional, or national level or at inter- or transnational scale. This occurred even because most of cultural heritage assets buildings or areas (in Europe) seem to be mostly public or para-public and, according to the traditional approach, such areas or buildings (even more if listed ones) are left to the intervention of public authorities (Hill and Hupe, 2014).

However, in recent times and mostly even thanks to civic-driven initiatives, communities begin to gain a crucial role in promoting and enhancing heritage assets (Gilderbloom, 2009; De Carlo & Dubini, 2010; Bullen & Love 2011; Francesconi, 2015; Ijla & Bröstrom, 2015; Elsoady, 2017).

For these reasons, the analysis considered both top-down and bottom-up approaches to describe governance models implemented in the cases considered.

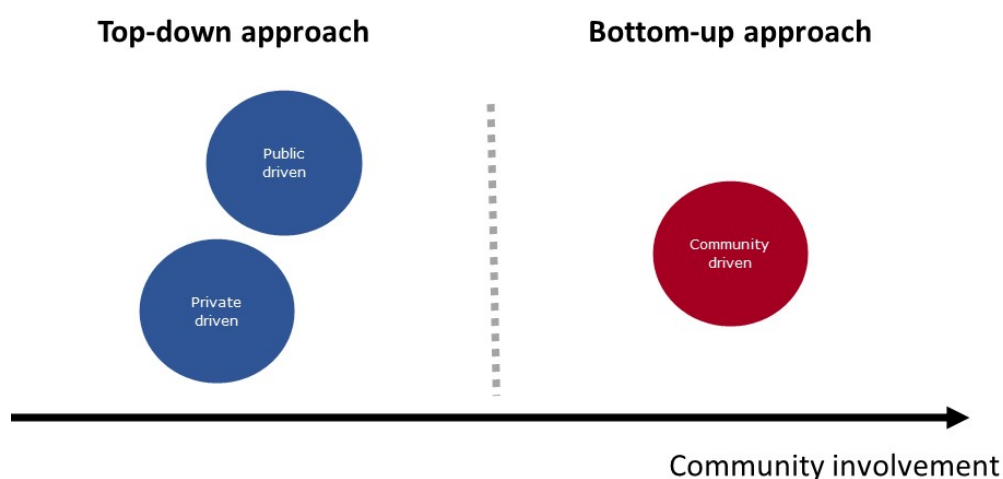


Figure 19 – Community involvement overview

Moving from top-down approaches, they might be both public and private driven depending on the subject who promote or implement them (Hill and Hupe,

2014; Hula, Reese and Jackson-Elmoore, 2016; Plevvoets and Van Cleempoel, 2019).

As previously mentioned, traditionally adaptive reuse practices and projects are left to the intervention of **public authorities**.

Examples of this kind could be both Grünmetropole and Potocki Palace cases. In fact, both projects (although their different scales) bear from public authorities' initiatives, national or regional ones. Another example of this kind could be made referring to Marineterrein case where, despite the open dialogue and participatory tools used to build the collaboration between the actors involved, the main actors still revealed to be the Municipality of Amsterdam and the Dutch Ministry of Defence.

Another project that could lately be considered as a "top-down" initiative is the one involving the St. Clements complex in London (the so-called "London CLT case"). In fact, in this case the redevelopment initiative of the building was implemented by a public authority (mainly the Municipality of London), even if the initiative to enhance the heritage asset came from a civic impulse. However, civic representatives by means of their organization (i.e. London Community Land Trust) were then called to co-design the project so to implement its structure.

Most of such public-driven top-down projects share a mutual problem which affects their success in the medium-long term that is the lack of resources to fund these initiatives. The problem of public-driven projects' sustainability also arises for recently launched projects, such as the reopening to the public of the archaeological site of Citadel in Alba Iulia, which, up to this point, has mostly relied exactly on attracting public funds.

On the other hand, top-down projects can also be undertaken by **private actors**, if the reuse process goal is to regenerate an asset (building or area, perhaps even not listed) privately owned or purchased by an individual or a private company.

In these cases, the private actor is often the initiative promoter, using its own capabilities to attract resources in order to support the project's aims. In other cases, public authorities also support their implementation, either through stating rules that would not obstacle (or even favour) the implementation of such heritage reuse processes, or even through the provision direct funding towards these initiatives.

Examples of this kind could be both Färgfabriken and Jam Factory. In fact, they were born on the initiative of private actors who wanted to recover former industrial buildings in mostly marginalized districts of their cities. Their goal is to transform such complexes multiservice cultural venues where (besides artistic-cultural activities) also entrepreneurial activities can carry out to the purpose of bearing costs and being able to maintain the project in the medium-long term.

Most of such private-driven top-down projects might share instead a mutual strong entrepreneurial spirit which whether is desirable to support adaptive heritage reuse projects, it can also bend community needs to private interests.

However, to some extent most of the OCs considered to the purpose of this analysis seemed to move from **community driven initiatives**, even if (later) implemented by public and/or private actors.

Thus, they might be classified as bottom-up projects since they are mainly created on the initiative of local communities, and they seem to experiment diversified forms of co-governance (A.R. Poteete, M.A. Janssen, E. Ostrom, 2010; C. Iaione, P. Cannavò, 2015; D.H. Cole, 2011; S. Foster, C. Iaione, 2016; Hula, Reese and Jackson-Elmoore, 2016; Plevoets and Van Cleempoel, 2019).

Co-governance models could rely on a “single actor” when the project is managed by an organization that has moderate interactions with other local stakeholders, but without creating stable relationships. Otherwise, they could rely on “multiple actors”, instead, when two or more actors create an organization or steadily collaborate to achieve common goals (Ackerman, 2003; Etzkowitz and Leydesdorff, 2000; Peris-Ortiz & al., 2016).

As for multiple actors, these are usually deemed to be part of the same body or organization, specifically established for the management and implementation of project activities (i.e. multi-stakeholder governance arrangement). Whereby the community emerges as a key actor, and partners up with at least one of the other four actors, the “quintuple helix” model sets up (Ostrom, 2010; Foster & Iaione, 2016; Iaione, 2016).

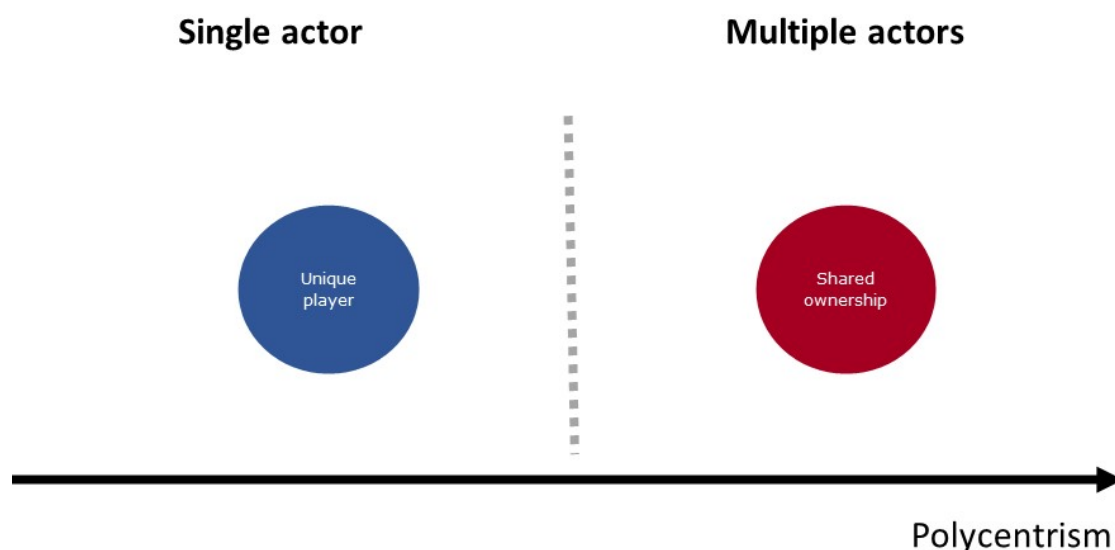


Figure 20 – Co- governance overview

However, in the OCs do not seem to have been many experiments with the quintuple helix model, considered in terms described above. Since, according to its structure, some stakeholders seem to still be missing in most cases (i.e.

research centres or cultural institutions, etc.), but PPCPs partnerships have been experimented in diverse cases (Cole, 2011; Iaione & Cannavò, 2015; Foster & Iaione, 2016, 2017).

Cases where the project is managed by an organization that has moderate interactions with other local stakeholders, but without creating stable relationships could be Sargfabrik, Largo Residenciâs, Stara Trznica and Scugnizzo Liberato. Several actors have been involved in the project, but their engagement not always seem to be stable or formally established. These relationships between actors often rely on personal or informal relations between project members and public administrations or other (private) partners, which are intended to support their aims. Therefore, these are not 'institutionalised' collaborations, subject to specific operating rules, at least not in most cases.

These kinds of relationships seem to have been established mostly in the context of resource integration. In fact, funding represents a fundamental element for the sustainability of a project over time, especially those of heritage reuse. However, funding an initiative does not imply a decisional power of the funding entity within the board of the managing association, foundation or cooperative.

Instead, cases where multi-actor co-governance can be found are those of ExRotaprint and London CLT.

In fact, the German case the formal involvement of several foundations and the management by a charitable company (gGmbH) makes it possible to have an integrated governance. However, these two foundations do not involve public authorities, but (just) tenants and funders.

Similarly, in the English case, the Community Land Trust collaborates with other stakeholders to achieve regenerate the area and to create accommodation services for the community. In this case, private and civic actors are engaged, and the City of London has launched the call to the building restoration to start the project.

This general reflections on the governance models used in cultural heritage adaptive reuse OCs projects provides the framework for a more in-depth reflection on the relationships that can be identified among them in practice, which will be described below.

Model comparison and interaction analysis

On the basis of the theoretical framework and models described so far, **clusters of projects** were identified in order to compare them to understand to what extent the choices on governance might impact on the projects' effectiveness.

Governance models implemented in the OCs are mostly hybrid models, in a sense that the approaches described above hardly ever come as "pure": top-down (A), bottom-up (B), single actor (C), multiple actors (D).

Thus, according to the cases considered, four combinations can be identified:

- top-down (A) – simple actor (C);
- top-down (A) – multiple actors (D);
- bottom-up (B) – simple actor (C);
- bottom-up (B) – multiple actor (D)

Each of the four combinations represents “similar cases”, whereas cases assigned to different clusters represents “different cases”. However, this similarity or difference do not always show by the same combination of indicators, as will be observed below.

Thus, the following clusters could be identified:

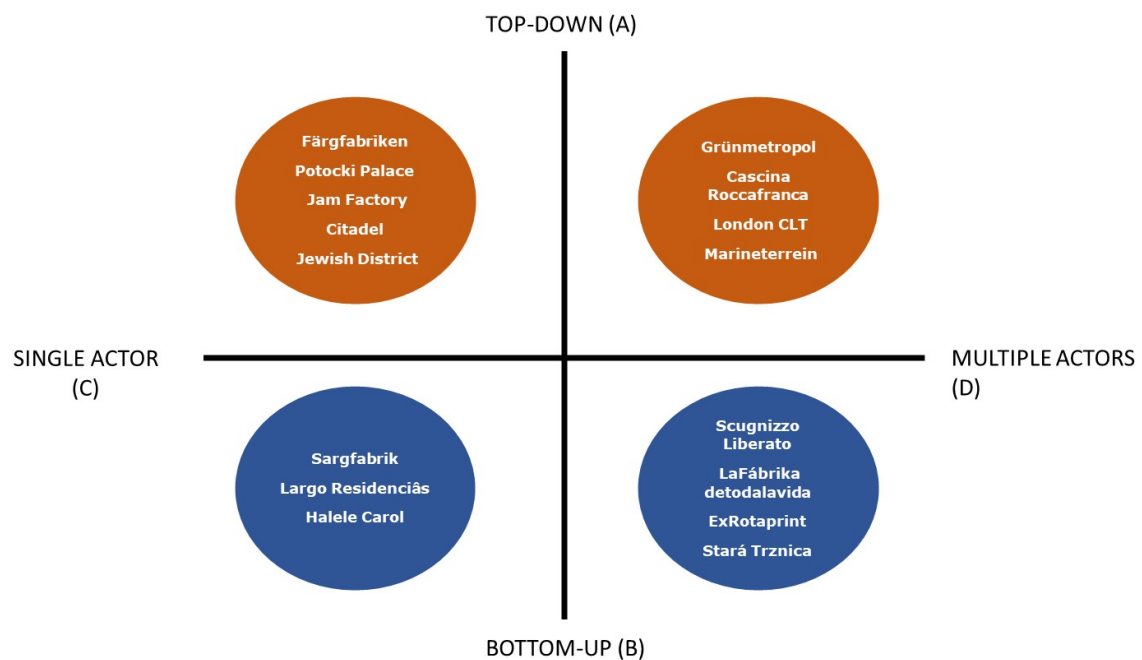


Figure 21 – OCs clusters

Färgfabriken, Potocki Palace, Jam Factory, Citadel and Jewish District can all be referred to the first cluster A+C.

They are all projects promoted by either public authorities, or private actors (owners or entrepreneurs) that want to restore potential, attractiveness and value to certain buildings or places, by virtue of the cultural value they express. These projects are managed by organisations that are essentially owned by their promoters and involve other partners mostly informally, benefit of their external support (financial or professional) for the achievement of the projects' objectives.

Grünmetropole and somehow Cascina Roccafranca, London CLT and Marineterrein can be related to the second cluster A+D.

They are projects basically promoted by trans-regional or local public authorities, and steadily engaged multiple actors creating stable relationship,

even though in case of Cascina Roccafranca and London CLT the community also gained a relevant role in promoting the initiative. However the participatory foundation established by the Municipality of Turin, and relationship between the Community Land Trust and other enterprises which awarded the bid, has been established by public authorities thus creating a PPCPs. Marineterrein project has then been implemented by public authorities, but lately opened to the participation between other actors throughout an agreement between local community and national and local public authorities.

Sargfabrik, Largo Residenciâs and Halele Carol can be identified instead in the third cluster C+B.

They move from civic-driven initiatives but unsteadily involve other stakeholders apart from the managing organizations and public authorities to a minimal extent.

An example may be the one of Halele Carol where the involvement of the company who owns the the industrial complex in whose spaces the project activities are carried out is mainly consider to financial purposes. Another example is that given by Largo Residenciâs and Sargfabrik, where their relationships with local organizations and the municipalities are mostly informal or basically involve funding aspects. The same happens in Stará Trznica where the managing professional's association interacts with local organization and communities, but those are mainly unformalized relationships.

Scugnizzo Liberato, LaFábrika detodalavida, ExRotaprint and Stará Trznica represent a fourth cluster B+D.

They share a strong involvement of the local community, which promotes the reuse projects of the buildings enhancing their cultural value. The projects are managed by organizations composed by multiple bodies and actors (foundations, associations, activists, tenants, etc.).

In particular, ExRotaprint structure is characterized by the presence of three different legal entities (two foundations and a charitable company), which respectively own the area and manage the buildings. Despite this, however, as mentioned, the organisation has not formally involved other stakeholders than those already engaged in the original governance of the project, although it has informal relationships with many actors (public and private) that operate externally to it.

Also public authorities contributes to their activities to some extent.

In fact, on one hand, in Scugnizzo Liberato and LaFábrika detodalavida the Municipality of Naples and the Municipality of Los Santos de Maimona adopted an almost similar regulatory instrument to ensure that the community is entitled and empowered to manage the area and buildings in which the projects are carried out (*uso civico* and *masovería*).

On the other hand, the agreement signed by the association that manages the old Stará Trznica market with the Municipality of Bratislava has many similarities with the "Regulation on urban commons" in order to support "civic use" tool

implementation. It was adopted by the Municipality of Naples in favour of the Scacco Matto association, which manages the former “Istituto Filangeri”, seat of the Scugnizzo Liberato project.

With reference to the four clusters described above, the **inclusiveness** impact has been measured with respect to the achievement of the projects’ objectives.

However, the data collected are scarce and not very balanced in content from case to case. Anyhow, the role of women and other participants (different in ethnicity and age), their importance in the development of individual projects and social differences or inequalities have been taken into account according to the available information and data.

The analysis considers the level of participation of women, migrants, ethnic and other minorities, and inclusion implemented through specific strategies in the individual OCs also towards people under 25 and over 60.

It is not really possible to draw a real common thread between the OCs to this purpose, but some main findings can be displayed.

Despite the existence of a clear pro-feminist strategy aimed at increasing the role of women in the project, there are not many female figures formally recognised as leaders (e.g. LaFábrika detodalavida).

There are other cases in which the role of women is also formally weak since they do not represent the majority of the users (e.g. ExRotaprint), or because they do not have leadership positions (e.g. Szimpla Kert), or because although leadership positions are held by women, there are not many of them among employees (e.g. Marineterrein, London CLT).

However, despite there are no real strategies of inclusion or in fa’our of women's work, many projects still seem to have a clear (informal) women presence in the OCs projects (among others, e.g. Cascina Roccafranca, Largo Residenciâs, Färgfabrik, Potocki Palace, London CLT, Jam Factory, Stará Trznica).

As for age groups, migrants and ethnic or other minorities the scenario is very heterogeneous, there is not much data available.

Young people under 25, migrants and other ethnic minorities struggle to take the leadership regardless from the project considered.

In fact, clusters distinctions identified above do not imply similar attitudes in terms of inclusiveness. Thus, there are top-down projects involving young people under 25, migrants and ethnic minorities as users (e.g. Potocki Palace, Marineterrein, Citadel). Likewise, there are bottom-up projects that manage to attract the same categories of people (e.g. Scugnizzo, LaFábrika detodalavida, Largo Residenciâs).

Moreover, as for the employees, people above 60 are involved in some cases (and not only in top-down or public-driven projects, e.g. Cascina, Sargfabrik, Marineterrein), while in others, and without major distinctions according to the project type, inclusion remains rather weak.

Also from the data collected it then emerges that in most of the projects the leaders and sometimes also the employees belong to middle-high social classes, are well educated, and therefore well positioned in the labour market, even if there are no precise data about their remuneration and the differences between their remuneration and the salary paid to the employees (if there are any).

Ultimately, as far as users are concerned, there are diversified situations:

- in some cases, there is great diversity between leaders and users (e.g. Cascina Roccafranca, Färgfabriken, Largo Residenciâs,);
- in others the leaders are also users (e.g. Cascina Roccafranca, Färgfabriken, Largo Residenciâs, Sargfabrik, ExRotaprint and somehow also Marineterrein);
- in others there are profound differences between leaders and users, in terms of belonging to different social classes (e.g. Scugnizzo Liberato, LaFábrika detodalavida, Grünmetropole).

However, even considering that this information is based on partial data, it still gives general indications about the guidelines shown in the OCs with reference to inclusiveness issues.

CONCLUSIONS AND INSIGHTS

The comparative analysis on OCs carried on so far aimed at outlining how participatory and multi-stakeholder governance or PPCPs been (or whether have been) achieved in the selected cases. This was made possible by enlightening how and to what extent differences between OCs influenced their own development.

Thus, the analysis tried to see how the actual cases reflected the aim of OpenHeritage, which seeks to create, test and optimize inclusive governance models to manage adaptive heritage reuse processes, in order to let communities access, participate and manage their heritage assets.

In so doing, the analysis also considered inclusiveness issues, focusing on the role of women in adaptive heritage reuse projects, as well as to the extent in which representatives of ethnic, other minorities and different age groups participate in these processes. However, it should be pointed out from the outset that not much data was available either on inclusion issues and policies. In fact, the inclusiveness data were mostly heterogeneous and disjointed and it affected the level of analysis that could be carried out.

Before briefly describing the comparative analysis main findings, it must be stressed that the comparison has been challenging from early on since there are apparent differences between the cases considered, both in context and in their different development stages.

Variations across OCs are significant. We can identify mainly three variations:

Firstly, **geographical contexts and heritage assets where regeneration projects took place are heterogeneous.** In terms of geographical contexts, they can be border areas, regional and trans-regional districts, historical sites in city centres, urban and suburban metropolitan areas. As far as the assets are concerned, instead, they can be buildings, often former industrial or commercial buildings, or archaeological sites, or in any case subject to restrictions of cultural interest, or listed buildings.

Secondly, there are **different levels of involvement and participation of various actors in these projects, as well as different development stages** (i.e. projects just started, or projects that have been active for years). Some are institutional or public-driven projects, as they are launched on the basis of initiatives promoted by public authorities; others are instead the result of private individuals' efforts, sometimes they are even the owners of the areas affected by the project; others are instead civic-driven initiatives, because they are undertaken thanks to the mobilization of citizens and inhabitants of the neighbourhoods concerned, including through associations or enterprises purpose-built. In addition, not all of them are at the same development stage, without regard to the actors that launched them or participate in them.

Finally, there are **different types and amount of funding available to achieve the aims of these projects**. In fact, not every project has been able to benefit from public funding or have access to loans. Often adaptive reuse projects are able to produce values or they are capable of starting self-financing initiatives, thanks to the “entrepreneurial spirit” of people who runs the projects, as an attitude or an approach to recognise opportunities, mobilise resources, and create value, also according to social economic logics (Feldman, 2014). In these cases (not too many in fact) the process of reuse also becomes sustainable, providing a good example of how this type of initiatives can also be autonomous. In most cases self-financing is facilitated not only by the reference context and the attitude of the people involved in the project, but also by the possibilities that the legal system and public policies offer for their realization.

Despite the diversities of the cases considered, this analysis has basically showed that indicators (especially general conditions and outcomes – identified to measure projects’ impact on the pillars) can combine in many ways, regardless from the overall output revealed by the projects themselves.

For example, projects could share the same “final outcomes” in one pillar, but they could not always share the same interactions between general conditions as well (e.g. Cascina Roccafranca, Stára Trznica, ExRotaprint and Marineterren). Likewise, projects could have different “final outcomes” in each pillar, but they still share some interactions between general conditions (e.g. Stará Trznica, Citadel). These achievements are analytically described in Annexes 3 and 4 attached to this document.

Comparative analysis findings have been corroborated also through **the identification of different governance models adopted in practice in the OCs**. The terms of comparison used to identify these models were: top-down, bottom-up, single actor, multiple actors, whereas “single actor” identifies a public or private governance approach in which a single actor is involved, whereas “multiple actors” refer to a co-governance approach where different categories of actors are involved. In single actor governance model, the project is managed by an organization that has only moderate interactions with other actors, but without creating stable relationships. In multiple actors governance projects instead, two or more actors from the quintuple helix model create an organization or steadily collaborate to achieve common goals (Ackerman, 2003; Etzkowitz and Leydesdorff, 2000; Peris-Ortiz & al., 2016).

By **isolating clusters** of projects (A- top-down; B- bottom-up; C- single actor; D- multiple actors) and **comparing** them with each other (A+C; A+D; B+C; B+D), once again the analysis showed that projects within the same cluster do not always show similar overall outputs. Similarly, interactions between general conditions seem to follow a common pattern.

Within **the same cluster** there are **cases with similar outputs, but that showed different interactions** between general conditions so that they revealed different ways for each project to achieve the same overall output.

For example, ExRotaprint and LaFábrika de todalavida share a mutual moderate overall impact of the four OpenHeritage pillars, but they also revealed diverse

public authorities' involvement, cooperativeness and local organizations' involvement, as general conditions to be considered in order to evaluate the projects' impact towards each pillar.

On the other hand, the same is true for Sargfabrik and Largo Residenciãs. These cases share similar general conditions (public authorities', cooperativeness and local organizations' involvement) leading both projects to produce a moderate impact on all the four OpenHeritage pillars.

There are also cases with different outputs, but that showed similar interactions between conditions. It revealed how similar interactions could, instead, get to different overall outputs in some projects.

This is the case of London CLT and Cascina Roccafranca. Even if they showed different overall impacts (moderate and strong) on the four pillars, they still share a moderate institutional capacity and entrepreneurship attitude as general conditions to be considered to evaluate the projects' impact towards each pillar.

Within **different clusters**, as well, there are **cases that showed similar outputs, but there are still different interactions** between general conditions from case to case.

That is true for Jam Factory, Largo Residenciãs and ExRotaprint which share a moderate impact in terms of output on the four pillars, but they still are different as for entrepreneurship and local organizations' involvement.

Likewise, there are also cases that showed different outputs, but they demonstrated similar interactions between general conditions.

For instance, Cascina Roccafranca, Scugnizzo Liberato, Sargfabrik, Färgfabriken and LaFábrika de totalavida which showed different impacts on the four pillars, but still share a moderate institutional capacity and a moderate entrepreneurship as for Sargfabrik and Färgfabriken.

This overarching comparison reveals that governance models adopted in the OCs do not always seem to affect projects' effectiveness, even though they can contribute a lot to their development or standstill. In fact, there was a relevant (basically quite moderate, but sometimes even strong) overall impact on the four pillars mostly in cases in which **multiple actors are involved in the project governance, either formally or informally** (among others, e.g. Cascina Roccafranca, Stará Trzinica, London CLT, Marineterrein).

In addition, **some interactions between general conditions seem to be present in all the OCs**, such as local organizations' involvement, institutional capacity, and entrepreneurship, since their impact has mainly been measured as strong or moderate at least. There is also often a considerable public administrations' involvement depending on the top-down or bottom-up nature of the project.

As for the **inclusiveness issues**, it was not really feasible to identify real trends with respect to projects, due the scarcity of available data and since the distinction of clusters identified above does not mirror similar attitudes in terms

of inclusiveness. After all, the term “inclusiveness” might have a very different meaning in each context so that groups that could be “included” may (or may not) be very diversified.

In addition, in most of the OCs there are not many predefined gender policies that outline inclusion patterns to be followed within the organizations’ management.

However, when it comes to inclusiveness issues, the analysis showed that even when there is a clear pro-feminist strategy at increasing *the role of women*, there are not many female figures formally recognized as leaders, or there are not many of them among employees or users. Despite the analysis revealed that there are no real strategies in favor of women’s inclusion, many projects still seem to have a clear (informal) women presence in the OCs projects (among others, e.g. Cascina Roccafranca, Largo Residenciâs, Färgfabrik, Potocki Palace, London CLT, Jam Factory, Stará Trznica).

As for *age groups, migrants and ethnic or other minorities*, the analysis provides a very heterogeneous scenario, although not much data were available. The ones collected show that some OCs have specific policies to employ especially vulnerable people (among others, e.g. Largo Residenciâs). In some other cases people work with tenants who in turn employ other minorities (e.g. Cascina Roccafranca, ExRotaprint and Stará Trznica), even though in the latter circumstances these employees are not directly hired by the managing organizations.

Furthermore, in most of the OCs the leaders (and sometimes also the employees) belong to middle-high social classes, are well educated, and therefore well positioned in the labour market, even if there are no precise data about their remuneration, and the differences between their remuneration and the salary paid to the employees (if there are any).

As far as *users* are concerned, there are diversified situations which are neither much referable to the projects’ clusters analysed before.

Even though this information comes from partial data it still provides details about inclusiveness issues. However, it should be stressed that in most of the OCs there is no specific and consolidated strategy on the subject, despite all projects rely in fact on inclusion and openness principles towards people belonging to any social groups.

In the end, notwithstanding the differences between the OCs, **the analysis helped identify at least three dilemmas** which seem to be common to these heritage reuse projects.

First, most of these projects struggle to make their activities sustainable in the medium to long term. Second, the governance models applied only sometimes seem to be crucial in solving financial sustainability issues. Anyhow, these models might be very useful to manage heritage assets in different ways, compatible with the needs of the community and with the limits imposed by the regulatory framework as well. Third, inclusiveness issues are not (always)

formally considered by managing organizations, even though in most of the OCs projects there is great attention to gender equality and inclusion towards leading roles, staff and users. However, on these specific issues the analysis findings must be considered carefully due to the few information available on the topic.

Ultimately, the comparative analysis helped to identify some **institutional design principles** of cultural heritage adaptive reuse :

- the **commitment** made by the managing organizations in carrying out projects' activities;
- the **entrepreneurial spirit** embodied by them;
- the **engagement of local communities**;
- the **involvement of public authorities**, especially cities, as they could facilitate and support the aims of the projects;
- the **participation of women, minorities and different age groups** in the projects' managing organizations.

The comparative analysis also revealed that projects which have demonstrated a stronger impact on the pillars identified by OpenHeritage are those where elements of entrepreneurship combine with elements of civic engagement and sharing of resources.

In this light, the role of multiple actors (formally or informally) involved in the project management turned out to be crucial. So, the more the community is engaged in heritage reuse projects, the more sustainable and innovative projects are.

However, informality seems to govern relationships between multiple actors in most OCs and this often affect projects' effectiveness.

Thus, according to the comparative analysis findings multiple actors involvement in heritage reuse projects' management should be more implemented and developed than it has been lately, since where it has been the projects' impact on the four pillars revealed to be stronger.

In that respect, it can be argued that the engagement of civic actors and other stakeholders (either in the projects' governance, as for multiple helix systems; or through PPCPs) seems to be one of the main driver for both growth and sustainable development of territories, as well as protection and enhancement of cultural heritage.

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Annex 1 – Empirical guiding questions

Regional integration

General conditions	Specific conditions	Outcomes
Institutional capacity: to what extent are the institutions innovative and able to support the initiative?	Public funding or tax credit: to what extent public incentives has been provided?	Jobs creation: to what extent job opportunities have been created (direct, indirect)?
Public authorities' involvement: to what extent are public authorities directly involved?	Regulatory framework: to what extent the regulatory framework has been crucial for the development?	Estate value: to what extent did the project have a positive impact on the creation of estate value?
Cooperativeness or co-governance: to what extent co-governance (integrating stakeholders in the management and ownership) solutions have been developed?	Perception: to what extent is the sense of belonging present and has been affecting the project?	Attractiveness and well-being: to what extent the attractiveness and the well-being of the place have been fostered?
Entrepreneurship: to what extent are entrepreneurial activities and spirits present?	Leading roles: to what extent does the education, gender and social backgrounds vary among leaders?	
Local organizations: to what extent are local organizations involved in the activities?		
Policy Mobility: to what extent are new policies applied?		
Inclusiveness: to what extent roles of women and other participants have been important to fulfil the project?		

Resource integration

General conditions	Specific conditions	Outcomes
Institutional capacity: to what extent are the institutions innovative and able to support the initiative?	Profit-oriented: to what extent are the organizations profit-oriented?	Resource mobility: to what extent are the resources shared among projects, stakeholders and partners of the network?
Public authorities' involvement: to what extent are public authorities directly involved?	Direct selling: to what extent does the organizations cover their cost with their revenues?	Resource blending: to what extent did the project collect resources from different sources?

Cooperativeness or co-governance: to what extent co-governance (integrating stakeholders in the management and ownership) solutions have been developed?

Entrepreneurship: to what extent are entrepreneurial activities and spirits present?

Local organizations: to what extent are local organizations involved in the activities?

Policy Mobility: to what extent are new policies applied?

Inclusiveness: to what extent roles of women and other fragile participants have been important to fulfil the project?

Mecenatism: to what extent there has been any form of private philanthropic support?

Income distribution: to what extent there is a diffused income distribution in the people involved in the project and in their leadership?

Cover of need: to what extent did the project collect the resources necessary for its needs?

Community integration

General conditions	Specific conditions	Outcomes
Institutional capacity: to what extent are the institutions innovative and able to support the initiative?	Limits to the use of assets and property: to what extent are there limits in using assets or property that influence the development of the activities?	Number of people involved: to what extent did the project involve a large number of people?
Public authorities' involvement: to what extent are public authorities directly involved?	Common interest: to what extent does the project give voice to a common local interest?	Number of actors involved: to what extent different actors (public, private, academia, associations and citizens) have been involved?
Cooperativeness or co-governance: to what extent co-governance (integrating stakeholders in the management and ownership) solutions have been developed?	Strategic location: to what extent is the strategic location of the building/complex relevant?	Institutional forms of collaboration: to what extent institutional forms of collaboration have been created?
Entrepreneurship: to what extent are entrepreneurial activities and spirits present?	Diversified employees: to what extent does the people working to the project come from different social and demographic background?	
Local organizations: to what extent are local organizations involved in the activities?		

Policy Mobility: to what extent are new policies applied?

Inclusiveness: to what extent roles of women and other participants have been important to fulfil the project?

Heritage impact

General conditions	Specific conditions	Outcomes
Institutional capacity: to what extent are the institutions innovative and able to support the initiative?	Cultural districts: to what extent cultural districts has been created or promoted?	Promotion of heritage values: to what extent the heritage values have been promoted?
Public authorities' involvement: to what extent are public authorities directly involved?	Heritage funds: to what extent were public funded resources used or provided?	Multitude of services: to what extent the heritage reuse has supported the creation of a multitude of services?
Cooperativeness or co-governance: to what extent co-governance (integrating stakeholders in the management and ownership) solutions have been developed?	Ownership and conditions for the use of the building: to what extent there have been favourable ownership conditions to use the building?	Reuse and regeneration of the heritage: to what extent the heritage reuse has been promoted?
Entrepreneurship: to what extent are entrepreneurial activities and spirits present?	Diversified users: to what extent does the users come from different social and demographic background?	
Local organizations: to what extent are local organizations involved in the activities?		
Policy Mobility: to what extent are new policies applied?		
Inclusiveness: to what extent roles of women and other participants have been important to fulfil the project?		

Annex 2 - Individual Observatory Cases Analysis Tables

Cascina Roccafranca (Turin, Italy)

Regional integration

General conditions	Specific conditions	Outcomes
<p>Institutional capacity: 5, the city of Turin demonstrated a strong experience and ability in the development of co-governance methods.</p> <p>Public authorities' involvement: 5, the public involvement in the project is strong. Even some of the workers are on the municipality payroll.</p> <p>Cooperativeness or co-governance: 3, the foundation includes people from the Municipality but also from the community. However, there is not possibility to participate to the central governance.</p> <p>Entrepreneurship: 3, the reuse has been fully developed by the municipality. However, the local community participate actively and spontaneously in the development of the activities.</p> <p>Local organizations: 5, the initiative leave space to different local activities to develop activities in different forms. All the activities are developed by external local actors.</p> <p>Policy Mobility: 4, the municipality applied</p>	<p>Public funding or tax credit: 4, the EU funding and the national grant "Che fare?" in 2014 were the "milestones" in providing the reuse resources.</p> <p>Regulatory framework: 2, the regulatory frameworks does not hamper/fostered the activities.</p> <p>Perception: 3, the local community feel as part of the project and its involvement contribute in supporting the development of the activities</p> <p>Leading roles: 4, Cascina hosts a variety of subjects with different educational backgrounds.</p>	<p>Jobs creation: 4, the project created a high number of jobs, directly and indirectly</p> <p>Estate value: 3, the Cascina provide a new space which creates values to the neighborhood.</p> <p>Attractiveness and well-being: 4, in addition to regenerate a space and the creation of a community, the space provide courses specific for the well-being of the people</p>

innovative tools, thanks also to experiences and instruments developed in other contexts.

Inclusiveness: 4, there is a moderate participation of women and people above 60.

Resource integration

General conditions	Specific conditions	Outcomes
Institutional capacity: 5, the city of Turin has a strong experience in the development of co-governance methods.	Profit-oriented: 2, the foundation is a not-for profit organization. However, it set the space free to some economic activities.	Resource mobility: 3, the resources were shared indirectly. The space, given for free or to a facilitated price make sure that different actors could benefit from it.
Public authorities' involvement: 5, the Cascina is managed for the majority to public actors. Even some of the workers are on the municipality payroll.	Direct selling: 2, the resources come partially from the selling of the services. However, the costs are mainly covered thanks a strong commitment of the Municipality and EU.	Resource blending: 4, the project collected resources thanks the local and European funding. IN addition, resources are collected through sponsorship and fundraising.
Cooperativeness or co-governance: 3, the foundation includes people from the Municipality but also from the community. However, there is not possibility to participate to the central co-governance	Mecenatism: 2, there are some philanthropic donations. Compagnia di San Paolo as an example.	Cover of need: 5, the project collected resources not only for the full restoration of the building but also for the capacity building and the creation of a community
Entrepreneurship: 3, the reuse has been fully developed by the municipality. However, the local community participate actively and spontaneously in the development of the activities.	Income distribution: 3, the incomes are well distributed among participants.	
Local organizations: 5, the initiatives left the space to different local activities to develop activities in different forms		

Policy Mobility: 4, the municipality applied experiences and instruments developed in other contexts.

Inclusiveness: 4, there is a moderate participation of women and people above 60.

Community integration

General conditions	Specific conditions	Outcomes
Institutional capacity: 5, the city of Turin has a strong experience in the development of co-governance methods.	Limits to the use of assets or property: 1, there are not any limit to the use of the asset.	Number of people that participated: 5, The entire project was developed following the indications of the community living in the Mirafiori area.
Public authorities' involvement: 5, the Cascina is managed for the majority to public actors. Even some of the workers are on the municipality payroll.	Common interest: 4, the community shares the interest to participated to different phases and to contribute in the renovation. In addition, the project was able to create a network of similar projects)	Number of actors involved: 4, today the Cascina is managed through a cooperation between public-private and civic actors. The cooperation was built upon the constitution of the foundation.
Cooperativeness or co-governance: 3, the foundation includes people from the Municipality but also from the community. However, there is not possibility to participate to the central co-governance.	Strategic location: 2, the project is in the periphery of the city of Turin.	Institutional forms of collaboration: 3, the only institutional form is the Foundation.
Entrepreneurship: 3, the reuse has been fully developed by the municipality. However, the local community participate actively and spontaneously in the development of the activities.	Diversified employees: 2, staff members are very homogeneous.	
Local organizations: 5, the initiatives left the space to different local activities to develop activities in different forms		

Policy Mobility: 4, the municipality applied experiences and instruments developed in other contexts

Inclusiveness: 4, there is a moderate participation of women and people above 60.

