

Transferability Study

FINAL VERSION · WORKING DOCUMENT

Lead Partner: Municipality of Brindisi (IT)
Good Practice: Case di Quartiere, Brindisi
Lead Expert: Dr. Donagh Horgan, oifig.eu.

Partner Cities: Roeselare (BE) · Sarajevo - Stari Grad (BA) · Vaslui (RO) ·
Vélez-Málaga (ES) · West Mani (GR) · Destriak (SI) · Tetovo (MK)

Network duration: November 2025 - April 2028

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Foreword'

On the urgency of activating vacant space

Stand at the edge of almost any European city or urban settlement and you encounter it: the grey remnants of the twentieth century. Concrete frames rising from weeds. Corrugated rooflines streaked with rust. Braced facades awaiting a demolition that never comes, or a conversion that never starts. Public buildings locked behind fences, their interiors still carrying the institutional furniture of an era when the state believed in provision. These are the spatial residues of an economic system that produced things at great speed and then moved on - leaving communities to inhabit the aftermath.

The legacy is not only material. The post-industrial city reads as a succession of abandoned projects - each a monument to a short-term investment cycle that has ended, a factory that relocated, a public service that was withdrawn, a neighbourhood whose fiscal return fell below the threshold of development interest. For the communities who remain, vacancy is not only an aesthetic problem but a daily one: the absence of services, of gathering spaces, of the civic infrastructure through which collective life is organised. What needs repair is the connective tissue between people, between institutions, and between communities and the decisions that shape their places.

It was against this backdrop that the *2021 Pritzker Architecture Prize* felt like an act of overdue honesty. The award to Lacaton and Vassal was not a celebration of formal invention but of a professional position: never demolish, never remove or replace - always add, transform, and reuse. Their intervention insisted that architecture's first obligation is to what is already there, and to the people already living within it. What they named was a hardware problem. But the buildings in this network have not been waiting for architects. They have been waiting for the social infrastructure - the partnerships, the governance, the community will - that makes activation possible and durable. That is the software. The research underpinning this programme found, consistently, that hardware without software fails: spaces renovated without the relational and governance conditions to sustain them return to vacancy. **COPLACE** transfers both.

Challenging the commodification of urban life, the social function of buildings becomes an urgent question of placemaking - if it is to lead to genuinely inclusive cities. Left vacant, redundant infrastructure and empty buildings are just idle stock; reclaimed by communities they become the seedbed for the networks, frameworks and architectures through which social infrastructure, resilience and collective self-sufficiency are built. This conversation is the subject of sustained academic inquiry on my part, into how communities developed socially innovative responses to spatial inequality in their built environments. That research advances the hypothesis that such innovation develops through three interdependent phases. **Networks** establish the relational preconditions: cross-sectoral coalitions, civic trust, and a shared understanding of the problem. **Frameworks** provide the structural conditions: governance, ownership, legal and policy enabling. **Architectures** deliver activation: the programme, the management model, the social enterprise that gives form to a community's right to its own place.



This theoretical framework maps onto the **COPLACE** Transferability Study, situating the **Network-Framework-Architecture** model within sustainability science and community resilience theory, and examining its structural barriers - ways in which neoliberal planning frameworks and tokenistic participation reproduce the spatial inequalities they claim to address. The three **COPLACE** modules operationalise this research. The **Good Practice**, *Case di Quartiere* in Brindisi, is its empirical demonstration: ten underused public buildings activated through cross-sectoral partnership, sustained through social enterprise, and embedded in community governance. **COPLACE** transfers the model.

"New spaces for open collaboration and coworking sprouted up in vacant and abandoned buildings, as new live-work patterns were emerging - new ways in which to programme, use and share spatial assets."

The European policy environment has, since 2020, undergone a convergent recalibration around these questions. **The Renovation Wave** (2020) positioned social benefit - proximity services, community infrastructure, neighbourhood cohesion - alongside energy renovation as twin objectives of building reuse policy. The **New European Bauhaus** (2021, with the multi-annual NEB Facility from 2025) places the activation of existing buildings and underused public space at the centre of an ecological transition that is also cultural, inclusive and rooted in belonging. The **New Leipzig Charter** (2020), the policy framework within which URBACT Transfer Networks operate, gives this a governance dimension: integrated urban development, the public sector as enabler, community co-production as a structural principle. Across these instruments, the activation of vacant and underused buildings at neighbourhood scale has moved from a residual strategy to a central one.

The concrete is cracking. The weeds are finding the joints. The buildings are still there. In most of the cities in this network, the spaces we are working with have been waiting - sometimes for decades - for the combination of relational will, policy support and community capacity that this programme is designed to build. Anne Lacaton describes architecture as a practice of augmenting possibilities - adding to what is already there rather than subtracting from it. That is what the **COPLACE** transfer network is for.

— Dr. Donagh Horgan · Lead Expert
COPLACE URBACT Transfer Network

Methodological Note

This **Transferability Study** has been produced through a process of co-inquiry involving the COPLACE Lead Partner (Brindisi), the seven Partner Cities, and the URBACT Lead Expert. The study draws on bilateral city visits, consultation with emergent URBACT Local Groups (ULGs), desk research, and facilitated transnational exchanges between November 2025 and August 2026. City visits were completed to Roeselare (January 2026), Sarajevo (January 2026), Vaslui (March 2026), Vélez-Málaga (April 2026), West Mani (April 2026), Tetovo (June 2026) and Destriak (June 2026). The first, Kick-Off Transnational Meeting was held in Brindisi on 17-19 March 2026, followed by the second Transnational Meeting in Vélez-Málaga on 1-2 July 2026.