Heritage impact

General conditions	Specific conditions	Outcomes
Institutional capacity: 5, the city of Turin has a strong experience in the development of co-governance methods.	Cultural districts: 3, the Cascina participates in a network of similar projects, already developed by the Case del Quartiere association.	Promotion of heritage values: 4, the cooperation contributed to promote especially intangible and creative cultural dimension. The Cascina itself hosts the "Centro Interpretazione e Documentazione storica", which is conceived as an Ecomuseum.
Public authorities' involvement: 5, the Cascina is managed for the majority to public actors. Even some of the workers are on the municipality payroll.	Heritage funds: 3, the funds received were partially dedicated to the renewal of the buildings.	Multitude of services: 5, the Cascina is now a multi-functional community center
Cooperativeness or co-governance: 3, the foundation includes people from the Municipality but also from the community. However, there is not possibility to participate to the central co-governance.	Ownership and conditions for the use of the building: 4, public-private management of the building allowed an enhancement of its asset. And the public property of the building is then positively relevant in this case.	Reuse and regeneration of the heritage: 4, the project was able to restore fully the complex.
Entrepreneurship: 3, the reuse has been fully developed by the municipality. However, the local community participate actively and spontaneously in the development of the activities.	Diversified users: 4, users are diversified thanks to openness policies of Cascina.	
Local organizations: 5, the initiatives left the space to different local activities to		

develop activities in different forms

Policy Mobility: 4, the municipality applied experiences and instruments developed in other contexts

Inclusiveness: 4, there is a moderate participation of women and people above 60.

Scugnizzo Liberato (Naples, Italy)

Regional integration

General conditions	Specific conditions	Outcomes
<p>Institutional capacity: 5, the city of Naples demonstrated a strong capability in the development of co-governance methods. In particular, it supported Naples' bottom-up experience and knowledge in matter of urban commons. By adopting "civic use" regulations, it might be considered a successful case of mutual learning between "low" and "high" cultures.</p>	<p>Public funding or tax credit: 3, the public administration pays ordinary expenses, and entrusts its assets for free. Though, it does not have enough sources to further support the development of the project. Nevertheless, in July 2019, the project has obtained a capital of 7.500.000 euros to the complex restoration.</p>	<p>Jobs creation: 3, the project supports job opportunities by granting spaces for free. This is part of a development strategy aimed at supporting craft traditions decreasing in the historic center; premises are then allocated to economically disadvantaged workers who lose their jobs. Moreover, in an indirect way, the project fosters the district's economy through cultural programming and through the (self-organized) reuse process itself. Indeed, the maintenance of the complex is mainly operated by local electricians, plumbers, builders and so on.</p>
<p>Public authorities' involvement: 4, in addition to what mentioned above, the public authority participates to co-writing commons regulations, and adopted several resolutions to allow for integrating urban commons within the city planning and management. This has been defining an enabling framework for recognized community i.e. public procurement procedures, payments, standard compliance, expansive municipal charges are significantly simplified and/or negotiated in dialogical modes.</p>	<p>Regulatory framework: 5, The elaboration of a new and innovative regulatory framework in matter of commons supported by the city council has had a crucial role in the project development. Particularly, it has been based on the elaboration of new urban governance tools which give back public and private abandoned properties to proactive local communities. The kind of proposed activities, the ability to act in the general interest, and the correspondence between uses and local needs are indicators to evaluate and</p>	<p>Estate value: 3, alongside providing new accessible civic spaces, Scugnizzo Liberato provides a former self-organized restoration of the ex-convent which drives the urban regeneration of the instant surroundings.</p>

recognized "emergent"
communities as "civic actor" .

Cooperativeness or co-governance: 4, the City Council is the owner and administrator of the complex but its management is remitted to third parties, establishing a new form of public-community partnership. Specifically, since there is neither custody nor a delegation of the asset, self-organization and self-governance are identified as legal forms by urban regulations. Hence, the city supports citizens in this engagement process. Overall, Naples' Urban Civic Uses policy aims at overcoming both the individual property regime and the traditional public management, by allowing for community-led initiatives to be recognized and institutionalized.

Entrepreneurship: 2, so far, entrepreneurial activities and spirits are mainly absent.

Local organizations: 4, the project include different local organizations. Preference is mainly accorded to those basing their activity on mutual aid, culture and crafts.

Policy Mobility: 2, the municipality created and applied several innovative tools and policies. Their development benefits from the dialogical approach achieved with urban movements of the city, and in

Perception: 5, Local community sense of belonging is very strong. Its relation with the Cappuccinelle complex, as a former juvenile detention, has a crucial role. The historical significance of the former convent is perceived and used as important resources for the project. As the name "Released Scugnizzo" witnesses, the material regeneration the project aims at, correspond also to a social ambition i.e. relieve young criminals ("scugnizzi"), confined in a specific neighborhood, considered lacking concretes chances to rehabilitate themselves.

Leading roles: 3, the education level is rather high among leaders whereas social backgrounds are discreetly various. In respect with gender issues, it seems the majority of the leaders are men.

Attractiveness and well-being: 4, The Scugnizzo opening has been improving the livability of the area. In particular, the former Cappuccinelle Convent is situated in a dense and compact urban area that lacks significant gathering space and squares. Hence, the project, with its large courtyards, offers a new urban centre providing Avvocata district with a meeting place, a piazza, which it lacked.

Additionally, it has to be noted that Scugnizzo Liberato has been attracting great interest not only at local level but also at metropolitan one due to the variety of its cultural program.

particular with the group occupying Asilo Filangieri.

Inclusiveness: 5, one of the main priorities of the project is to assure the broadest inclusiveness possible. Particularly, the Scugnizzo Liberato defined itself as a public space managed independently by a community which rejects any form of "fascism, sexism, discrimination and abuse". This mirrors constitutional principles that belongs to all experiences enabled by the Municipality of Naples.

Resource integration

General conditions	Specific conditions	Outcomes
<p>Institutional capacity: 4, the city of Naples demonstrated a strong capability in the development of co-governance methods. In particular, it supported Naples' bottom-up experience and knowledge in matter of urban commons. By adopting "civic use" regulations, it might be considered a successful case of mutual learning between "low" and "high" cultures.</p>	<p>Profit-oriented: 2, the Scugnizzo community is not profit-orient. Nevertheless, they promote cultural events and activities to reinvest profits in other material and immaterial activities such as crafts courses and restoration. Generally, revenues are also targeted to absorb urgent needs of community workers and safeguard the sustainability of the overall system. However, this method has been partially tested.</p>	<p>Resource mobility: 3, Knowledge economy, new tested tools, mutual aid and so on are equally distributed among stakeholders and partners.</p>
<p>Public authorities' involvement: 4, the public authority participates to co-writing commons regulations, and adopted several resolutions to allow for integrating urban commons within the city planning and management; it provides the building for free for the community and covers the utilities expenses. This has been defining an</p>	<p>Direct selling: 2, the costs are mainly covered thanks to profits generated by cultural activities and events. At the present, it has been prioritized the asset physical redevelopment, thus revenues are invested in this sector.</p>	<p>Resource blending: 3, a crowdfunding campaign was launched to support the renovation of the indoor theatre of the complex.</p> <p>However, the building reuse itself, ensured through a sort of public-private-people collaboration, showcases the capability of the project to integrate resources from different sources.</p>

enabling framework for recognized community i.e. public procurement procedures, payments, standard compliance, expansive municipal charges are significantly simplified and/or negotiated in dialogical modes.

Cooperativeness or co-governance: 4, the City Council is the owner and administrator of the complex but its management is remitted to third parties, establishing a new form of public-community partnership. Specifically, since there is neither custody nor a delegation of the asset, self-organization and self-governance are identified as legal forms by urban regulations. Hence, the city supports citizens in this engagement process. Overall, Naples' Urban Civic Uses policy aims at overcoming both the individual property regime and the traditional public management, by allowing for community-led initiatives to be recognized and institutionalized.

Entrepreneurship: 2, so far, entrepreneurial activities and spirits are mainly absent.

Local organizations: 4, the project include different local organizations. Preference is given to those basing their activity on mutual aid, culture and crafts.

Policy Mobility: 2, the municipality created and applied several innovative

Mecenatism: 1, N/A

Income distribution: 1, N/A. At the present, revenues are fully used for building restoration.

Cover of need: 3, resources have been collected for the partial restoration the complex. This allowed activities to be started and premises allocation.

tools and policies. Their development benefits from the dialogical approach achieved with urban movements of the city, and in particular with the group occupying Asilo Filangieri.

Inclusiveness: 4, one of the main priorities of the project is to assure the broadest inclusiveness possible. Particularly, the Scugnizzo Liberato defined itself as a public space managed independently by a community which rejects any form of "fascism, sexism, discrimination and abuse". This mirrors constitutional principles that belongs to all experiences enabled by the Municipality of Naples.

Community integration

General conditions	Specific conditions	Outcomes
<p>Institutional capacity: 4, the city of Naples demonstrated a strong capability in the development of co-governance methods. In particular, it supported Naples' bottom-up experience and knowledge in matter of urban commons. By adopting "civic use" regulations, it might be considered a successful case of mutual learning between "low" and "high" cultures.</p>	<p>Limits to the use of assets or property: 1, the asset cannot be used for restricted or private uses. Indeed, it has been entrusted/opened on the base of a recognized civic value of the community that initially squatted it. It means that informal/illegal urban realities are identified as commons if they serve community needs such as cultural services, welfare, refugee protection, health services, housing.</p>	<p>Number of people that participated: 4, The entire project was developed by the local community, due to the recognition and the support of the municipality. The group is composed by activists that firstly occupied the building, and then involved locals in the process.</p>
<p>Public authorities' involvement: 4, the public authority participates to co-writing commons regulations, and adopted several resolutions to allow for integrating urban</p>	<p>Common interest: 4, since the beginning, the former group reclaimed the asset to be used as a venue for community's needs. Its attempt is to be entirely</p>	<p>Number of actors involved: 3, the project involves people from public sector, academia, third and cultural sector, as well as all Neapolitan citizens and beyond. However, no</p>

commons within the city planning and management; it provides the building for free for the community and covers the utilities expenses. This has been defining an enabling framework for recognized community i.e. public procurement procedures, payments, standard compliance, expansive municipal charges are significantly simplified and/or negotiated in dialogical modes.

based on the common interest.

private/ entrepreneurial actors are involved.

Cooperativeness or co-governance: 4, the City Council is the owner and administrator of the complex but its management is remitted to third parties, establishing a new form of public-community partnership. Specifically, since there is neither custody nor a delegation of the asset, self-organization and self-governance are identified as legal forms by urban regulations. Hence, the city supports citizens in this engagement process. Overall, Naples' Urban Civic Uses policy aims at overcoming both the individual property regime and the traditional public management, by allowing for community-led initiatives to be recognized and institutionalized.

Strategic location: 5, the Scugnizzo Liberato is situated in the historical area of the city, among a the most important squares and main streets of Naples. Moreover, its location ensures a high range of connectivity between the site and the rest of the city. Indeed, the area can be accessed by public transportation easily reached from the Cappuccinelle ex-convent.

Institutional forms of collaboration: 5, through the civic-use institutional device, the Municipality put in place a new form of public - civic partnership.

Entrepreneurship: 2, so far, entrepreneurial activities and spirits are mainly absent.

Diversified employees:
N/A

Local organizations: 4, the project include different local organizations. Preference is mainly accorded to those basing their activity on mutual aid, culture and crafts.

Policy Mobility: 2, the municipality created and applied several innovative tools and policies. Their development benefits from the dialogical approach achieved with urban movements of the city, and in particular with the group occupying Asilo Filangieri.

Inclusiveness: 4, one of the main priorities of the project is to assure the broadest inclusiveness possible. Particularly, the Scugnizzo Liberato defined itself as a public space managed independently by a community which rejects any form of "fascism, sexism, discrimination and abuse". This mirrors constitutional principles that belongs to all experiences enabled by the Municipality of Naples.

Heritage impact

General conditions	Specific conditions	Outcomes
<p>Institutional capacity: 4, the city of Naples demonstrated a strong capability in the development of co-governance methods. In particular, it supported Naples' bottom-up experience and knowledge in matter of urban commons. By adopting "civic use" regulations, it might be considered a successful case of mutual learning between "low" and "high" cultures.</p>	<p>Cultural districts: 5, the Scugnizzo Liberato is part of the commons network which connects of similar projects within the city.</p> <p>Additionally, the artisan vocation of the project aligns objectives of the UNESCO Big Project, designed for the city center. Even though the Scugnizzo Liberato is not included among sites selected by the UNESCO Big Project, its surrounding area falls within the thematic area "creative arts and craftsmanship", aimed at promoting / rediscovering traditional activities in the historical tissue. Particularly, this area underwent a large-scale renovation public program which affected its urban and infrastructural dimensions.</p>	<p>Promotion of heritage values: 4, the notable architectural and cultural value of the complex, declared as Italian cultural asset, is recognized and preserved by the Scugnizzo community as much as possible. In respect with the project, its cultural value is really remarkable and is witnessed, among others, by an important collection of memorabilia displayed in the small museum at the entrance of the ex-convent. This is also confirmed by the Scugnizzo members themselves (e.g. in their accurate descriptions of building's history) and also in the attention paid in preserving cultural values throughout the adaptation process: an objective endeavoured despite the lack of adequate knowledge on the matter.</p>
<p>Public authorities' involvement: 4, the public authority participates to co-writing commons regulations, and adopted several resolutions to allow for integrating urban commons within the city planning and management; it provides the building for free for the community and covers the utilities expenses. This has been defining an enabling framework for recognized community i.e. public procurement procedures, payments, standard compliance, expansive municipal charges are significantly simplified and/or negotiated in dialogical modes.</p>	<p>Heritage funds: 4, in July 2019, several public authorities signed the Institutional Development Agreement – Naples City Centre (Contratto istituzionale di Sviluppo – Centro storico di Napoli). which has assigned a capital of 7.500.000 euros to restoration of the ex-Cappuccinelle. The funds will be invested in the 2014 enhancement project which is part of the operative plan Culture and Tourism - FSC 2014/2020 (Cultura e turismo). This combination of funds, community and public interests shows an innovation in terms of urban strategy, explicitly supported by the Municipality.</p>	<p>Multitude of services: 3, The project promotes mainly mutual aid activities based on community's needs. This aims at strengthening the capacities of the most fragile subjects of the city.</p>

Cooperativeness or co-governance: 4, the City Council is the owner and administrator of the complex but its management is remitted to third parties, establishing a new form of public-community partnership. Specifically, since there is neither custody nor a delegation of the asset, self-organization and self-governance are identified as legal forms by urban regulations. Hence, the city supports citizens in this engagement process. Overall, Naples' Urban Civic Uses policy aims at overcoming both the individual property regime and the traditional public management, by allowing for community-led initiatives to be recognized and institutionalized.

Entrepreneurship: 2, so far, entrepreneurial activities and spirits are mainly absent.

Local organizations: 4, the project include different local organizations. Preference is mainly accorded to those basing their activity on mutual aid, culture and crafts.

Policy Mobility: 2, the municipality created and applied several innovative tools and policies. Their development benefits from the dialogical approach achieved with urban movements of the city, and in particular with the group occupying Asilo Filangieri.

Ownership and conditions for the use of the building: 4, in 2014, the Municipality acquired the property on the base of a valorization agreement as regulated by the "Cultural Federal Agreement" (Federalismo Culturale, art. 5 of dlgs.85/2010). This allowed for the asset enhancement through a public-people governance. In regard with this, the public property of the building is an enabling factor.

Diversified users: 4, users come from all over the city. It might be stated they are rather diversified in terms of social and demographic background.

Reuse and regeneration of the heritage: 4, the adaptive reuse of the Cappuccinelle consists of an incremental project based on a step by step approach and on self-organization / building. This notably speeded up the renovation and usage pace.

Inclusiveness: 4, one of the main priorities of the project is to assure the broadest inclusiveness possible. Particularly, the Scugnizzo Liberato defined itself as a public space managed independently by a community which rejects any form of "fascism, sexism, discrimination and abuse". This mirrors constitutional principles that belongs to all experiences enabled by the Municipality of Naples.

Sargfabrik (Vienna, Austria)

Regional integration

General conditions	Specific conditions	Outcomes
<p>Institutional capacity: 4 The general housing policy and urban development environment of the city of Vienna is very supportive. Moreover, in the 80's, when the project started the city government supported all kinds of "fresh" initiatives even in a greater extent than today.</p>	<p>Public funding or tax credit 3: One third of the construction cost was financed by a %,8 million euro support from the City of Vienna (Wohnbauförderungsmittel). Also, due to the "Wonheim" status of the building special subsidies could be claimed for educational, social and cultural activities.</p>	<p>Jobs creation: 4, The project created a relatively high number of jobs (15 people are employed only in te management). the Restaurant operating in the building is a socio-economic enterprise offerinf jobs to people over the age 50 to increase their professional know-how. The project is also generating a lot of voluntary work in all areas of community work.</p>
<p>Public authorities' involvement: 3 Although this is not a public initiative, public authorities are involved in some of the activities provided or attached to Sargfabrik (e.g. the Restaurant is funded by the Public Employment Service of Vienna, places are provided for the Youth and</p>	<p>Regulatory framework 4: One key of success was the application of the Wonheim model – it not just meant financial support, but also exceptions from several building codes. This contributed to lower building costs and the remaining resources could be re-</p>	<p>Estate value: 5, By bringing the concept of experimental living into a formerly "boring" area of the city, the real estate value (similarly to the entire neighbourhood) became quite high. Now everybody is advertising the area with the Sargfabrik project Although the Sargfabrik had a big impact</p>

Family Offices of the City, etc.)

invested into the social infrastructure.

on the area, it was not the only factor contributing to the gentrification process that took place in the last few years.

Cooperativeness or co-governance 3: Public authorities do not take part in the governance. The project is led by the Association which delegates roles to the project management team. It is functioning like a cooperative, being the owner, the constructor, the operator and the rental agency.

Perception: 5 The local community (members of Association) are deeply attached to the project, they share the same ideologies and visions. Newcomers are selected in a way to be easily integrated into the existing community. Nowadays the focus has been shifting from the building to the neighborhood, the new mission is to bring vitality into the surroundings as well.

Attractiveness and well-being: 5, This is part of the main mission of the project (to create a place where it's better to live). Now they'd like to spread this approach to the neighborhood as well.

Leading roles: 3, There is a gender balance in the leading roles, but the education and social background is more or less the same (highly educated, middle class people).

Entrepreneurship: 4 The reuse has been fully developed by the Association. Social, cultural and educational functions were created which now serve the needs of the smaller and larger community/neighborhood as well.

Local organizations: 2 All activities are developed under the "umbrella" of the Association, no other local organizations are permanently involved

Policy Mobility: 4 The municipal policy has been changing, and some aspects of the Sargfabrik's own policy is also changing, as a response to new needs and new circumstances.

Inclusiveness: 5 It is a housing project with strong social and cultural message and goals, focusing on integration and social equity both among its residents and the wider neighborhood.

Resource integration

General conditions	Specific conditions	Outcomes
<p>Institutional capacity: 4, The general housing policy and urban development environment of the city of Vienna is very supportive. Moreover, in the 80's, when the project started the city government supported all kinds of "fresh" initiatives even in a greater extent than today.</p>	<p>Profit-oriented: 2, The Association is a not for profit organization. However, some activities (Kulturhaus, renting the conference room, Badehaus) are operating on a profit-making basis).</p>	<p>Resource mobility: 4, Resources are shared among projects and stakeholders. Public funds are totally allocated to the specific services they are granted for (especially on the fields of education and social activities), rents are only allocated to housing-related expenditures, but some non-profit events and activities are cross-financed from profitable ones.)</p>
<p>Public authorities' involvement 3: Although this is not a public initiative, public authorities are involved in some of the activities provided or attached to Sargfabrik (e.g. the Restaurant is funded by the Public Employment Service of Vienna, places are provided for the Youth and Family Offices of the City, etc.)</p>	<p>Direct selling: 4, The costs are fully covered by revenues (rents, selling services and public funds for social and cultural activities).</p>	<p>Resource blending: 4, Different sources are collected: revenues for long-term rental, revenues from events, revenues from services, own capital, bank loans, public subsidies, donations.</p>
<p>Cooperativeness or co-governance 3: Public authorities do not take part in the governance. The project is led by the Association which delegates roles to the project management team.</p>	<p>Mecenatism: 3, There are some social donations of people who lived there – these funds are allocated for social housing.</p>	<p>Cover of need: 4, The project collected the necessary resources at the beginning (for purchasing the land and renovating the building) and has enough resources since then to undertake the main activities. However, as the building is getting older</p>

additional resources will be needed to fund its renovation. So the business model will be reconsidered from this aspect in the near future.

Entrepreneurship 4: The reuse has been fully developed by the Association. Social, cultural and educational functions were created which now serve the needs of the smaller and larger community/neighborhood as well.

Income distribution: 4, There is solidarity pool, an internal distribution system for creation of social funds for those who couldn't afford living here otherwise. (A fixed fee of 27 cents/m² is allocated to this fund). The distribution goes in an anonymous way, two ombudsmen are deciding about it on a yearly basis, and no one knows the specifics)

Local organizations 2: All activities are developed under the "umbrella" of the Association, no other local organizations are permanently involved

Policy Mobility 4: The municipal policy has been changing, and some aspects of the Sargfabrik's own policy is also changing, as a response to new needs and new circumstances.

Inclusiveness:5: It is a housing project with strong social and cultural message and goals, focusing on integration and social equity both among its residents and the wider neighborhood.

Community integration

General conditions	Specific conditions	Outcomes
Institutional capacity 4: The general housing policy and urban development	Limits to the use of assets or property: 1, there is no limit to the use of the asset	Number of people that participated: 5, explanation If we consider the Association as the community

environment of the city of Vienna is very supportive. Moreover, in the 80's, when the project started the city government supported all kinds of "fresh" initiatives even in a greater extent than today.

participating in the process, the participation rate among the adults was almost 100%. Currently 150 adults and 60 children are living in the community, all of them participate in some activities.

Public authorities' involvement 3: Although this is not a public initiative, public authorities are involved in some of the activities provided or attached to Sargfabrik (e.g. the Restaurant is funded by the Public Employment Service of Vienna, places are provided for the Youth and Family Offices of the City, etc.)

Common interest: 5, the project is based on the common interest of Association members. They are now trying to develop common interest with the neighborhood.

Number of actors involved: 4, It's a self-administered housing and cultural project based on the principles of shared planning and shared economy. The Association acts as owner, constructor, operator and rental agency. During the building process they collaborated successfully with public authorities and financial institutions. Since then they built strong relationships with the actors on the field of culture, education and social issues.

Cooperativeness or co-governance 3: Public authorities do not take part in the governance. The project is led by the Association which delegates roles to the project management team.

Strategic location: 2, explanation At the beginning, the project was in the periphery of the city of Vienna. Since then the neighbourhood has changed and public transportation connecting it to the center has developed, however, it still cannot be considered as strategic location

Institutional forms of collaboration: 3, The only institutional form is the Association.

Entrepreneurship 4: The reuse has been fully developed by the Association. Social, cultural and educational functions were created which now serve the needs of the smaller and larger community/neighborhood as well.

Diversified employees: 4, The employees show a quite high diversity considering gender, age, education and, ethnicity.

Local organizations 2: All activities are developed under the "umbrella" of the Association, no other local

organizations are
permanently involved

Policy Mobility 4: The municipal policy has been changing, and some aspects of the Sargfabrik's own policy is also changing, as a response to new needs and new circumstances.

Inclusiveness: 5: It is a housing project with strong social and cultural message and goals, focusing on integration and social equity both among its residents and the wider neighborhood.

Heritage impact

General conditions	Specific conditions	Outcomes
<p>Institutional capacity 4: The general housing policy and urban development environment of the city of Vienna is very supportive. Moreover, in the 80's, when the project started the city government supported all kinds of "fresh" initiatives even in a greater extent than today.</p>	<p>Cultural districts: 2, Some members of Sargfabrik are actively involved and play a leading role in the revitalization of Matzner district.</p>	<p>Promotion of heritage values: 3, They rather look into the future than to the past, however, some heritage values are kept (the name, the chimney, there are some exhibitions about the history of the coffin factory). The strongest feature is the name, as it raises questions about its origin immediately.</p>
<p>Public authorities' involvement 3: Although this is not a public initiative, public authorities are involved in some of the activities provided or attached to Sargfabrik (e.g. the Restaurant is funded by the Public Employment Service of Vienna, places are provided for the Youth and Family Offices of the City, etc.)</p>	<p>Heritage funds: 1, explanation No heritage funds were used for the renewal of the building.</p>	<p>Multitude of services: 5, Sargfabrik today is a multi-functional community center for living, culture and education.</p>
<p>Cooperativeness or co-governance 3: Public authorities do not take part in the governance. The project is led by the Association</p>	<p>Ownership and conditions for the use of the building: 1, No favorable ownership conditions.</p>	<p>Reuse and regeneration of the heritage: 5, explanation the project was able to</p>

which delegates roles to the project management team.

restore the building to the greatest extent.

Entrepreneurship 4: The reuse has been fully developed by the Association. Social, cultural and educational functions were created which now serve the needs of the smaller and larger community/neighborhood as well.

Diversified users: 3, Due to the social mission of the Association there is some diversity (single parents, migrants, vulnerable people, etc.), but their number is limited. Normally moving here nowadays requires a quite high equity, which only for middle-class people is affordable.

Local organizations 2: All activities are developed under the “umbrella” of the Association, no other local organizations are permanently involved

Policy Mobility 4: The municipal policy has been changing, and some aspects of the Sargfabrik’s own policy is also changing, as a response to new needs and new circumstances.

Inclusiveness: 5: It is a housing project with strong social and cultural message and goals, focusing on integration and social equity both among its residents and the wider neighborhood.

Färgfabriken (Stockholm, Sweden)

Regional integration

General conditions

Institutional capacity: 4, Färgfabriken’s success is partially to be found in the support coming from the local institutional and political contexts, which was interested and conducive for

Specific conditions

Public funding or tax credit: 4, Public funding has been an important part of Färgfabriken’s budget, but its creation was not a public initiative.

Outcomes

Jobs creation: 2, this is just a very indirect effect. The presence of Färgfabriken drew a few new studios and small enterprises to the area, which also offer new jobs.

the use of culture as an instrument for urban renovation and rehabilitation of industrial sites.

Public authorities' involvement: 2, Authorities have not been involved in either the creation or the general maintenance of the building complex. Nevertheless, there are programs that they fund, and Färgfabriken maintains good relationship with the Stockholm municipality.

Cooperativeness or co-governance: 3, Strictly from the governance sense there is less co-governance, as Färgfabriken's governance follows the classical organisational structure of a foundation. The organisation's operations are overseen by a board. It is the local team and the projects that reach out.

Entrepreneurship: 4, Färgfabriken was founded and run by a foundation

Regulatory framework: 3, Despite the lack of municipal ownership in the area, municipal regulations can have a strong impact on the future of Lövholmen. Zoning regulations demand that new residential areas have active ground floors. Plans for the area, currently in the state of a suspended construction site, depict predominantly residential complexes, threatening the survival of the cultural initiatives that have settled there. Färgfabriken, together with other actors in the area have been promoting the idea of an organisation to manage ground floor spaces and establish a mix of art and commercial spaces.

Perception: 5, A sense of belonging, having a mission have been central to the project. Its dedication to get involved with the issues of Lövholmen has been its distinguishing feature, and central to its success.

Leading roles: 2, the project is led by two leaders – one male and one female – who are supported by a team of project managers. It is a very close-knit, collaborative team. In the OC document there is no information available on the ethnic/gender background of the people employed. But more could be available from the gender questionnaire.

Estate value: 4, Partly as a result of Färgfabriken's attractiveness, the previously industrial and abandoned area of Lövholmen was hit by a big wave of change, creating a kind of unplanned cultural revolution.

Attractiveness and well-being: 3, The area – still deprived – is undergoing profound changes. Färgfabriken had a strong influence on the surrounding area's transformation. The mere presence of a cultural venue meant a lot for the renovation of the surrounding area.

which was created by the private company Lindéngruppen, and SAR (Swedish Association of Architects).

Local organizations: 3, as inclusivity is a key concept, reaching out to other organisations in the area (Lövholmen).

Policy Mobility: 3, It has been the first of this kind in the Stockholm scene, its agenda brings urban planning/development, social issues and culture/architecture together.

Inclusiveness: 5, The project pioneered a model for building an inclusive, participatory dialogue through art and culture. It has become its trademark. Additionally, it has a specific program focusing on gathering local knowledge and opinions about the area.

Resource integration

General conditions	Specific conditions	Outcomes
Institutional capacity: 4, the main force behind Färgfabriken has been the foundation, which has secured its operation from the beginning. It follows a classic model of organisation with a board overseeing its activities, providing stability and security through this.	Profit-oriented: 1, No, this is not a profit-oriented initiative.	Resource mobility: ??, Färgfabriken receives separate funding for its diverse projects, in this sense resource mobility is not relevant.
Public authorities' involvement: 2, Public authorities on all levels – including the EU – are involved through funding individual projects.	Direct selling: 4, part of its revenue comes from a restaurant on the ground floor and hosting commercial events.	Resource blending: 4, The economic model is a mix between public grants and sponsorships. Also, by adding urban planning as its focus besides art and architecture,

a lot more funding became available and pertinent, from a variety of European sources as well as in partnership with the Swedish Institute.

Cooperativeness or co-governance: 3, The various stakeholders are not involved in the overall decision making, but they cooperate with the Färgfabriken team on individual projects.

Mecenatism: 5, Private sponsors have played a crucial part in creating and maintaining the project. The building used by Färgfabriken is owned by Lindéngruppen. As of today, Lindéngruppen is Färgfabriken's main sponsor, and gives the chair person of the foundation's board.

Cover of need: 5, Following a crisis in 2008, when founding was mismanaged, the relationship between the Foundation and Lindéngruppen was formalised. Since then the project has enough resources to cover its need.

Entrepreneurship: 5, Entrepreneurism is present in a sense of openness, in searching for new solutions and new funding opportunities all the time.

Income distribution: 0.

Local organizations: 5, Färgfabriken tries to look for new stakeholders all the time. It specifically focuses to work together with organisations present locally.

Policy Mobility: 1, finding new focus, creating new methods have been central to the Färgfabrik concept. But these are not policies.

Inclusiveness: 5, Vulnerable participants have been important from the point of view of community, reaching out to them has been a top priority of the Färgfabriken initiatives.

Community integration

General conditions

Specific conditions

Outcomes

<p>Institutional capacity: 4, the institutions have been supportive, but rather by allowing the Färgfabriken team to work. The biggest step towards support and innovation has been taken by Lindéngruppen, the owner of the building complex.</p>	<p>Limits to the use of assets or property: 1, Färgfabriken went through two major renewals, the first one being small scale, the second really turned the building into a state-of-the-art cultural venue. Thus now there are no physical limits to its use.</p>	<p>Number of people that participated: 5, it has become a major cultural forum, attracting a large number of people from the neighbourhood and beyond.</p>
<p>Public authorities' involvement: 4, Public authorities are present through the various projects they sponsor/fund. These are often focus on reaching out to the local community.</p>	<p>Common interest: 5, Färgfabriken has been instrumental in putting the issues faced by the local community in the center. It has also played a crucial role in</p>	<p>Number of actors involved: 5, the model of Färgfabriken is to create a very wide coalition of stakeholders, including private, public and NGOs.</p>
<p>Cooperativeness or co-governance: 3, co-governance is limited, but cooperation with different actors plays a crucial role.</p>	<p>Strategic location: 5, the location and the site are crucial. Färgfabriken has been the first of this kind in the area, but also in the city of Stockholm, which has helped its success greatly.</p>	<p>Institutional forms of collaboration: 3, there are many forms of cooperation, but it remains steered by a foundation.</p>
<p>Entrepreneurship: 4, this is not an important aspect of the project, but Färgfabriken reaches out to the local initiatives in the area. E.g. it sells local products in its shop.</p>	<p>Diversified employees: NA.</p>	
<p>Local organizations: 3, Färgfabriken has been a catalyst to attract new initiatives in the area and build relationships with them. Continuously reaching out to other art spaces and studios in Lövholmen, Färgfabriken has created a variety of collaborations with different local initiatives.</p>		
<p>Policy Mobility: 1, They developed a specific method - The Färgfabriken method, which explores complex issues by putting in place an interdisciplinary and participatory strategy for problem resolution.</p>		

Inclusiveness: 5,
Lövhölmén has been a very neglected and deprived area of Stockholm. The activities of Färgfabriken have concentrated to reaching out to the inhabitants of the area, to discuss with them the future of the area.

Heritage impact

General conditions	Specific conditions	Outcomes
Institutional capacity: 4, The presence of strong heritage protection policies was very helpful to the creation of the foundation.	Cultural districts: 2, Besides protecting its building, Färgfabriken has been acting as a catalyst of debates about and different visions for Lövhölmén, engaged in the broader discussion about the area's future, the preservation of its industrial character.	Promotion of heritage values: 5, The importance of industrial heritage is a central theme of the Färgfabriken project. It is not only relevant for the building itself, but for the entire neighborhood, which is full of similar buildings.
Public authorities' involvement: 2, originally destined to be demolished, the building was saved after the municipality acted fast, and the building complex was listed.	Heritage funds: 2, The building was renewed through funds received by private donors. (SKANSKA and later by Lindéngruppen.)	Multitude of services: 4, The reuse has supported the expansion of cultural activities, it helped to start new, community-oriented initiatives and helped to increase .
Cooperativeness or co-governance 3: It is not relevant from the heritage aspect in Färgfabriken's case.	Ownership and conditions for the use of the building: 4, The building used by Färgfabriken is owned by Lindéngruppen. As such, the foundation depends on a lease of the space that is usually renewed every three/four years.	Reuse and regeneration of the heritage: 5, The project allowed the protection of the building – which now cannot be altered externally – and saved it from demolition. There were two renewals – the first just partial, and a major redesign in 2011.
Entrepreneurship: 4, The second renewal allowed the creation of a diversified space, with workshop rooms, event spaces and a Café, that all contribute to the maintenance of the building and the programs.	Diversified users: 5 Users from a variety of backgrounds and income levels are welcome in the site. .	

Local organizations: 3, Mapping local actors, building networks among them and serve as a gathering point for their discussions is a core value of Färgfabriken. It relates – among others – to managing/understanding the heritage of the area.

Policy Mobility: 1, The Färgfabriken method, the open dialogues are also used focusing on the area's heritage and its future.

Inclusiveness 5, The adaptive reuse processes have been central in the discussions about the future of the entire area, and the Färgfabriken team is intent on making this very inclusive.

Largo Residências (Lisbon, Portugal)

Regional integration

General conditions	Specific conditions	Outcomes
Institutional capacity: 4, The local institutions have been positively responding to the initiative by offering room for collaboration and support. Moreover since 2010 the Lisbon municipality has developed a program called BIP/ZIP supporting local associations and informal groups to build partnerships and propose ideas for the regeneration of the city's vulnerable areas.	Public funding or tax credit: 4, Largo Residências has access to a 50,000 euros grant awarded by the municipality through the BIP/ZIP Program supporting cultural and social local projects in deprived areas.	Jobs creation: 3, Some jobs have been created, around 10 people have been hired of which 80% come from the neighborhood and the other 20% from a socially vulnerable area of the city.
Public authorities' involvement: 3, Public authorities have never been directly involved in the	Regulatory framework: 3, The attention given to local associations and informal groups by the municipality	Estate value: 5, The project, together with the regeneration works undergone by the

project but have built collaborations and partnerships with the initiative since the beginning contributing to the recognition and appreciation of Largo Residencias work at the municipal and national level, as well as awarding financial support for the renovation of the building.

since 2010 through the BIP/ZIP Program and the effort put in the building of partnerships with the local population through the creation of GABIPs local offices has been central to the success of Largo Residencias. However other elements of the regulatory framework such as the liberalisation of the real estate market can be regarded as problematic.

municipality in the neighborhood have strongly impacted the creation of estate value of the building and more generally of the area.

Cooperativeness or co-governance: 3,

Largo Residencias is a cooperative of 12 members. Apart from the cooperative governance structure, the team has collaborated with local associations and architecture studios, as well as researchers and the public institutions. However these last actors were not integrated in the management or ownership of the structure.

Entrepreneurship: 4,

Being it a self-funded initiative, entrepreneurial activities are at the core of the initiative's economic sustainability. These include a hotel, a hostel and a cafeteria as well as a bike shop.

Local organizations: 4,

The purpose of the initiative is to include the local population of associations and informal groups in the re-making of the neighborhood. As such, the project aims at always interacting and involving local organizations throughout the process.

Policy Mobility: 2,

Perception: 3,

The sense of belonging to the neighborhood where Largo Residencias is located is very strong, but challenged by the growing presence of short-term rental apartments and touristification of the area.

Leading roles: 4, mostly women.

Attractiveness and well-being: 4,

The attractiveness of the areas has surely been fostered. For what concerns its well-being, it is important to say that the initiative has been happening in a time of touristification and gentrification of the area, thus meaning the expected demographic consequences.

No nez policies have been applied directly to the initiative or thanks to the initiative, however the project has benefited from municipal programs such as the BIP/ZIP Program and the creation of GABIPs facilitating the connection and interaction with the local institutions.

Inclusiveness: 4, one of the mains objectives of the project is striving for the broadest possible inclusiveness with regard to self-management and leadership. Hence, LaFábrika group is seeking to organize itself rather horizontally, including a variety of stakeholders as well as any interested community member.

Resource integration

General conditions	Specific conditions	Outcomes
Institutional capacity: 4, The local institutions have been positively responding to the initiative by offering room for collaboration and support. Moreover since 2010 the Lisbon municipality has developed a program called BIP/ZIP supporting local associations and informal groups to build partnerships and propose ideas for the regeneration of the city's vulnerable areas.	Profit-oriented: 4, The main aim of the project is to be of social and cultural utility to the local population and to help support the local artistic creation and production. However profit oriented activities are essential in order for the project to be able to deliver such results in an affordable way for all. Hence the need for the creation of a hotel, hostel and cafeteria.	Resource mobility: 4, The initial investment made by cooperative members has been proportionately repaid with interests. Moreover the income that is today generated is distributed among the various activities offered, especially the artistic activities that in the case of screenings, exhibitions and shows are free of charge, thus supported through the income generated by for profit activities.
Public authorities' involvement: 3, Public authorities have never been directly involved in the project but have built collaborations and	Direct selling: 5, After a few years of financial instability, today Largo Residencias is able to	Resource blending: 2, Economic resources were mainly collected by the cooperative members private

partnerships with the initiative since the beginning contributing to the recognition and appreciation of Largo Residencias work at the municipal and national level, as well as awarding financial support for the renovation of the building.

produce income, thus being able to cover all expenses.

funds and the public support through the BIP/ZIP grant.

Cooperativeness or co-governance: 3,

Largo Residencias is a cooperative of 12 members. Apart from the cooperative governance structure, the team has collaborated with local associations and architecture studios, as well as researchers and the public institutions. However these last actors were not integrated in the management or ownership of the structure.

Mecenatism: 1,

No forms of mecenatism supported the initiative. A big percentage of the initial investment has been provided by the cooperative members in different amounts.

Cover of need: 4,

The project was successful in collecting the resources needed to initiate the project, today generating sufficient income to be self-sustainable.

Entrepreneurship: 4,

Being it a self-funded initiative, entrepreneurial activities are at the core of the initiative's economic sustainability. These include a hotel, a hostel and a cafeteria as well as a bike shop.

Income distribution: NA

Local organizations: 4,

The purpose of the initiative is to include the local population of associations and informal groups in the re-making of the neighborhood. As such, the project aims at always interacting and involving local organizations throughout the process.

Policy Mobility: 2,

No nez policies have been applied directly to the initiative or thanks to the initiative, however the project has benefited from

municipal programs such as the BIP/ZIP Program and the creation of GABIPs facilitating the connection and interaction with the local institutions.

Inclusiveness: 4, one of the main objectives of the project is striving for the broadest possible inclusiveness with regard to self-management and leadership. Hence, LaFábrika group is seeking to organize itself rather horizontally, including a variety of stakeholders as well as any interested community member.

Community integration

General conditions	Specific conditions	Outcomes
<p>Institutional capacity: 4,</p> <p>The local institutions have been positively responding to the initiative by offering room for collaboration and support. Moreover since 2010 the Lisbon municipality has developed a program called BIP/ZIP supporting local associations and informal groups to build partnerships and propose ideas for the regeneration of the city's vulnerable areas.</p>	<p>Limits to the use of assets and property: 1,</p> <p>Some of the property assets have been dedicated to the necessary income generating activities that make it possible for the initiative to be self-sustainable.</p>	<p>Number of people involved: 3,</p> <p>The project mainly relies on the cooperative members and project founders, the everyday workers in the different activities and services provided, and the local population with their skills and knowledge of the area.</p>
<p>Public authorities' involvement: 3,</p> <p>Public authorities have never been directly involved in the project but have built collaborations and partnerships with the initiative since the beginning</p>	<p>Common interest: 4,</p> <p>Since the beginning, giving voice to a shared common interest has been the main purpose of the initiative. Through initial research and community-oriented activities, the members and</p>	<p>Number of actors involved: 4,</p> <p>A diversity of actors with expertise in different sectors have been involved. Such as architects, researchers, artists and so on. This has provided the skills and</p>

contributing to the recognition and appreciation of Largo Residencias work at the municipal and national level, as well as awarding financial support for the renovation of the building.

founders of the cooperative have tried to build strong ties with the local population in order to work as a platform for local expression and communication.

knowledge that ensured the project's successful story.

Cooperativeness or co-governance: 3,

Largo Residencias is a cooperative of 12 members. Apart from the cooperative governance structure, the team has collaborated with local associations and architecture studios, as well as researchers and the public institutions. However these last actors were not integrated in the management or ownership of the structure.

Strategic location: 5,

The location of the building is crucial for it is part of a neighborhood that was previously affected by social and economic vulnerability, recently regenerated and being affected by the consequences of urban regeneration like gentrification and touristification. Thus the building is strategically positioned for it is in contact with a delicate and vulnerable territory that needs initiatives such as Largo Residencias to maintain touch with its history and memory.

Institutional forms of collaboration: 4,

The initiative has often collaborated with the public institutions since the beginning of the venture. Forms of collaboration included a Festival, community meetings and public hearings as well as other arts related and cultural events.

Entrepreneurship: 4,

Being it a self-funded initiative, entrepreneurial activities are at the core of the initiative's economic sustainability. These include a hotel, a hostel and a cafeteria as well as a bike shop.

Local organizations: 4,

The purpose of the initiative is to include the local population of associations and informal groups in the re-making of the neighborhood. As such, the project aims at always interacting and involving local organizations throughout the process.

Diversified employees: NA.

Policy Mobility: 2,

No nez policies have been applied directly to the

initiative or thanks to the initiative, however the project has benefited from municipal programs such as the BIP/ZIP Program and the creation of GABIPs facilitating the connection and interaction with the local institutions.

Inclusiveness: 4, one of the main objectives of the project is striving for the broadest possible inclusiveness with regard to self-management and leadership. Hence, LaFábrika group is seeking to organize itself rather horizontally, including a variety of stakeholders as well as any interested community member.

Heritage impact

General conditions	Specific conditions	Outcomes
Institutional capacity: 4, The local institutions have been positively responding to the initiative by offering room for collaboration and support. Moreover since 2010 the Lisbon municipality has developed a program called BIP/ZIP supporting local associations and informal groups to build partnerships and propose ideas for the regeneration of the city's vulnerable areas.	Cultural districts: 5, The area of Intendente is today known as the most cultural area of the city. Largo Residencias definitely promoted this cultural activity since its creation.	Promotion of heritage values: 4, The building is an old ceramics factory. The building's façade has kept the original features covered with beautiful ceramics.
Public authorities' involvement: 3, Public authorities have never been directly involved in the project but have built collaborations and partnerships with the	Heritage funds: 3, By applying to the BIP/ZIP program, Largo Residencias was awarded a 50,000 euros grant from the municipality of Lisbon.	Multitude of services: 5, Largo Residencias is a multifunctional building with a wide variety of activities taking place (namely, a hotel, a hostel, a cafeteria, artistic

initiative since the beginning contributing to the recognition and appreciation of Largo Residencias work at the municipal and national level, as well as awarding financial support for the renovation of the building.

residencies and activities, a bike shop).

Cooperativeness or co-governance: 3,

Largo Residencias is a cooperative of 12 members. Apart from the cooperative governance structure, the team has collaborated with local associations and architecture studios, as well as researchers and the public institutions. However these last actors were not integrated in the management or ownership of the structure.

Ownership and conditions for the use of the building: 1,

The cooperative is not the owner of the building but rather rents out the building for 6000 euros/month. The contract will end in 2021 and the building will be sold to the highest bidder and Largo Residencias will have to move its activities somewhere else.

Reuse and regeneration of the heritage: 5,

The entire building is actively used by a variety of local and foreign groups of people. The reuse model has proved to be successful.

Entrepreneurship: 4,

Being it a self-funded initiative, entrepreneurial activities are at the core of the initiative's economic sustainability. These include a hotel, a hostel and a cafeteria as well as a bike shop.

Diversified users: NA

Promotion of heritage values: 4,

The building is an old ceramics factory. The building's façade has kept the original features covered with beautiful ceramics.

Local organizations: 4,

The purpose of the initiative is to include the local population of associations and informal groups in the re-making of the neighborhood. As such, the project aims at always interacting and involving local organizations throughout the process.

Policy Mobility: 2,

No nez policies have been applied directly to the initiative or thanks to the initiative, however the project has benefited from municipal programs such as

the BIP/ZIP Program and the creation of GABIPs facilitating the connection and interaction with the local institutions.

Inclusiveness: 4, one of the main objectives of the project is striving for the broadest possible inclusiveness with regard to self-management and leadership. Hence, LaFábrika group is seeking to organize itself rather horizontally, including a variety of stakeholders as well as any interested community member.

Szimpla Kert (Budapest, Hungary)

Regional integration

General conditions	Specific conditions	Outcomes
Institutional capacity: 3, Szimpla has an Office for Communication dealing with media, events, co-operations, community outreach, and communication with the district and city municipality.	Public funding or tax credit: 1, Szimpla is a private for-profit enterprise, they do not use public funding.	Jobs creation: 5, Szimpla is a successful business enterprise with c. 100 employees in the field of hospitality and also in their social and community oriented activity.
Public authorities' involvement: 1, Szimpla pays taxes to the district municipality, and they need permissions to organize events outside their premises, they must follow regulations.	Regulatory framework: 5, Szimpla has to follow the national, capital, and district level regulations on the operation of hospitality industry.	Estate value: 5, The success of Szimpla and similar ruin bars turned the district into a fashionable and expensive area. This determined strong gentrification processes.
Cooperativeness or co-governance: 2, Szimpla is a private enterprise, but they	Perception: 3, Szimpla is generally perceived as a successful and positive story.	Attractiveness and well-being: 3, The district became much more

co-operate with civic initiatives. Decisions are primarily made by the management related to the operation of Szimpla but they give space to a variety of other organizations and initiatives.

However, locals suffer from this success because the enormous number of visitors disturbs their everyday life, despite Szimpla's efforts to mitigate the damage.

Leading roles: 4, Szimpla is a for-profit enterprise, they choose their management based on business performance criteria. In terms of background, they are open.

attractive due to the success of Szimpla and similar ruin bars, but this also decreased the quality of life of the residents due to the noise and crowd, and it also contributed to a process of development- and tourism-lead gentrification.

Entrepreneurship: 5, Szimpla is a business enterprise.

Local organizations: 3, Szimpla co-operates with local civic initiatives, they provide space for their programs and events.

Policy Mobility: 2, The district municipality is slow to react at policy level to the initiatives of Szimpla, though Szimpla is very active in this respect. Still, they are able to achieve some changes in the district.

Inclusiveness: 5, Szimpla is open to everyone, and they specifically target elderly and migrants with their program. They co-operate with NGOs who work with homeless people and other marginalized groups.

Resource integration

General conditions	Specific conditions	Outcomes
Institutional capacity: 3, Szimpla has an Office for Communication dealing with media, events, co-operations, community outreach, and	Profit-oriented: 4 Szimpla is a private for-profit enterprise but they are also motivated by their social mission.	Resource mobility: 3, Szimpla and similar ruin pubs contributed a lot to the development of the district, which, however, went hand-in-hand with gentrification. So, there is quite much

communication with the district and city municipality.

resource mobility, but not necessarily positive processes.

Public authorities' involvement: 1, Szimpla pays taxes to the district municipality, and they need permissions to organize events outside their premises, they must follow regulations.

Direct selling: 5 Szimpla is a private for-profit enterprise in hospitality industry.

Resource blending: 4 The most important resource is business revenue, but Szimpla efficiently combines it with the resources of other initiatives, NGOs, artists, the district.

Cooperativeness or co-governance: 2, Szimpla is a private enterprise, but they co-operate with civic initiatives. Decisions are primarily made by the management related to the operation of Szimpla but they give space to a variety of other organizations and initiatives.

Mecenatism: 0, Szimpla does not receive philanthropic funding but they directly support several social and cultural initiatives.

Cover of need: 5, Due to its huge business success, Szimpla is able to do whatever they want to (this is true for the pre-COVID situation!).

Entrepreneurship: 5, Szimpla is a business enterprise.

Income distribution: 5, Employees of Szimpla have different income based on their task and position.

Local organizations: 3, Szimpla co-operates with local civic initiatives, they provide space for their programs and events.

Policy Mobility: 2, The district municipality is slow to react at policy level to the initiatives of Szimpla, though Szimpla is very active in this respect. Still, they are able to achieve some changes in the district.

Inclusiveness: 5, Szimpla is open to everyone, and they specifically target elderly and migrants with their program. They co-operate with NGOs who work with homeless people and other marginalized groups.

Community integration

General conditions	Specific conditions	Outcomes
<p>Institutional capacity: 5, Szimpla has an Office for Communication dealing with media, events, co-operations with civic organizations, community outreach, and communication with the district and city municipality.</p>	<p>Limits to the use of assets or property: 3, Szimpla as the owner has the right to choose whom they allow to enter, and they have a face control at the entrance in the evenings. They also have the right to choose which organization they allow to organize events in their premises, and they choose according to their own values, which are, however, along openness and inclusiveness.</p>	<p>Number of people that participated: 5, Compared to the size of the enterprise, Szimpla mobilizes a large number of people.</p>
<p>Public authorities' involvement: 3, Szimpla needs permissions to organize events outside their premises, they must follow regulations. The co-operation with the municipality is not always easy but developing.</p>	<p>Common interest: 3, Szimpla is open towards the local voices but they also have conflicts with the residents.</p>	<p>Number of actors involved: 5, Compared to the size of the enterprise, Szimpla mobilizes many actors.</p>
<p>Cooperativeness or co-governance: 5, Szimpla is a private enterprise, but they co-operate with civic initiatives. Decisions are primarily made by the management related to the operation of Szimpla but they give space to a variety of other organizations and initiatives.</p>	<p>Strategic location: 5, Szimpla is in the touristic city center, in one of the most popular streets, and they largely contributed to the popularity of the place.</p>	<p>Institutional forms of collaboration: 3, Collaboration is based on Szimpla accepting other initiatives, and they also initiate collaboration with enterprises in the district.</p>
<p>Entrepreneurship: 5, Szimpla is a successful business enterprise.</p>	<p>Diversified employees: 3, Szimpla management hires based on professional skills.</p>	
<p>Local organizations: 5, Szimpla co-operates with local civic initiatives, they provide space for their programs and events.</p>		
<p>Policy Mobility: 3, The district municipality is slow to</p>		

react at policy level to the initiatives of Szimpla, though Szimpla is very active in this respect. Still, they are able to achieve some changes in the district.

Inclusiveness: 5, Szimpla is open to everyone, and they specifically target elderly and migrants with their program. They co-operate with NGOs who work with homeless people and other marginalized groups.

Heritage impact

General conditions	Specific conditions	Outcomes
Institutional capacity: 3, Szimpla has an Office for Communication dealing with media, events, co-operations, community outreach, and communication with the district and city municipality.	Cultural districts: 5, Szimpla is one of the first ruin pubs in the district starting as a cultural initiative, and they are very influential in shaping the profile of the district in this respect.	Promotion of heritage values: 5, Szimpla's branding is based on the ruin character of the heritage building, and they also consciously use the heritage of the period when they started to operate as a cinema and a cultural centre for intellectuals (their own heritage is a basis of their business strategy).
Public authorities' involvement: 1, Szimpla pays taxes to the district municipality, and they need permissions to organize events outside their premises, they must follow regulations.	Heritage funds: 1, They did not use any heritage fund.	Multitude of services: 5, Szimpla is primarily a bar, but they have a market on weekend, and various other events too. They house a bike charity shop, sometimes community kitchen, etc.
Cooperativeness or co-governance: 2, Szimpla is a private enterprise, but they co-operate with civic initiatives. Decisions are primarily made by the management related to the operation of Szimpla but they give space to a variety of other organizations and initiatives.	Ownership and conditions for the use of the building: 4, Szimpla does not own the building, they pay full, market-based rent for it. This is a limitation, but otherwise they are free to use the building.	Reuse and regeneration of the heritage: 5, They reuse a heritage building, build on its heritage values, but they preserve it's ruin character while renovating the infrastructure and modernizing it behind the scenes, so the message about regeneration is a bit

ambivalent. However, it is a very successful reuse project.

Entrepreneurship: 5, Szimpla is a business enterprise.

Diversified users: 5, Szimpla is open for everyone and they have free events. Inclusiveness is their policy. They only have a face control at the entrance in the evening to keep outside drugged and drunk people.

Local organizations: 3, Szimpla co-operates with local civic initiatives, they provide space for their programs and events.

Policy Mobility: 2, The district municipality is slow to react at policy level to the initiatives of Szimpla, though Szimpla is very active in this respect. Still, they are able to achieve some changes in the district.

Inclusiveness: 5, Szimpla is open to everyone, and they specifically target elderly and migrants with their program. They co-operate with NGOs who work with homeless people and other marginalized groups.

LaFábrika detodalavida (Los Santos de Maimona, Spain)

Regional integration

General conditions	Specific conditions	Outcomes
Institutional capacity: 4, despite the lack of a shared vision with the Lafabrika collective, the City Council demonstrated a discrete capability to support the	Public funding or tax credit: 2, the City Council ceded the site free of charge to the collective in exchange for the renovation of the space and its management.	Jobs creation: 2, overall, the project does not foster job opportunities directly. However, it has to be noted that the Maimona Foundation, one of the main

initiative, supporting the project through different kind of resources (e.g. property, knowledge, assistance, basic service).

Therefore, it provides and covers costs of water and electricity services, support in seeking out assistance, municipal brick layers, electricians and plumbers, disposal containers and regular rubbish collection services. LaFábrika detodalavida is also given access to public materials stored in one of the factory buildings, as well as materials found nearby on the factory premises. Apart of this, the project has been entirely self-funded.

actors of the project, supports local development through entrepreneurship and innovation.

Public authorities' involvement: 3, basically, the city provides the site for free, covers utilities expenses and general support for site management. Thus, the public involvement in the project is not very consistent due to the lack of a serious (economic and not) engagement e.g. a shared vision between the collective and the town council, providing funds for maintenance operations, etc.

Regulatory framework: 3, it seems the regulatory framework does not hamper the development of activities. However, the collective does not have *carte blanche* on the site development. This, it has argued, is one of the most important weaknesses of the project.

The agreement signed by the collective and the Municipality recalls principles of mutual support express in the Spanish Constitution as the responsibility to promote access to and youth involvement in political, social, economic and cultural development.

Estate value: 3, La Fabrika provides new public spaces creating new values for the surrounding area.

Cooperativeness or co-governance: 4, the city (owner) ceded the site to the Lafabrika collective, in a kind of urban *masovería* arrangement i.e. use of land in exchange for its cultivation or maintenance. This guaranteed the long-term use of the site in exchange for renovating the space by the collective. Internally, LaFábrika detodalavida supports an open and dynamic form of co-

Perception: 4, The industrial heritage site has a strong significance in the local history and community memory, whether for public or private actors and locals. Because to this, many different groups have a keen interest in the success of the project and thus collaborate to its development. However, the site also represents also a symbol of loss and of false promises of industry, which has produced, mostly among

Attractiveness and well-being: 3, alongside adopting DIY practices as ethics for community involvement and engagement, attractiveness and well-being are fostered providing assistance for those interested in participating in the project. This is based on "knowledge economy method", implying, for instance, a joint organization of events to share older members' know-

governance. Thus, it involves various local entities and townspeople as well as different national and international groups.

elderly people, a skeptical attitude.

how with beginners that can profit from their experience.

Leading roles: 0 N/A. Since inclusiveness among different backgrounds (e.g. social, educational and gender) is one of main objective of the project, it might be supposed that the project leadership could reflect this aim. Though, no data are available on the matter.

Entrepreneurship: 3, the work group "Mainova Social Lab" and "Diego Hidalgo centre of enterprises and innovation", operate out of and are involved in developing the former factory's space as part of its leading group. They are funded by the Fundación Maimona, an NGO committed to local development through entrepreneurship and innovation (it has an office within the factory). These entities are engaged in growing entrepreneurial activities and spirits, by facilitating the constitution of a community of SMEs, NGOs, public administrations and individual people which are interested in the rehabilitation and adaptation of the abandoned industrial site of the old cement factory in Los Santos de Maimona as well as in Extremadura and Spain.

Local organizations: 4, the project collaborates with various local organizations, entities and townspeople. Moreover, it opens its spaces to several initiatives by encouraging people and organizations to share their

insights and skills, drawing forth the further development process. This, for instance, is supported by the year-long residencies offered for free at LaFábrica detodalavida, along which new activities and initiatives are experimented to connect the site with its surrounding.

Policy Mobility: 2, the agreement signed by the municipality and Lafabrika collective is an evidence of the local policy mobility. Besides technical aspects, it calls for mutual support between parties and references the Spanish government's constitutional responsibility to promote access to and youth involvement in political, social, economic and cultural development. Rely on this, the collective also promotes local tourism, culture and economy, securing insurance for the buildings, managing its programming and reporting to the town council annually.

Inclusiveness: 4, one of the mains objectives of the project is striving for the broadest possible inclusiveness with regard to self-management and leadership. Hence, LaFábrica group is seeking to organize itself rather horizontally, including a variety of stakeholders as well as any interested community member.

Resource integration

General conditions	Specific conditions	Outcomes
<p>Institutional capacity: 4, despite the lack of a shared vision with the Lafabrika collective, the City Council demonstrated a discrete capability to support the initiative, supporting the project through different kind of resources (e.g. property, knowledge, assistance, basic service).</p>	<p>Profit-oriented: 1, Lafabrika detodalavida collective is a not-for-profit organization. Thus, it set the space to no economic activities.</p>	<p>Resource mobility: 3, ideas and methodologies generated within Lafabrika are registered under Creative Commons or Move Commons licenses. Thus, the project promotes a high level of sharing among others projects, as well as stakeholders and partners of its network.</p>
<p>Public authorities' involvement: 4, basically, the city provides the site for free, covers utilities expenses and general support for site management. Thus, the public involvement in the project is not very consistent due to the lack of a serious (economic and not) engagement e.g. a shared vision between the collective and the town council, providing funds for maintenance operations, etc.</p>	<p>Direct selling: 2, resources do not come from any services' selling. The group covers maintenance operations on site through DIY construction and recycled materials, consciously chosen as a strategy to show that social capital is just as important as economic capital. Thus, the project converts the social capital of intangible relationships into tangible resources.</p>	<p>Resource blending: 2, a crowdfunding campaign was launched on the Goteo platform for the phase one of the project. Moreover, the collective lists P2P loans, ethical banking, microloans, European and national funds as possible sources to be approached.</p>
<p>Cooperativeness or co-governance: 4, the city (owner) ceded the site to the Lafabrika collective, in a kind of urban <i>masovería</i> arrangement i.e. use of land in exchange for its cultivation or maintenance. This guaranteed the collective the long-term use of the site in exchange for renovating the space. Internally, LaFábrica detodalavida supports an open and dynamic form of co-governance. Thus, it involves various local entities and townspeople as well as different national and international groups.</p>	<p>Mecenatism: 1, N/A</p>	<p>Cover of need: 2, the project collected resources for its own needs, such as maintenance, mainly through self-organization and construction, recycling, community commitment and crowdfunding. No data are available regarding how activities or services costs are covered.</p>
<p>Entrepreneurship: 2, the work group "Mainova Social Lab" and "Diego Hidalgo</p>	<p>Income distribution: 1, N/A</p>	

centre of enterprises and innovation”, operate out of and are involved in developing the former factory's space as part of its leading group. They are funded by the Fundación Maimona, an NGO committed to local development through entrepreneurship and innovation (it has an office at the factory). These entities are engaged in growing entrepreneurial activities and spirits, by facilitating the constitution of a community of SMEs, NGOs, public administrations and individual people which are interested in the rehabilitation and adaptation of the abandoned industrial site of the old cement factory in Los Santos de Maimona as well as in Extremadura and Spain.

Local organizations: 4, the project collaborates with various local organizations, entities and townspeople. Moreover, it opens its spaces to several initiatives by encouraging people and organizations to share their insights and skills for the further development of the process. This, for instance, is supported by the year-long residencies offered for free at LaFábrika detodalavida, along which new activities and initiatives are experimented to further connect the site with its surrounding.

Policy Mobility: 2, the agreement signed by the municipality and Lafabrika collective is an evidence of the local policy mobility. Besides technical aspects, it calls for mutual support between parties and

references the Spanish government's constitutional responsibility to promote access to and youth involvement in political, social, economic and cultural development. Rely on this, the collective also promotes local tourism, culture and economy, securing insurance for the buildings, managing its programming and reporting to the town council annually.

Inclusiveness: 4, one of the main objectives of the project is striving for the broadest possible inclusiveness with regard to self-management and leadership. Hence, LaFábrika group is seeking to organize itself rather horizontally, including a variety of stakeholders as well as any interested community member.

Community integration

General conditions	Specific conditions	Outcomes
<p>Institutional capacity: 4, despite the lack of a shared vision with the Lafabrika collective, the City Council demonstrated a discrete capability to support the initiative though different kind of resources (e.g. property, knowledge, assistance, basic service).</p>	<p>Limits to the use of assets or property: 1, the agreement between the Municipality and Lafabrika collective specifies that the use of the asset is guaranteed in exchange of its maintenance, and has to be used to foster local tourism, culture and economy.</p> <p>Aside from this, there are not any specific limit to its use.</p>	<p>Number of people that participated: 4, the project involves a large number of people, acting at local and regional scale. Specifically, their involvement is first ensured through daily-based social and cultural activities and programs based on community's needs. Secondly, it is ensured through the community engagement in the creation</p>

of an inclusive participatory public space at regional level.

Public authorities' involvement: 3, basically, the city provides the site for free, covers utilities expenses and general support for site management. Thus, the public involvement in the project is not very consistent due to the lack of a serious (economic and not) engagement e.g. a shared vision between the collective and the town council, providing funds for maintenance operations, etc.

Common interest: 3, Lafabrika detodalavida fosters activities based on concerns and needs of its local community and beyond. Particularly, it strives for creating new opportunities to attract people towards the countryside, inverting the dominant narrative.

Number of actors involved: 5, The project has supported the creation of an open network composed of creators, thinkers, social agents and other national and international projects. With the aim to further expand the territorial capability of a municipal and regional context heavily lagging-behind, it ultimately promotes knowledge and skill exchange. Particularly, there are local organizations that have their seat inside the site.

Cooperativeness or co-governance: 4, the city (owner) ceded the site to the Lafabrika collective, in a kind of urban *masovería* arrangement i.e. use of land in exchange for its cultivation or maintenance. This guaranteed the collective the long-term use of the site in exchange for renovating the space. Internally, LaFábrica detodalavida supports an open and dynamic form of co-governance. Thus, it involves various local entities and townspeople as well as different national and international groups.

Strategic location: 3, the project is located in a rural region of Spain, economically speaking far behind the rest of the country. Though, it is a cross-border region of Spain very famous for its wealth of cultural history and heritage as well as natural resources. These aspects have supported the general interest on the site and its development.

Institutional forms of collaboration: 4, the form of institutional collaboration created is the urban *masoveria* agreement, signed by the collective and the Municipality. Basically, the latter provides for a long-term use of the building, free of charge in exchange of its renovation.

Entrepreneurship: 3, the work group "Mainova Social Lab" and "Diego Hidalgo centre of enterprises and innovation", operate out of and are involved in developing the former factory's space as part of its leading group. They are funded by the Fundación Maimona, an NGO committed to local development through entrepreneurship and innovation (it has an office at

Diversified employees: 3, it seems that there is a certain level of diversification among people working into the project. Differentiated social and demographic background, for instance, can be noted among members of both the collective and the Maiomona foundation. Though, it has to be highlighted that the group is mostly composed of young people coming from

the factory). These entities are engaged in growing entrepreneurial activities and spirits, by facilitating the constitution of a community of SMEs, NGOs, public administrations and individual people which are interested in the rehabilitation and adaptation of the abandoned industrial site of the old cement factory in Los Santos de Maimona as well as in Extremadura and Spain.

Local organizations: 4, the project collaborates with various local organizations, entities and townspeople. Moreover, it opens its spaces to several initiatives by encouraging people and organizations to share their insights and skills for the further development of the process. This, for instance, is supported by the year-long residencies offered for free at LaFábrika detodalavida, along which new activities and initiatives are experimented to further connect the site with its surrounding.

Policy Mobility: 2, the agreement signed by the municipality and Lafabrika collective is an evidence of the local policy mobility. Besides technical aspects, it calls for mutual support between parties and references the Spanish government's constitutional responsibility to promote access to and youth involvement in political, social, economic and cultural development. Rely on this, the collective also promotes local tourism, culture and economy, securing insurance for the buildings, managing

countercultural movements, strongly political-oriented, while foundation members come mainly from the world of innovative enterprises.

its programming and reporting to the town council annually.

Inclusiveness: 4, one of the main objectives of the project is striving for the broadest possible inclusiveness with regard to self-management and leadership. Hence, LaFábrika group is seeking to organize itself rather horizontally, including a variety of stakeholders as well as any interested community member.

Heritage impact

General conditions	Specific conditions	Outcomes
<p>Institutional capacity: 4, despite the lack of a shared vision with the Lafabrika collective, the City Council demonstrated a discrete capability to support the initiative, supporting the project though different kind of resources (e.g. property, knowledge, assistance, basic service).</p>	<p>Cultural districts: 3, the surrounding area of the project has not experienced any kind of cultural, economic or demographic growth in recent time. Hence, objective of the project is to incorporate its self-organized model into the larger regional framework, expanding culture and opportunities in its rural context. To this end, it supports a network of creators, thinkers, social agents, projects at national and international level linked to the project.</p>	<p>Promotion of heritage values: 4, by reclaiming the old factory, the project wants to rewrite a history of industrial failure. Particularly, by bringing life into this space, activists from LaFábrika detodalavida aims at reviving, exploring, converting and socializing a forgotten heritage into an open space.</p>
<p>Public authorities' involvement: 3, basically, the city provides the site for free, covers utilities expenses and general support for site management. Thus, the public involvement in the project is not very consistent due to the lack of a serious (economic and not) engagement e.g. a shared vision between the collective</p>	<p>Heritage funds: 1, N/A</p>	<p>Multitude of services: 4, Lafabrika supports the creation of a multitude of services. In particular, it offers regular social and cultural programmes such as Cine al Fresco, Pecha Kucha, Territorio Komún and Fábrika Komún. Moreover, it entrusts its premises to other local organizations to promote their activities.</p>

and the town council, providing funds for maintenance operations, etc.

Cooperativeness or co-governance: 4, the city (owner) ceded the site to the Lafabrika collective, in a kind of urban *masovería* arrangement i.e. use of land in exchange for its cultivation or maintenance. This guaranteed the collective the long-term use of the site in exchange for renovating the space. Internally, LaFábrica detodalavida supports an open and dynamic form of co-governance. Thus, it involves various local entities and townspeople as well as different national and international groups.

Entrepreneurship: 3, the work group "Mainova Social Lab" and "Diego Hidalgo centre of enterprises and innovation", operate out of and are involved in developing the former factory's space as part of its leading group. They are funded by the Fundación Maimona, an NGO committed to local development through entrepreneurship and innovation (it has an office at the factory). These entities are engaged in growing entrepreneurial activities and spirits, by facilitating the constitution of a community of SMEs, NGOs, public administrations and individual people which are interested in the rehabilitation and adaptation of the abandoned industrial site of the old cement factory in Los Santos de Maimona as well as in Extremadura and Spain.

Ownership and conditions for the use of the building: 4, the Municipality has got the ownership of the complex for a symbolic amount. This allowed for ceding this asset to the collective.

Diversified users: 3, due to the fact that the project wants to impact on the regional framework, users might be rather diversified. Though, no specific data on the matter are available.

Reuse and regeneration of the heritage: 4, the building reuse has been faced through the lens of industrial archaeology: protecting industrial ruins, preserving the state of the site, whereas using DIY approach.

Particularly, the DIY ethic has been promoted as an act of empowerment. This has been considered particularly important for the community in terms of their connection to and attitudes around the local heritage of the factory.

Local organizations: 4, the project collaborates with various local organizations, entities and townspeople. Moreover, it opens its spaces to several initiatives by encouraging people and organizations to share their insights and skills for the further development of the process. This, for instance, is supported by the year-long residencies offered for free at LaFábrika detodalavida, along which new activities and initiatives are experimented to further connect the site with its surrounding.

Policy Mobility: 2, the agreement signed by the municipality and Lafabrika collective is an evidence of the local policy mobility. Besides technical aspects, it calls for mutual support between parties and references the Spanish government's constitutional responsibility to promote access to and youth involvement in political, social, economic and cultural development. Rely on this, the collective also promotes local tourism, culture and economy, securing insurance for the buildings, managing its programming and reporting to the town council annually.

Inclusiveness: 4, one of the mains objectives of the project is striving for the broadest possible inclusiveness with regard to self-management and

leadership. Hence, LaFábrika group is seeking to organize itself rather horizontally, including a variety of stakeholders as well as any interested community member.

Halele Carol (Bucharest, Romania)

Regional integration

General conditions	Specific conditions	Outcomes
<p>Institutional capacity: 2, in the first phase of the transformation, the City Hall in Bucharest was not involved in the initiative. The initiators hoped that the City Hall could support in connecting the factory with the nearby park, however this did not succeed. Later on, in 2019, the municipality started looking into developing the whole area around Carol Park as a cultural zone, which is partly inspired by the Halele Carol initiative. However, no concrete results have yet been obtained.</p>	<p>Public funding or tax credit: 1, funding has been obtained from the Dutch government, EEA funds and European Cooperation Funds for organizing some exchange of experience and cultural programming. However, no public funds nor tax incentives have been provided by the Romanian public authorities. There were no funds to do structural investments in the buildings.</p>	<p>Jobs creation: 1X, explanation. The transformation process itself was not paid. In the programming and events, some work has been created. Currently, there is a club active which creates some employment.</p>
<p>Public authorities' involvement: 2, no involvement in the territorial integration. The chief architect of Bucharest was interested and visited some events, but on a personal base.</p>	<p>Regulatory framework: 1, the regulatory framework did not influence the project in neither a positive or a negative way. But the lack of public support has large negative influence on the feasibility of such huge redevelopments.</p>	<p>Estate value: 2, the project drew more attention to the potential of the area, therefore increasing its value.</p>
<p>Cooperativeness or co-governance: 3, the main initiative to transform the factory was taken by Zeppelin and Eurodite, however the owner of the factory never formalized this</p>	<p>Perception: 3, while the sense of belonging was quite strong for the creative community in Bucharest, the people living nearby the site were not involved enough in</p>	<p>Attractiveness and well-being: 3, the project showcased the potential of the area for the city. This later attracted more interest from the city hall to invest in the area in order to increase</p>

relationship. Without this basis, no other stakeholders could be involved in the management/ownership.

the activities to form an opinion.

well-being. However this has not been made concrete yet.

Leading roles: 3, the leading team was gender balanced and of different cultural backgrounds, but with a similar educational and economic position.

Entrepreneurship: 4, the initiators obtained funds for the project through various funding opportunities. The objective was to have a higher degree of entrepreneurs on site in order to create a viable business plan. However, without a formal agreement with the owner this was not possible.

Local organizations: 2, the initiators were two companies from Bucharest working in the cultural sector. Many creative and events companies and entrepreneurs from Bucharest have actively participated in the activities and have come up with initiatives.

Policy Mobility: 2, no new policies have been tested or applied. There were ideas by the initiators to support new policies, e.g. connection between the public park and the factory, but there was no concrete reactions or support from local policy makers.

Inclusiveness: 4, the project involved a variety of age groups and migrants and had a balanced gender leadership and participation.

Resource integration

General conditions	Specific conditions	Outcomes
<p>Institutional capacity: 2, in the first phase of the transformation, the City Hall in Bucharest was not involved in the initiative. The initiators hoped that the City Hall could support in connecting the factory with the nearby park, however this did not succeed. Later on, in 2019, the municipality started looking into developing the whole area around Carol Park as a cultural zone, which is partly inspired by the Halele Carol initiative. However, no concrete results have yet been obtained.</p>	<p>Profit-oriented: 4, the owner of the factory is profit oriented and expected income from the activities on site. The initiators are also profit oriented. There was a feasible business case for all partners, but they did not manage to come to a durable understanding.</p>	<p>Resource mobility: 4, the factory employees went to work on the renovation of the halls during a period where they had less work.</p>
<p>Public authorities' involvement: 2, no involvement in the territorial integration. The chief architect of Bucharest was interested and visited some events, but on a personal base.</p>	<p>Direct selling: 0, Much time and energy was invested. Due to the fact that the private owner of the factory was not able to look beyond his own interest (in Romania, the business attitude is win/lose, or lose/lose, never win/win) the business case was not carried out and costs were not covered.</p>	<p>Resource blending: 0, Only small scale support and own funds by initiators.</p>
<p>Cooperativeness or co-governance: 3, the main initiative to transform the factory was taken by Zeppelin and Eurodite, however the owner of the factory never formalized this relationship. Without this basis, no other stakeholders could be involved in the management/ownership.</p>	<p>Mecenatism: 0, Only in the sense that the initiators invested a lot of own time and resources in the initiation phase. That is also a kind of philanthropy.</p>	<p>Cover of need: 1, We did not succeed in bringing the right investments in order to safeguard a durable transformation of the building.</p>
<p>Entrepreneurship: 4, the initiators obtained funds for the project through various funding opportunities. The objective was to have a higher degree of</p>	<p>Income distribution: 0, explanation. N.A. We did not really get to that stage.</p>	

entrepreneurs on site in order to create a viable business plan. However, without a formal agreement with the owner this was not possible.