The study is therefore represent in this - a working document by design, not by default. It is envisaged to be built upon iteratively as partner cities adapt the framework and work plan to the unique needs and opportunities of their local ecosystem. The document is structured as follows; Part 1 describes the Good Practice in Brindisi. Part 2 profiles each partner city and the three proposed transversal Working Groups to be constituted within each ULG. Part 3 sets out the transfer methodology framework that organises the network's work - the 36 Work Packages, Activity Term Key, CdQ Good Practice, GP Reference Key and Five Transferable Lessons. Part 4 synthesises findings, sets out the transferability assessment, and presents the network roadmap.

The COPLACE Transferability Model

This Transferability Study is a working document produced in August 2026. It covers the Good Practice in Brindisi, profiles of all seven partner cities, and the proposed methodology for transfer across the network. It will be updated as ULG formation, Working Group sessions and transnational exchanges generate new knowledge.

The COPLACE Transferability Model is an operating system for transfer. Its three phases - Network, Framework, Architecture - each contain the same three modules, organised around the same recurring themes: Governance, Ownership and Participation. The same questions are asked in every phase - who governs, who owns, who participates - but the answers deepen as the co-design work advances. Network establishes the relational conditions; Framework builds the structural ones; Architecture activates and sustains. Because the same module structure recurs across all three phases, outputs from each phase feed back into the others: what is learned about participation in Architecture reshapes who needs to be in the room in Network; what is negotiated about ownership in Framework determines what Architecture can build. This is not a linear programme - it is an operating system.

The COPLACE Transferability Model			
Phase	Contains Modules	What it covers	COPLACE scope
Network	N1 Governance, N2 Ownership, N3 Participation	Relational infrastructure: partnerships, actor convening, synergy activation	Cross-sectoral partnerships; ULG formation; Manifesto or Principles Document; Summer School
Framework	F1 Governance, F2 Ownership, F3 Participation	Structural, regulatory and policy conditions: governance, legal, funding	Policy landscape; ownership models; renovation pathways; policy advocacy
Architecture	A1 Governance, A2 Ownership, A3 Participation	Activation, programming and long-term management of spaces	Community needs; hub programme; enterprise model; social impact measurement

The Three Transversal ULG Working Groups

The **COPLACE** transfer methodology is structured around three phases (Network, Framework, Architecture) and three analytical dimensions that run through each: Governance, Ownership and Participation. These dimensions are not separate workstreams but interconnected lenses through which the transfer work in each phase is organised and assessed. Together they produce the nine-cell framework that structures all 36 Work Packages.

The **Transferability Study** proposes three Working Groups (**WG-Governance**, **WG-Ownership**, **WG-Participation**) that can act as the basis - the operational instruments - for local ULG thematic work in each city, adapted to each city's context. These are different cuts through the same material and should not be conflated, but are intended to facilitate peer-to-peer exchange across partner cities, and develop common approaches or responses to local challenges.

In this way, the **Working Groups** are proposed as thematic sub-groups of each city's URBACT Local Group, not a separate or parallel structure. Following the URBACT ULG Masterclass model (Core Group + Working Groups), each city's ULG is expected to have a Core Group and up to three thematic WGs, adapted to local needs. WG members sharing the same theme across different cities can exchange directly between Transnational Network Meetings. The full WG specification is in Part 2.

The Three Transversal ULG Working Groups			
Working Group	Theme	Defining characteristics (from CdQ)	Scope
WG-Governance (Platform)	Relationships	Open and accessible; interconnected with the public administration; geared to collaboration	Governance; partnership; civic communication; ULG formation; Manifesto
WG-Participation (Programme)	Functions	Multifunctional; experimental; community animation	Services co-design; cultural programme; proximity welfare; incubation
WG-Ownership (Legacy)	Sustainability	Generators of social and economic value; social enterprise; financially viable over time	Ownership models; Social Balance Sheet; financial sustainability

When considering, the mobilisation of the working groups across the timeline of the **COPLACE Framework Model**, the WG-Governance (Platform)'s earliest work sits in the **Network** phase; WG-Participation (Programme)'s work peaks in the **Architecture** phase; WG-Ownership (Legacy) spans the **Framework** and **Architecture** phases. All three Working Groups are active from ULG formation in the Network phase onward. WG priorities per city are indicative at this stage (see the priority matrix in Part 2.2); the full WG specification is in Part 2.2.

Part 1 • The Good Practice

1.1 Introduction

COPLACE - Collaborative Places for Local Activation, Communities and Enterprises - is an URBACT Transfer Network led by the City of Brindisi, Italy. The network transfers the **Case di Quartiere Good Practice** across seven European partner cities, providing a tested model for social innovation in the built environment.

COPLACE focuses on the activation of collaborative processes - among communities, enterprises and local authorities - rather than on the physical renovation of buildings alone. Physical renovation and adaptive reuse are essential components, but the defining characteristic of the practice is what happens between people, organisations and institutions in and around the spaces being activated. Urban space is treated here as a social product: the transformation of buildings and neighbourhoods is approached as a vehicle for community activation rather than as an end in itself.