Local organizations: 2, the initiators were two companies from Bucharest working in the cultural sector. Many creative and events companies and entrepreneurs from Bucharest have actively participated in the activities and have come up with initiatives.

Policy Mobility: 2, no new policies have been tested or applied. There were ideas by the initiators to support new policies, e.g. connection between the public park and the factory, but there was no concrete reactions or support from local policy makers.

Inclusiveness: 4, the project involved a variety of age groups and migrants and had a balanced gender leadership and participation.

Community integration

General conditions	Specific conditions	Outcomes
Institutional capacity: 2, in the first phase of the transformation, the City Hall in Bucharest was not involved in the initiative. The initiators hoped that the City Hall could support in connecting the factory with the nearby park, however this did not succeed. Later on, in 2019, the municipality started looking into developing the whole area	Limits to the use of assets or property: 4, the absence of a formal agreement between the owner and the initiators led to a high degree of limitations in developing activities and using the assets.	Number of people that participated: 5, all the events and activities attracted a wide audience and were almost sold out.

around Carol Park as a cultural zone, which is partly inspired by the Halele Carol initiative. However, no concrete results have yet been obtained.

Public authorities' involvement: 2, no involvement in the territorial integration. The chief architect of Bucharest was interested and visited some events, but on a personal base.

Common interest: 4, the project proposes developing more cultural activities outside of the city center and into the neighborhoods, which is in the interest of most stakeholders. Also for the cultural community of Bucharest, having a new space brings many opportunities for growth.

Number of actors involved: 2, the project did not manage to secure the support of the local public administration and did not establish a strong bond with the nearby inhabitants. However, it involved a big variety of artists, cultural operators and NGOs in the activities.

Cooperativeness or co-governance: 3, the main initiative to transform the factory was taken by Zeppelin and Eurodite, however the owner of the factory never formalized this relationship. Without this basis, no other stakeholders could be involved in the management/ownership.

Strategic location: 4, the project is located close to the city center, in an area with an important park and many cultural heritage objectives.

Institutional forms of collaboration: 1, the owner did not agree on developing a collaborative exploitation plan for the area.

Entrepreneurship: 4, the initiators obtained funds for the project through various funding opportunities. The objective was to have a higher degree of entrepreneurs on site in order to create a viable business plan. However, without a formal agreement with the owner this was not possible.

Diversified employees: 3, various age groups and nationalities involved, however similar educational and economic background.

Local organizations: 2, the initiators were two companies from Bucharest working in the cultural sector. Many creative and events companies and entrepreneurs from Bucharest have actively participated in the activities and have come up with initiatives.

Policy Mobility: 2, no new policies have been tested or applied. There were ideas by the initiators to support new policies, e.g. connection between the public park and the factory, but there was no concrete reactions or support from local policy makers.

Inclusiveness: 4, the project involved a variety of age groups and migrants and had a balanced gender leadership and participation.

Heritage impact

General conditions	Specific conditions	Outcomes
<p>Institutional capacity: 2, in the first phase of the transformation, the City Hall in Bucharest was not involved in the initiative. The initiators hoped that the City Hall could support in connecting the factory with the nearby park, however this did not succeed. Later on, in 2019, the municipality started looking into developing the whole area around Carol Park as a cultural zone, which is partly inspired by the Halele Carol initiative. However, no concrete results have yet been obtained.</p>	<p>Cultural districts: 3, Halele Carol opened the discussion about the importance of the area's heritage for the city and its potential. This later attracted the attention of other stakeholders and set the first steps towards the development of a cultural district in the area.</p>	<p>Promotion of heritage values: 5, the project managed to bring forward the importance of industrial heritage and how it could be transformed for the benefit of the city. Heritage transformation practices have been exchanged with more advanced countries in this regard.</p>
<p>Public authorities' involvement: 2, no involvement in the territorial integration. The chief architect of Bucharest was interested and visited some events, but on a personal base.</p>	<p>Heritage funds: 4, most funds obtained came from public financing through European programs such as EEA funds (to improve the state of heritage, organize cultural events in less developed areas) and Creative Industries Funds in the Netherlands (to stimulate knowledge exchange in the creative industries).</p>	<p>Multitude of services: 3, as only the big hall could be used during the first years, the main activities organized were events, conferences and exhibitions. Later on, an entrepreneur developed Expirat in another space.</p>

Cooperativeness or co-governance: 3, the main initiative to transform the factory was taken by Zeppelin and Eurodite, however the owner of the factory never formalized this relationship. Without this basis, no other stakeholders could be involved in the management/ownership.

Entrepreneurship: 4, the initiators obtained funds for the project through various funding opportunities. The objective was to have a higher degree of entrepreneurs on site in order to create a viable business plan. However, without a formal agreement with the owner this was not possible.

Local organizations: 2, the initiators were two companies from Bucharest working in the cultural sector. Many creative and events companies and entrepreneurs from Bucharest have actively participated in the activities and have come up with initiatives.

Policy Mobility: 2, no new policies have been tested or applied. There were ideas by the initiators to support new policies, e.g. connection between the public park and the factory, but there was no concrete reactions or support from local policy makers.

Inclusiveness: 4, the project involved a variety of age groups and migrants and had a balanced gender leadership and participation.

Ownership and conditions for the use of the building: 2, the conditions of the building at the beginning was moderate, however with minor interventions by the factory workers, a part of the space became usable for events. As for ownership, it always remained in Hesper S.A.'s property and there was no formalization of the agreement with the initiators.

Diversified users: NA

Reuse and regeneration of the heritage: 5, the project showcased to the owner, city and local population that transforming heritage can both be profitable and increase the local well-being.

Stará Trznica (Bratislava, Slovakia)

Regional integration

General conditions	Specific conditions	Outcomes
<p>Institutional capacity: 3, Given the novelty of the initiative, the municipality's support was strongly incentivized by the public support coming from the civil society.</p> <p>Public authorities' involvement: 4, The municipality being the owner of the market structure, the initiative has been possible thanks to a concession agreement through which the Old Market Hall Alliance is the tenant for 10+5 years. However the relationship of dependency makes investments and decision making slow and bureaucratic.</p> <p>Cooperativeness or co-governance: 3, The Old Market Hall Alliance is the main stakeholder involved in the decision making and governance processes. However, the municipality plays a role in being the owner of the structure and the tenants of market stalls are involved in regular meetings despite the lack of a formalized co-governance structure.</p> <p>Entrepreneurship: 5, The initiative can be defined as being led by an entrepreneurial spirit and purpose. In order for the initiative to be economically sustainable, a blend of</p>	<p>Public funding or tax credit: 1, No public incentives have been provided.</p> <p>Regulatory framework: 2, The regulatory framework has actually been a barrier to the development of the initiative.</p> <p>Perception: 5, There is a strong collective memory attached to the structure. This has positively affected the project, gaining in public support and reputation.</p> <p>Leading roles: NA.</p>	<p>Jobs creation: 5, Jobs have been directly created through the introduction of a diversity of entrepreneurial activities, renovation works and cultural activities during the project.</p> <p>Estate value: 5, The project definitely had a strong impact in creating estate value by investing 10,000€/month in renovation works.</p> <p>Attractiveness and well-being: 5, The attractiveness and well-being of the space have undergone a tremendous shift from a neglected public space to a flourishing new social and entrepreneurial hub.</p>

activities and a multi-functional use of the space provided by a diversity of local stakeholders is offered to the public.

Local organizations: 4,

The activities offered by the market hall are provided by local entrepreneurs and organizations.

Policy Mobility: 3,

Although we can't talk of new policies, it is still true that the initiative led to new and unprecedented arrangements between the municipality and the Alliance. Namely, the reuse of protected heritage, the reuse of the surrounding public space and being able to drink alcohol outside.

Inclusiveness: 4, people from different backgrounds participate in the project.

Resource integration

General conditions	Specific conditions	Outcomes
<p>Institutional capacity: 3,</p> <p>Given the novelty of the initiative, the municipality's support was strongly incentivized by the public support coming from the civil society.</p>	<p>Profit-oriented: 5,</p> <p>The initiative is profit-oriented, its sustainability depending mainly on its revenues and partially on external funds from private companies.</p>	<p>Resource mobility: 4,</p> <p>The resources being used for renovation and maintenance works, they serve as a utility to all the stakeholders operating in the space and to the community as direct beneficiaries of the services offered.</p>
<p>Public authorities' involvement: 4,</p> <p>The municipality being the owner of the market structure, the</p>	<p>Direct selling: 5,</p> <p>The renovation works were initially paid through a loan and some external funds</p>	<p>Resource blending: 3,</p> <p>The resources were mainly collected from direct revenues, bank loans and</p>

initiative has been possible thanks to a concession agreement through which the Old Market Hall Alliance is the tenant for 10+5 years. However the relationship of dependency makes investments and decision making slow and bureaucratic.

cover some of the costs but most of the operations can be maintained through revenues.

external funding from Orange and Volkswagen.

Cooperativeness or co-governance: 3,

The Old Market Hall Alliance is the main stakeholder involved in the decision making and governance processes. However, the municipality plays a role in being the owner of the structure and the tenants of market stalls are involved in regular meetings despite the lack of a formalized co-governance structure.

Mecenatism: 5,

The initiative has been supported by Volkswagen and Orange.

Cover of need: 5,

The project has in the past and is still collecting enough revenues to cover its needs.

Entrepreneurship: 5,

The initiative can be defined as being led by an entrepreneurial spirit and purpose. In order for the initiative to be economically sustainable, a blend of activities and a multi-functional use of the space provided by a diversity of local stakeholders is offered to the public.

Resource mobility: 4,

The resources being used for renovation and maintenance works, they serve as a utility to all the stakeholders operating in the space and to the community as direct beneficiaries of the services offered.

Local organizations: 4,

The activities offered by the market hall are provided by local entrepreneurs and organizations.

Income distribution: NA.

Policy Mobility: 3,

Although we can't talk of new policies, it is still true that the initiative led to new and unprecedented arrangements between the municipality and the Alliance. Namely, the reuse of protected heritage, the reuse

of the surrounding public space and being able to drink alcohol outside.

Inclusiveness: 4, people from different backgrounds participate in the project.

Community integration

General conditions	Specific conditions	Outcomes
<p>Institutional capacity: 3,</p> <p>Given the novelty of the initiative, the municipality's support was strongly incentivized by the public support coming from the civil society.</p>	<p>Limits to the use of assets and property: 3,</p> <p>The project is careful in providing services that are needed and represent the interests of the local population. But this has never been a limit, rather a vocation.</p>	<p>Number of people involved: 5,</p> <p>The project involves 90-100 workers. In addition it involved a big number of local citizens who participate in the market and other activities. For example the Christmas market welcomes around 20,000 visitors.</p>
<p>Public authorities' involvement: 4,</p> <p>The municipality being the owner of the market structure, the initiative has been possible thanks to a concession agreement through which the Old Market Hall Alliance is the tenant for 10+5 years. However the relationship of dependency makes investments and decision making slow and bureaucratic.</p>	<p>Common interest: 3,</p> <p>The project responds to local needs and requests by providing services, the reuse and renovation of a covered public space as well as the rehabilitation of the outer open public space.</p>	<p>Number of actors involved: 4,</p> <p>The involved actors are mainly local young entrepreneurial activities, associations and citizens.</p>
<p>Cooperativeness or co-governance: 3,</p> <p>The Old Market Hall Alliance is the main stakeholder involved in the decision making and governance processes. However, the municipality plays a role in being the owner of the structure and the tenants of market stalls are involved in regular meetings despite the</p>	<p>Strategic location: 5,</p> <p>The location is very strategic for the organization of activities and events open to the public.</p>	<p>Institutional forms of collaboration: 2,</p> <p>The institutional cooperation only concerns the regulatory framework for the activities and the use of the space.</p>

lack of a formalized co-governance structure.

Entrepreneurship: 5,

The initiative can be defined as being led by an entrepreneurial spirit and purpose. In order for the initiative to be economically sustainable, a blend of activities and a multi-functional use of the space provided by a diversity of local stakeholders is offered to the public.

Diversified employees: 3,

various age groups and nationalities involved, however similar educational and economic background.

Local organizations: 4,

The activities offered by the market hall are provided by local entrepreneurs and organizations.

Policy Mobility: 3,

Although we can't talk of new policies, it is still true that the initiative led to new and unprecedented arrangements between the municipality and the Alliance. Namely, the reuse of protected heritage, the reuse of the surrounding public space and being able to drink alcohol outside.

Inclusiveness: 4, people from different backgrounds participate in the project.

Heritage impact

General conditions	Specific conditions	Outcomes
Institutional capacity: 3,	Cultural districts: 4,	Promotion of heritage values: 5,

Given the novelty of the initiative, the municipality's support was strongly incentivized by the public support coming from the civil society.

The initiative has strongly changed the use of the space surrounding the market, thus also making it easier for cultural activities to open nearby and take advantage of the newly created community of users.

The initiative sets as its objective to rehabilitate the market and its primordial function, enhancing and promoting its heritage values.

Public authorities' involvement: 4, The municipality being the owner of the market structure, the initiative has been possible thanks to a concession agreement through which the Old Market Hall Alliance is the tenant for 10+5 years. However the relationship of dependency makes investments and decision making slow and bureaucratic.

Heritage funds: 1, No public funded resources were used.

Multitude of services: 5, The initiative offers a multitude of diverse services.

Cooperativeness or co-governance: 3, The Old Market Hall Alliance is the main stakeholder involved in the decision making and governance processes. However, the municipality plays a role in being the owner of the structure and the tenants of market stalls are involved in regular meetings despite the lack of a formalized co-governance structure.

Cultural districts: 4, The initiative has strongly changed the use of the space surrounding the market, thus also making it easier for cultural activities to open nearby and take advantage of the newly created community of users.

Promotion of heritage values: 5, The initiative sets as its objective to rehabilitate the market and its primordial function, enhancing and promoting its heritage values.

Entrepreneurship: 5, The initiative can be defined as being led by an entrepreneurial spirit and purpose. In order for the initiative to be economically sustainable, a blend of activities and a multi-functional use of the space provided by a diversity of local stakeholders is offered to the public.

Diversified users: NA

Local organizations: 4,

The activities offered by the market hall are provided by local entrepreneurs and organizations.

Policy Mobility: 3,

Although we can't talk of new policies, it is still true that the initiative led to new and unprecedented arrangements between the municipality and the Alliance. Namely, the reuse of protected heritage, the reuse of the surrounding public space and being able to drink alcohol outside.

Inclusiveness: 4, people from different backgrounds participate in the project.

The Potocki Palace (Radzyń Podlaski, Poland)

Territorial integration

General conditions	Specific conditions	Outcomes
Institutional capacity: 1, the municipality (the owner of the site) has no experience in managing such projects. The decision-makers have no skills to administer the site based on principles sustainability, inclusion, and community participation.	Public funding or tax credit: 2, Radzyń City Hall has no intention to turn the revitalized Palace into a self-financing institution. There is no plan to have any for-profit entities in the palace complex. The café on the ground floor is supposed to generate revenue (even though there is no clear business plan for this enterprise either). The municipality's position is that the Potocki Palace should "serve the public good", which in their understanding is equivalent to "provide services for free".	Jobs creation: 1, there is no particular plan for creating jobs. The project might encourage creating some jobs.

Public authorities' involvement: 5, the municipality is the owner of the site and the primary decision-maker.

Cooperativeness or co-governance: 1, the local community was invited to discuss the project, but their participation was a kind tokenism. The decision-makers did not empower the local community.

Entrepreneurship: 1, there are some vague ideas about developing business enterprises (e.g. café) on the premises of the site. However, the business activities are not prioritized; there is no business plan for the project.

Local organizations: 2, there are several local social organizations which benefit from the project. But they are decision-takers rather than decision-makers.

Policy Mobility: 1, The position of the towns' leadership is that the best experts are those who know the most about the Palace and the society of Radzyń Podlaski. They claim to know "what people want" and act accordingly to their best knowledge. The lack of an outsider's perspective is the main flaw of this approach. More out-group members among Radzyń residents, as well as outsiders, could be

Regulatory framework: 2, the regulatory frameworks do not hamper/fostered the activities.

Perception: 1, the municipality claims that they engaged the local civic organizations to discuss the project. However, some socially engaged residents believe that their opinion (especially that from out-groups) was not considered. Some of our interviewees pointed out that the municipality should have had chosen independent experts.

Leading roles: 1, in terms of education and social background, the leadership of the project is not diverse.

Estate value: 2, the project will create a new public space and can increase the attractiveness of the neighborhood.

Attractiveness and well-being: 3, The municipality chose the model which prioritizes public goods versus economic sustainability and does not consider economic and ownership diversification. The principal position of the owner and the decision-maker is that the site should be a public good, it should not generate profit, but instead, the town should cover all expenses from its budget.

engaged in the decision-making.

Inclusiveness: 1, there are women among the decision-makers. However, the diversity issue does not seem to be addressed in the planning documents.

Resource integration

General conditions	Specific conditions	Outcomes
<p>Institutional capacity: 1, the municipality is the owner of the site and the decision-maker. The project is based only on public funds.</p>	<p>Profit-oriented: 1, the project is designed as a non-profit organization. It relies entirely on public funds.</p>	<p>Resource mobility: 3, the buildings are shared between several municipality organizations which also hosts local initiatives. The park is open for the public.</p>
<p>Public authorities' involvement: 1, The public participation is weak. The public was offered to discuss the project (in fact, it was instead "informed"). The municipality does not empower the public and the local civic organizations.</p>	<p>Direct selling: 1, the project does not generate any revenues.</p>	<p>Resource blending: 1, the project relies only on public funds (municipal and regional and national budgets).</p>
<p>Cooperativeness or co-governance: 1, there are no instruments for the community to participate in the decision-making. It is only the municipality who is the decision-maker.</p>	<p>Mecenatism: 1, there are no philanthropic donations now. However, the entire Palace complex was donated to the Polish state by the last private owner of the Palace (Bronislaw Korwin Szlubowski).</p>	<p>Cover of need: 3, the project seeks resources for the site development and building new public spaces.</p>
<p>Entrepreneurship: 1, the reuse has been fully developed by the municipality. There is no plan to establish business enterprises on the premises of the Palace complex.</p>	<p>Income distribution: 2, there are people with different income who are involved in project management.</p>	
<p>Local organizations: 2, the Palace hosts several public organizations such as music school and the state archive.</p>		

Policy Mobility: 1, the municipality does not apply any innovative tools. The strategy is to convince the county's and national authorities to support the project.

Community integration

General conditions	Specific conditions	Outcomes
Institutional capacity: 1, the Radzyń Podlaski municipality has no experience in developing co-governance models.	Limits to the use of assets or property: 2, the park is open to the public. The part of the building complex is used by the cultural organizations (controlled by the municipality). Another part of the building is empty because it is under construction.	Number of people that participated: 1, The owner of the Palace and the decision-maker is Radzyń City Hall. The current Mayor Jerzy Rębek and his spokesperson Anna Wasak have particularly prominent roles. They make the strategic decisions, communicate them personally to the public, and outsource preparing project proposals.
Public authorities' involvement: 5, the public authorities (the municipality) are the owner and the decision-maker.	Common interest: 3, The historical narrative of the town is built around the Palace, and its image represents the town in all mass media. The municipality emphasizes the importance of the Palace on a national scale, which legitimizes Radzyń Podlaski's ambition to be the cultural capital of the region.	Number of actors involved: 1, the municipality is the primary decision-maker. The municipality commissioned some institutions to develop the project, such as The Lublin University of Technology and The Academy of Fine Arts in Warsaw.
Cooperativeness or co-governance: 1, the municipality does not involve the local civic organization in the management of the project.	Strategic location: 4, the site is in the very centre of the town. Radzyń City Hall sees the possible connection of the revitalization of Potocki Palace with another ambitious infrastructural project, the establishment of "Via Carpathia," a transnational highway	Institutional forms of collaboration: 2, the only institutional form is that the municipality rents out premises for several public cultural and educational organizations.

network connecting Klaipėda in Lithuania with Thessaloniki in Greece.

Entrepreneurship: 1, there are no for-profit activities on the premises of the Palace.

Diversified employees: 1, the people who work in the project came from a not very different environment.

Local organizations: 2, several public organizations are operating on the premises of the Palace complex.

Policy Mobility: 1, the policy towards community engagement is very hierarchical and rather "one-way" direction (top-to-down).

Inclusiveness: 4, one of the decision-makers is a woman. Her influence is more informal, though.

Heritage impact

General conditions

Institutional capacity: 2, Radzyń City Hall supervises the Cultural Centre of Radzyń Podlaski (located in the Orangery). The centre organizes most of the cultural events in the palace premises and beyond.

Public authorities' involvement: 2, All significant reconstructions of the Palace should be coordinated with the Lublin Voivodeship Monument Conservation Conservator or Conservation Office. The organization approves the

Specific conditions

Cultural districts: 2, The Potocki Palace belongs to the shortlist of only ten building complexes of this kind in Europe. It is one of the most valuable built heritage sites in eastern Poland, which has been compared to such monuments as Versailles, the Zwinger in Dresden, the Sanssouci in Potsdam, and the Branicki Palace in Białystok.

Heritage funds: 2, most of the received funds were spent on the reconstruction of the palace complex.

Outcomes

Promotion of heritage values: 4, The historical narrative of the town is built around the Palace, and its image represents the town in all mass media. The municipality emphasizes the importance of the Palace on a national scale, which legitimizes Radzyń Podlaski's ambition to be the cultural capital of the region.

Multitude of services: 2, the Palace is a multifunctional centre hosting a few educational and cultural institutions. However, it is only the public organizations which use the site on a permanent basis.

projects of monument reconstruction.

Cooperativeness or co-governance: 1, the owner of the Palace and the decision-maker is Radzyń City Hall. The current and his spokesperson have particularly prominent roles. They make the strategic decisions, communicate them personally to the public, and outsource preparing project proposals. The municipality commissioned some institutions to develop the project, such as The Lublin University of Technology and The Academy of Fine Arts in Warsaw.

Entrepreneurship: 1, the project has been fully developed by the municipality.

Local organizations: 1, the municipality claims that they engaged the local civic organizations to discuss the project. However, they did not empower those organizations as well as the local activists.

Policy Mobility: 1, the policy is quite traditional and somewhat rigid.

Inclusiveness: 2, the body of the decision-makers is no inclusive. However, they outscore many heritage-related tasks to organizations with more diverse working teams.

Ownership and conditions for the use of the building: 1, the palace complex is in public (municipal) ownership. The main building (The Palace) does not have regular opening hours. Nevertheless, there is moderate traffic of tourists. The tourist information office, which is located on the premises of the Palace, welcomes around ten visitors per day.

Diversified employees: 3, these are people from different background and with different working profiles.

Reuse and regeneration of the heritage: 3, In 2015, Radzyń City Hall received the Palace from the Polish state. The first renovation works after the handover begun in 2017. The municipality aims to transform the Palace into a cultural facility to integrate the local community, attract tourists, and boost the cultural and social life of the town and surrounding areas.

ExRotaprint (Berlin, Germany)

Regional integration

General conditions	Specific conditions	Outcomes
<p>Institutional capacity: 4, The initiative has originated during a phase in which the municipality of Berlin was trying to solve their budget through the privatization of their real estate stock. The ExRotaprint founders were the successful bidders. As of now no direct support has come from the public institutions.</p>	<p>Public funding or tax credit: 0, No public incentive has been provided.</p>	<p>Jobs creation: 1, there is no particular plan for creating jobs. The project might encourage creating some jobs.</p>
<p>Public authorities' involvement: 3, The public authorities are not currently involved in the initiative. The municipality of Berlin is the previous owner of the ExRotaprint property.</p>	<p>Regulatory framework: 0, The regulatory framework has not been crucial for the development of the project, on the contrary it was quite problematic.</p>	<p>Estate value: 2, the project will create a new public space and can increase the attractiveness of the neighborhood.</p>
<p>Cooperativeness or co-governance: 3, The structure implies an inclusive, participatory decision making structure. The land is owned by the Trias and Edith Maryon Foundations, although they do not intervene in the management of the activities and maintenance of the buildings. The buildings' ownership is held by the ExRotaprint Association. The internal organization has also recently developed into a GmbH made up of the original initiators of the project and some of the tenants. The tenants are regularly consulted for any matter related to renovation works. However, it is not a duty for tenants to be proactive in the management of the activities and board.</p>	<p>Perception: 3, The protected building is central to the identity of the area, resulting in the ExRotaprint compound current attractiveness. Today, it is an iconic structure.</p> <p>Leading roles: 3, there are women among the decision-makers.</p>	<p>Attractiveness and well-being: 3, The municipality chose the model which prioritizes public goods versus economic sustainability and does not consider economic and ownership diversification. The principal position of the owner and the decision-maker is that the site should be a public good, it should not generate profit, but instead, the town should cover all expenses from its budget.</p>

Entrepreneurship: 3,

The project was born out of the entrepreneurial spirit of the two initiators. ExRotaprint is a real estate related social enterprise mainly offering affordable housing and working space in Berlin.

Local organizations: 3,

The main purpose of the project being that of offering affordable working spaces, local professionals from a variety of sectors (with social, creative and other purposes) are involved in the project. The same applies to local tenants renting housing spaces.

Policy Mobility: 2,

The development of the project hasn't resulted in much policy mobility. The only relevant policy related aspect is the fact that the experience of ExRotaprint has inspired other initiatives and a city-wide discussion about potential development schemes in Berlin. Among others, ExRotaprint has participated in the Stadt Neudenken meetings, founded in 2011.

Inclusiveness: 3, there are women among the decision-makers. However, the diversity issue does not seem to be addressed in the planning documents.

Resource integration

General conditions	Specific conditions	Outcomes
<p>Institutional capacity: 4,</p> <p>The initiative has originated during a phase in which the municipality of Berlin was trying to solve their budget through the privatization of their real estate stock. The ExRotaprint founders were the successful bidders. As of now no direct support has come from the public institutions.</p>	<p>Profit-oriented: 3,</p> <p>ExRotaprint is a GmbH, meaning a charitable company for the common good that can combine the benefits of non-profit organisations and for-profit organisations, enabling the organisation to conduct economic activities while pursuing charitable goals. In GmbH profits cannot be distributed among stakeholders, but must be redirected towards the company's objective.</p>	<p>Resource mobility: 4,</p> <p>Nobody in the organisation receives personal investment return but everyone shares the benefit of an affordable rent and autonomy in the decision making.</p>
<p>Public authorities' involvement: 3,</p> <p>The public authorities are not currently involved in the initiative. The municipality of Berlin is the previous owner of the ExRotaprint property.</p>	<p>Direct selling: 2,</p> <p>ExRotaprint follows a unique organisational structure and financial model that allows it to operate almost completely independently from the real estate market. However this does not make the project completely self-sustainable in economic terms. ExRotaprint's revenue relies completely on the income from rents, but has also received external support from foundations and grants as well as from a loan.</p>	<p>Resource blending: 2,</p> <p>The project mainly collected resources from private foundations and from an initial mortgage of 2.3 million euros for renovation.</p>
<p>Cooperativeness or co-governance: 3,</p> <p>The structure implies an inclusive, participatory decision making structure. The land is owned by the Trias and Edith Maryon Foundations, although they do not intervene in the management of the activities and maintenance of the buildings. The buildings' ownership is held by the ExRotaprint Association. The</p>	<p>Mecenatism: 5,</p> <p>ExRotaprint has received support from the Maryon Foundation and from the Berlin LOTTO Foundation.</p> <p>Income distribution: NA.</p>	<p>Cover of need: 5,</p> <p>The project has been able to collect the necessary resources for its needs, however it is important that income comes on a regular basis to make the project sustainable in the long term.</p>

internal organization has also recently developed into a GmbH made up of the original initiators of the project and some of the tenants. The tenants are regularly consulted for any matter related to renovation works. However, it is not a duty for tenants to be proactive in the management of the activities and board.

Entrepreneurship: 3,

The project was born out of the entrepreneurial spirit of the two initiators. ExRotaprint is a real estate related social enterprise mainly offering affordable housing and working space in Berlin.

Local organizations: 3,

The main purpose of the project being that of offering affordable working spaces, local professionals from a variety of sectors (with social, creative and other purposes) are involved in the project. The same applies to local tenants renting housing spaces.

Policy Mobility: 2,

The development of the project hasn't resulted in much policy mobility. The only relevant policy related aspect is the fact that the experience of ExRotaprint has inspired other initiatives and a city-wide discussion about potential development schemes in Berlin. Among others, ExRotaprint has participated in the Stadt Neudenken meetings, founded in 2011.

Inclusiveness: 3, there are women among the decision-makers. However, the diversity issue does not seem to be addressed in the planning documents.

Community integration

General conditions	Specific conditions	Outcomes
Institutional capacity: 4, The initiative has originated during a phase in which the municipality of Berlin was trying to solve their budget through the privatization of their real estate stock. The ExRotaprint founders were the successful bidders. As of now no direct support has come from the public institutions.	Limits to the use of assets and property: 0, There are no limits in using the property that influence or hinder the development of the activities.	Number of people involved: 3, The project involves a relatively large number of tenants.
Public authorities' involvement: 3, The public authorities are not currently involved in the initiative. The municipality of Berlin is the previous owner of the ExRotaprint property.	Common interest: 4, Initially it wasn't so clear the the ExRotaprint purpose would have been of common interest. However, with the increasing gentrification and real estate speculation effects in European cities, their work has come to be seen as more and more beneficial especially from the local community.	Number of actors involved: 2, Only local tenants and private foundations have been involved.
Cooperativeness or co-governance: 3, The structure implies an inclusive, participatory decision making structure. The land is owned by the Trias and Edith Maryon	Strategic location: 3, The location is relevant to the purpose of the project, namely that of hindering the further spread of property speculation by private investment funds and big	Institutional forms of collaboration: 1, No direct institutional forms of collaboration have been created so far.

Foundations, although they do not intervene in the management of the activities and maintenance of the buildings. The buildings' ownership is held by the ExRotaprint Association. The internal organization has also recently developed into a GmbH made up of the original initiators of the project and some of the tenants. The tenants are regularly consulted for any matter related to renovation works. However, it is not a duty for tenants to be proactive in the management of the activities and board.

international corporations, resulting in the gentrification of working class neighborhoods such as the one where ExRotaprint is located in Berlin.

Diversified employees:
NA.

Entrepreneurship: 3,

The project was born out of the entrepreneurial spirit of the two initiators. ExRotaprint is a real estate related social enterprise mainly offering affordable housing and working space in Berlin.

Local organizations: 3,

The main purpose of the project being that of offering affordable working spaces, local professionals from a variety of sectors (with social, creative and other purposes) are involved in the project. The same applies to local tenants renting housing spaces.

Policy Mobility: 2,

The development of the project hasn't resulted in much policy mobility. The only relevant policy related aspect is the fact that the experience of ExRotaprint has inspired other initiatives

and a city-wide discussion about potential development schemes in Berlin. Among others, ExRotaprint has participated in the Stadt Neudenken meetings, founded in 2011.

Inclusiveness: 3, there are women among the decision-makers.

However, the diversity issue does not seem to be addressed in the planning documents.

Heritage impact

General conditions	Specific conditions	Outcomes
<p>Institutional capacity: 4, The initiative has originated during a phase in which the municipality of Berlin was trying to solve their budget through the privatization of their real estate stock. The ExRotaprint founders were the successful bidders. As of now no direct support has come from the public institutions.</p>	<p>Cultural districts: 0, There is no evidence of a cultural district being promoted or created.</p>	<p>Promotion of heritage values: 4, The renovations and the new multifunctional uses of the property have promoted the heritage value as an iconic and locally relevant piece of architecture for the local population.</p>
<p>Public authorities' involvement: 3, The public authorities are not currently involved in the initiative. The municipality of Berlin is the previous owner of the ExRotaprint property.</p>	<p>Heritage funds: 0, No public funded resources were used nor provided.</p>	<p>Multitude of services: 5, In order to limit its contribution to gentrification and to resist homogenisation, ExRotaprint's rental policy assures a mix of functions, providing opportunities to a great variety of users: its main focus being on social projects, regular jobs and creative industries. Besides accommodating tenants, the project opens its doors to the neighbourhood and the city in a variety of ways.</p>

Cooperativeness or co-governance: 3,

The structure implies an inclusive, participatory decision making structure. The land is owned by the Trias and Edith Maryon Foundations, although they do not intervene in the management of the activities and maintenance of the buildings. The buildings' ownership is held by the ExRotaprint Association. The internal organization has also recently developed into a GmbH made up of the original initiators of the project and some of the tenants. The tenants are regularly consulted for any matter related to renovation works. However, it is not a duty for tenants to be proactive in the management of the activities and board.

Entrepreneurship: 3,

The project was born out of the entrepreneurial spirit of the two initiators. ExRotaprint is a real estate related social enterprise mainly offering affordable housing and working space in Berlin.

Local organizations: 3,

The main purpose of the project being that of offering affordable working spaces, local professionals from a variety of sectors (with social, creative and other purposes) are involved in the project. The same applies to local tenants renting housing spaces.

Ownership and conditions for the use of the building: 5,

The current ownership conditions are very favourable to the good management and tenants based decision making process. In fact the ExRotaprint GmbH and Association is owner of the buildings, being able to autonomously direct the use, renovation and activities in the structure.

Diversified users: NA.

Reuse and regeneration of the heritage: 5,

From an abandoned public property, ExRotaprint now became a flourishing and active structure for the local population and the city of Berlin with a variety of multi-purpose activities and functions open to all.

Policy Mobility: 2,

The development of the project hasn't resulted in much policy mobility. The only relevant policy related aspect is the fact that the experience of ExRotaprint has inspired other initiatives and a citywide discussion about potential development schemes in Berlin. Among others, ExRotaprint has participated in the Stadt Neudenken meetings, founded in 2011.

Inclusiveness: 3, there are women among the decision-makers.

However, the diversity issue does not seem to be addressed in the planning documents.

London CLT (London, United Kingdom)

Regional integration

General conditions	Specific conditions	Outcomes
Institutional capacity: 4, Despite CLTs' exemption from leasehold disenfranchisement and the Localism Act in 2011, these policies haven't had a positive impact on the initiative.	Public funding or tax credit: 0, No public incentives have been provided.	Jobs creation: 2, A number of jobs have been created in constructing and restoration works as well as cultural and community management activities. More to be created if commercial activity is to be introduced on site.
Public authorities' involvement: 3, Public authorities are involved as national and local policy makers potentially influencing the development	Regulatory framework: 3, The regulatory framework has allowed the CLT to be a bidder for the St Clemens site in London when on sale.	Estate value: 5, The initiative resulted in the renovation of an otherwise long neglected site, having a strong impact on its value.

of the initiative. Also, the site was public property before being sold.

Cooperativeness or co-governance: 4,

The most relevant actor is the London Community Land Trust made up of residents, community members of the area, researchers or others interested in supporting and contributing to the initiative. At the St Clemens site, London CLT is in cooperation with the commercial entity Linden Homes. Moreover it cooperates with the local cultural association Shuffle and residents.

Entrepreneurship: 3,

Entrepreneurship spirit is present to the extent to which the site should not become a gated community but rather include commercial activities and residents' associations to be part of the neighborhood community life.

Local organizations: 3,

Local organizations are involved in the development of the CLT and of its community. Such as Shuffle local cultural association and other neighborhood associations and enterprises.

Policy Mobility: 3,

Some exemptions have been made for the CLT model to prosper in London and in the UK, such as the exemption from leasehold disenfranchisement and the creation of a CLT National Fund.

Inclusiveness: 3,

Perception: 3,

The site of St Clemens has a lot of collective memory attached and as such the local community really is incentivized to be involved in developments such as the CLT.

Leading roles: NA.

Attractiveness and well-being: 5,

The attractiveness and the well-being of the site have been strongly increased since the start of the project, the site transitioning from a community asset to a community utility.

The project has no real strategy but is open to new people.

Resource integration

General conditions	Specific conditions	Outcomes
<p>Institutional capacity: 4,</p> <p>Despite CLTs' exemption from leasehold disenfranchisement and the Localism Act in 2011, these policies haven't had a positive impact on the initiative.</p>	<p>Profit-oriented: 2,</p> <p>CLTs are not for profit entities. The only income is the sales of the first homes, that is then reinvested in the buying of the affordable housing complexes from Linden Homes who has initially invested in the property.</p>	<p>Resource mobility: 1,</p> <p>The resources are mainly used by CLT and reinvested in the community and the development of the housing estate.</p>
<p>Public authorities' involvement: 3,</p> <p>Public authorities are involved as national and local policy makers potentially influencing the development of the initiative. Also, the site was public property before being sold.</p>	<p>Direct selling: 2,</p> <p>The only direct income is what is left of the price at which the first homes have been sold and the price to be paid to Linden Homes. However, this not being enough to pay for renovation works and other expenditures, CLTs usually rely on mortgages and community shares.</p>	<p>Resource blending: 4,</p> <p>The project collected resources through mortgages and community shares as well as a collaboration with Linden Homes.</p>
<p>Cooperativeness or co-governance: 4,</p> <p>The most relevant actor is the London Community Land Trust made up of residents, community members of the area, researchers or others interested in supporting and contributing to the initiative. At the St Clemens site, London CLT is in cooperation with the commercial entity Linden Homes. Moreover it cooperates with the local cultural association Shuffle and residents.</p>	<p>Mecenatism: 5,</p> <p>ExRotaprint has received support from the Maryon Foundation and from the Berlin LOTTO Foundation.</p> <p>Income distribution: NA.</p>	<p>Cover of need: 5,</p> <p>The project has been able to collect the necessary resources for its needs, however it is important that income comes on a regular basis to make the project sustainable in the long term.</p>
<p>Entrepreneurship: 3,</p>		

Entrepreneurship spirit is present to the extent to which the site should not become a gated community but rather include commercial activities and residents' associations to be part of the neighborhood community life.

Local organizations: 3,

Local organizations are involved in the development of the CLT and of its community. Such as Shuffle local cultural association and other neighborhood associations and enterprises.

Policy Mobility: 3,

Some exemptions have been made for the CLT model to prosper in London and in the UK, such as the exemption from leasehold disenfranchisement and the creation of a CLT National Fund.

Inclusiveness: 3,

The project has no real strategy but is open to new people.

Community integration

General conditions	Specific conditions	Outcomes
<p>Institutional capacity: 4,</p> <p>Despite CLTs' exemption from leasehold disenfranchisement and the Localism Act in 2011, these policies haven't had a positive impact on the initiative.</p>	<p>Limits to the use of assets and property: 3,</p> <p>The complex of St Clemens in London is protected heritage, with all of its buildings being listed. This means that several stakeholders including Historic England and English Heritage are involved in the heritage related matters and demolitions have to go</p>	<p>Number of people involved: 4,</p> <p>The project involved a large group of stakeholders, from public to mainly private, associative and community local and national actors.</p>

through a permission procedure.

Public authorities' involvement: 3,

Public authorities are involved as national and local policy makers potentially influencing the development of the initiative. Also, the site was public property before being sold.

Common interest: 4,

The project gives voice to a local need by responding to the urgent need for affordable housing in London and by renovating and providing accessibility to a local community asset such as the St Clemens site.

Number of actors involved: 4,

The initiative has seen the involvement of public, community, private and associative actors.

Strategic location: 4,

The location of the site is relevant because of the socio-economic characteristics of the neighborhood historical community now engendered by gentrifying processes as well as for its central location in London.

Cooperativeness or co-governance: 4,

The most relevant actor is the London Community Land Trust made up of residents, community members of the area, researchers or others interested in supporting and contributing to the initiative. At the St Clemens site, London CLT is in cooperation with the commercial entity Linden Homes. Moreover it cooperates with the local cultural association Shuffle and residents.

Diversified employees: NA.

Institutional forms of collaboration: 3,

A CLT intends to formalize and institutionalize a collaboration between the community, the public and the non-profit sector.

Entrepreneurship: 3,

Entrepreneurship spirit is present to the extent to which the site should not become a gated community but rather include commercial activities and residents associations to be part of the neighborhood community life.

Local organizations: 3,

Local organizations are involved in the development of the CLT and of its community. Such as Shuffle local cultural association and other neighborhood associations and enterprises.

Policy Mobility: 3,

Some exemptions have been made for the CLT model to prosper in London and in the UK, such as the exemption from leasehold disenfranchisement and the creation of a CLT National Fund.

Inclusiveness: 3,

The project has no real strategy but is open to new people.

Heritage impact

General conditions	Specific conditions	Outcomes
Institutional capacity: 4, Despite CLTs' exemption from leasehold disenfranchisement and the Localism Act in 2011, these policies haven't had a positive impact on the initiative.	Cultural districts: 1, No cultural districts have been created. The plan for now is to make it a common utility and the headquarter of a community association.	Promotion of heritage values: 4, Heritage houses were promoted and safeguarded throughout the renovation works.
Public authorities' involvement: 3, Public authorities are involved as national and local policy makers potentially influencing the development of the initiative. Also, the site was public property before being sold.	Heritage funds: 0, No public funds were available.	Multitude of services: 2, The reuse has allowed for the use of the site mainly as a housing estate but potentially the site functionality will be integrated by commercial activities and the headquarter of a community association.
Cooperativeness or co-governance: 4, The most relevant actor is the London Community Land	Ownership and conditions for the use of the building: 3,	Reuse and regeneration of the heritage: 5, The heritage reuse and regeneration has fully been

Trust made up of residents, community members of the area, researchers or others interested in supporting and contributing to the initiative. At the St Clemens site, London CLT is in cooperation with the commercial entity Linden Homes. Moreover it cooperates with the local cultural association Shuffle and residents.

Not being the highest bidder, Citizen UK, the project initiator, was forced into a collaboration with Leden Homes. This means that CLT is slowly acquiring the property of affordable housing buildings from Leden by reinvesting the income coming from selling the first houses.

promoted throughout the project.

Entrepreneurship: 3,

Entrepreneurship spirit is present to the extent to which the site should not become a gated community but rather include commercial activities and residents associations to be part of the neighborhood community life.

Diversified users: NA.

Local organizations: 3,

Local organizations are involved in the development of the CLT and of its community. Such as Shuffle local cultural association and other neighborhood associations and enterprises.

Policy Mobility: 3,

Some exemptions have been made for the CLT model to prosper in London and in the UK, such as the exemption from leasehold disenfranchisement and the creation of a CLT National Fund.

Inclusiveness: 3,

The project has no real strategy but is open to new people.

Jam Factory (Lviv, Ukraine)

Regional integration

General conditions	Specific conditions	Outcomes
<p>Institutional capacity: 2, among the institutions, only municipality and its department of preservation of historical environment has enough capacity to cooperate in such projects.</p> <p>Public authorities' involvement: 2, public authorities were involved when issuing permissions and giving some consultations.</p> <p>Cooperativeness or co-governance: 1, this is a private funding and single institution.</p> <p>Entrepreneurship: 2, the public institutions have not many instruments to integrate this project to broader economic development</p> <p>Local organizations: 2, they are involved from time to time in art activities, and they will be involved more after the opening of the main building in 2021.</p> <p>Policy Mobility: 3, there are some similar initiatives in Ukraine which draw on personal communication and experience exchange with</p>	<p>Public funding or tax credit: 1, there are some public grant programs available, but the project plans to apply for them in the future when the institution works in full.</p> <p>Regulatory framework: 2, there are no specific frameworks for adaptive reuse, only separate regulations for heritage protection and building code.</p> <p>Perception: 5, this place is attractive and known for many activists because of temporary uses, also strongly present in the memories and stories of local residents.</p> <p>Leading roles: 5, the leaders are both from Austria and Ukraine, different gender and age, but of similar educational/professional background (in scholarship and culture).</p>	<p>Jobs creation: 3, and the team is continuously expanding.</p> <p>Estate value: 5, the deteriorated building complex, as well as some neighboring buildings, such as public library, are fully renovated and available for public.</p> <p>Attractiveness and well-being: 5, from a half-ruined complex to the renovated and well-preserved complex of heritage buildings and newly constructed buildings, with open public spaces. Also, as a synergy to other projects in the district, such as new housing.</p>

Jam Factory, but it is not some kind of systematic transfer of policies.

Inclusiveness: 4, as a contemporary art institution, it supports social critique, inclusiveness and empowerment of minorities. Women are majority among employees, the director is also a woman

Resource integration

General conditions	Specific conditions	Outcomes
Institutional capacity: 2, the Jam Factory itself is only in the process of institution-building.	Profit-oriented: 1, the project is designed as socially and culturally oriented; expected generated income will be reinvested into the project.	Resource mobility: 5, there is active exchange of knowledge and practical experience, and Jam Factory shares its financial resources via its grant program for arts and culture.
Public authorities' involvement: 2, authorities are involved in consultations and procedural support, but not financially.	Direct selling: 1, task for the future.	Resource blending: 2, Jam Factory started to apply to grant programs in partnerships with other institutions, but it is more a task for the future.
Cooperativeness or co-governance: 1, in terms of resources there is only one center of decision-making.	Mecenatism: 5, the project is fully supported by one donor.	Cover of need: 5, all the needs are covered.
Entrepreneurship: 3, the initiative is non-for profit and it is planned that café-restaurant and renting paces will bring some income which will be reinvested into the activities of the institution.	Income distribution: 1, generating some income is a task for the future.	
Local organizations: 2, they will be involved more		

after the opening of the main building in 2021.

Policy Mobility: 1, task for the future.

Inclusiveness: 3, financial resources come from one donor, but knowledge and expertise come from other participants as well, including women.

Community integration

General conditions	Specific conditions	Outcomes
Institutional capacity: 3 , Jam Factory builds networks with other similar initiatives and individual specialists and activists, but at the moment less actively with the local residents.	Limits to the use of assets or property: 3 , all the activities and public programs and events are for free and open for the interested audiences. But the Jam Factory is planned as a professional institution, which will be fully responsible for establishing certain program of use of assets. Importantly, this is also private property and private funding.	Number of people that participated: 3 , many people participated on the temporary basis during the years before the project started and during the initial phase; many participate in the residences and grant programs, and gave advice and interviews as professionals in the field, but all these are not strong institutional ties, but rather personal and "weak" ties.
Public authorities' involvement: 2 , municipality was involved on the initiate stage in the moderation of the discussion with professional community to get necessary permissions and to create positive reputation of the project, but otherwise it is not involved in community-building.	Common interest: 5 , as an institution of contemporary art, it is committed to support of socially critical art and education.	Number of actors involved: 2 , to engage more actors is rather a task for the future. At the moment, the project has its strong leaders (Austrian donor and local director)
Cooperativeness or co-governance: 1 , this is a private funding and single institution.	Strategic location: 1 , in the post-industrial part of the city, perceived as socially vulnerable and neglected.	Institutional forms of collaboration: 3 , more a task for the future, but already Jam Factory is a member of TransEurope Halles and makes partnerships with other

similar institutions to
implement projects together.

Entrepreneurship: 1, in terms of community-building, at the moment there are no clear plans to engage entrepreneurs.

Diversified employees: 2, mostly all the employees are from creative industries and management of culture, young and middle-aged.

Local organizations: 2, at the moment Jam Factory establishes only temporary cooperative ties with local groups and individuals.

Policy Mobility: 2, task for the future.

Inclusiveness: 3, the institution is open to different groups and individuals, but at the moment it is more a professional institution than a "community center".

Heritage impact

General conditions

Institutional capacity: 4, the municipal Department of Protection of Historical Environment is quite open-minded and helpful.

Public authorities' involvement: 4, municipality requires strict observation of heritage protected status, but also quite flexible as for the changes and new

Specific conditions

Cultural districts: 1, not relevant in Ukrainian context.

Heritage funds: 1, not used as they are very limited.

Outcomes

Promotion of heritage values: 5, the project is one of the crucial factors which creates the very discourse of heritage values and adaptive reuse as a way to bring new life to the district. The project is a point of reference for many similar initiatives. Historical research on the building, its architecture, users, production is also conducted and publicized. The investments into the renovation is very substantial.

Multitude of services: 3, it is quite focused on art, but functions of restaurant and open public space are also expected.

construction. But, on the other hand,

Cooperativeness or co-governance: 4, Jam Factory is quite open to diverse interpretations of the heritage values of the site, for example through oral history project with locals, cooperation with researchers and artists who uncover different layers of heritage.

Entrepreneurship: 2, this project does not see the heritage values as an asset and does not plan to capitalize specifically on heritage. It is not tourist-oriented as well. Of course, heritage revitalization will help to capitalize the building in general and it is planned in the future to rent some spaces and to open a restaurant there.

Local organizations: 2, there are no organizations with specific interest in heritage in the district, but there are some creative industries and cultural initiatives which contribute to the revitalization of heritage buildings.

Policy Mobility: 3, Lviv municipality actively cooperates internationally in the projects of heritage renovation and protection and tries to implement new practices, but less so for the adaptive reuse.

Inclusiveness: 5, institution is specifically dedicated to uncovering of different layers of the past, including dark heritage of Holocaust, issues of multicultural history and conflicts, and Soviet era (also through the preservation of

Ownership and conditions for the use of the building: 3, this is private property and its openness is a good will of the owner and donor who is very open-minded and democratic, but it cannot be "fixed" forever.

Diversified users: 3, it is used by children and adults, people from abroad and from Lviv, from the district and other parts of the city. At the moment, these are mostly people interested in art and culture, mostly young and educated, and there is a task for the future to involve more older people, non-educated, economically disadvantaged.

Reuse and regeneration of the heritage: 5, this is the crucial aspect of the project, both tangible and intangible values are preserved and promoted, and balance between the existing structures and new uses is constantly discussed and searched in the process.

Soviet buildings even though they are not protected).

The Grünmetropole (Dutch-Belgium-German border region)

Regional integration

General conditions	Specific conditions	Outcomes
Institutional capacity: 3 , although there was commitment to create cross-border cooperation, this appeared to be rather difficult.	Public funding or tax credit: 4 , mostly public funding and or EU-grants such as INTERREG-funds.	Jobs creation: 0 , information not available, no specific jobs directly related to this project.
Public authorities' involvement: 5 , strong public involvement and project was mostly top-down organised.	Regulatory framework: 2 , the regulatory framework appeared to further complicate implementation as three countries had their own rules and legislation	Estate value: 2 , the project did create a short-term impulse for the region, but this didn't really sustain over time.
Cooperativeness or co-governance: 3 , various (semi-)governmental actors involved of three countries involved and cooperating.	Perception: 2 , overall the project is perceived rather negative, especially because of the lack of stakeholder involvement and the too comprehensive ideas addressed in this project.	Attractiveness and well-being: 2 , the project did contribute to the attractiveness as a touristic destination, this however didn't sustain over time.
Entrepreneurship: 3 , entrepreneurs were involved in the set-up of the project, yet with only a limited role.	Leading roles: 2 , mainly public authorities in a strongly top-down organised governance model.	
Local organizations: 2 , local organizations were involved in the set-up of the project, yet with only a limited role.		
Policy Mobility: 2 , design tools were implemented that were relatively new at that		

time, also the goal of the project was ambitious.

Inclusiveness: 2, the governance structure applied left only limited room for including a variety of stakeholders.

Resource integration

General conditions	Specific conditions	Outcomes
Institutional capacity: 3, although there was commitment to create cross-border cooperation, this appeared to be rather difficult.	Profit-oriented: 1, it was a non-profit oriented project.	Resource mobility: 4, resource are evenly spread among involved stakeholders depending on their role in the project.
Public authorities' involvement: 5, strong public involvement and project was mostly top-down organised.	Direct selling: 0, n/a	Resource blending: 3, mostly public funded or European grants, so not that much differences in sources used.
Cooperativeness or co-governance: 3, various (semi-)governmental actors involved of three countries involved and cooperating.	Mecenatism: 0, there was no private philanthropic support.	Cover of need: 5, without the needed resources the project would not have been implemented.
Entrepreneurship: 3, entrepreneurs were involved in the set-up of the project, yet with only a limited role.	Income distribution: 0, no information available about this.	
Local organizations: 2, local organizations were involved in the set-up of the project, yet with only a limited role.		
Policy Mobility: 2 , design tools were implemented that were relatively new at that time, also the goal of the project was ambitious.		
Inclusiveness: 2, the governance structure applied left only limited room for including a variety of stakeholders.		

Community integration

General conditions	Specific conditions	Outcomes
<p>Institutional capacity: 3, although there was commitment to create cross-border cooperation, this appeared to be rather difficult.</p>	<p>Limits to the use of assets or property: 2, difficulty in terms of three countries involved.</p>	<p>Number of people that participated: 3, initially the process was successful in terms of visitors, this didn't sustain over time however.</p>
<p>Public authorities' involvement: 5, strong public involvement and project was mostly top-down organized.</p>	<p>Common interest: 4, it was the aim of the project to create a cross-border shared identity for the region.</p>	<p>Number of actors involved: 1 the governance structure applied left only limited room for including a variety of stakeholders. This is one of the main criticism to this project.</p>
<p>Cooperativeness or co-governance: 3, various (semi-)governmental actors involved of three countries involved and cooperating.</p>	<p>Strategic location: 4, the mining history was and is very present in the region and people could relate to this history.</p>	<p>Institutional forms of collaboration: 1, cross-border cooperation was initiated, but didn't really sustain over time.</p>
<p>Entrepreneurship: 3, entrepreneurs were involved in the set-up of the project, yet with only a limited role.</p>	<p>Diversified employees: 0, n/a</p>	
<p>Local organizations: 2, local organizations were involved in the set-up of the project, yet with only a limited role.</p>		
<p>Policy Mobility: 2, design tools were implemented that were relatively new at that time, also the goal of the project was ambitious.</p>		
<p>Inclusiveness: 2, the governance structure applied left only limited room for</p>		

including a variety of stakeholders.

Heritage impact

General conditions	Specific conditions	Outcomes
Institutional capacity: 3 , although there was commitment to create cross-border cooperation, this appeared to be rather difficult.	Cultural districts: 0 , n/a	Promotion of heritage values: 3 , the project did bring attention to a until then unknown heritage narrative of this region, yet only some authorized narratives were included, not personal stories or heritage.
Public authorities' involvement: 5 , strong public involvement and project was mostly top-down organized.	Heritage funds: 1 , mostly public funded project, though not necessarily by heritage funds.	Multitude of services: 4 , many examples can be found of new functions and services added to heritage sites.
Cooperativeness or co-governance: 3 , various (semi-)governmental actors involved of three countries involved and cooperating.	Ownership and conditions for the use of the building: 0 , n/a	Reuse and regeneration of the heritage: 3 , emphasis was both on protecting as well as adding new functions.
Entrepreneurship: 3 , entrepreneurs were involved in the set-up of the project, yet with only a limited role.	Diversified users: 4 , this region has always been characterized by a various migrant groups and their heritage is recognized and partly incorporated.	
Local organizations: 2 , local organizations were involved in the set-up of the project, yet with only a limited role.		
Policy Mobility: 2 , design tools were implemented that were relatively new at that time, also the goal of the project was ambitious.		
Inclusiveness: 2 , the governance structure applied left only limited room for including a variety of stakeholders.		

Navy Yard / Marineterrein (Amsterdam, The Netherlands)

Regional integration

General conditions	Specific conditions	Outcomes
<p>Institutional capacity: 4, both the Municipality of Amsterdam and the National Government established an innovative collaboration and consistently worked towards a common goal through an innovative process.</p>	<p>Public funding or tax credit: 3, the public funds invested at the beginning mostly covered the big infrastructure investments. The programming and overall project costs are largely covered by the rent of tenants.</p>	<p>Jobs creation: 5, Many of the organizations on site have a mission to teach future skills (coding, digital skills) to vulnerable groups, therefore empowering them to fill in the current gap in skilled labor in the city.</p>
<p>Public authorities' involvement: 4, both the Municipality of Amsterdam and the National Government are involved (as current and future owners) through the initial funding, but also through a steering group. However, they have limited their own influence through the project by appointing an independent area director, in order to ensure that the process goes faster than it would through the direct management of the public authorities.</p>	<p>Regulatory framework: 5, the initial formalization of the ownership and management of the site set the basis of the project as is.</p>	<p>Estate value: 4, the value of the area is very high due to its position in the city as well as its size. The OC supported, through its direct activities, long term value development involving a high number of stakeholders as opposed to purely financial driven development.</p>
<p>Cooperativeness or co-governance: 3, given the high profile of the area and the conflicting interests of all the stakeholders, it was decided to involve various groups in most relevant consultations, however the final decision making and ownership remains centralized to a large extent.</p>	<p>Perception: 3, the sense of belonging is currently still being developed amongst various groups. For the local neighborhood, the decision about the final direction for the site is still important and affects how much ownership/belonging they will perceive for the area. Many tenants associate with the area concept, however more time is needed to have it root into their organizations.</p>	<p>Attractiveness and well-being: 4, the area has become relevant for a large part of the city through the OC activities.</p>

Entrepreneurship: 3, all tenants are expected to be financially sustainable.

Leading roles: 2, the leading roles are gender balanced, however the educational and social background of the leaders are uniform.

Local organizations: 4, there is a balance between local organizations such as neighborhood initiatives, entrepreneurs and companies from Amsterdam, as well as actors with national or international relevance.

Policy Mobility: 2, the municipality has been very open about testing new policy ideas at the site. Also, the ownership and management arrangement is quite innovative.

Inclusiveness: 4, many of the participants are women and minorities are welcome.

Resource integration

General conditions	Specific conditions	Outcomes
Institutional capacity: 4, both the Municipality of Amsterdam and the National Government established an innovative collaboration and consistently worked towards a common goal through an innovative process.	Profit-oriented: 3, most tenants are expected to be at least financially sustainable, with the exception of few organizations which are based on philanthropy.	Resource mobility: 5, the community shares a lot of resources, especially in terms of sharing expertise, but also materials etc.
Public authorities' involvement: 4, both the Municipality of Amsterdam and the National Government are involved (as current and future owners) through the initial funding, but also through a steering group. However, they have limited their own influence through the project by appointing an	Direct selling: 5, Bureau Marineterrein is a non-profit organization, however all its operating costs are covered by the rents of the tenants.	Resource blending: 5, in terms of the organization Bureau Marineterrein, initial financial resources came from the commissioners (municipality and national government) while financial resources needed for the functioning came from the tenants.

independent area director, in order to ensure that the process goes faster than it would through the direct management of the public authorities.

Cooperativeness or co-governance: 3, given the high profile of the area and the conflicting interests of all the stakeholders, it was decided to involve various groups in most relevant consultations, however the final decision making and ownership remains centralized to a large extent.

Entrepreneurship: 3, all tenants are expected to be financially sustainable.

Local organizations: 4, there is a balance between local organizations such as neighborhood initiatives, entrepreneurs and companies from Amsterdam, as well as actors with national or international relevance.

Policy Mobility: 2, the municipality has been very open about testing new policy ideas at the site. Also, the ownership and management arrangement is quite innovative.

Inclusiveness: 4, many of the participants are women and minorities are welcome.

Mecenatism: 3, Codam school of coding (one of the tenants) is completely funded through philanthropy.

Income distribution: NA.

Cover of need: 4, so far most essential resources for the starting phase have been obtained. However more thorough restoration and investment is needed for the future.

Community integration

General conditions

Institutional capacity: 4, both the Municipality of Amsterdam and the National Government established an

Specific conditions

Limits to the use of assets or property: 4, a big part of the terrain is still military.

Outcomes

Number of people that participated: 4, a high amount of people participated in the activities so far, however it is still

innovative collaboration and consistently worked towards a common goal through an innovative process.

Public authorities' involvement: 4, both the Municipality of Amsterdam and the National Government are involved (as current and future owners) through the initial funding, but also through a steering group. However, they have limited their own influence through the project by appointing an independent area director, in order to ensure that the process goes faster than it would through the direct management of the public authorities.

Cooperativeness or co-governance: 3, given the high profile of the area and the conflicting interests of all the stakeholders, it was decided to involve various groups in most relevant consultations, however the final decision making and ownership remains centralized to a large extent.

Entrepreneurship: 3, all tenants are expected to be financially sustainable.

Local organizations: 4, there is a balance between local organizations such as neighborhood initiatives, entrepreneurs and companies from Amsterdam, as well as actors with national or international relevance.

Policy Mobility: 2, the municipality has been very open about testing new policy ideas at the site. Also, the ownership and

Common interest: 3, the project does its best to bring together the diverging interests of most actors involved into the future transformation of the area.

Strategic location: 5, being right in the center of Amsterdam played an important role in: defining international ambitions as well as in the rent price.

Diversified employees: 2, most employees of Bureau Marineterrein come from similar social and demographic backgrounds.

considered a less known area of Amsterdam due to its history of being a locked area.

Number of actors involved: 5, a very large number of actors has been involved, from local community to local and national governments, various innovation institutes, academia and start-ups.

Institutional forms of collaboration: 4, Bureau Marineterrein was created as an independent organization that represents both the interests of the municipality and the government in developing the area. It is controlled by a steering group.

management arrangement is quite innovative.

Inclusiveness: 4, many of the participants are women and minorities are welcome.

Heritage impact

General conditions	Specific conditions	Outcomes
Institutional capacity: 4 , both the Municipality of Amsterdam and the National Government established an innovative collaboration and consistently worked towards a common goal through an innovative process.	Cultural districts: 3 , the Navy Yard connected the neighborhood around it. However it is rather an innovation district.	Promotion of heritage values: 4 , while most buildings on site do not have a heritage protection status, many users have started to appreciate their 60's aesthetic and have put effort into maintaining as much as possible of their historic importance. While most actors do not agree on the importance of individual buildings, they all agree on the heritage in the form of legacy of the site as innovation district.
Public authorities' involvement: 4 , both the Municipality of Amsterdam and the National Government are involved (as current and future owners) through the initial funding, but also through a steering group. However, they have limited their own influence through the project by appointing an independent area director, in order to ensure that the process goes faster than it would through the direct management of the public authorities.	Heritage funds: 1 , the public funds received were not used for the renovation of heritage buildings.	Multitude of services: 5 , all buildings have been repurposed, offering a high diversity of services.
Cooperativeness or co-governance: 3 , given the high profile of the area and the conflicting interests of all the stakeholders, it was	Ownership and conditions for the use of the building: 4 , the terrain was freed and given for transformation to Bureau Marineterrein step by	Reuse and regeneration of the heritage: 5 , all available buildings have been reused.

decided to involve various groups in most relevant consultations, however the final decision making and ownership remains centralized to a large extent.

step. The owner provided Bureau Marineterrein with a large mandate on repurposing all the freed areas during the temporary phase.

Entrepreneurship: 3, all tenants are expected to be financially sustainable.

Diversified users: NA.

Local organizations: 4, there is a balance between local organizations such as neighborhood initiatives, entrepreneurs and companies from Amsterdam, as well as actors with national or international relevance.

Policy Mobility: 2, the municipality has been very open about testing new policy ideas at the site. Also, the ownership and management arrangement is quite innovative.

Inclusiveness: 4, many of the participants are women and minorities are welcome.

The Citadel of Alba Iulia (Alba Iulia, Romania)

Regional integration

General conditions

Institutional capacity: 3, The municipality has experience and skilled employees to manage a large-scale revitalization project.

Specific conditions

Public funding or tax credit: 5, More than 90% of the revitalization is funded from EU, national, and other private grants.

Outcomes

Jobs creation: 3, The revitalization created spaces for small businesses which contributed to the creation of jobs, but this is a relatively small number compared to the entire area and there are many spaces still unused.

<p>Public authorities' involvement: 3, The municipality and the County Council are the major owners of the site and the primary decision makers.</p>	<p>Regulatory framework: 5, The Citadel is a strictly protected national heritage site, so the conditions of construction activities are strictly regulated. At local level, the functions acceptable within the Citadel are also regulated.</p>	<p>Estate value: 3, The revitalization project is in the center of the general development strategy of the city. The renovated Citadel attracts tourism, which increases the value of the nearby estates.</p>
<p>Cooperativeness or co-governance: 3, The local community was asked about certain aspects, but it was at the level of tokenism, not real citizen empowerment.</p>	<p>Perception: 3, Locals generally prefer the present situation to the one before the revitalization, but there is strong criticism towards certain elements and processes.</p>	<p>Attractiveness and well-being: 5, The revitalization project created a park belt in the center of the city, and the Citadel complex became much more attractive both for tourists and for locals.</p>
<p>Entrepreneurship: 2, The revitalization has been fully developed by the owners of the site (the municipality, the county, and the two churches respectively). Local businesses and NGOs participate in the use of the site, but most of it is used by public and educational institutions (museum, university, etc.) and churches.</p>	<p>Leading roles: 1, There is no diversity in the leading roles in terms of social background and education, they come from among the city management and professionals.</p>	
<p>Local organizations: 3, The municipality rents out some of the spaces to private businesses, and initiated cooperation with civic organizations on a regular or occasional, project-related bases to find function for some other spaces. Still, there is a space for development here.</p>		

Policy Mobility: 5, The municipality is dedicated to benefit from the EU integration of Romania and to modernize the city in many respects. They have created several new development strategies in the recent years.

Inclusiveness: 2, Inclusiveness is an issue in Alba Iulia because it is a heritage site of numerous ethnic minorities. The question does not receive real emphasis in the local policy. The issue of gender equality is emerging due to EU financed projects.

Resource integration

General conditions	Specific conditions	Outcomes
Institutional capacity: 3, The municipality has experience and skilled employees to manage a large-scale revitalization project.	Profit-oriented: 3 The Citadel is a public space in the centre of the city serving the locals. On the other hand, the municipality sees tourism centred around the Citadel as a source of profit and they wish to expand that potential.	Resource mobility: 3, The space of the Citadel is open for the public, and there are several public and publicly accessible institutions at the site. Still, it is very limited who can have financial benefits from the Citadel.
Public authorities' involvement: 3, The municipality and the County Council are the major owners of the site and the primary decision makers.	Direct selling: 1 Ownership and commercial activities are strictly limited in the Citadel.	Resource blending: 4 More than 90% of the revitalization is funded from EU, national, and other private grants, combined with public funds and the knowledge resources of public and educational institutions. The activation of the community as a resource has still much potential though, they did not focus on that.
Cooperativeness or co-governance: 3, The local community was asked about certain aspects, but it was at	Mecenatism: 1, Donations do not have a significant role at the level of the municipality.	Cover of need: 3, The revitalization is still in progress, and they are continuously attracting funds. The needs are also

the level of tokenism, not real citizen empowerment.

changing though with the process.

Entrepreneurship: 2, The revitalization has been fully developed by the owners of the site (the municipality, the county, and the two churches respectively). Local businesses and NGOs participate in the use of the site, but most of it is used by public and educational institutions (museum, university, etc.) and churches.

Income distribution: 3, People in the project management have different income.

Local organizations: 3, The municipality rents out some of the spaces to private businesses, and initiated cooperation with civic organizations on a regular or occasional, project-related bases to find function for some other spaces. Still, there is a space for development here.

Policy Mobility: 5, The municipality is dedicated to benefit from the EU integration of Romania and to modernize the city in many respects. They have created several new development strategies in the recent years.

Inclusiveness: 2, Inclusiveness is an issue in Alba Iulia because it is a heritage site of numerous ethnic minorities. The question does not receive real emphasis in the local policy. The issue of gender equality is emerging due to EU financed projects.

Community integration

General conditions	Specific conditions	Outcomes
<p>Institutional capacity: 3, The municipality has experience and skilled employees to manage a large-scale revitalization project.</p>	<p>Limits to the use of assets or property: 3, The open parts citadel is accessible for everyone, but there are several spaces out of use, and the range of activities allowed in the area is limited by the municipality due to the heritage character.</p>	<p>Number of people that participated: 2, The municipality is the main decision maker, and it cooperates with co-owners of the site, such as the two churches, the university, the county, and from a dominating role with the less influential stakeholders: small businesses, NGOs. Public engagement is at the level of tokenism, there is no real civic empowerment.</p>
<p>Public authorities' involvement: 3, The municipality and the County Council are the major owners of the site and the primary decision makers.</p>	<p>Common interest: 3, The Citadel is the center of the city branding strategy and the development strategy of the city, but the municipality's voice is dominant in telling what is the common interest.</p>	<p>Number of actors involved: 5, Since the Citadel is a district within the city, and numerous organizations are involved in its use, the number of actors is high.</p>
<p>Cooperativeness or co-governance: 3, The local community was asked about certain aspects, but it was at the level of tokenism, not real citizen empowerment.</p>	<p>Strategic location: 5, The Citadel is the historical core of the city, it is in the very center of it.</p>	<p>Institutional forms of collaboration: 4, The municipality has various forms of collaboration with the co-owners (the country, the two churches, and the minor stakeholders). They developed cooperation with national actors and other cities in various projects, and they also have international partnerships for projects. Locally, they have tenants and occasional cooperation with NGOs.</p>
<p>Entrepreneurship: 2, The revitalization has been fully developed by the owners of the site (the municipality, the county, and the two churches respectively). Local businesses and NGOs participate in the use of the site, but most of it is used by public and educational institutions (museum,</p>	<p>Diversified employees: 2, people working in the project came from a moderately diverse environment.</p>	

university, etc.) and churches.

Local organizations: 3, The municipality rents out some of the spaces to private businesses, and initiated cooperation with civic organizations on a regular or occasional, project-related bases to find function for some other spaces. Still, there is a space for development here.

Policy Mobility: 5, The municipality is dedicated to benefit from the EU integration of Romania and to modernize the city in many respects. They have created several new development strategies in the recent years.

Inclusiveness: 2, Inclusiveness is an issue in Alba Iulia because it is a heritage site of numerous ethnic minorities. The question does not receive real emphasis in the local policy. The issue of gender equality is emerging due to EU financed projects.

Heritage impact

General conditions	Specific conditions	Outcomes
<p>Institutional capacity: 3, The municipality has experience and skilled employees to manage a large-scale revitalization project.</p>	<p>Cultural districts: 4, Culture is an important element in the development strategy and branding of the town. They are part of some international projects and networks.</p>	<p>Promotion of heritage values: 3, There is a strong emphasis on the heritage values since the entire development strategy of the Citadel is based on heritage. However, the range of heritage values promoted now is very limited and the values of numerous heritage communities existing around the site are neglected in the on-site presentation. These communities find other forums (e.g. online or scholarly) to promote their own values but the municipality only exceptionally acknowledges these. The heritage values promoted by the two churches on the site are very different and often even conflict. This is one of the most interesting aspects of this case.</p>
<p>Public authorities' involvement: 3, The municipality and the County Council are the major owners of the site and the primary decision makers.</p>	<p>Heritage funds: 3, Most of the funds were for development, but some national funds were specifically for heritage.</p>	<p>Multitude of services: 3, Most of the services in the Citadel target tourists and visitors of the churches and the public and educational institutions there. The municipality strictly regulates the services permitted in the Citadel area.</p>
<p>Cooperativeness or co-governance: 3, The local community was asked about certain aspects, but it was at the level of tokenism, not real citizen empowerment.</p>	<p>Ownership and conditions for the use of the building: 2, The Citadel is mostly owned by the municipality, two churches, and the county. Several parts are rented by private enterprises. The entire Citadel is protected heritage with buildings from various historical periods. There are publicly accessible spaces,</p>	<p>Reuse and regeneration of the heritage: 3, The municipality, in cooperation with the other stakeholders, is successful in the physical renovation of the buildings and the infrastructure in the complex. However, regeneration is a slightly different process, since they have difficulties in finding</p>

but many important heritage buildings are not available even for researchers (e.g. the zone used by the Ministry of Defense). This is a serious issue in identifying heritage values, especially in the context of the heritage significance of the entire Citadel site.

good use and users for many spaces.

Entrepreneurship: 2, The revitalization has been fully developed by the owners of the site (the municipality, the county, and the two churches respectively). Local businesses and NGOs participate in the use of the site, but most of it is used by public and educational institutions (museum, university, etc.) and churches.

Diversified users: 2, There are strict rules issued by the municipality on the functions permitted in the Citadel. In theory, anyone can enter the area, but many buildings are not accessible for everyone. In this respect a strong touristification is characteristic for the Citadel. The prices are high at the hospitality businesses there so mostly those visit it from along the locals who can afford it, but the majority are tourists.

Local organizations: 3, The municipality rents out some of the spaces to private businesses, and initiated cooperation with civic organizations on a regular or occasional, project-related bases to find function for some other spaces. Still, there is a space for development here.

Policy Mobility: 5, The municipality is dedicated to benefit from the EU integration of Romania and to modernize the city in many respects. They have created several new development strategies in the recent years.

Inclusiveness: 2, Inclusiveness is an issue in Alba Iulia because it is a heritage site of numerous

ethnic minorities. The question does not receive real emphasis in the local policy. The issue of gender equality is emerging due to EU financed projects.

Annex 3 – Qualitative Values Summarizing Tables

Regional integration

General conditions

Specific conditions

Final

Outcome⁴

	Institutional capacity	PA involvement	Cooperativeness	Entrepreneurship	Local Organizations	Policy Mobility	Inclusiveness	Public funding	Regulatory framework	Perception	Leading roles	Outcomes
Cascina Roccafranca	4	5	3	3	5	4	4	4	2	3	4	4
Scugnizzo Liberato	4	4	4	2	4	2	4	2	3	4	3	3
Sargfabrik	4	3	3	4	2	4	5	3	4	5	3	2
Färgfabriken	4	2	3	4	3	1	5	4	4	2	2	3
Largo Residenciãs	4	3	3	4	4	2	4	4	3	3	4	3
Jewish District	3	1	2	5	3	2	5	0	4	2	1	3
LaFábrica detodalavida	4	3	4	3	4	2	4	4	3	4	NA	3

⁴ Please consider that the “Final Outcome” is a result of the average values given for the individual different “Outcome” as described above, see Annex 2 and Annex 3.

Halele Carol	2	2	3	4	2	2	4	1	1	3	3	2
Stará Tržnica	4	3	4	4	5	3	3	1	2	5	NA	4
Potocki Palace	1	5	1	1	3	1	1	2	2	1	1	2
ExRotaprint	4	2	3	3	3	2	3	0	0	3	3	4
London CLT	4	3	4	3	3	3	3	0	3	3	NA	3
Jam Factory	2	2	1	2	2	3	4	1	2	5	5	1
The Grünmetropole	3	5	3	3	2	2	2	4	2	2	2	1
Marineterrein	4	4	3	3	4	2	4	3	5	3	2	4
Citadel	3	3	3	2	2	1	2	5	5	3	1	2

Resource integration

General conditions

Specific conditions

Final Outcome

	Institutional capacity	PA involvement	Cooperativeness	Entrepreneurship	Local organizations	Policy Mobility	Inclusiveness	Profit-oriented	Direct selling	Mecenatism	Income distribution	Outcomes
Cascina Roccafranca	4	5	3	3	5	4	4	2	2	2	3	5
Scugnizzo Liberato	4	4	4	2	4	2	4	1	3	0	1	4
Sargfabrik	4	3	3	4	2	4	5	2	4	0	4	3
Färgfabriken	4	2	3	4	3	1	5	1	4	5	0	4
Largo Residenciãs	4	3	3	4	4	2	4	4	5	1	NA	2
Jewish District	3	1	2	5	3	2	5	4	5	0	5	3
LaFábrika detodalavida	4	3	4	3	4	2	4	1	2	0	NA	2
Halele Carol	2	2	3	4	2	2	4	4	0	0	NA	4
Stará Tržnica	4	3	4	4	5	3	3	5	5	5	NA	4
Potocki Palace	1	5	1	1	3	1	1	1	1	1	2	1

⁵ Please consider that the "Final Outcome" is given by the average of the values given for the individual different "Outcomes" as described above, see Annex 2 and Annex 3.