The Good Practice in Brief: Case di Quartiere, Brindisi



Brindisi is a Mediterranean city of approximately 83,000 inhabitants in Puglia, southern Italy, facing demographic and economic decline, high youth unemployment, and an extensive stock of disused public buildings. From 2021, the Municipality of Brindisi developed the Case di Quartiere ('Neighbourhood Houses') programme through the regional Hub di Innovazione Sociale programme, funded with €2.2 million from the Puglia Region through combined FSE and FESR sources.

The programme brought approximately ten community spaces - previously operating in isolation, under varied management models, with no shared identity - into a networked ecosystem of neighbourhood hubs. The network was built through four interconnected strands: training support and mentoring (two summer schools, 150 hours of general and specific training, 300 hours of technical support); support for network creation, including joint authorship of a shared Manifesto of eight principles functioning as a constitution for the network, and the adoption of Social Balance Sheet tools for impact measurement; co-design of new citizen services through a public call to hub managers (up to €15,000 per approved initiative, three themes: culture, education, community services); and a common cultural festival uniting all Case di Quartiere sites to build shared identity across the city.

The resulting network now comprises ten spaces and over 2,000 sq m of regenerated building fabric, plus a new 30,000 sq m community park. Three of the spaces are monumental heritage assets; one is a property confiscated from organised crime. Hub activities span sport, slow tourism, music, theatre, education, community services, coworking, FabLab, and project and business incubation. Each hub is characterised by three defining qualities: **Relationships** (open and accessible daily, interconnected with one another and with the municipal administration); **Functions** (multifunctional and multithematic, based on experimentation and idea incubation, delivering community services and animation); and **Sustainability** (generators of economic and social value, oriented towards social enterprise, financially viable over time).

In Brindisi, the **Manifesto delle CdQ** - a manifesto of eight principles co-authored by Brindisi's hub managers and the municipality in 2022 - turned the partnership-not-supplier-client principle from an aspiration into a documented, mutually agreed set of rules of engagement. Running that same co-authorship exercise in each partner city during initial ULG engagement matters less for the document it produces than for the process itself: it gives a newly-formed group something they built together from day one, anchoring trust before the harder governance and ownership questions arrive.

Five transferable lessons. The relationship between local administration and hub managers must be one of partnership, not supplier-client. Spaces function as platforms for civic communication between citizens and administration. Public space can serve as a lever for local economic development. Sustainability requires combining social and cultural aggregation, proximity services, and social enterprise principles. The role of public administration is to enable latent community resources, with citizens as agents of their own development. These lessons are presented in full operational form in Table 5 (Part 3).

Under the current programme cycle (2025–2027), Brindisi is scaling the model with a total budget of €8.44 million (FSE+ €6.2M, FESR €2.24M) under the PN METRO PLUS e Città Medie Sud 2021–27 programme. The Good Practice was recognised by the URBACT programme in 2025 as a transferable model. At the ANCI Infoday in May 2025, CdQ was described as concreto, misurabile, replicabile - concrete, measurable, replicable.

Figure 01: The Good Practice: Case di Quartiere, Brindisi

RELATIONSHIPS	FUNCTIONS	SUSTAINABILITY
- Open and accessible daily - Interconnected with local administration - Geared towards collaboration and sharing	- Multifunctional and multithematic - Based on experimentation and incubation - Delivering community animation and services	- Generators of economic and social value - Oriented towards social enterprise - Financially viable over time

EIGHT MANIFESTO PRINCIPLES

P1	Connections with neighbourhoods and territorial impact	P2	Care and wellbeing of citizens	P3	Places of opportunity for the community	P4	New economies and forms of entrepreneurship
P5	Participation and active citizenship	P6	Places of sociality, sport, culture, and creativity	P7	Environment and sustainability	P8	Pact for the city

FIVE TRANSFERABLE LESSONS

L1	L2	L3	L4	L5
Partnerships, not supplier-client contracts	Spaces as platforms for civic communication	Public space as a lever for local development	Three pillars of sustainable management	Public administration as enabling factor

ACTIONS

Map	Co-diagnose	Co-design	Co-decide	Activate	Formalise	Measure	Share
Gather and organise	Assess with stakeholders	Develop collaboratively	Decide collectively	Put into motion	Document and anchor	Compile impact	Disseminate widely

Figure 01 summarises the three defining qualities, eight Manifesto principles and five transferable lessons of the Case di Quartiere model.

URBACT Transfer Networks:

What They Are and How They Work

URBACT is the European Union's programme for sustainable urban development, co-funded through Interreg. Since 2002, over 1,000 EU cities have participated in URBACT networks, exchanging knowledge and building capacity to address shared urban policy challenges. URBACT Transfer Networks (TNs) bring together a Lead Partner city - holder of a recognised Good Practice - with up to seven Transfer Partner cities, which adapt and implement elements of that Good Practice in their own contexts over a 30-month period.

The TN journey runs across three timetabled stages, set out in full in Part 4. Across the network's lifetime, URBACT Local Groups are constituted, the Good Practice is broken down into transferable modules and adapted to each city's context, and Transfer Plans are developed, finalised and disseminated. The Lead Partner develops an Improvement Plan: a strategy for sustaining and enhancing the Good Practice in light of what has been learnt through the network.