ExRotaprint	4	2	3	3	3	2	3	2	5	5	NA	3
London CLT	4	3	4	3	3	3	3	2	2	5	NA	3
Jam Factory	2	2	1	2	2	3	4	1	1	5	1	0
The Grünmetropole	3	5	3	3	2	2	2	1	0	0	0	3
Marineterrein	4	4	3	3	4	2	4	3	5	3	NA	3
Citadel	3	3	3	2	2	1	2	3	1	1	3	2

Community integration

General conditions

Specific conditions

Final
Outcome
6

	Institutiona l capacity	PA involvemen t	Cooperati - veness	Entrepre - neurship	Local organization s	Policy Mobilit y	Inclusi - veness	Limits to use of asset s	Commo n interest	Strategi c location	Diversifie d employee s	Outcomes
Cascina Roccafranca	4	5	3	3	5	4	4	1	4	2	2	4
Scugnizzo Liberato	4	4	4	2	4	2	4	2	4	3	NA	3
Sargfabrik	4	3	3	4	2	4	5	1	4	2	4	2
Färgfabriken	4	2	3	4	3	1	5	1	3	2	NA	2
Largo Residenciãs	4	3	3	4	4	2	4	1	4	5	NA	3
Jewish District	3	1	2	5	3	2	5	3	3	5	3	1
LaFábrika detodalavida	4	3	4	3	4	2	4	1	3	3	3	3
Halele Carol	2	2	3	4	2	2	4	4	4	4	3	2
Stará Tržnica	4	3	4	4	5	3	3	3	3	5	3	4

⁶ Please consider that the "Final Outcome" is given by the average of the values given for the individual different "Outcomes" as described above, see Annex 2 and Annex 3.

Potocki Palace	1	5	1	1	3	1	1	2	3	4	1	1
ExRotaprint	4	2	3	3	3	2	3	0	4	3	NA	3
London CLT	4	3	4	3	3	3	3	3	4	4	NA	3
Jam Factory	2	2	1	2	2	3	4	3	5	1	2	2
The Grünmetropole	3	5	3	3	2	2	2	2	4	4	0	2
Marineterrein	4	4	3	3	4	2	4	4	3	5	2	4
Citadel	3	3	3	2	2	1	2	3	3	5	2	3

Heritage Impact

General conditions

Specific
conditions

Final
Outcome
7

	Institutional capacity	PA involvement	Cooperativeness	Entrepreneurship	Local organizations	Policy Mobility	Inclusive business	Cultural districts	Funds	Ownership conditions	Diversified users	Outcomes
Cascina Roccafranca	4	5	3	3	5	4	4	3	3	4	4	4
Scugnizzo Liberato	4	4	4	2	4	2	4	0	2	4	4	3
Sargfabrik	4	3	3	4	2	4	5	2	2	1	3	3
Färgfabriken	4	2	3	4	3	1	5	2	2	4	5	4
Largo Residenciãs	4	3	3	4	4	2	4	3	3	1	NA	4
Jewish District	3	1	2	5	3	2	5	5	1	4	5	4
LaFábrika detodalavida	4	3	4	3	4	2	4	3	1	4	3	4
Halele Carol	2	2	3	4	2	2	4	3	4	2	NA	3
Stará Tržnica	4	3	4	4	5	3	3	4	1	4	NA	5
Potocki Palace	1	5	1	1	3	1	1	2	2	1	3	3
ExRotaprint	4	2	3	3	3	2	3	0	0	5	NA	4



London CLT	4	3	4	3	3	3	3	1	0	3	NA	3
Jam Factory	2	2	1	2	2	3	4	1	1	3	3	2
The Grünmetropole	3	5	3	3	2	2	2	0	1	0	4	2
Marineterrein	4	4	3	3	4	2	4	3	1	4	NA	3
Citadel	3	3	3	2	2	1	2	4	3	2	2	3

⁷ Please consider that the "Final Outcome" is given by the average of the values given for the individual different "Outcomes" as described above, see Annex 2 and Annex 3.

Annex 4 – Overall Analysis Table

General conditions

Output⁸

	Institutional capacity	PA involvement	Cooperativeness	Entrepreneurship	Local organizations	Policy Mobility	Inclusiveness	Regional integration	Resource integration	Community integration	Heritage impact	Overall Output
Cascina Roccafranca	4	5	3	3	5	4	4	5	5	4	4	5
Scugnizzo Liberato	4	4	4	2	4	2	4	2	2	3	3	3
Sargfabrik	4	3	3	4	2	4	5	3	3	4	3	3
Färgfabriken	4	2	3	4	3	1	5	3	4	2	4	3
Largo Residenciãs	4	3	3	4	4	2	4	3	3	3	4	3
Jewish District	3	1	2	5	3	2	5	3	3	2	4	3
LaFábrica detodalavida	4	3	4	3	4	2	4	3	2	3	4	3
Halele Carol	2	2	3	4	2	2	4	2	2	2	3	2
Stará Tržnica	4	3	4	4	5	3	3	5	5	4	5	5
Potocki Palace	1	5	1	1	3	1	1	2	1	1	2	2

⁸ This value corresponds to the value indicated in the previous tables as “Final Outcome”.

ExRotaprint	4	2	3	3	3	2	3	4	3	3	3	3
London CLT	4	3	4	3	3	3	3	5	3	5	4	4
Jam Factory	2	2	1	2	2	3	4	3	3	3	2	3
Grünmetropole	3	5	3	3	2	2	2	1	2	2	2	2
Marineterrein	4	4	3	3	4	2	4	5	3	4	3	4
Citadel	3	3	3	2	2	1	2	3	3	2	3	3

Annex 5 – Gender and demographic questionnaires

The following questions aim to provide additional information to the Observatory cases report and an overview of the social distribution of the participants to the project. This information will provide a description of the integration of female, migrant and other minorities in the different levels of the project. In order to make the information tailored to the cases, the questionnaire is comprehensive of different questions, which might not be all relevant. In fact, some of the questions could be out of the scope or difficult to answer for one case, while they can be central in another. Hence, only answers relevant to the case should be filled in.

The researcher that developed the Observatory case could answer to the question directly if he/she had already the information available. Hence, it is fine for this assessment to fill out the document based on the researcher's knowledge, the recordings and the case studies already accumulated. When filling the questionnaire, it will be important to elaborate it as much as possible. Having a clear image of the integration process will be essential for the elaboration of both WP2 (Comparative study), WP3 (evaluation) and for answering the request of the European Commission.

In case the researcher could not directly provide the information, and the data are relevant for the cases, he or she should contact back the people in charge of the project and collect the new information. The collection could be through written text (answering the questionnaire) or oral (phone/web interview). In the latter case, the researcher will record the interview and report the information in written form.



Cascina Roccafranca

Integration level indexes:

Participation to the project

1. Within the people living and working in the district (wider community), what is your perception of the percentage of?

	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Women			50%		
Migrants	20%				
Ethnic Minorities (including cultural and linguistic minorities)	5%				
Under 25		30%			
Above 60 years old			45%		
Other (please, specify any form of the minority that you experience in your project, e.g., individuals experiencing health or mental health- related challenges, etc.)	<1% (homeless people)				

2. Within the community organized around your space (users), what percentage are ...?

	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Women				60%	
Migrants		20%			
Ethnic Minorities (including cultural and linguistic minorities)	2-5%				
Under 25		25%			

Above 60 years old		30%			
Other (please, specify any form of the minority that you experience in your project, e.g., individuals experiencing health or mental health-related challenges, etc.)	10-15% (Disabled people - down syndrome, mental disabilities)				

3. Within the people working and participating within your organization (employees), what percentage are ...?

	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Women				70%	
Migrants	5%				
Ethnic Minorities (including cultural and linguistic minorities)	0%				
Under 25	0%				
Above 60 years old	9%				
Other (please, specify any form of the minority that you experience in your project, e.g., individuals experiencing health or mental health-related challenges, etc.)	0%				

4. Within the people in charge of the decision-making process of your projects (leaders), what percentage are ...?

	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Women					90%

Migrants	0%				
Ethnic Minorities (including cultural and linguistic minorities)	0%				
Under 25	0%				
Above 60 years old			40%		
Other (please, specify any form of the minority that you experience in your project, e.g., individuals experiencing health or mental health- related challenges, etc.)	0%				

Inclusion process

Strategy to assure participation and leadership of fragile groups

5. What is the OCs strategy to assure leadership of women? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

Cascina Roccafranca does not have an assessed strategy for the inclusion of women in its leadership. It is rather a spontaneous attitude of equality of opportunity that is inherent to the spirit and philosophy of the project. The leadership of women in the Cascina Roccafranca Foundation is mainly defined by the proactiveness of female members in the design and implementation of activities. As far as the municipal members are concerned, they are selected by statute by the municipality of Turin, thus their appointment being out of Cascina's control. The President of the Foundation is herself a woman and has been designated for her leadership skills. As a last note, it is quite crucial to mention Cascina's approach to maternity. As a Cascina Roccafranca's employee, maternity is not considered an obstacle to your career. The interviewee from Cascina Roccafranca has stated that she became mother of both of her children while working there and each time after a pregnancy leave she was welcomed back with more responsibilities and valuable tasks. Again, this is not considered a strategy but rather a *modus operandi*, that is to say an approach to work that is focused

on the objective capabilities of the employees and not on stereotypes or other male-centered work modalities.

6. What is the OCs strategy to assure the leadership of different age groups? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

Cascina Roccafranca was created in 2002 and it's been 20 years that it functions as a polyfunctional space that aims at welcoming people of all ages as a novelty from the existing cultural centres often focusing on specific age groups. In fact, Cascina was pioneer to the creation of the network "Case del quartiere" or Neighbourhood Houses in english, that aims at creating polyfunctional spaces for a diversity of age groups. In these centres, every available space is used by all age groups according to time slots. When possible they also aim to create inter-generational events and activities such as after-school programs animated by elderly people and computer classes for the elderly. In its venues, Cascina implements a clear strategy leading towards hybridity and mixity among generations.

7. What is the OCs strategy to assure the leadership of migrants, ethnic minorities, long term residents, low income residents? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

Cascina Roccafranca functions as a collection point for PIO Office demands. PIO Office is a Turin based entity delivering financial support to the local vulnerable population through vouchers, internships, formative events and activities. Cascina Roccafranca contributes by offering job opportunities, or a platform for educational activities and social inclusion. In addition to this, Cascina Roccafranca also functions as a work support office reallocating vulnerable subjects in the job market and providing educational activities such as language courses for foreigners. So far, the only strategy that Cascina has implemented has been one of openness and hospitality towards migrants, ethnic minorities and other vulnerable groups in the neighbourhood. Among others, Cascina Roccafranca has since the beginning of its activity been in good terms and in a relationship of collaboration and reciprocal support with the Moroccan community. When Cascina first opened its doors the community asked to be allowed to use one of the available spaces and since then a strong bond has developed. The Moroccan community now delivers Arabic classes for children and Ramadan has become a community feast in Cascina.

8. What is the OCs strategy to assure the participation and employment of women? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas,

etc.) In case there is no specific strategy to achieve the goal, please explain why.

Cascina Roccafranca does not have an assessed strategy for the inclusion of women in its leadership. It is rather a spontaneous attitude of equality of opportunity that is inherent to the spirit and philosophy of the project. The leadership of women in the Cascina Roccafranca Foundation is mainly defined by the proactiveness of female members in the design and implementation of activities. As far as the municipal members are concerned, they are selected by statute by the municipality of Turin, thus their appointment being out of Cascina's control. The President of the Foundation is herself a woman and has been designated for her leadership skills. As a last note, it is quite crucial to mention Cascina's approach to maternity. As a Cascina Roccafranca's employee, maternity is not considered an obstacle to your career. The interviewee from Cascina Roccafranca has stated that she became mother of both of her children while working there and each time after a pregnancy leave she was welcomed back with more responsibilities and valuable tasks. Again, this is not considered a strategy but rather a *modus operandi*, that is to say an approach to work that is focused on the objective capabilities of the employees and not on other male-centered work modalities.

9. What is the OCs strategy to assure the participation and employment of different age groups? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

Cascina Roccafranca was created in 2002 and it's been 20 years that it functions as a polyfunctional space that aims at welcoming people of all ages as a novelty from the existing cultural centres often focusing on specific age groups. In fact, Cascina was pioneer to the creation of the network "Case del quartiere" or Neighbourhood Houses in english, that aims at creating polyfunctional spaces for a diversity of age groups. In these centres, every available space is used by all age groups according to time slots. When possible they also aim to create inter-generational events and activities such as after-school programs animated by elderly people and computer classes for the elderly. In its venues, Cascina implements a clear strategy leading towards hybridity and mixity among generations.

10. What is the OCs strategy to assure the participation and employment of migrants, ethnic minorities, long terms residents, low income residents? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.)

Cascina Roccafranca functions as a collection point for PIO Office demands. PIO Office is a Turin based entity delivering financial support to the local vulnerable population through vouchers, internships, formative events and activities. Cascina

Roccafranca contributes by offering job opportunities, or a platform for educational activities and social inclusion. In addition to this, Cascina Roccafranca also functions as a work support office reallocating vulnerable subjects in the job market and providing educational activities such as language courses for foreigners. So far, the only strategy that Cascina has implemented has been one of openness and hospitality towards migrants, ethnic minorities and other vulnerable groups in the neighbourhood. Among others, Cascina Roccafranca has since the beginning of its activity been in good terms and in a relationship of collaboration and reciprocal support with the Moroccan community. When Cascina first opened its doors the community asked to be allowed to use one of the available spaces and since then a strong bond has developed. The Moroccan community now delivers Arabic classes for children and Ramadan has become a community feast in Cascina.

11. Are there other activities or strategies for the inclusion of other vulnerable groups relevant in your case ?

Cascina Roccafranca pays special attention to the inclusion of disabled people in order to counter social segregation and exclusion. In Cascina, disabled people are welcome to join all the available activities for there are no specific activities designed for the purpose. As a result, the structure of Cascina is highly accessible from a physical as well as social and cultural point of view. We believe that inclusion and collectivity are crucial to the making of fluid spaces and opportunities for our guests. In this sense, Cascina functions according to a *modus operandi* of reciprocal openness.

12. How would you describe the educational and labor market background of the people in charge of the project? Is there a stark difference between the "leaders" and the "users"?

In terms of team members and users alike, Cascina hosts a wide variety of subjects with different educational and labor market backgrounds. There are users with a cultural background that is very similar to that of "leaders" but the opposite is also true. But we must say that this is not only a users-leaders divide, in fact we also have internal members of the staff that have had very different life paths. Especially two of our colleagues come from very disadvantaged and vulnerable life experiences.

13. How would you describe the income level and economic position of people in charge of the project and people involved in it? Over the years, could you notice any change in this regard?

The income level is very homogeneous among staff members. There is no such thing as a big pay divide between leaders and staff. However, overall the salary is quite low if compared to the amount of work and energy required. The average salary for a staff member is around 1200/month whereas for a leader it goes up to 1800/month. The low level is probably justified by the poor value given to the job and the function of Cascina at the political level. Moreover, this situation could probably also explain the majoritarian presence of women among the staff members.

14. How would you describe the income level and economic position of the employees or people involved in the project compared to the one held by people in leading roles?

The income level is very homogeneous among staff members. There is no such thing as a big pay divide between leaders and staff. However, overall the salary is quite low if compared to the amount of work and energy required. The average salary for a staff member is around 1200/month whereas for a leader it goes up to 1800/month. The low level is probably justified by the poor value given to the job and the function of Cascina at the political level. Moreover, this situation could probably also explain the majoritarian presence of women among the staff members.

Evolution and other strategies

15. Are there any other elements which can highlight strengths or weaknesses in your organization's gender strategy?

The work we do in Cascina Roccafranca is very demanding in terms of time and responsibilities. The salaries do not make justice in this sense, it is a real vocation and probably in today's society it is also the reason why men are less keen on accepting or getting into these kinds of jobs. It is the consequence of the huge gap between the political and economic value given to formal and institutional cultural entities and those that are more informal and community driven.

16. Have any of the ratios (see the survey questions above) changed significantly over the years? If yes, which ones and what were the main reasons for this in your opinion?

The most significant change Cascina underwent occurred after the 2008 economic crisis. Since then we witnessed a change in the user's population: more and more vulnerable people were visiting us. The ratio of foreigners, ethnic minorities, migrants coming to Cascina has increased as well as the ratio of young adults looking for job opportunities. We tried to immediately react to this change in the composition of our community, for instance by initiating educational and training activities for people who had been jobless for at least 2 years (the project is called "Mettersi in luce").

17. Have any of the strategies adopted by OCs changed over the years?

As an overall strategy, Cascina always tries to adapt to challenges and external changes, listening to the needs of the neighbourhood and the inhabiting community. Cascina is not a static place; it is a rather dynamic one in this sense. It works according to certain pillar principles such as the importance of listening, including citizens, putting the community at the centre of the activities, etc. What changes are the modalities we implement in order to achieve this strategic goal. In this sense we can say Cascina is a quite porous structure, adapting to external changes for the well-being of the local community.

18. Are there other relevant activities or strategies for the inclusion of other vulnerable groups?

Cascina Roccafranca pays special attention to the inclusion of disabled people in order to counter social segregation and exclusion. In Cascina, disabled people are welcome to join all the available activities for there are no specific activities designed for the purpose. As a result, the structure of Cascina is highly accessible from a physical as well as social and cultural point of view. We believe that inclusion and collectively are crucial to the making of fluid spaces and opportunities for our guests. In this sense, Cascina functions according to a *modus operandi* of reciprocal openness.

19. Please describe the policies/programs of the site regarding the inclusion of women/migrants/ethnic minorities or other vulnerable groups.

To the understanding of the author of this survey, Cascina Roccafranca functions as an open and welcoming space for the local community and especially for the most vulnerable groups of the local population. It has in fact well adapted to the demographic as well as the socio-economic changes happening in the neighbourhood in the past 20 years, always adapting its modalities and most importantly listening to the local needs.

In terms of specific policies or programs for the inclusion of women/migrants/ethnic minorities and other vulnerable groups, there are several activities responding to it, based on the principle of openness and inclusion. Among them: language courses, public events and celebrations,

20. How would you assess the communication activities of the OC regarding the inclusion of women/migrants/ethnic minorities or other vulnerable groups?

In terms of communication activities, Cascina Roccafranca relies on a consistent and regular program of activities that is attended by local inhabitants and well-reputed. Moreover, Cascina being an open and inclusive urban space, it proposes an in-loco information desk where people can ask for more information on offered activities and collaboration opportunities.

Scugnizzo Liberato

Integration level indexes:

Participation to the project

1. Within the people living and working in the district (wider community), what is your perception of the percentage of?

	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Women			X		
Migrants			X		
Ethnic Minorities (including cultural and linguistic minorities)		X			
Under 25					
Above 60 years old	X				
Other (please, specify any form of the minority that you experience in your project, e.g., individuals experiencing health or mental health- related challenges, etc.)			X		

2. Within the community organized around your space (**users**), what percentage are ...?

	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Women			X		
Migrants			X		

Ethnic Minorities (including cultural and linguistic minorities)		X			
Under 25			X		
Above 60 years old	X				
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)					

3. Within the people working and participating within your organization (**employees**), what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women			X		
Migrants		X			
Ethnic Minorities (including cultural and linguistic minorities)					
Under 25			X		
Above 60 years old	X				

Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)					
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4. Within the people in charge of the decision-making process of your projects **(leaders)**, what percentage are...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women			x		
Migrants		x			
Ethnic Minorities (including cultural and linguistic minorities)	x				
Under 25			x		
Above 60 years old	x				
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)					

Strategy to assure participation and leadership of fragile groups

5. What is the OCs strategy to assure leadership of women? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

The Scugnizzo Liberato strives to achieve an environment that is completely sexism-free. Particularly, Scugnizzo's activists state that it is always an on- going effort, and no one would be ever able to declare itself to have completely resolved these issues.

6. What is the OCs strategy to assure the leadership of different age groups? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

There is no particular strategy about different age groups, there is just a set of different activities, some of them are naturally inclined (but not limited) to one kind of age groups than others. Based on their will to participate in our community, people try to get more involved on our decision-making process.

7. What is the OCs strategy to assure the leadership of migrants, ethnic minorities, long term residents, low income residents? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

The project tries to engage as much as possible with everyone, regardless of ethnic or income. As before mentioned, the project tries to be as inclusive as possible and to increase the number of people in our decision- making process.

8. What is the OCs strategy to assure the participation and employment of women? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

The project does not have a specific strategy to assure the participation and the employment of women. This falls within the general objective of ensuring as inclusive as possible inhabitants' participation. In particular, concerning the strategy to assure the participation and employment of people - such as women, men, ethnic minorities, migrants, long terms and low-income residents- the project fosters activities based on mutual aid. Thus, it offers services which encourage the caring of the most vulnerable subjects of the city.

Additionally, the project has established a particular employment policy through the affordability of its premises, specifically oriented to support economically disadvantaged workers who lost their jobs.

9. What is the OCs strategy to assure the participation and employment of different age groups? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

In this respect, one of the main objectives of the project is to redeem the figure of the "*scugnizzi*", which are considered generally those Neapolitan young men who have committed crimes and are confined in a specific neighbourhood lacking in chances to overcome this condition. Thereby the project particularly supports the participation and employment of young people local groups through its activities and its social and political activism.

10. What is the OCs strategy to assure the participation and employment of migrants, ethnic minorities, long terms residents, low income residents? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.)

The project aims at strengthening the capacities of the most fragile subjects in the city such as migrants, ethnic minorities, low income residents. Particularly, it offers mutual support activities such as a school of language, legal assistance for immigrants (available also to Italian inhabitants of the area, as long as they are willing to undertake shared paths) a canteen for the homeless and the distribution of food and clothes. Additionally, some of the areas and rooms at the first floor are left to the Sri Lankan and Cape Verdean communities which every Sunday transform the wide gallery (always on the first floor of the complex) in a ceremonial space for the religious service.

11. Are there other activities or strategies for the inclusion of other vulnerable groups relevant in your case?

The project supports the DIY practice by considering it as a starting point for the participatory and inclusive evolution of the project. Hence, the self-organized adaptive reuse of the Cappuccinelle convent is considered at the very core of the social and political process reclaimed by the community. Moreover, the involvement of the most vulnerable groups in this process, has been put in practice to generate multiple effects such as the gathering of its people around the complex along with the progressive reactivation of spaces.

12. How would you describe the educational and labor market background of the people in charge of the project? Is there a stark difference between the "leaders" and the "users"?

The educational and labor market background of the people in charge of the project is rather various and differentiated. First of all, the surrounding district of the project, such as many other popular areas of the historical centre in Naples, shows a spontaneous mingle of urbanisation due to different groups which dwell the area: low-income families carrying out activities to the limit of legality; middle class composed by public employees; documented and undocumented immigrants; intellectuals who belong to the high class and own the buildings of the area. However, Avvocata has one of the highest rates of unemployment in Naples. In addition, activists state that Salita Pontecorvo, the area where the Cappuccinelle complex is exactly located, is mainly composed by a clan structure of low-income groups, where the majority of the residents are relatives to a certain extent. Concerning the difference between the "leaders" and "users", it is present a certain leadership in the governance of the project which is formed by a group of people particularly well-educated as well as politicized compared to the more diversified flow of users.

13. How would you describe the income level and economic position of people in charge of the project and people involved in it? Over the years, could you notice any change in this regard?

It is diversified, mainly for the reasons above mentioned (answer no.8).

14. How would you describe the income level and economic position of the employees or people involved in the project compared to the one held by people in leading roles?

Sargfabrik

Integration level indexes:

Participation to the project

1. Within the people living and working in the district (wider community), what is your perception of the percentage of?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Women			x (47,7%)		
Migrants	x				
Ethnic Minorities (including cultural and linguistic minorities)	x (around 13-18%)				
Under 25		x			
Above 60 years old	X				
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)					

2. Within the community organized around your space (**users**), what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women			X		
Migrants	X				
Ethnic Minorities (including cultural and linguistic minorities)	X				
Under 25			X		
Above 60 years old			X		
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health- related challenges etc.)	X disabled people				

3. Within the people working and participating within your organization (**employees**), what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women			X		
Migrants	X				
Ethnic Minorities (including cultural and linguistic minorities)	X				
Under 25	X				
Above 60 years old		X			
Other (please, specify any form of minority that you experience in your project, e.g. individuals					

experiencing health or mental health-related challenges etc.)					
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4. Within the people in charge of the decision making process of your projects (**leaders**), what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women			X		
Migrants	X				
Ethnic Minorities (including cultural and linguistic minorities)	X				
Under 25	X				
Above 60 years old		X			
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)					

Inclusion process

Strategy to assure participation and leadership of fragile groups

5. What is the OCs strategy to assure leadership of women? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

Sargfabrik has no specific strategy to assure leadership of women. However, the governance model (open and inclusive) offers equal chances to males and females. Women were intensively involved in the community building from the very beginning of

the project and as the members of the Association were coming from the different fields of civil society, women's will and ambition in participating in the leadership was never neglected (this is true for both the management team and the composition of the Board). It was a spontaneous process (and still is) without any formal strategy needed. The common ideology shared by these people (to find the most democratic ways of organizing their lives) was a guarantee for sharing responsibilities equally between males and females.

In the case of the Children's house there was a strategic decision to also have at least one male educator (now the team of educators is composed of 6 females and one male). The office management, children's house, restaurant and communication department have female leaders, while the culture, stage management, home management and bathhouse activities have male leaders.

6. What is the OCs strategy to assure the leadership of different age groups? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

Again, there was no specific strategy, however, the type of the activity influenced to some extent the age of the leader of the specific field. In case of Sargfabrik, the problem is that the generation of "founders" is getting older (more than 50% of inhabitants are older than 45 years), younger people cannot really afford to move in, and at the same time, elder people don't want to move out. This is even more true in case of the "original" Sargfabrik. In the other building (Miss Sargfabrik) the concept from the very beginning was to have smaller apartments for single mothers raising their children, young couples, disabled people, etc. The fluctuation in this building is higher, still, the people above 60 are over-represented in the Board. Regarding the management team, there is a more balanced age structure. The communication and cultural activities have younger leaders (between 30-40) and the team of educators is also representing the younger generation.

7. What is the OCs strategy to assure the leadership of migrants, ethnic minorities, long term residents, low income residents? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

No specific strategy. The management team is appointed by the Board (based on professional considerations). The Board is elected by the General Assembly. tenants (over age 18) become members of the Association, and all association members can take part on the General Assembly. No one is explicitly excluded from the decision making process, however, those living here for a short period in the so-called "flex-boxes (flats with limited contracts especially for migrants) do not become members of the Association.

8. What is the OCs strategy to assure the participation and employment of women? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

No specific strategy. See also response to Q1.

9. What is the OCs strategy to assure the participation and employment of different age groups? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

An "office-style" administration is responsible for the necessary organisation and communication needs of the housing administration and management. At the moment fifteen people are employed, representing various age groups (between age 25-65).

All members of association (despite their age) are actively engaged in all areas of communal life. Communal life is greatly influenced by these important unpaid initiatives and work groups, like for example the planning of the legendary "Sargfabrik Ball", looking after the garden, the library, organising diverse birthday celebrations and normal parties or running a cooking group that prepares weekly meals in the communal kitchen.

The Café-Restaurant Sargfabrik is operated by Der KÜmmerei, the social-economic employment project of Job-TransFair GmbH (<https://www.bfi.wien/ueberuns/organisation/abteilungen/job-transfair/>). As a socio-economic enterprise, they offer people over the age of 50 a temporary job in order to increase their professional know-how and thus their chances on the job market. It is funded by the Public Employment Service of Vienna. This model can be considered as a win-win situation for all parties. The Sargfabrik community benefits from the services provided by the restaurant, and at the same time with its tolerant attitude and supportive atmosphere it is an ideal working place for these people.

10. What is the OCs strategy to assure the participation and employment of migrants, ethnic minorities, long terms residents, low income residents? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.)

Social inclusion/integration was part of the original mission of the project. The intention was – and still is – to "mirror real life". This is why Sargfabrik is so concerned with involving and integrating various groups of people. They provide space for a socio-pedagogical living community of the City of Vienna's Youth and Family Offices. These are flats for children in familial troubles. There are also seven places for disabled people

and six accommodation units with limited contracts for tenants in need of short term housing and social housing for refugees.

The Association also found a way to involve interested parties who could not afford living here. As the building is a collectively owned residential housing, no one would be eligible for social benefits to support rental payments or housing costs, so an internal distribution system with social fund was created (a fixed fee of 27 cents per square metre useable living area is levied for a solidarity pool). This money is distributed in the background – no one knows the specifics. There are two ombudsmen who allocate the money to those who cannot afford the rent. This is kind of an internal social transfer. Also, for those who could not afford it, the association has taken on part of their mortgage, or these residents pay it back slowly over very extended periods. There are also some social donation of people who lived here before they died – these funds are also allocated for social housing.

In Miss Sargfabrik many flats are between an area of 30 and 70m², because they wanted to enable single parents and singles to also participate in the project.

Among the employess of the Kindergarten we can find teachers belonging to ethnic minorities (Turkish and Bosnian/Croatian/Serbian).

11. Are there other activities or strategies for the inclusion of other vulnerable groups relevant in your case?

See also Q7 (disabled people, single families, socio-pedagogical living)

12. How would you describe the educational and labor market background of the people in charge of the project? Is there a stark difference between the "leaders" and the "users"?

Not really. The leaders are also users, and some users become leaders. Most of Association members (especially the founders and the "core team") are highly educated people. The services provided by the project (concerts, kindergarten, badehouse) are open to everyone.

13. How would you describe the income level and economic position of people in charge of the project and people involved in it? Over the years, could you notice any change in this regard?

As most of these people are highly educated, their middle-class position strengthened in the past 15-20 years. At the beginning they were young people with relatively little money, now they have a stable income level and good economic position. The newcomers (tenants) are from the same segment of society, as the "equitiy" they have to pay is quite high, lower income groups just cannot afford it. Sargfabrik "grew up its own gentrification project".

14. How would you describe the income level and economic position of the employees or people involved in the project compared to the one held by people in leading roles?

Those employees who are not tenants (not members of the Association) show a greater variety of age, income level and economic position. This is the same for those using just the services provided.

Evolution and other strategies

15. Are there any other elements which can highlight strengths or weaknesses in your organization's gender strategy?

There is no specific gender strategy, the philosophy of the project is built on inclusiveness.

16. Have any of the ratios (see the survey questions above) changed significantly over the years? If yes, which ones and what were the main reasons for this in your opinion?

The share of migrants living in the neighborhood increased significantly in the last 15 years. Sargfabrik services are open to everybody (including these people, it's an evidence coming from the spirit of the project).

17. Have any of the strategies adopted by OCs changed over the years?

Not from this aspect

1. Are there other relevant activities or strategies for the inclusion of other vulnerable groups?
2. Please describe the policies/programs of the site regarding the inclusion of women/migrants/ethnic minorities or other vulnerable groups.
 - a.) *social inclusion is provided by flats (so called "boxes") for refugees, handicapped people and socio-educational help for children in need*
 - b.) *some boxes (flex-boxes) are available for limited contracts for people in a special situation (this can be anything that needs a temporary housing)*
 - c.) *there is an anonymous solidarity mechanism to help those who couldn't afford living here*
 - d.) *providing space for solidarity economy (Café-restaurant)*
 - e.) *creating jobs and voluntary work for all ages*
 - f.) *the famous Badehouse is open for everybody on very affordable prices*
 - g.) *programs and facilities at Sargfabrik are provided for all age groups and social groups*
 - h.) *Among the six employess we can find trained kindergarten teachers with German, Turkish and Bosnian/Croatian/Serbian mother tongues.*

18. How would you assess the communication activities of the OC regarding the inclusion of women/migrants/ethnic minorities or other vulnerable groups?

Inclusion of vulnerable people is an important feature of the "Sargfabrik philosophy" (openness and connection). Even their motto is "Living – culture – integration". The mission of the project from the very beginning was to "mirror real life". That's why they are so concerned with involving and integrating various groups of people. The pedagogical program of the Kindergarten is in line with this approach, as well as the actions like providing space for solidarity economy, helping social inclusion, providing voluntary work in all areas of communal life for both young and elderly people. Even the Kulturhaus is part of this philosophy, being a pioneer in bringing world music to its audience in a time when world music was barely known and much less popular than it is today.

Evolution and other strategies

19. Are there any other elements which can highlight strengths or weaknesses in your organization's gender strategy?

-

20. Have any of the ratios (see the survey questions above) changed significantly over the years? If yes, which ones and what were the main reasons for this in your opinion?

21. Have any of the strategies adopted by OCs changed over the years?

So far there are not new or changed strategies adopted in this field.

22. Are there other relevant activities or strategies for the inclusion of other vulnerable groups?

Please describe the policies/programs of the site regarding the inclusion of women/migrants/ethnic minorities or other vulnerable groups.

23. How would you assess the communication activities of the OC regarding the inclusion of women/migrants/ethnic minorities or other vulnerable groups?

Färgfabriken

Integration level indexes:

Participation to the project

1. Within the people living and working in the district (**wider community**), what is your perception of the percentage of?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women			50%		
Migrants	20%				
Ethnic Minorities (including cultural and linguistic minorities)					
Under 25		25%			
Above 60 years old		25%			
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)	0%				

2. Within the community organized around your space (**users**), what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women			50%		
Migrants	10%				
Ethnic Minorities (including cultural and linguistic minorities)	10%				

Under 25	20%				
Above 60 years old	15%				
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)	0%				

3. Within the people working and participating within your organization (**employees**), what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women				70%	
Migrants	0%				
Ethnic Minorities (including cultural and linguistic minorities)	0%				
Under 25	0%				
Above 60 years old	0%				
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)	0%				

4. Within the people in charge of the decision making process of your projects (**leaders**), what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women				50%	
Migrants	0%				
Ethnic Minorities (including cultural and linguistic minorities)	0%				
Under 25	0%				
Above 60 years old	0%				
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health- related challenges etc.)	0%				

Inclusion process

Strategy to assure participation and leadership of fragile groups

5. What is the OCs strategy to assure leadership of women? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

No specific gender strategy ensures the leadership of women. However there is indeed a high representation of women among the employees and leaders at Fargfabriken, but this is mainly due to a selection based not on a gender element but rather on knowledge, skills and expertise in the creative and cultural sector.

6. What is the OCs strategy to assure the leadership of different age groups? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

There is no specific strategy to ensure the leadership of different age groups. The participation and leadership of such groups is the result of the diversity of people the Fargfabriken project aims at reaching through its offered services and organised events. Most importantly, the pedagogical and educational element present in the Fargfabriken programme seeks to reach the local youth.

7. What is the OCs strategy to assure the leadership of migrants, ethnic minorities, long term residents, low income residents? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

Fargfabriken is especially concerned with the local population engagement in matters of urban and local development. Most of the pedagogical and artistic offer of Fargfabriken aims at increasing the sensitivity of the locals for their own surroundings.

8. What is the OCs strategy to assure the participation and employment of women? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

9. What is the OCs strategy to assure the participation and employment of different age groups? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

See question n2.

10. What is the OCs strategy to assure the participation and employment of migrants, ethnic minorities, long terms residents, low income residents? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.)

See question n3.

11. Are there other activities or strategies for the inclusion of other vulnerable groups relevant in your case ?

12. How would you describe the educational and labor market background of the people in charge of the project? Is there a stark difference between the "leaders" and the "users"?

The people in charge of the project, whether employees or leaders, all have quite a high level of education and are well positioned in the labor market. On the contrary, there is quite a gap between the leaders and the users, as the former are usually better positioned in the labor market and have higher educational standards.

13. How would you describe the income level and economic position of people in charge of the project and people involved in it? Over the years, could you notice any change in this regard?

14. How would you describe the income level and economic position of the employees or people involved in the project compared to the one held by people in leading roles?

There is a quite relevant gap between the income and economic position of board members and the regular employees. Board members often represent a higher socio-economic class.

Evolution and other strategies

15. Are there any other elements which can highlight strengths or weaknesses in your organization's gender strategy?

16. Have any of the ratios (see the survey questions above) changed significantly over the years? If yes, which ones and what were the main reasons for this in your opinion?

17. Have any of the strategies adopted by OCs changed over the years?

Following the leadership change in the foundation in 2009, Lindéngruppen stepped in, stabilised Färgfabriken's budget and financed the renovation of the building to upgrade the organisation's facilities. This second renovation was designed by Petra Gipp and was finished in 2011. As a result, the atmosphere of the building has been altered, it became posher. The ground floor gave space to a new restaurant, adding to the financial stability of Färgfabriken.

18. Are there other relevant activities or strategies for the inclusion of other vulnerable groups?

The questions below – especially no. 16 – are to be answered by the authors, just assessing the activities of the site:

19. Please describe the policies/programs of the site regarding the inclusion of women/migrants/ethnic minorities or other vulnerable groups.

There are no specific programs or policies regarding the inclusion of women/migrants/ethnic minorities or other vulnerable groups.

20. How would you assess the communication activities of the OC regarding the inclusion of women/migrants/ethnic minorities or other vulnerable groups?

Largo Residências

Integration level indexes:

Participation to the project

22. Within the people living and working in the district **(wider community)**, what is your perception of the percentage of?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women			40%		
Migrants			40%		
Ethnic Minorities (including cultural and linguistic minorities)			50%		
Under 25			40%		
Above 60 years old	30%				
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)	0%				

23. Within the community organized around your space **(users)**, what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women			40%		
Migrants		30%			

Ethnic Minorities (including cultural and linguistic minorities)		30%			
Under 25		30%			
Above 60 years old	20%				
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)	0%				

24. Within the people working and participating within your organization (**employees**), what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women			60%		
Migrants		30%			
Ethnic Minorities (including cultural and linguistic minorities)		20%			
Under 25	0%				
Above 60 years old		20%			

Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)	0%				
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25. Within the people in charge of the decision making process of your projects **(leaders)**, what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women				60%	
Migrants	0%				
Ethnic Minorities (including cultural and linguistic minorities)	0%				
Under 25	0%				
Above 60 years old	0%				
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)	0%				

Inclusion process

Strategy to assure participation and leadership of fragile groups

26. What is the OCs strategy to assure leadership of women? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

The many cultural and artistic activities as well as the hostel and bar services provided by the staff of Largo Residencias aim at being inclusive of a variety of local and foreign groups.

27. What is the OCs strategy to assure the leadership of different age groups? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

The many cultural and artistic activities as well as the hostel and bar services provided by the staff of Largo Residencias aim at being inclusive of a variety of local and foreign groups.

28. What is the OCs strategy to assure the leadership of migrants, ethnic minorities, long term residents, low income residents? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

Largo Residencias is located in the Independente neighbourhood of Lisbon, an area long neglected by local development strategies and increasingly populated by migrants and ethnic minorities. Such a territorial and demographic structure implies a need for a local project like Largo Residencias to be aware and sensitive to its surroundings, adapting their services and offer to the local needs. In fact, their offer of services has been adapted and influenced by the area and the population it is inhabited by. As a consequence, low income residents and migrants have in the years been included in many activities and employed in some cases.

29. What is the OCs strategy to assure the participation and employment of women? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

See question n1.

30. What is the OCs strategy to assure the participation and employment of different age groups? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

See question n2.

31. What is the OCs strategy to assure the participation and employment of migrants, ethnic minorities, long terms residents, low income residents? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.)

See question n3.

32. Are there other activities or strategies for the inclusion of other vulnerable groups relevant in your case ?

33. How would you describe the educational and labor market background of the people in charge of the project? Is there a stark difference between the "leaders" and the "users"?

The area where Largo Residencias is located is a very deprived and poor area, suffering from high percentages of migrant and low income population. As a consequence, and given the social purpose of the activities organised and services provided, there is quite a strong difference in the educational and labor market background of leaders and users. On the one hand, leaders are often taking part of the project on a volunteering basis, for it is not their only source of potential income. On the other hand, many services and activities are offered at very low fares, if not for free, given the socio-economic background of the local population.

34. How would you describe the income level and economic position of people in charge of the project and people involved in it? Over the years, could you notice any change in this regard?

Income level is diverse: employees are often part of social and economic rehabilitation paths, thus their salaries are often not very high. On the other hand, although most of the leaders are providing their expertise and work on a volunteering basis, those who are paid receive a higher salary with respect to their employees.

35. How would you describe the income level and economic position of the employees or people involved in the project compared to the one held by people in leading roles?

Employees or people involved in the project are often local inhabitants that were previously in hardship and in precarious socio-economic situations. On the other hand, leaders are mainly well educated and financially stable and independent.

Evolution and other strategies

36. Are there any other elements which can highlight strengths or weaknesses in your organization's gender strategy?

37. Have any of the ratios (see the survey questions above) changed significantly over the years? If yes, which ones and what were the main reasons for this in your opinion?

38. Have any of the strategies adopted by OCs changed over the years?

Once the touristification of the neighbourhood became an unbearable situation, Largo Residencias has started acting against evictions in the area providing legal and communication support to evicted tenants. Moreover, Largo Residencias will soon have to relocate because of their current building being sold. This will cause the need for a readaptation of the strategies adopted.

39. Are there other relevant activities or strategies for the inclusion of other vulnerable groups?

The questions below – especially no. 16 – are to be answered by the authors, just assessing the activities of the site:

40. Please describe the policies/programs of the site regarding the inclusion of women/migrants/ethnic minorities or other vulnerable groups.

Women, migrants and other vulnerable groups are represented and included in Largo Residencias as employees or as participants and recipients of services. For instance the staff working in the bar and restaurant service is quite representative of this population, as well as employees in cleaning services. Largo Residencias is also in this sense functioning as a space for creation of jobs.

41. How would you assess the communication activities of the OC regarding the inclusion of women/migrants/ethnic minorities or other vulnerable groups?

Jewish District

Integration level indexes:

Participation to the project

42. Within the people living and working in the district **(wider community)**, what is your perception of the percentage of?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Women			X		
Migrants					
Ethnic Minorities (including cultural and linguistic minorities)					
Under 25					
Above 60 years old					
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)					

43. Within the community organized around your space **(users)**, what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Women			X		
Migrants	X				
Ethnic Minorities (including cultural and linguistic minorities)	X				
Under 25		X			

Above 60 years old	X				
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)					

44. Within the people working and participating within your organization (employees), what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women			X		
Migrants	X				
Ethnic Minorities (including cultural and linguistic minorities)	X				
Under 25	X				
Above 60 years old	X				
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)					

45. Within the people in charge of the decision making process of your projects (**leaders**), what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women		X			
Migrants	X				

Ethnic Minorities (including cultural and linguistic minorities)	X				
Under 25	X				
Above 60 years old	X				
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)					

Inclusion process

Strategy to assure participation and leadership of fragile groups

46. What is the OCs strategy to assure leadership of women? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

47. What is the OCs strategy to assure the leadership of different age groups? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

48. What is the OCs strategy to assure the leadership of migrants, ethnic minorities, long term residents, low income residents? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

49. What is the OCs strategy to assure the participation and employment of women? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

50. What is the OCs strategy to assure the participation and employment of different age groups? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.
51. What is the OCs strategy to assure the participation and employment of migrants, ethnic minorities, long terms residents, low income residents? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.)
52. Are there other activities or strategies for the inclusion of other vulnerable groups relevant in your case ?
53. How would you describe the educational and labor market background of the people in charge of the project? Is there a stark difference between the "leaders" and the "users"?
54. How would you describe the income level and economic position of people in charge of the project and people involved in it? Over the years, could you notice any change in this regard?
55. How would you describe the income level and economic position of the employees or people involved in the project compared to the one held by people in leading roles?

Evolution and other strategies

56. Are there any other elements which can highlight strengths or weaknesses in your organization's gender strategy?
57. Have any of the ratios (see the survey questions above) changed significantly over the years? If yes, which ones and what were the main reasons for this in your opinion?
58. Have any of the strategies adopted by OCs changed over the years?
59. Are there other relevant activities or strategies for the inclusion of other vulnerable groups?
60. Please describe the policies/programs of the site regarding the inclusion of women/migrants/ethnic minorities or other vulnerable groups.

Szimpla emphasizes their inclusiveness and openness towards all minority groups including the vulnerable. They are very international in terms of the target audience, and the face control at the entrance in the evenings is just to keep outside the drugged and drunk people. They co-operate with civic organizations and host events targeting e.g. homeless people, migrants and expats, various social groups, LGBTQ, etc. They

give a price reduction to people above 60 to attract that age group too. They are actively searching for opportunities for opening towards new groups. Their existence have contributed to the gentrification process in the district, but they are trying to mitigate the effects.

61. How would you assess the communication activities of the OC regarding the inclusion of women/migrants/ethnic minorities or other vulnerable groups?

Inclusiveness is an important element in Szimpla's communication and marketing strategy, and this is based on the events and activities they organize.

LaFábrika detodalavida

Integration level indexes:

Participation to the project

1. Within the people living and working in the district **(wider community)**, what is your perception of the percentage of?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Women		X			
Migrants	X				
Ethnic Minorities (including cultural and linguistic minorities)	X				
Under 25			X		
Above 60 years old					
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)					

2. Within the community organized around your space **(users)**, what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Women		X			
Migrants	X				
Ethnic Minorities (including cultural and linguistic minorities)	X				

Under 25		X			
Above 60 years old	X				
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)					

3. Within the people working and participating within your organization (**employees**), what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women		X			
Migrants	X				
Ethnic Minorities (including cultural and linguistic minorities)	X				
Under 25		X			
Above 60 years old	X				
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)					

4. Within the people in charge of the decision making process of your projects (**leaders**), what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women		X			
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Migrants	X				
Ethnic Minorities (including cultural and linguistic minorities)	X				
Under 25		X			
Above 60 years old	X				
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)					

Inclusion process

Strategy to assure participation and leadership of fragile groups

5. What is the OCs strategy to assure leadership of women, even in crowdsourcing initiatives (if there has been any)? In case there is no specific strategy to achieve the goal, please explain why.

There is a specific and dedicated group within the fabrika space that focuses on issues of gender and feminist principles made up of eight women that works towards creating a more feminist environment and hosts events such as talks that the OC community and wider village can attend. They work on creating a context specific understanding of a feminist practice that takes into account living in the countryside that can be distinct from the ideas and practices that come from the city.

6. What is the OCs strategy to assure the leadership of different age groups? In case there is no specific strategy to achieve the goal, please explain why.

This has been an ongoing challenge and there has been consciousness raising as well as working in collaboration with a working group to create a more accessible and equitable space by the feminist working group.

7. What is the OCs strategy to assure the leadership of migrants, minorities, long term residents, low income residents? In case there is no specific strategy to achieve the goal, please explain why.

The majority of the OC's community is already working class and due to the rural setting people from non-eu or even non-spanish backgrounds are incredibly low. However, a

dedicated working group is in place to incorporate more feminist practices and change the working environment of OC to confront challenges of unequal representation and sexism present in the space.

8. What is the OCs strategy to assure the participation and employment of women? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

No one is employed everything is run through coordinating volunteers, however much of the space's logic is to create an amiable environment that prioritises community and connecting. So there is an organic effort from a group of women to change the practices of the factory overtime.

9. What is the OCs strategy to assure the participation and employment of different age groups? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

There has been a conscientious push to create more space for and recruit youth to take part as they were in an extreme minority within the organisers.

10. What is the OCs strategy to assure the participation and employment of migrants, minorities, long terms residents, low income residents? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.)

As previously mentioned the community is largely working class. There has not been a conscientious effort towards creating space specifically for minorities because of relatively small community that exists within this rural village. However, the organisers make an effort to bring in multicultural influences in their work (one core organiser in specific worked abroad and believes in the importance of bringing those ideas to the village) especially around creating a more feminist space.

11. Are there other activities or strategies for the inclusion of other fragile groups relevant in your case ?

No

12. How would you describe the educational and labor market background of the people in charge of the project? Is there a stark difference between the "leaders" and the "users"?

There are challenges around the divide between those who have been able to access university level academia and those who have not in terms of connecting across principles and at times in division of labor, however this is a challenge the community is consistently trying to confront.

13. How would you describe the income level and economic position of people in charge of the project and people involved in it? Over the years, could you notice any change in this regard?

Overall, it has generally been working class

14. How would you describe the income diversity of the people involved in the project towards people in leading roles?

The leadership generally reflects the village and is also majority working class

Evolution and other strategies

15. In terms of gender, what other elements represent strengths of weaknesses in your organization's activities?

16. Have any of the ratios (see the survey questions above) changed significantly over the years? If yes, which ones and what were the main reason behind in your opinion?

Yes, there is more equal gender representation. In the last assembly there was an equal ratio of women to men which often is not the case where men outnumber the women. We believe this is a result of the work done by feminist organisers within the community and the group they formed to gradually transform the OC.

17. Have any of the strategies adopted by OCs changed over the years?

Forming a women's working group within the OC.

18. Are there other relevant activities or strategies for the inclusion of other fragile groups?

Yes, a more proactive incorporation and inclusion of youth.

19. Please describe the policies/programs of the site regarding the inclusion of women/migrants/minorities.

There are no official policies, just the women's working group and the influence of the women's association within the village.

20. How would you assess the communication activities of the OC regarding the inclusion of women/migrants/minorities?

It is proactive and due to the small size of the village wide reaching

Halele Carol

Integration level indexes:

Participation to the project

1. Within the people living and working in the district **(wider community)**, what is your perception of the percentage of?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Women			X		
Migrants	X				
Ethnic Minorities (including cultural and linguistic minorities)	X				
Under 25		X			
Above 60 years old	X				
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)					

2. Within the community organized around your space **(users)**, what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Women			X		
Migrants		X			
Ethnic Minorities (including cultural and linguistic minorities)	X				
Under 25		X			

Above 60 years old		X			
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)					

3. Within the people working and participating within your organization (**employees**), what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women			X		
Migrants			X		
Ethnic Minorities (including cultural and linguistic minorities)	X				
Under 25			X		
Above 60 years old	X				
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)					

4. Within the people in charge of the decision making process of your projects (**leaders**), what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women			X		
--------------	--	--	---	--	--

Migrants			X		
Ethnic Minorities (including cultural and linguistic minorities)	X				
Under 25	X				
Above 60 years old	X				
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)					

Inclusion process

Strategy to assure participation and leadership of fragile groups

5. What is the OCs strategy to assure leadership of women? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

There have been no strategies targeted specifically to ensure the leadership of women. The four initiators were 2 women and 2 men, therefore the leadership was balanced across genders.

6. What is the OCs strategy to assure the leadership of different age groups? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

There have been no strategies targeted specifically to ensure the leadership of different age groups. Since the project was never formalized, the leadership was ensured by the initial initiators, all in the same age group (40-50).

Also, two important decision makers were involved on behalf of Hesper S.A, the owner and the financial director, both in the age category of 50-60 year old.

Even though the initiators would have liked to involve the community more in the leadership of the activities, this was not possible within the agreements with the owner.

7. What is the OCs strategy to assure the leadership of migrants, ethnic minorities, long term residents, low income residents? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

There have been no strategies targeted specifically to ensure the leadership of migrants, ethnic minorities, long term residents and low income residents. However, two of the initiators were of Romanian origin (long term residents, however of a different neighborhood in Bucharest), while two were of Dutch origin. Connection to stakeholders from the Netherlands, Norway, Sweden and others has been a common thread in the programming.

8. What is the OCs strategy to assure the participation and employment of women? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

There have been no strategies targeted specifically to ensure the participation and employment of women as the overall organic audience of all activities was perceived as gender balanced.

9. What is the OCs strategy to assure the participation and employment of different age groups? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

Several age groups have been directly engaged through the programming. Children (<18) have been targeted through events and programmes specifically developed for this group.

There have also been several events and activities targeting young people specifically (<25), especially students, to raise their awareness about the social role of architecture and about the value of heritage and its transformation. Moreover, many employees and volunteers were students or people under 25 years old.

The rest of the activities (from architecture events, club nights, art exhibitions) attracted a wide variety of age groups, from 18 year old's to people over 65 .

10. What is the OCs strategy to assure the participation and employment of migrants, ethnic minorities, long terms residents, low income residents? (You may address your diversity management, outreach activities, the programs or

services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.)

The observatory case Halele Carol has focused the programming on free access and public events to promote the inclusion of as many target groups as possible. One of the focus of the projects was to show how multifunctional industrial heritage can be, meaning that the programming covered a wide range of events: film nights, open exhibitions, music and VJ, educational workshops etc. Moreover, many projects have been done in collaboration with stakeholders such as embassies and artists from the Netherlands, Norway and Sweden, which has opened an intercultural dialogue.

One specific focus of the project mentioned in the application form for EEA Grants is *"the creation of an open space for art and culture, therefore a public space dedicated to dialogue, encouraging tolerance, cultural diversity and freedom of speech, showing openness to different clusters and communities, allowing a variety of expression. Thus, for this public space it is important to incorporate all principles mentioned: tolerance, combating hate speech, extremism, racism, homophobia, anti-Semitism, sexual harassment, violence against women, trafficking in human beings"*.

Another important element is that Halele Carol is located in a rather poor neighborhood, many of the long term residents being former factory workers, as well as representatives from the roma community. The initiators tried to target these groups though some of the programming (for example the events targeted towards children or the free entry exhibitions), however the local response was generally low. However, if the initiators would have had more time, the connection with the neighborhood could have become stronger.

Lastly, the factory employees were always invited to the events and they participated in many of them, showing their support for the initiative.

11. Are there other activities or strategies for the inclusion of other vulnerable groups relevant in your case ?

Another important focus of the project was also to promote and increase the international mobility for artists and their works.

12. How would you describe the educational and labor market background of the people in charge of the project? Is there a stark difference between the "leaders" and the "users"?

The leaders of the project are all highly educated with a background in high culture (architecture). Many of the users fall in the same category.

One exception is the category of users connected to the Hesper SA factory – current and former workers. Their background ranges from factory workers to engineers. The initiators have tried to involve this group in the activities as well, for example by discussing the idea of factory engineers giving workshops on the location about producing various objects. However, due to safety regulations and also the increasing workload of the factory employees, this has never been developed or tested in the programme.

13. How would you describe the income level and economic position of people in charge of the project and people involved in it? Over the years, could you notice any change in this regard?

The leaders of the project could be integrated (in the Romanian context) as upper middle class, with a relatively strong economic position. This position has not changed throughout the years.

14. How would you describe the income level and economic position of the employees or people involved in the project compared to the one held by people in leading roles?

Many of the employees of both Zeppelin and Eurodite at the time were young (20-30 year old), mostly students and juniors, therefore in a lower economic position than the initiators. However, their income level was just above the average income, therefore also in the middle class.

Evolution and other strategies

15. Are there any other elements which can highlight strengths or weaknesses in your organization's gender strategy?

The leadership has been equally divided between men and women throughout the project.

16. Have any of the ratios (see the survey questions above) changed significantly over the years? If yes, which ones and what were the main reasons for this in your opinion?

By starting the project Halele Carol, the location attracted a lot of new users and opened the place and the neighbourhood further for the city. After the initiated project stopped, club Expirat moved into one of the buildings. Therefore, the current target group is a young, alternative group of various economic backgrounds, from all over the city. However, there is currently no specific focus on attracting people from the neighbourhood or vulnerable groups in particular.

17. Have any of the strategies adopted by OCs changed over the years?

18. Are there other relevant activities or strategies for the inclusion of other vulnerable groups?

19. Please describe the policies/programs of the site regarding the inclusion of women/migrants/ethnic minorities or other vulnerable groups.

The most important policies to ensure the inclusion of women/migrants/ethnic minorities or other vulnerable groups have been:

- open access to most activities – for example open air exhibitions

- free access to most activities – many free events targeted at a wide range of target groups
- stimulating intercultural dialogue – especially bringing knowledge and ideas from Western and Scandinavian countries

20. How would you assess the communication activities of the OC regarding the inclusion of women/migrants/ethnic minorities or other vulnerable groups?

The communication about the activities has definitely reached a very wide audience in Bucharest, across various demographic categories. This reach has been achieved mostly through press coverage and the wide coverage of the Zeppelin magazine. However, there have been no defined targets specifically referring to vulnerable groups.

There have also been actions to share posters in the surrounding neighborhood, however this target group has not been approached in a more direct way (direct invitations etc). This has been mainly due to lack of resources and lack of long term security of the project.

Stará Trznica

Integration level indexes:

Participation to the project

1. Within the people living and working in the district **(wider community)**, what is your perception of the percentage of?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Women			50%		
Migrants	5%				
Ethnic Minorities (including cultural and linguistic minorities)		20%			
Under 25		30%			
Above 60 years old		30%			
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)	5%				

2. Within the community organized around your space **(users)**, what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Women			50%		
Migrants	5%				
Ethnic Minorities (including cultural and linguistic minorities)		20%			

Under 25		30%			
Above 60 years old		30%			
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)	5%				

3. Within the people working and participating within your organization (**employees**), what percentage are ...?

	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Women			50%		
Migrants	5%				
Ethnic Minorities (including cultural and linguistic minorities)	5%				
Under 25	0%				
Above 60 years old	0%				
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)	0%				

4. Within the people in charge of the decision making process of your projects (**leaders**), what percentage are ...?

	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Women			50%		

Migrants	5%				
Ethnic Minorities (including cultural and linguistic minorities)	5%				
Under 25	0%				
Above 60 years old	0%				
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)	0%				

Inclusion process

Strategy to assure participation and leadership of fragile groups

5. What is the OCs strategy to assure leadership of women? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

The recruitment process at Stara Trznica results is quite organic in the sense that it does not proceed according to a specific gender based strategy but rather

seeks to include professionals with experience and leadership skills, often meaning that women have held and still hold leading roles.

6. What is the OCs strategy to assure the leadership of different age groups? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

As in the case of women leadership, there is no specific strategy that ensures the leadership of different age groups, as participation is based on the individual experience and skills.

7. What is the OCs strategy to assure the leadership of migrants, ethnic minorities, long term residents, low income residents? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

There is no specific strategy to this end.

8. What is the OCs strategy to assure the participation and employment of women? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

There is no specific strategy but social and gender inclusion is ensured by the organization and planning of a diversity of public events suitable for all.

9. What is the OCs strategy to assure the participation and employment of different age groups? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

There is no specific strategy but social and gender inclusion is ensured by the organization and planning of a diversity of public events suitable for all, including elderly and under 25.

10. What is the OCs strategy to assure the participation and employment of migrants, ethnic minorities, long term residents, low income residents? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.)

There is no specific strategy but social and gender inclusion is ensured by the organization and planning of a diversity of public events suitable for all.

11. Are there other activities or strategies for the inclusion of other vulnerable groups relevant in your case ?

Stara Trznica aims at delivering services with a strong social impact on the local population, as Gábor Bindics states: "When we saw that some social businesses could not maintain themselves, we changed our strategy: instead of looking for a social project and offering space to them, we look for a functioning business that we ask to provide some added value in exchange for lower rent."

As a consequence, the selection of tenants in the market hall is based on open calls, thematic connections, potential cooperation with other tenants as well as the social value created.

To cite an example, Dobre Dobré is an organisation that works with homeless people. The Alliance invited the organisation to run a cafeteria inside the market hall building, a place that would connect with the ambiance of the market hall and employ homeless staff. Compared to the other venues inside the market hall, the Alliance estimated the value of the space as 2400 euros per month: given the social focus of the organisation, Dobre Dobré was offered a 560 euros rental fee. Despite this subsidised rent, Dobre Dobré could not develop into a sustainable business. The following business, a winery, received the space at the subsidised rent of 1600 euros, in exchange to have the venue open from the morning, offer authentic wines and allow people to spend time without continuously consuming. Like Dobre Dobré, some tenants could not develop a sustainable economic model: Dobre Dobré ended up producing deficits, and so did a kid's centre where families did not spend enough to help the place survive. Similarly, a cooking school formerly located on the inside of the building that made food for kindergartens, sold to the neighbouring restaurants and also worked with refugees also left the market hall.

Today, the strategy had thus changed and Stara Trznica is also quite concerned with the sustainability of the economic model as much as the social value produced by the project.

12. How would you describe the educational and labor market background of the people in charge of the project? Is there a stark difference between the "leaders" and the "users"?

There is an age and professional experience gap between leaders and employees/users. Users profiles are quite varied as the market attracts people from all corners of the city and educational/professional background. On the other hand leaders tend to have similar educational backgrounds.

13. How would you describe the income level and economic position of people in charge of the project and people involved in it? Over the years, could you notice any change in this regard?

Information not made available.

14. How would you describe the income level and economic position of the employees or people involved in the project compared to the one held by people in leading roles?

Information not made available. However, what is known is that volunteering work played an important role in building up the new market hall. Bringing forward their own initiative, members of the Old Market Hall Alliance had offered weeks and weeks of unpaid work, also supported by various forms of community involvement and institutional support.

Evolution and other strategies

15. Are there any other elements which can highlight strengths or weaknesses in your organization's gender strategy?

Not available.

16. Have any of the ratios (see the survey questions above) changed significantly over the years? If yes, which ones and what were the main reasons for this in your opinion?

Not available.

17. Have any of the strategies adopted by OCs changed over the years?

As Gabor said: "When we saw that some social businesses could not maintain themselves, we changed our strategy: instead of looking for a social project and offering space to them, we look for a functioning business that we ask to provide some added value in exchange for lower rent."

Stara Trznica has shifted to a strategy that gives value to a functioning business model just as much as social value provided. Moreover, recently the Old Market Alliance has started developing ideas and projects for the renovation of the surrounding area and public space. Finally, the economic model is more dependent on sponsorships.

18. Are there other relevant activities or strategies for the inclusion of other vulnerable groups?

Not available.

The questions below – especially no. 16 – are to be answered by the authors, just assessing the activities of the site:

19. Please describe the policies/programs of the site regarding the inclusion of women/migrants/ethnic minorities or other vulnerable groups.

The initiatives present in the market are not directly managed by the Market Alliance but by private tenants. However, in terms of tenants selection, the Market Alliance uses principles of inclusion, social value, and sustainable economic models.

20. How would you assess the communication activities of the OC regarding the inclusion of women/migrants/ethnic minorities or other vulnerable groups?

With regards to migrants inclusion, the market has always included migrant products and cuisine, often involving migrants themselves in the communication strategy.

Potocki Palace

Integration level indexes:

Participation to the project

1. Within the people living and working in the district **(wider community)**, what is your perception of the percentage of?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Women			X		
Migrants	X				
Ethnic Minorities (including cultural and linguistic minorities)	X				
Under 25		X			
Above 60 years old		X			
Other (please, specify any form of the minority that you experience in your project, e.g., individuals experiencing health or mental health-related challenges, etc.)					

2. Within the community organized around your space **(users)**, what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Women			X		
Migrants	X				
Ethnic Minorities (including cultural and linguistic minorities)	X				
Under 25			X		

Above 60 years old		X			
Other (please, specify any form of minority that you experience in your project, e.g., individuals experiencing health or mental health-related challenges, etc.)					

3. Within the people working and participating within your organization (**employees**), what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women			X		
Migrants	X				
Ethnic Minorities (including cultural and linguistic minorities)	X				
Under 25	X				
Above 60 years old	X				
Other (please, specify any form of minority that you experience in your project, e.g., individuals experiencing health or mental health-related challenges, etc.)					

4. Within the people in charge of the decision-making process of your projects (**leaders**), what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women		X			
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Migrants	X				
Ethnic Minorities (including cultural and linguistic minorities)	X				
Under 25	X				
Above 60 years old	X				
Other (please, specify any form of minority that you experience in your project, e.g., individuals experiencing health or mental health- related challenges, etc.)					

Inclusion process

Strategy to assure participation and leadership of fragile groups

5. What is the OC's strategy to assure the leadership of women? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

There is no specific strategy for assuring the leadership of women in the project. The municipality, who is the owner of the site and the decision-maker, is not balanced in terms of women representations. Three out of fifteen councilors of Radzyn City Council are women.

6. What is the OC's strategy to assure the leadership of different age groups? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

The leadership of the OC reflects the age structure of that of Radzyń City Hall (mostly middle-aged white male). One of the most influential decision-makers is the mayor's spokesperson, who is a woman

7. What is the OCs strategy to assure the leadership of migrants, ethnic minorities, long term residents, low-income residents? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

There is no strategy on including minorities in the leadership team. The recruitment of candidates on the official position at Radzyń City Hall is based on merit system.

8. What is the OC's strategy to assure the participation and employment of women? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

The recruiting process is based on merit system, and there is no special strategy for engaging women. However, one of three major organizations on the premises of the palace complex (Lublin National Archives branch Radzyń Podlaski) is led by a woman. Moreover, one of the most influential decision-makers is the mayor's spokesperson, who is a woman. Also, the head of the local action group "Zapiecek" and a former candidate for the mayor's seat is a woman. I assume that she lost due to her unmatching political views rather than for being a woman, many small towns in Poland have female mayors.

9. What is the OC's strategy to assure the participation and employment of different age groups? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

The development plan of the project includes creating a senior people's club, and the youth organizations' headquarter and the Polish Scouting Association and other similar organizations targeting different age groups. It is difficult to say to what extent this is a conscious policy of being inclusive or rather a reflection of the community needs. The basic idea that the property should remain public and open for everyone is a part of the strategy to activate citizens of lower income, underprivileged youth and often the descendants of the Roma community (Radzyń has a significant size Roma neighbourhood).

10. What is the OCs strategy to assure the participation and employment of migrants, ethnic minorities, long terms residents, low-income residents? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.)

There is no strategy for engaging these social categories.

11. Are there other activities or strategies for the inclusion of other vulnerable groups relevant in your case?

No

12. How would you describe the educational and labor market background of the people in charge of the project? Is there a stark difference between the "leaders" and the "users"?

The information about the project leader's background is not publicly available. Our guess that it is that the difference is not very striking. However, it's worth noting that the town is surrounded by rural areas dominated by farmers and working class. Educated middle class is underrepresented in the town and vicinities. The decision-makers have university degrees and relevant experience.

13. How would you describe the income level and economic position of people in charge of the project and the people involved in it? Over the years, could you notice any change in this regard?

The information about the project leader's income is not publicly available. A mayor of a middle size town of 15,000 to 100,000 citizens earns between 4500 to 6000 PLN + small benefits (the average in Poland is 5164,53 PLN before taxes). His or her employess earn accordingly less, the average salary of an administrative officer in City Hall is between 1200 PLN to 5000 PLN and it depends on the qualifications and length of employment. (1 EUR = 4.2 PLN)

14. How would you describe the income level and economic position of the employees or people involved in the project compared to the one held by people in leading roles?

The information about the employee's income is not publicly available. Our guess that it is that the gap is not very deep. They are typical representatives of professionals in the creative industries field. His or her (mayor's) employess earn accordingly less, the average salary of an administrative officer in City Hall is between 1200 PLN to 5000 PLN and it depends on the qualifications and length of employment. (1 EUR = 4.2 PLN)

Evolution and other strategies

15. Are there any other elements that can highlight strengths or weaknesses in your organization's gender strategy?

No.

16. Have any of the ratios (see the survey questions above) changed significantly over the years? If yes, which ones and what were the main reasons for this, in your opinion?

No.

17. Have any of the strategies adopted by the OC changed over the years?

No.

18. Are there other relevant activities or strategies for the inclusion of other vulnerable groups?

No.

The questions below – especially no. 16 – are to be answered by the authors, just assessing the activities of the site:

19. Please describe the policies/programs of the site regarding the inclusion of women/migrants/ethnic minorities or other vulnerable groups.

On the level of decision-making, the policy can be characterized as non-inclusive. From the point of the users of the site, it can be described as inclusive, because it serves the entire local community. The municipality (the current owner of the site) is open to suggestions from the local and external cultural and educational initiatives. The municipality rejects any suggestions to pass even part of the complex to private ownership because they want to keep the Palace complex in public use. The development plan reflects the intention of the municipality to support and engage different age and social status groups by giving space for their organizations (e.g., scouting association, music school, senior club).

20. How would you assess the communication activities of the OC regarding the inclusion of women/migrants/ethnic minorities or other vulnerable groups?

There is no special communication strategy on behalf of the project leaders. However, indirectly these issues are raised during the activities on the site (through artistic performances, exhibitions, and other public events).

ExRotaprint

Integration level indexes:

Participation to the project

1. Within the people living and working in the district (**wider community**), what is your perception of the percentage of?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women			40%		
Migrants		30%			
Ethnic Minorities (including cultural and linguistic minorities)		40%			
Under 25		25%			
Above 60 years old		30%			
Other (please, specify any form of minority that you experience in your project, e.g., individuals experiencing health or mental health-related challenges, etc.)	0%				

2. Within the community organized around your space (**users**), what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women		40%			
Migrants		35%			
Ethnic Minorities (including cultural		45%			

and linguistic minorities)					
Under 25	5%				
Above 60 years old		20%			
Other (please, specify any form of minority that you experience in your project, e.g., individuals experiencing health or mental health-related challenges, etc.)	0%				

3. Within the people working and participating within your organization (**employees**), what percentage are ...?

0%-20%

20%-40%

40%-60%

60%-80%

80%-100%

Women			50%		
Migrants	0%				
Ethnic Minorities (including cultural and linguistic minorities)	0%				
Under 25	0%				
Above 60 years old	0%				
Other (please, specify any form of minority that you experience in your project, e.g., individuals experiencing health or mental health-related challenges, etc.)	0%				

4. Within the people in charge of the decision making process of your projects (**leaders**), what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Women			50%		
Migrants	0%				
Ethnic Minorities (including cultural and linguistic minorities)	0%				
Under 25	0%				
Above 60 years old	0%				
Other (please, specify any form of minority that you experience in your project, e.g., individuals experiencing health or mental health- related challenges, etc.)	0%				

Inclusion process

Strategy to assure participation and leadership of fragile groups

5. What is the OCs strategy to assure leadership of women? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

There is no specific strategy to ensure the leadership of women. As established in its founding documents, ExRotaPrint rents spaces for various uses and to a heterogeneous group of tenants. The leadership of women is specifically targeted within the broader finality of diversity and inclusion.

6. What is the OCs strategy to assure the leadership of different age groups? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

There is no specific strategy to ensure the leadership of different age groups. As established in its founding documents, ExRotaPrint rents spaces for various uses and to a heterogeneous group of tenants. For instance, ExRotaPrint offers a variety of language classes through a school that works with local teenagers who left school.

7. What is the OCs strategy to assure the leadership of migrants, ethnic minorities, long term residents, low income residents? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

There is no specific strategy to ensure the leadership of migrants, ethnic minorities, long term residents and low income residents. As established in its founding documents, ExRotaPrint rents spaces for various uses and to a heterogeneous group of tenants. Most of all, ExRotaPrint aims at delivering services that are used and beneficial to the local population. As far as the most economically vulnerable population is concerned, ExRotaPrint offers a variety of language classes to migrants, but also other services such as a canteen and affordable rents to low income residents.

8. What is the OCs strategy to assure the participation and employment of women? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

Please refer to question n1, as there is no specific strategy to achieve this goal apart from a broader policy of inclusivity and openness to diversity.

9. What is the OCs strategy to assure the participation and employment of different age groups? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

Please refer to question n2, as there is no specific strategy to achieve this goal apart from a broader policy of inclusivity and openness to diversity.

10. What is the OCs strategy to assure the participation and employment of migrants, ethnic minorities, long terms residents, low income residents? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.)

Please refer to question n3, as there is no specific strategy to achieve this goal apart from a broader policy of inclusivity and openness to diversity.

11. Are there other activities or strategies for the inclusion of other vulnerable groups relevant in your case ?

12. How would you describe the educational and labor market background of the people in charge of the project? Is there a stark difference between the "leaders" and the "users"?

Users are often part of ExRotaPrint as tenants. This is mainly due to the affordable rents that the project provides, thus usually attracting the youngest and probably most precarious part of the local population, helping their professional needs.

13. How would you describe the income level and economic position of people in charge of the project and people involved in it? Over the years, could you notice any change in this regard?

ExRotaPrint is not for profit.

14. How would you describe the income level and economic position of the employees or people involved in the project compared to the one held by people in leading roles?

ExRotaPrint is not for profit, thus the project is not a main source of income for leaders or tenants.

Evolution and other strategies

15. Are there any other elements which can highlight strengths or weaknesses in your organization's gender strategy?

16. Have any of the ratios (see the survey questions above) changed significantly over the years? If yes, which ones and what were the main reasons for this in your opinion?

17. Have any of the strategies adopted by OCs changed over the years?

18. Are there other relevant activities or strategies for the inclusion of other vulnerable groups?

As established in its founding documents, ExRotaprint rents spaces for various uses and to a **heterogeneous group of tenants**. One third of the compound's square meters is dedicated to social projects. For instance, ExRotaprint hosts a variety of language classes, a social outreach organisation which works with unemployed, and a school that works with local teenagers who left school. Another third of the area is dedicated to productive activities, workshops, production companies that create regular jobs. The last third of the compound is used by artists, designers, musicians and other creatives. ExRotaprint did define this proportion in the heritable building right contract with the foundations trias and Maryon in order to make it obligatory in perpetuity.

The questions below – especially no. 16 – are to be answered by the authors, just assessing the activities of the site:

19. Please describe the policies/programs of the site regarding the inclusion of women/migrants/ethnic minorities or other vulnerable groups.

The inclusion of women/migrants/ethnic minorities and other vulnerable groups is sought through projects developed by the ExRotaPrint tenants. Among others, local projects include language classes, productive activities in support of the local creation of jobs and finally creative activities.

20. How would you assess the communication activities of the OC regarding the inclusion of women/migrants/ethnic minorities or other vulnerable groups?