The URBACT Local Group (ULG) is central to the TN methodology in each partner city. Each ULG brings together local stakeholders - elected representatives, civil servants, civil society organisations, enterprises, communities - to co-produce the Transfer Plan through a structured participatory process. **COPLACE** is an URBACT IV Transfer Network running from November 2025 to April 2028. The Lead Partner is the Municipality of Brindisi; the Lead Expert is Donagh Horgan. The network involves seven partner cities across six countries: Roeselare (Belgium), Sarajevo–Stari Grad (Bosnia and Herzegovina), Vaslui (Romania), Vélez-Málaga / Fundación CIEDES (Spain), West Mani (Greece), Destrnik (Slovenia), and Tetovo (North Macedonia).

1.2 European and Policy Context

1.2.1 EU Cohesion Policy 2021–2027

Cohesion Policy is the EU's principal investment instrument for reducing regional disparities and supporting integrated territorial development, with a budget of approximately €392 billion for the 2021–2027 period. It is delivered primarily through the European Regional Development Fund (ERDF), the European Social Fund Plus (ESF+), the Cohesion Fund, and the Just Transition Fund. The **COPLACE** Good Practice in Brindisi is itself co-funded through Cohesion Policy: the original Hub di Innovazione Sociale (€2.2M, FSE and FESR) and the current €8.44M scaling under PN METRO PLUS e Città Medie Sud 2021–27 are the type of investment Cohesion Policy is designed to enable.

Two features of the 2021–2027 programming are directly relevant to **COPLACE**: Policy Objective 5 ('A Europe closer to citizens'), which supports locally developed integrated territorial strategies and place-based approaches; and the requirement that at least 8% of each Member State's ERDF allocation be dedicated to sustainable urban development, delivered through tools such as Integrated Territorial Investment (ITI) and Community-led Local Development (CLLD). The Transfer Plans produced during the initial **Network** phase - ADAPT on the URBACT timeline - will identify, for each city, the specific Cohesion Policy programmes through which the local Investment Plan can be supported.

1.2.2 New European Bauhaus and the NEB Facility

The New European Bauhaus (NEB), launched by the European Commission in 2021, is the cultural and creative dimension of the European Green Deal. It centres three values - sustainability, aesthetics and inclusion. From 2025, the NEB Facility (2025–2027) provides the initiative's first dedicated multi-annual funding instrument: a Research and Innovation component anchored in Horizon Europe (approximately €120 million per year) and a Roll-out component drawing on Cohesion Policy and other EU programmes.

For **COPLACE**, the NEB framing is methodologically as well as financially significant. Its three Research and Innovation destinations - connecting the green transformation, social inclusion and local democracy; circular and regenerative approaches for the built environment; and innovative funding and new business models for the transformation of neighbourhoods - align directly with the three **COPLACE** phases, modules and Working Group themes. NEB Investment Guidelines and the NEB Funding portal are practical reference points for partner cities developing their Transfer Plans during the **Network** phase (ADAPT on URBACT timeline), as well as associated platforms, tools and toolkits..

1.2.3 Urban Agenda for the EU

The Urban Agenda for the EU (UAEU) was established by the Pact of Amsterdam in 2016 and renewed by the Ljubljana Agreement in 2021. Several active and recent UAEU Thematic Partnerships are directly relevant to **COPLACE**: Sustainable Tourism, Greening Cities, Cities of Equality, and the new Partnerships on Building Decarbonisation and the Water Sensitive City. The Ljubljana Agreement places explicit emphasis on small and medium-sized cities and towns - the typology of every **COPLACE** partner city.

1.2.4 Sustainable Development Goals and Localisation

The **COPLACE** methodology contributes most directly to three UN Sustainable Development Goals: SDG 11 (Sustainable Cities and Communities), particularly Target 11.3 on inclusive, integrated, participatory urban planning and Target 11.7 on universal access to safe and inclusive public spaces; SDG 10 (Reduced Inequalities), through proximity services and the activation of underused buildings in neighbourhoods at risk of disinvestment; and SDG 17 (Partnerships for the Goals). Voluntary Local Reviews offer COPLACE partner cities a route to position their Investment Plans within a recognised reporting framework that connects local action to the 2030 Agenda, and extant and emergent EU spatial policy.

1.3 Description of the Good Practice: Case di Quartiere, Brindisi

The Case di Quartiere ('Neighbourhood Houses') network of Brindisi is the **COPLACE Good Practice**. It comprises ten neighbourhood hubs distributed across the city, each combining community engagement, social entrepreneurship, digital inclusion and participatory governance in a hybrid civic model. The network is not administratively imposed but emergent and practice-based: hubs recognise themselves within the ecosystem through shared projects, mutual referral, and a jointly developed Manifesto of eight shared principles.

Hub spaces include a co-working space, FabLab and Business Incubator (Palazzo Guerrieri); a youth community centre and cultural driver in underserved neighbourhoods (Parco Buscicchio); a property confiscated from organised crime now activated as a youth and sports centre (Spazio DeSTEENazione); a youth cultural space and library (Casa della Musica); and a slow tourism and schools activities hub (Ex Convento Scuole Pie).



Governance: partnership, not supplier-client.

The defining governance principle of CdQ is the relationship between local administration and hub managers as one of partnership rather than supplier-client (Lesson 1). The Manifesto delle Case di Quartiere - eight principles co-authored by hub managers and the municipality in 2022 - functions as the network's working constitution. Three distinct allocation models operate across the network: cooperative management (Parchi Bene Comune), private civic organisation, and TSO concession.

Financial sustainability and the three pillars.

CdQ's sustainability model is explicitly tripartite: social and cultural aggregation + proximity services + social enterprise principles (Lesson 4). The Bilancio Sociale (Social Balance Sheet) measures performance against all three pillars simultaneously. 52% of the PN METRO PLUS budget is allocated to community-managed services - a benchmark indicator the transfer methodology proposes for partner city Investment Plans. CdQ Imprese, a public call to established businesses offering up to €45,000 for ten initiatives implemented with TSOs and hub managers, creates a public-private platform for sustainable economic activation.

Social impact, slow tourism and digital inclusion.

Hub activities span sport, slow tourism, music, theatre, education, community services, coworking, FabLab, and project and business incubation. The slow tourism strand is anchored at the Ex Convento Scuole Pie, with direct transfer connections to West Mani, Vélez-Málaga and Sarajevo. Digital inclusion runs through the Portale sulla Partecipazione and the Portineria di Quartiere (Neighbourhood Concierge): a distributed, hub-based gateway for citizens to access public services.

Relationship to the city's broader regeneration strategy.

CdQ sits within the Municipality of Brindisi's broader urban regeneration strategy, anchored in PN METRO PLUS e Città Medie Sud 2021-27. Brindisi's recognition as the only Southern Italian city among ten Italian URBACT Good Practices selected in 2025 signals both the national and European significance of the model and the readiness of the practice to enter a transfer phase.

The COPLACE transfer model, work plan and roadmap.



1.4 Transfer Potential of the Good Practice

Transferability is assessed across the three phases of the framework model - set out in Part 3. Each phase addresses a distinct dimension of the transfer process; together they form a cumulative pathway from relational foundations through structural frameworks to physical and social activation. Per-city assessment is in Part 2; the consolidated transferability matrix is in Part 4. The *Case di Quartiere* experience in Brindisi itself constitutes the empirical demonstration of the **Network-Framework-Architecture** sequence. The Network phase is visible in the cross-sectoral coalitions and civic trust built across the ten hub neighbourhoods over more than a decade. The Framework phase is evident in the legal, governance and funding architecture - FSE+FESR, PN METRO PLUS, the Portale sulla Partecipazione - that gave permanence to what began as relational work. The Architecture phase is expressed in the physical activation, programming and social enterprise models that now sustain the hubs. **COPLACE** transfers not only the outputs of this journey but the logic of the journey itself, as a pathway to social innovation in the built environment.

1.4.1 Network

The Network phase concerns the relational infrastructure of the Good Practice: how cross-sectoral partnerships were built in Brindisi, how synergies between community organisations, local government, enterprises and cultural actors were identified and activated, and how the ULG model functions as a mechanism for network formation. WG-Governance (Platform) draws primarily from this phase.

Three thematic clusters organise the Network module: cross-sectoral partnership building; identifying synergies and shared assets (mapping latent resources - underused buildings, community skills, local enterprises, cultural assets); and ULG formation and consolidation.

Transfer level per partner city: assessed in Part 4.

1.4.2 Framework

The Framework phase addresses the structural, regulatory and policy conditions within which collaborative place strategies are developed. WG-Ownership (Legacy) draws primarily from this phase, working on ownership models, governance co-design, and the structural conditions for financial sustainability.

Three thematic clusters organise the Framework module: legal and technical renovation assistance; policy alignment and governance co-design; and the structure of working groups within ULGs, to be further elaborated in the extended workplan.

Transfer level per partner city: assessed in Part 4.

1.4.3 Architecture

The Architecture phase covers the activation and legacy dimensions of the practice. WG-Participation (Programme) draws primarily from this phase, co-designing the activation offer for each space. WG-Ownership (Legacy) also engages this phase strongly through ownership models and social enterprise development.

Three thematic clusters organise the Architecture module: programme activation; legacy planning (how project outcomes are secured beyond the URBACT funding cycle); and social impact measurement (with the Bilancio Sociale as the reference model).

Transfer level per partner city: assessed in Part 4.

Improvement Possibilities of the Good Practice

The Case di Quartiere model has demonstrated consistent replicability and social impact across ten neighbourhood hubs in Brindisi over more than a decade. **COPLACE** does not merely transfer a static model; it also offers Brindisi an opportunity to develop and improve its own practice through the comparative insights generated by seven partner cities across six countries.

Three domains emerge from current social innovation and design research as the most productive directions for GP improvement.

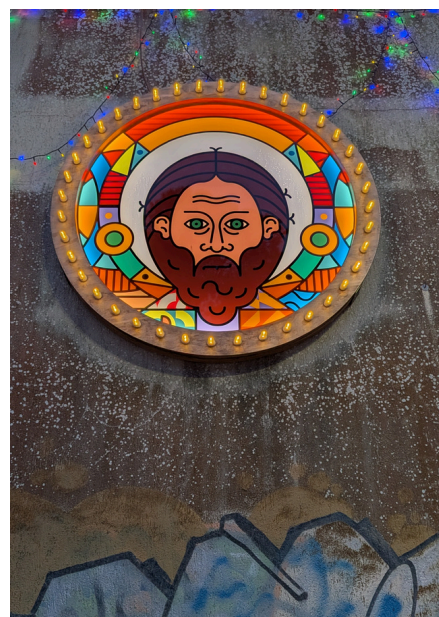
Figure 02: The Improvement Horizon, Where the Good Practice goes next