London CLT

Integration level indexes:

Participation to the project

1. Within the people living and working in the district **(wider community)**, what is your perception of the percentage of?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women			50%		
Migrants			20%		
Ethnic Minorities (including cultural and linguistic minorities)		40%			
Under 25		30%			
Above 60 years old		20%			
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)					

2. Within the community organized around your space **(users)**, what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women			50%		
Migrants	20%				
Ethnic Minorities (including	20%				

cultural and linguistic minorities)					
Under 25	20%				
Above 60 years old	20%				
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)					

3. Within the people working and participating within your organization (**employees**), what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women		66%			
Migrants	0%				
Ethnic Minorities (including cultural and linguistic minorities)	16%				
Under 25	0%				
Above 60 years old	0%				
Other (please, specify any form of minority that you experience in your project, e.g. individuals					

experiencing health or mental health-related challenges etc.)					
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4. Within the people in charge of the decision making process of your projects (**leaders**), what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women			40%		
Migrants					
Ethnic Minorities (including cultural and linguistic minorities)		30%			
Under 25	0%				
Above 60 years old	0%				
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)					

Inclusion process

Strategy to assure participation and leadership of fragile groups

5. What is the OCs strategy to assure leadership of women? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee

recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

6. What is the OCs strategy to assure the leadership of different age groups? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

7. What is the OCs strategy to assure the leadership of migrants, ethnic minorities, long term residents, low income residents? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

8. What is the OCs strategy to assure the participation and employment of women? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

9. What is the OCs strategy to assure the participation and employment of different age groups? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

10. What is the OCs strategy to assure the participation and employment of migrants, ethnic minorities, long terms residents, low income residents? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.)

The London CLT gives priority to long-term residents of the Mile End area: a neighbourhood with a highly diverse local community. By following a set of access criteria that gives priority to residents with a long history of local residence and community engagement, the CLT indirectly supports ethnic and cultural diversity among

11. Are there other activities or strategies for the inclusion of other vulnerable groups relevant in your case ?

London CLT aims at providing affordable housing to those local households who are not eligible for social housing, nor in the financial conditions to access the real estate private market. This layer of the population is referred to as vulnerable because often can't access decent housing.

12. How would you describe the educational and labor market background of the people in charge of the project? Is there a stark difference between the “leaders” and the “users”?

Tenants of London CLT housing are usually working and not financially precarious, however vulnerable in the sense that they cannot access the expensive private housing market in London. As a result, there is probably no stark difference in the educational and labor market background of leaders and users.

13. How would you describe the income level and economic position of people in charge of the project and people involved in it? Over the years, could you notice any change in this regard?

14. How would you describe the income level and economic position of the employees or people involved in the project compared to the one held by people in leading roles?

Evolution and other strategies

15. Are there any other elements which can highlight strengths or weaknesses in your organization’s gender strategy?

16. Have any of the ratios (see the survey questions above) changed significantly over the years? If yes, which ones and what were the main reasons for this in your opinion?

17. Have any of the strategies adopted by OCs changed over the years?

18. Are there other relevant activities or strategies for the inclusion of other vulnerable groups?

The questions below – especially no. 16 – are to be answered by the authors, just assessing the activities of the site:

19. Please describe the policies/programs of the site regarding the inclusion of women/migrants/ethnic minorities or other vulnerable groups.

20. How would you assess the communication activities of the OC regarding the inclusion of women/migrants/ethnic minorities or other vulnerable groups?

Jam Factory

Integration level indexes:

Participation to the project

1. Within the people living and working in the district **(wider community)**, what is your perception of the percentage of?

	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Women			52		
Migrants					
Ethnic Minorities (including cultural and linguistic minorities)	12				
Under 25		27			
Above 60 years old		21			
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)		30			
People with low-level income					

2. Within the community organized around your space **(users)**, what percentage are ...?

	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Women			60		
Migrants	2				
Ethnic Minorities (including cultural and linguistic minorities)		12			
Under 25		32			

Above 60 years old	10				
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)		23			
People with low income					

3. Within the people working and participating within your organization (**employees**), what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women				71	
Migrants	0				
Ethnic Minorities (including cultural and linguistic minorities)	14				
Under 25	0				
Above 60 years old	0				
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)					

4. Within the people in charge of the decision making process of your projects (**leaders**), what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women		33			
Migrants					
Ethnic Minorities (including cultural and linguistic minorities)		66			
Under 25					
Above 60 years old	0				
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health- related challenges etc.)					

Inclusion process

Strategy to assure participation and leadership of fragile groups

5. What is the OCs strategy to assure leadership of women? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

To properly understand the issue of female leadership in the cultural sphere in Ukraine, it is important to mention that women absolutely dominate among the employees in the cultural sector, primarily because this sector is very much underpaid, and female students dominate among the graduates of creative industries, arts, and cultural management specialties. Therefore, there are much more applications from women in the competitions for positions in cultural sector. Though Jam Factory proposes decent salaries, the core team received much more applications from females for the announced positions. At the moment, among the employees there are 5 females and 2 males, and there were also several female interns in the last year. It is also obvious that among the audience at exhibitions, events, and educational programs, there are more females (roughly 60%). The employees were selected on meritocracy and open competition principle, and there was no strategy to prefer women as employees. However, in the future Jam Factory plans to take gender balance into account, namely,

assure that males will be also employed in the institution which will considerably grow when the renovations are finished and institution starts working in full (in 2021, it is planned to start working on permanent programs and art production with permanent and invited curators, artists, and educators).

6. What is the OCs strategy to assure the leadership of different age groups? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

As for the diversity of age groups, there is a certain challenge caused by historical and cultural implications. There is a sharp generational conflict in the art and culture because of lack of dialogue between the older professionals who has got their education during the soviet times and chaired all the key positions in the sector. Such a new institution as Jam Factory, as well as other recent initiatives, is predominantly oriented towards younger generations of artists and activists who are mostly outside established structures and state-funded institutions. There is an obvious lack of social lifts for younger professionals, whereas traditional and "high culture" institutions are not open enough and often manipulate the competitions or appoint on positions not in a transparent way. So, there is a challenge of establishing intergenerational dialogue, and Jam Factory sees itself in the future as a "third" place outside of established institutions or municipality to lead this dialogue. At the moment, among the visitors and employees of the Jam Factory there are predominantly young people, students and professionals, under 40, and rather small number of established professionals who are open enough and welcoming change (it also happens that students invite their professors to come, but they are not so numerous). At the moment, educational programs and grant program of HBCE (Harald Binder cultural Enterprises) are aimed both at young and experienced professionals. There were a couple of projects working specifically with children from the district, and this direction will be developed much more in 2021.

At the moment, in the Jam Factory the decision-making belongs to rather small core team: the owner of the site, donor and cultural entrepreneur Harald Binder and director Bozhena Zakaliuzhna, with considerable advice from the Director of Design and Construction Herbert Pasterk. The advice from many external professionals is also taken into account, but the creation of more horizontal structures, more community involvement into the institution-building, and more sharing of authority are the tasks for the future. Binder and Pasterk are middle-aged professionals, who permanently live in Vienna, and Zakaliuzhna is a younger generation professional living and originating from Lviv. So, it is legitimate to say that males and experienced professionals are slightly more dominating in the decision-making. In the future the institution plans to have an international advisory board and supervisory board.

7. What is the OCs strategy to assure the leadership of migrants, ethnic minorities, long term residents, low income residents? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the

implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

For Lviv and Pidzamche district specifically the integration of migrants and ethnic minorities is not the most relevant challenge because there are very few people with such backgrounds. However, the mission of the Jam Factory is seen rather as more general opening of Lviv to the world, work on international ties, critique of narrow-minded nationalist discourses in the city which has a reputation of stronghold of Ukrainian ethnic and religious patriotism and nationalism. As a contemporary art center (the only one in city, at the moment), Jam Factory sees itself as a place of socially critical art, working through silenced and marginalized issues, and challenging the established concensuses. One of the ways to do this is historical research and public history which reveals multicultural and multiethnic (Jewish-Polish-Ukrainian) past of Lviv and especially Pidzamche. The part of this research and public history is working with the adjacent plot (also owned by Binder) where the synagogue has been located (destroyed under Nazi occupation), and there was an art performance addressing this dark heritage and contemporary absence, and in the future it is planned to find the way to mark and commemorate this absent synagogue, probably in a format of public space. There will be a museum part in the center as well which will reveal the history of Jewish businesses and industrial past of Pidzamche. The international cooperation of the Jam Factory with TransEuropeHales, British Council, and other institutions, are one of the priorities. The support of international artists-in-residence is also oriented towards bringing together local and global; the artists work with site-specific art, engage local residents and specifically children.

8. What is the OCs strategy to assure the participation and employment of women? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

See question 1.

9. What is the OCs strategy to assure the participation and employment of different age groups? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

The oral history project "Tell Your Story" was specifically oriented towards networking and cooperation with the older groups, specifically former employees of the jam factory in its industrial production period, residents of the district and locality. Oral histories helped to establish ties, communicate knowledge about the institution, and to contribute to the preservation of intangible heritage. In the future, Jam Factory plans to continue with oral history method. Notably, "Tell Your Story" was conducted and led by Bohdan Hrytsiuk, who is the native and resident of Pidzamche and one of the youngest members of the team. In this way he converted his personal ties with the locals to a new professional level. As for employment, now Hrytsiuk is the only local resident who work

as a permanent employee. Several other locals of older age were employed as security guards of the factory (which is quite common for Ukrainians after retirement to work part-time at jobs like this). In 2021, the team will be considerably enlarged, and the open competitions will be announced, and people selected on the basis of meritocracy and there is no clear strategy to employ people of diverse ages. There is rather a probability that Jam Factory will be rather an institution which favors “young” and “progressive” generations of artists and cultural managers because of the predominantly negative attitude to the professionals with “Soviet” education and background who are most often non-English speaking, not internationally active, and very conservative in their methodologies.

Speaking about participation, engaging locals of various social backgrounds is one of the priorities for the Jam Factory. All the educational programs and entrance to exhibitions are for free. Café and restaurant which are planned to be opened in 2021 will be oriented at affordable prices. Now the communications manager works on establishing ties with the secondary schools, creative industries hubs, and cultural initiatives which are already present in the area. It means personal meetings with discussions about the needs and expectations, and agendas of other institutions and initiatives in the district. Strong educational agenda of the Jam Factory is aimed at gradual changes of perceptions, rising level of awareness of contemporary art, and more comprehensible ways for locals to engage with the changes. Still, there is some risk of misunderstandings and difficulties in wider community-building because local residents didn’t request specifically contemporary art in their locality, and they are not engaged in the design of the institution and decision-making at this stage. They are still seen more like recipients than fully equal partners.

10. What is the OCs strategy to assure the participation and employment of migrants, ethnic minorities, long terms residents, low income residents? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.)

Low-income residents are especially characteristic for the district of Pidzamche. It is also important to mention that there is no large-scale gentrification there, so neighborhood ties and everyday cooperation of the residents is preserved. There are also new real estate developments on the brownfields which are numerous in Pizdamche, but they are mostly small in size and at the moment they didn’t change the general socio-spatial structure of the district. However, there are some more ambitious real estate projects which can lead to considerable changes in population in the future. Therefore, Jam Factory is strongly oriented towards both working with local residents and bringing people from cultural and artistic milieus and institutions from the downtown (and other cities and countries) to Pidzamche to revive its cultural life and create a kind of mix. Several artists residences in the framework of the SWAP (cooperation with British Council) were specifically aimed at site-specific art and engagement of the residents of Pidzamche, as well as working with postindustrial topics and experiences.

11. Are there other activities or strategies for the inclusion of other vulnerable groups relevant in your case?
12. How would you describe the educational and labor market background of the people in charge of the project? Is there a stark difference between the "leaders" and the "users"?
13. How would you describe the income level and economic position of people in charge of the project and people involved in it? Over the years, could you notice any change in this regard?
14. How would you describe the income level and economic position of the employees or people involved in the project compared to the one held by people in leading roles?

Questions 8-10:

Among the leaders, there is only the donor Harald Binder who has higher level of education and income, whereas the rest of employed people come from more or less the same milieu – younger people with professional education in arts and cultural management, with considerable international experience of education, travel, cooperation, grant applications writing and projects management. In this sense, there is quite a sharp difference with the local residents many of whom belong to the groups with lower educational level and lower income. There are no ready solutions for this, especially as the project is intended as a professional institution and not a community center, but still with the ambition to have strong public outreach and impact on its immediate vicinity. The solution to this is to be found in the process of the search for identity of this institution.

Evolution and other strategies

The project is actively developing now, but it is under construction and not fully working. Opening is planned for 2021, and this is the time when the team will considerably rise, and the exceptional role of Harald Binder and the core team will be changed into more power-sharing model, and more professional managers will be involved into the project. But at the moment it is too early to speak about this future.

15. Are there any other elements which can highlight strengths or weaknesses in your organization's gender strategy?
16. Have any of the ratios (see the survey questions above) changed significantly over the years? If yes, which ones and what were the main reasons for this in your opinion?
17. Have any of the strategies adopted by OCs changed over the years?
18. Are there other relevant activities or strategies for the inclusion of other vulnerable groups?

The questions below – especially no. 16 – are to be answered by the authors, just assessing the activities of the site:

19. Please describe the policies/programs of the site regarding the inclusion of women/migrants/ethnic minorities or other vulnerable groups.

See answers above.

20. How would you assess the communication activities of the OC regarding the inclusion of women/migrants/ethnic minorities or other vulnerable groups?

The communications manager was hired in October 2019, before that the communication was mostly via website and Facebook page. Now with more professional approach there are more personal meetings and networking with other cultural initiatives, creative industries, and especially schools. There is a strategy to connect more to the local community via children and schools, which is quite a good idea taking into account that there is a clear demand from the locals to have more cultural and leisure initiatives for children in the district which is quite neglected now, after all the cultural infrastructures developed by the enterprises in the past have collapsed as the production ceased. Reaching out to adults (who are most often unaware of the possible benefits from the new institution) via their kids can be a good way. During the period of temporary uses and first exhibitions and educational programs, the communication reached mostly to the younger audiences, creatives, professionals in art, and international people. So reaching out to the older generations and general audience is still an important task for the future. There were several conflicting situations with the local marginalized people who used to come to the bar previously located in the building which is now an Infopoint (temporary building for events and exhibitions), posing a threat to safety of the visitors of these events. The dialogue with these people is also essential, but there is no solution to this at the moment.

Grünmetropole

Integration level indexes:

Participation to the project

1. Within the people living and working in the district **(wider community)**, what is your perception of the percentage of?

See chapter 2.2. of the case report Grünmetropole: many migrant workers were brought to this region, leading to various minority groups in the wider community.

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Women			*		
Migrants			*		
Ethnic Minorities (including cultural and linguistic minorities)			*		
Under 25		*			
Above 60 years old			*		
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)					

2. Within the community organized around your space **(users)**, what percentage are ...?

See chapter 4.1 of the observatory case report: younger people are less interested in the history of the region, and older people look for other ways to get in touch with the history of the region.

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Women			*		

Migrants		*			
Ethnic Minorities (including cultural and linguistic minorities)		*			
Under 25		*			
Above 60 years old		*			
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health- related challenges etc.)					

3. Within the people working and participating within your organization (**employees**), what percentage are ...?

0%-20%

20%-40%

40%-60%

60%-80%

80%-100%

Women					
Migrants					
Ethnic Minorities (including cultural and linguistic minorities)					
Under 25					
Above 60 years old					
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health- related challenges etc.)					

4. Within the people in charge of the decision making process of your projects (**leaders**), what percentage are ...?

See chapter 3.3 of the observatory case report. Local heritage organizations, as well as entrepreneur were involved in the decision making process. These groups especially exists of local (ethnic divers) older people.

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Women		*			
Migrants	*				
Ethnic Minorities (including cultural and linguistic minorities)		*			
Under 25	*				
Above 60 years old		*			
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)					

Inclusion process

Strategy to assure participation and leadership of fragile groups

5. What is the OCs strategy to assure leadership of women? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

This project was implemented more than 10 years ago, at that time leadership of women was not yet an issue.

6. What is the OCs strategy to assure the leadership of different age groups? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee

recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

This project was especially about telling a story that had to do with the history of the region. In that regard, it is logic to get in touch with older age groups and to reach out to them, instead of younger people.

7. What is the OCs strategy to assure the leadership of migrants, ethnic minorities, long term residents, low income residents? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

Since the region is characterized by a variety of migrant groups, the stories of these groups were included in the design of the project.

8. What is the OCs strategy to assure the participation and employment of women? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

See question 1

9. What is the OCs strategy to assure the participation and employment of different age groups? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

See question 2

10. What is the OCs strategy to assure the participation and employment of migrants, ethnic minorities, long terms residents, low income residents? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.)

See question 3

11. Are there other activities or strategies for the inclusion of other vulnerable groups relevant in your case ?

n/a

12. How would you describe the educational and labor market background of the people in charge of the project? Is there a stark difference between the "leaders" and the "users"?

Yes, see chapter 4.2 of the observatory case report. Little room for incorporating stakeholders and communities' ideas. Various interviewees state that the Grünmetropole was a top-down organized project. One person explains that "If you don't have academic titles, like professor or doctor, in front of your name, than they think you don't have any knowledge at all; they won't listen to you. But these people do in fact have the most valuable, local knowledge, way more important knowledge than people with academic titles like professor or doctor can ever acquire"

13. How would you describe the income level and economic position of people in charge of the project and people involved in it? Over the years, could you notice any change in this regard?

n/a

14. How would you describe the income level and economic position of the employees or people involved in the project compared to the one held by people in leading roles?

n/a

Evolution and other strategies

15. Are there any other elements which can highlight strengths or weaknesses in your organization's gender strategy?

n/a

16. Have any of the ratios (see the survey questions above) changed significantly over the years? If yes, which ones and what were the main reasons for this in your opinion?

Yes, see chapter 4.4 of the observatory case report. Some interviewees note that also younger people are now more interested in the history of the region.

17. Have any of the strategies adopted by OCs changed over the years?

n/a

18. Are there other relevant activities or strategies for the inclusion of other vulnerable groups?

n/a

The questions below – especially no. 16 – are to be answered by the authors, just assessing the activities of the site:

19. Please describe the policies/programs of the site regarding the inclusion of women/migrants/ethnic minorities or other vulnerable groups.

n/a see question 1 to 3. At the time of the project, inclusion of different groups was only a limited issue, hence there were no specific programs for that. Furthermore, the main aim of this project was attracting tourists, so in that regard these issues are also less important.

20. How would you assess the communication activities of the OC regarding the inclusion of women/migrants/ethnic minorities or other vulnerable groups?

Only a general answer can be provided about communication activities, namely that there was very little room for incorporating a variety of stakeholders and stakeholders' ideas due to the chosen rather top-down governance model. See chapter 4.2 of the observatory case report. As a consequence there was also no specific communication strategy regarding different groups.

Marineterrein

Integration level indexes:

Participation to the project

1. Within the people living and working in the district (**wider community**), what is your perception of the percentage of?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Women			X		
Migrants			X		
Ethnic Minorities (including cultural and linguistic minorities)		X			
Under 25		X			
Above 60 years old	X				
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)					

2. Within the community organized around your space (**users**), what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Women			X		
Migrants			X		
Ethnic Minorities (including cultural and linguistic minorities)	X				

Under 25			X		
Above 60 years old		X			
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)					

3. Within the people working and participating within your organization (**employees**), what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women		X			
Migrants	X				
Ethnic Minorities (including cultural and linguistic minorities)	X				
Under 25	X				
Above 60 years old	X				
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)					

4. Within the people in charge of the decision making process of your projects (**leaders**), what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Women			X		
Migrants	X				
Ethnic Minorities (including cultural and linguistic minorities)	X				
Under 25	X				
Above 60 years old			X		
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health- related challenges etc.)					

Inclusion process

Strategy to assure participation and leadership of fragile groups

LEADERSHIP

1. What is the OCs strategy to assure leadership of women? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

No specific strategy in place for the organization Bureau Marineterrein. However, the director of the Bureau Marineterrein is a woman therefore it was considered balanced.

2. What is the OCs strategy to assure the leadership of different age groups? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

No specific strategy in place for the leadership of different age groups within the team of Bureau Marineterrein. Most age groups (besides under 25 years old) are represented in the team.

3. What is the OCs strategy to assure the leadership of migrants, ethnic minorities, long term residents, low income residents? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

No specific strategy in place for the leadership of migrants, ethnic minorities, long term residents, low income residents within the team of Bureau Marineterrein. However, the neighborhood is involved through various consultations and activities in the development of the site, thus including various groups in the decision making.

PARTICIPATION

4. What is the OCs strategy to assure the participation and employment of women? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

No specific strategy in place. However, the mix of tenants ensures a good participation from various social groups. For example Codam (currently biggest community on site) offers a free programming school to young people from various backgrounds (including high school drop-outs, youth from low income groups, refugees etc). The presence of Codam also attracted new developments such as a catering facility on site (Kanteen 25) to provide cheaper food on site while also training refugees or other vulnerable groups towards becoming chefs.

5. What is the OCs strategy to assure the participation and employment of different age groups? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

Same as above, the mix of tenants and stakeholders involved ensures good participation across all age groups. Moreover, several free activities are organized every year which attract a variety of age groups.

6. What is the OCs strategy to assure the participation and employment of migrants, ethnic minorities, long terms residents, low income residents? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.)

Same as above, the mix of tenants and stakeholders involved ensures good participation across all age groups. Moreover, the site has an international appeal with a relatively high amount of migrants working on site. Moreover, the free activities organized on site such as community days, neighborhood days, summer camps for children ensure the participation of ethnic minorities, long terms residents and low income residents.

7. Are there other activities or strategies for the inclusion of other vulnerable groups relevant in your case ?

-

8. How would you describe the educational and labor market background of the people in charge of the project? Is there a stark difference between the "leaders" and the "users"?

The leaders of the project are all highly educated with a (relatively) strong market position. Many of the tenants (innovation institutes, universities, museums) have a similar background. However an effort is being made to also include groups with a lower education / weaker labor market position in terms of users (through free activities, free educational opportunities, skill development).

9. How would you describe the income level and economic position of people in charge of the project and people involved in it? Over the years, could you notice any change in this regard?

The leaders of the project could be integrated as upper middle class, with a relatively strong economic position. This position has not changed throughout the years.

10. How would you describe the income level and economic position of the employees or people involved in the project compared to the one held by people in leading roles?

Mostly similar to above.

Evolution and other strategies

11. Are there any other elements which can highlight strengths or weaknesses in your organization's gender strategy?

-

12. Have any of the ratios (see the survey questions above) changed significantly over the years? If yes, which ones and what were the main reasons for this in your opinion?

An important factor has been the arrival of the various educational institutes on site (CODAM, Kanteen 25, Digital Society School etc.) which had a big impact on the amount of youth participating in the activities on site.

Moreover, many tenants teaching digital skills have a priority to increase diversity and inclusion in the tech community, therefore the statistics are expected to change in the future.

13. Have any of the strategies adopted by OCs changed over the years?

-

14. Are there other relevant activities or strategies for the inclusion of other vulnerable groups?

-

The questions below – especially no. 16 – are to be answered by the authors, just assessing the activities of the site:

15. Please describe the policies/programs of the site regarding the inclusion of women/migrants/ethnic minorities or other vulnerable groups.

While Bureau Marineterrein (the organization leading the area transformation process) is a relatively top-down structure with a low amount of diversity, the community that is currently being developed on site (through the selection of tenants) is on its way to become a very diverse and inclusive environment, which is quite unique for innovation quarters in general. It might be that diversity and inclusion will become one of the biggest strengths of the area as an innovation district in the future.

16. How would you assess the communication activities of the OC regarding the inclusion of women/migrants/ethnic minorities or other vulnerable groups?

The communication activities of the OC have definitely made an effort to reach a large part of the neighborhood and attract and include women/ethnic minorities or low income groups. The ambition of many tenants is to increase this in the future.

Citadel

Integration level indexes:

Participation to the project

1. Within the people living and working in the district (**wider community**), what is your perception of the percentage of?

Alba Iulia has 63,536 inhabitants according to the 2011 National Census. The unofficial data states that the present number is about 74,000 inhabitants due to the extension of the city limits which now includes several small villages located in the close proximity of the city.

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women			X		
Migrants	X				
Ethnic Minorities (including cultural and linguistic minorities)	X				
Under 25			X		
Above 60 years old	X				
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)					

2. Within the community organized around your space (**users**), what percentage are ...?

0%-20% 20%-40% 40%-60% 60%-80% 80%-100%

Women			X		
Migrants	X				
Ethnic Minorities (including cultural and linguistic minorities)	X				
Under 25			X		
Above 60 years old	X				
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health- related challenges etc.)					

3. Within the people working and participating within your organization (**employees**), what percentage are ...?

0%-20%

20%-40%

40%-60%

60%-80%

80%-100%

Women			X		
Migrants	X				
Ethnic Minorities (including cultural and linguistic minorities)	X				
Under 25	X				
Above 60 years old			X		
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health or mental health-related challenges etc.)					

4. Within the people in charge of the decision making process of your projects (**leaders**), what percentage are ...?

0%-20%

20%-40%

40%-60%

60%-80%

80%-100%

Women	X				
Migrants	X				
Ethnic Minorities (including cultural and linguistic minorities)	X				
Under 25	X				
Above 60 years old		X			
Other (please, specify any form of minority that you experience in your project, e.g. individuals experiencing health					

or mental health-related challenges etc.)					
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Inclusion process

Strategy to assure participation and leadership of fragile groups

5. What is the OCs strategy to assure leadership of women? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

Alba Iulia Municipality is a local public authority with a high potential for growth and development, focused on the institutional, economic, social and cultural interests of local community in providing a democratic local government. The Municipality is committed to sustainable and integrated development within its activities and elaborated strategies, with objectives like: to ensure the provision of public services for the inhabitants of Alba Iulia (more than 63.000 inhabitants, central Romania) in a sustainable manner respecting the equality of chances, to promote social and economic development, to promote a safe and healthy environment, to encourage the involvement of citizens and of nongovernmental organizations in the matters of local government, to make sure that citizens benefit from a healthy living environment and from good living conditions.

Although Alba Iulia Municipality does not have a proper strategy aimed to assure the leadership of women, along the years, the Municipality - as local public authority - has always sustained actions which included the gender dimension, whether we are talking about management diversity, implemented projects or employee recruitment, trying to influence also the action of the local relevant stakeholders (other public institutions, private institutions, NGOs, associations, private companies, educational institutions, cultural institutions etc.).

The future SIDU (**Urban Development Integrated Strategy**) will be defined for the time interval 2021-2030. SIDU development concept will be in line with the 5 investment priorities stated by the European Commission for the period 2021-2027: a smarter Europe, an emission-free greener Europe, a connected Europe, a more social Europe, a Europe closer to its citizens. Developing the SIDU will take a technical and professional approach which will argue and ground the strategic vision in a complete and structured way. It will include several stages and the utilization of various tools / mechanisms of informing, consulting, giving a joint interest to the relevant actors. Furthermore, **AIM will include the gender related contemporary challenges in the transport ecosystem and the importance of women's mobility needs in the future Integrated Urban Development Strategy of Alba Iulia for the period 2021-2030 and also in the future Smart City Strategy of Alba Iulia.** Both development

strategies are funded through 2014-2020 Administrative Capacity Operational Programme. The fight against discrimination, regardless of the criterion, represents a constant objective of Alba Iulia Municipality, highlighted within the entire activity of the local administration, by trying to include gender, diversity, equal opportunities and non-discrimination issues in the future strategic documents of the Municipality.

AIM is trying to officially sign the European Charter for Quality of Women and Men in Local Life, which represents a charter for Europe's local and regional governments to commit themselves to use their powers and partnerships to achieve greater equality for their people. The Charter describes general but also specific gender principles, including women in the field of transport, which is the main theme in TInnGO project. By signing the Charter, the Municipality will develop and implement its own Equality Action Plan. The official adoption of the Charter at AIM level will act as an important gender mainstreaming in policy documents, having a great impact at local level. The official sign of the Charter requires the organization of a public debate, which is now postponed due to the pandemic context.

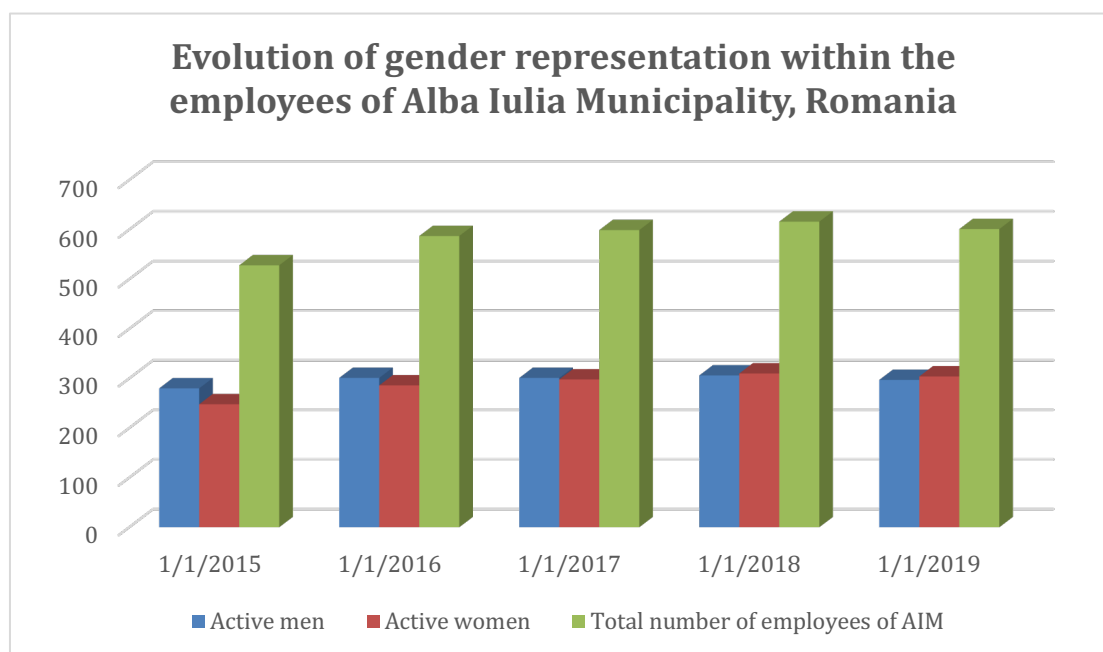
The Municipality encourages the access of women to occupy positions/functions both for the period of elaboration of major urban mobility projects (the preparation and submission of the application for funding, implementation, management team, etc.) and for the period of implementation and management of these projects.

For example, under the 2014-2020 ROP program, the Municipality submitted 3 large investment projects in the field of urban mobility, summing up a total value of 40.2 million EUR. Two of the 3 mentioned projects (31.7 million EUR) have already received funding and are now currently under implementation. All projects aim to increase the quality of life in Alba Iulia, by promoting sustainable multimodal urban mobility and through investments based on the local Sustainable Urban Mobility Plan. Within these projects, the Municipality respected principles related to equal opportunities, i.e. the access of female persons to fill in positions at the level of the management team, but also in the execution phase. In addition, during the implementation period, an office will be set up as a monitoring point/command center for traffic management. At least 1/3 of the people who will work at the Command Center will be female.

There are also other large investment projects directly connected or complementary to urban mobility which are funded by the 2014-2020 ROP (electric buses, electric charging stations etc.), which foresee the same gender dimension principles with respect to the management and implementation teams.

In the early 1990s, the Alba Iulia Municipality organization chart was dominated by men, for reasons directly related to the general national practices of the communist period, before the '89 Revolution. Fortunately, things evolved in positive way, having now within the local administration of Alba Iulia a much better approach of diversity and gender equality principle. The comparative situation for the last 5 year period is presented in the chart below and confirms official acknowledgement of the gender dimension within its own organigram. The data was recently collected (December 2019) and outlines the evolution of the men-women ratio for each of the years studied. One can observe a permanent improvement of the gender-related staff structure: thus, if in 2015 we had an over-representation of men in the AIM staff structure (280 men vs.

248 women), this situation evolved in terms of women representation within the organization, reaching out almost perfect equality in 2017 and 2018 and even a slight advance for women on 01.12.2019 (304 women vs 297 men). Demonstrating also hard work and perseverance, some of the employed women were promoted within the top management positions, as a result of their hard work, knowledge and gained experience.



The Municipality is managed by a dynamic administration which is committed to sustainable and integrated development within its activities and elaborated strategies. Within its actions, AIM is permanently organizing events at the local community level that contribute to the integration of gender and diversity dimension in the field of transportation and beyond. Several examples from the year of 2019 are:

National Woman Rally Championship 2019 in Alba Iulia (link [here](#))

Skirt Bike 2019 (contribution to the organization of the event - link [here](#))

European Mobility Week 2019 (link [here](#))

National Women's Football Tournament, Alba Iulia Fortress Stadium, 24-25 August 2019.

6. What is the OCs strategy to assure the leadership of different age groups? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

As already stated in its official objectives related to the sustainable urban development, Alba Iulia Municipality is open to active leadership with respect to all addressed issues via the present questionnaire, as all performed actions respect the principles of legality, non-discrimination, transparency, proportionality, objectivity, equal opportunity, efficient use of funding. The employee recruitment guidelines are formulated in a particular manner for each vacant job, having focus on national legislation and specific experience of the potential employees.

7. What is the OCs strategy to assure the leadership of migrants, ethnic minorities, long term residents, low income residents? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

Please see answer of question no. 2.

8. What is the OCs strategy to assure the participation and employment of women? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

Please see answer of question no. 2.

9. What is the OCs strategy to assure the participation and employment of different age groups? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.) In case there is no specific strategy to achieve the goal, please explain why.

Please see answer of question no. 2.

10. What is the OCs strategy to assure the participation and employment of migrants, ethnic minorities, long terms residents, low income residents? (You may address your diversity management, outreach activities, the programs or services that are offered, the institutionalization of caucuses, employee recruitment guidelines, the implementation of quotas, etc.)

Please see answer of question no. 2.

11. Are there other activities or strategies for the inclusion of other vulnerable groups relevant in your case?

AIM is implementing non-reimbursable projects with focus on the social inclusion of existing vulnerable target groups at local level. Please see answer of question no. 14.

12. How would you describe the educational and labor market background of the people in charge of the project? Is there a stark difference between the “leaders” and the “users”?

13. How would you describe the income level and economic position of people in charge of the project and people involved in it? Over the years, could you notice any change in this regard?

14. How would you describe the income level and economic position of the employees or people involved in the project compared to the one held by people in leading roles?

Evolution and other strategies

15. Are there any other elements which can highlight strengths or weaknesses in your organization’s gender strategy?

As a general observation from the implementation of TInnGO project at local level, one can identify involvement & communication barriers, such as difficulties to identify and to get involved entrepreneurs/women to create mentorship/leaders at local level or raising awareness among all relevant local stakeholders with respect to the gender dimension in terms of smart mobility and transportation, which could lead to enabling them in the process of co-developing plans/actions which may work in the mobility domain.

16. Have any of the ratios (see the survey questions above) changed significantly over the years? If yes, which ones and what were the main reasons for this in your opinion?

Please see answer from question no. 1.

17. Have any of the strategies adopted by OCs changed over the years?

18. Are there other relevant activities or strategies for the inclusion of other vulnerable groups?

AIM has implemented along the years and is still implementing projects with non-reimbursable funding which focus social services and local vulnerable groups (Roma people (adults and children), mono parental families, families with more than 3 children and a minimum wage, people with disabilities, unemployed people, elderly people etc.), which have a relevant social and even economic impact on the entire local community.

The questions below – especially no. 16 – are to be answered by the authors, just assessing the activities of the site:

19. Please describe the policies/programs of the site regarding the inclusion of women/migrants/ethnic minorities or other vulnerable groups.

The answers provided by the Alba Iulia Municipality refer to the municipality in general, not specifically to the OC. On the other hand, the Municipality is not the only owner and decision maker in the Citadel, our OC. There are, for example, also two – Roman Catholic and Greek Orthodox – bishoprics, which obviously represent very different cases in terms of gender policy. We sent the questions to the Municipality because they run the general revitalization project, but they do not exclusively define who the main actors are.

As their answers demonstrate, the Municipality is moving towards a more inclusive strategy especially via EU funded projects, but in practice, most of the leaders are male and not very young. Generally, they communicate that they are open for everyone regardless gender, age, social status, ethnicity, etc. However, there are no specific strategy or actions along these lines concerning the OC, and the practice contradicts these principles in certain cases.

Since Alba Iulia has been a multiethnic city throughout its history, and these ethnicities have been markedly present in the Citadel (even streets were named after that), this is an important issue concerning the OC. This is connected to religious differences too, since the Roman Catholic bishopric is Hungarian, while the Greek Orthodox is Romanian. The multiethnic past and present is not presented at all in the new narrative created after the revitalization, the question is simply avoided. This means that ethnic minorities feel excluded. There is also a long ongoing contest for the ownership of the past in the fort, which is also present in the interpretation of the built heritage. Since ethnicity in Transylvania is interwoven not just with language but also with religion, the recent archaeological excavation of a 10th century church in the southwestern part of the fort has again brought to surface the question of who was first here: the western or the eastern church and various historical interpretations connect the ruins to various ethnic groups present in the area.

A research project financed by the Local Council and the City Hall of Alba Iulia in 2014-2019 and implemented by the Department of History, Archaeology and Museology of the 1 December 1918 University in cooperation with the Museum of the Union presents a different and much more inclusive version of the city's past. The output of the project called *Memoria Urbis* is a website and a book. Various layers of the history, as well as the minority groups, appear in it, though mostly related to the districts surrounding the Citadel.

Civic actors as well as heritage professionals urge for the presentation of a more inclusive narrative.

See also the part "Values and identities" in the OC paper.

20. How would you assess the communication activities of the OC regarding the inclusion of women/migrants/ethnic minorities or other vulnerable groups?

Related specifically to the Citadel, these groups do not appear in the communication. There is a general agenda that the Citadel is open for everyone but they do not emphasize any specific group.