HYBRID SOCIAL ENTERPRISE	LIVING LAB METHODOLOGY	SOCIAL RETURN AND VALUE EVIDENCE					
<i>Network and partnership architectures</i>	<i>Service innovation and civic experimentation</i>	<i>Measurement: SROI and blended value</i>					
THE OPPORTUNITY Federated or consortium-based models: pooling resources, sharing risk, generating economies of scale at neighbourhood network level.	THE OPPORTUNITY Formalising CdQ hubs as living labs: structured environments for co-designing, testing and iterating new public services with communities.	THE OPPORTUNITY From Bilancio Sociale to SROI methodology: demonstrating public and social value, not only cost efficiency.					
RESEARCH BASIS Moulaert and Ailenei (2005); Evers and Laville (2004); Pestoff (2009). Growing proximity economy emphasis within NEB and cohesion frameworks.	RESEARCH BASIS ENoLL accreditation framework; Manzini (2015, 2019) on design for social innovation; Koens et al. (2024) on lab engagement.	RESEARCH BASIS Nicholls et al. (2012) SROI; Emerson (2003) blended value; Mazzucato on mission-oriented public value.					
COPLACE CONTRIBUTION Seven cities testing different network architectures will surface emerging hybrid models for Brindisi to learn from.	COPLACE CONTRIBUTION Positions the CdQ network as a site of ongoing civic experimentation, anchoring Brindisi in the European innovation ecosystem.	COPLACE CONTRIBUTION The 52% community-managed budget ratio and Transfer Plan impact data from seven cities provide the evidence base for a robust SROI framework.					
ACTIONS							
<i>Map</i>	<i>Co-diagnose</i>	<i>Co-design</i>	<i>Co-decide</i>	<i>Activate</i>	<i>Formalise</i>	<i>Measure</i>	<i>Share</i>
Gather and organise	Assess with stakeholders	Develop collaboratively	Decide collectively	Put into motion	Document and anchor	Compile impact	Disseminate widely

Figure 02 maps the three improvement directions discussed in this section against their research basis and the specific contribution COPLACE makes to each.

1.5 Hybrid Social Enterprise: Network and Partnership Models

The CdQ sustainability model combines social aggregation, proximity services and social enterprise principles (Lesson 4). Research on hybrid organisations in the social economy suggests that the next frontier for this model lies in developing more complex network and partnership architectures - moving from individual hub management to federated or consortium-based models capable of pooling resources, sharing risk and generating economies of scale at neighbourhood network level (Moolaert and Ailenei, 2005; Evers and Laville, 2004; Pestoff, 2009). The growing policy emphasis on the proximity economy - including within the NEB and cohesion frameworks - creates an enabling environment for this evolution. Cross-network peer exchange within COPLACE will surface emerging hybrid models from partner cities that may inform Brindisi's own trajectory.



1.6 Service Innovation and the Living Lab Model

The CdQ hubs already function as proximity service platforms. The opportunity for improvement lies in formalising this role within a living lab methodology - creating structured environments for co-designing, testing and iterating new public services with and for communities (Manzini, 2015; 2019; ENoLL, 2023). Living labs, as accredited by the European Network of Living Labs, offer a proven framework for embedding research-practice cycles within community-managed spaces, bridging the gap between service design, civic innovation and local administration. For Brindisi, this would mean positioning the CdQ network not only as a service delivery platform but as a site of ongoing civic experimentation - generating evidence, feeding policy, and anchoring the municipality's role in the emerging European innovation ecosystem.

1.7 Measurement: Social Return and Value Evidence

The Bilancio Sociale is Brindisi's existing measurement instrument. Its further development should be oriented toward Social Return on Investment (SROI) methodology and blended value approaches (Nicholls et al., 2012; Emerson, 2003), which have become the standard evidence framework for demonstrating public and social value in community-managed space activation. Mazzucato's work on mission-oriented public value (UCL Institute for Innovation and Public Purpose, 2018) provides a complementary framing: the CdQ model is most compellingly positioned not as a cost-saving intervention but as a public value generator, producing outcomes - social cohesion, proximity access, civic participation - that markets do not naturally provide. This framing strengthens the case for sustained public investment and is directly relevant to the Investment Plans partner cities will produce in the Re-use phase.



Part 2 · Partner City Profiles

2.1 Introduction

Partner City Profiles are based on executive summaries prepared by the Lead Expert following in-person city visits, and follows a common structure: City Summary; Policy Challenge; Stakeholders and URBACT Local Group; Transfer Assets and Barriers; Working Group Focus and Guiding Questions; and What this city contributes to the network.

The **COPLACE** partnership spans an exceptional range of contexts: a Flemish central city with a circular economy hub; a post-conflict heritage municipality navigating multi-level governance; a Romanian city with an unusually mature community facility portfolio; a Spanish public foundation driving a participatory revitalisation plan; a dispersed rural municipality in the Greek Peloponnese; a small rural settlement in Slovenia, and a growing historical centre in North Macedonia. This diversity is one of the network's strengths.

2.2 The Three Transversal Working Groups in the local ULG

The **COPLACE** transfer methodology is organised around three proposed transversal Working Groups (WGs), to be constituted within each city's URBACT Local Group and corresponding to the three defining qualities of the **Case di Quartiere Good Practice** (Table 3, Part 3): **Governance** (governance, partnership, civic communication); **Participation** (activities, services, demand-led activation); and **Ownership** (ownership, social enterprise, financial sustainability, impact). The WG structure is designed as a scaffold, not a straitjacket. Cities are encouraged to adapt the composition, focus and working methods of their WGs to reflect their specific stakeholder landscape, institutional context, and community priorities. Local reality takes precedence over structural consistency; the WG framework is a shared reference, not a compliance requirement.

Each Working Group will be constituted within the local ULG in each partner city, adapted to local stakeholder composition and needs. Each city is encouraged to identify one ULG member to take a coordinating interest in each Working Group theme: not a formal role, but a point of continuity - someone who can sustain thematic engagement between meetings and act as a peer contact for equivalent leads in other cities. At the transnational level, members of the same Working Group across different cities can exchange directly - not only through the plenary Transnational Network Meetings. Working Group outputs feed directly into the relevant sections of each city's Transfer Plan.

WG-Governance (Platform). Your city: *Who is in your network? Who manages the house? Who are the key community actors and institutional partners you need to activate?* Across the network: cities share governance models, partnership structures, ULG composition, lessons from community engagement.

WG-Ownership (Legacy). Your city: *How does the house last? What governance structure, legal basis and financial model makes it self-sustaining after the project ends?* Across the network: cities share ownership models, financial sustainability mechanisms, social impact frameworks, policy integration.

WG-Participation (Programme). Your city: *What happens inside the house? What mix of community events, services, culture and enterprise fits your neighbourhood and your city?* Across the network: cities share programme models, service design, digital inclusion approaches, slow tourism and heritage activation.

Figure 03: The Working Groups

	01 NETWORK	02 FRAMEWORK	03 ARCHITECTURE
WG-GOVERNANCE (Platform)	- Map local actors, relationships and power dynamics - Constitute the ULG and appoint a coordinator - Formalise cross-sectoral partnerships	- Baseline current governance and ownership models - Co-design the governance structure and ownership model - Draft and finalise Transfer Plan governance chapters	- Define the operating model: who manages, on what terms - Test the governance model through the ULG - Establish the legal and institutional vehicle
WG-OWNERSHIP (Legacy)	- Map underused spaces, civic skills and latent assets - Activate ULG Working Groups - Co-author the shared Principles Document	- Identify legal and heritage regulation on building reuse - Assess enabling conditions and barriers to transfer - Define the legal and technical renovation pathway	- Survey priority activation sites - Baseline existing programme assets - Develop the enterprise and economic activation model
WG-PARTICIPATION (Programme)	- Run a joint problematisation session with stakeholders - Deliver an intensive learning event - Host a shared network identity event	- Audit the policy landscape - Align local policy and advocate for enabling conditions - Define a proximity service access model	- Assess community needs and demand - Co-design the programme and services with the community - Define the digital participation layer

ACTIONS

Map	Co-diagnose	Co-design	Co-decide	Activate	Formalise	Measure	Share
Gather and organise	Assess with stakeholders	Develop collaboratively	Decide collectively	Put into motion	Document and anchor	Compile impact	Disseminate widely

Figure 03 maps the three Working Groups transversally across all three phases, showing the principal tasks each WG undertakes in each.

WG	Theme	Scope of activities	CdQ GP anchor
WG-Governance (Platform)	Governance. How the hub connects people to each other and to the administration	Governance, partnership structures, cross-sectoral convening, civic communication, the administration–community relationship, ULG formation and coordination.	Draws on the CdQ principle of spaces as platforms (Lesson 2) and the partnership-not-supplier principle (Lesson 1). In Brindisi, the Manifesto and the Portineria model are the operational expressions of the Platform dimension.
WG-Participation (Programme)	Participation. What the space does, for whom, and how activities are demand-led	Community needs assessment, co-design of services and activities, cultural and social animation, proximity welfare services, coworking and incubation, slow tourism and heritage activation.	Draws on the CdQ co-progettazione call model and the three-pillar sustainability principle (Lesson 4): aggregation + services + social enterprise.
WG-Ownership (Legacy)	Ownership. How the initiative endures beyond the project cycle	Ownership and management models (cooperative, TSO, civic), social enterprise development, financial sustainability, social impact measurement, post-URBACT governance planning.	Draws on Lesson 4 (three pillars) and Lesson 3 (public space as lever for local development). The Bilancio Sociale and the 52% community-managed budget ratio are the key Legacy instruments from Brindisi.

While recommended, the working groups are not a mandated part of the transferability study, but intended as a mechanism to stimulate peer-to-peer city-to-city troubleshooting.

2.3 Network-Level Priority Matrix

The matrix below maps the three Working Group priorities for each partner city, based on city visit findings and the partner profiles in the remainder of Part 2. Priorities are indicative and proposed at this stage. They will be co-developed and refined with each city through ULG formation and the first Working Group sessions in the Adapt phase.

City	WG-Governance (Platform)	WG-Participation (Programme)	WG-Ownership (Legacy)
Brindisi (IT) - Lead Partner	-	-	-
Roeselare (BE)	Primary	Secondary	Primary
Sarajevo–Stari Grad (BA)	Primary	Primary	Secondary
Vaslui (RO)	Secondary	Secondary	Primary
Vélez-Málaga (ES)	Primary	Primary	Secondary
West Mani (GR)	Secondary	Primary	Primary
Destriak (SI)	Secondary	Primary	Secondary
Tetovo (MK)	Secondary	Primary	Primary

*Primary = principal focus area /
 Secondary = active but secondary focus /
 - = Lead Partner (all three)



2.4 Roeselare - Belgium

City Summary Roeselare is a medium-sized Flemish city of approximately 67,000 inhabitants in the heart of West Flanders, designated as one of the 13 Flemish Central Cities and the anchor of the MESO inter-municipal cooperation zone (16 municipalities, ~250,000 residents). Its strategic identity is organised around three pillars: food, shopping and cycle racing.

Policy Challenge Roeselare is navigating demographic change, migration, post-COVID social fragmentation, and city centre transition. **RSL op Post** - a city-owned building (purchased 2017, renovated 2019–2021) home to 35 organisations across cultural, wellbeing, circular economy and community sectors - sits at the centre of these dynamics. The challenge is to develop RSL op Post from a single-site intervention into a node in a wider network of social circular hubs, while sustaining financial viability and deepening community ownership.

Stakeholders and URBACT Local Group ULG formation in progress. Key actors: Gemeente Roeselare (lead); RSL op Post tenant organisations (35); the Repair Cafe and circular economy network; the MESO inter-municipal zone. ULG coordinators to be defined.

Transfer Assets and Barriers

Assets: an operational hub with 35 tenant organisations and demonstrated community reach; a deliberate demand-led programming philosophy; an active circular economy dimension (Repair Cafe, social supermarket, rooftop agriculture); the city's anchor role in MESO enabling regional transfer; strong political backing.

Barriers: financial sustainability of RSL op Post remains an ongoing concern; the sociocracy governance model was trialled and simplified; migration-related challenges around community climate are unresolved. A central cross-network lesson emerged from Roeselare's Makerspace experience: a well-resourced initiative failed because it was not rooted in expressed community need - 'do not invent warm water'. Demand-led activation has since been articulated as a core design principle for the network.

ULG Focus and Guiding Questions for Working Groups			
Working Group	Focus	Local context	Key question
WG-Governance (Platform)	Primary	Multi-tenant hub requires a governance model that is participatory but workable. Simplification of the sociocracy model.	<i>How can a multi-tenant hub develop a governance model that is participatory without being paralysing?</i>
WG-Participation (Programme)	Secondary	Active circular economy programming through ongoing activities, and deepen the circular economy logic.	<i>How can the circular economy logic be deepened and connected to the broader hub programme?</i>
WG-Ownership (Legacy)	Primary	Financial sustainability, mix of city budget, Flemish sources and Horizon; ongoing search for a durable revenue model.	<i>What revenue and ownership mix makes a multi-tenant civic hub financially independent over time?</i>

What this city contributes to the network

The circular economy orientation of RSL op Post is Roeselare's most distinctive transfer asset. The progression from Repair Cafe through social supermarket to the emerging circular Superette and rooftop food production is a coherent activation logic that other partner cities may draw on. The MESO inter-municipal anchor role adds a regional transfer dimension not present elsewhere in the network.



2.5 Sarajevo–Stari Grad - Bosnia and Herzegovina

City Summary Stari Grad (Old Town) is one of nine municipalities of the City of Sarajevo and its historic core, with approximately 36,000 inhabitants. It sits at the intersection of municipal, cantonal, entity and state-level administration in Bosnia and Herzegovina's layered constitutional structure. Approximately 60% of residents are over 60 years of age. Economic identity is defined by heritage-linked crafts (including internationally known kaftan fashion designers), a growing IT and social entrepreneurship sector, a strong NGO community, and the Sarajevo Film Festival.

Policy Challenge Stari Grad has no domestic precedent for the COPLACE model, making Brindisi's experience especially valuable. The municipality faces the challenge of activating a pipeline of underused municipal buildings as community hubs while navigating an exceptionally complex multi-level governance architecture. Who constitutes the community to be engaged - and where they live - is itself a structural question: the residential community is largely in the hillside neighbourhoods rather than in the tourist-facing historic centre.

Stakeholders and URBACT Local Group ULG formation in progress, with attention to spatial reach across hillside residential communities. Key actors: Općina Stari Grad Sarajevo (lead); Mayor Irfan Cengić's administration; the strong NGO sector; crafts and cultural entrepreneurship associations; Sarajevo Film Festival infrastructure; the Italian Embassy. PR consultant Lajla Česko engaged on communications strategy. ULG coordinator to be confirmed.

Transfer Assets and Barriers

Assets: the Mayor's demonstrated capacity for initiative under structural constraints; an organic connection between heritage, craft, culture and social entrepreneurship; strong NGO and international networks through the Film Festival; a pipeline of identified buildings; political and diplomatic visibility.

Barriers: BiH's multi-level constitutional architecture creates the most complex institutional environment in the network; the building audit is not yet completed; public scepticism towards EU projects is explicitly named as a communications challenge; the 60%+ over-60 demographic profile and residential dispersal require spatially nuanced community engagement.

ULG Focus and Guiding Questions for Working Groups			
Working Group	Focus	Local context	Key question
WG-Governance (Platform)	Primary	Building a partnership model that can function within this complex multi-level constitutional architecture represents a significant governance challenge.	<i>How do you build a functioning partnership for community space activation within a fragmented governance system?</i>
WG-Participation (Programme)	Secondary	The residential community is spatially dispersed. Heritage is not a backdrop but a constitutive element of programming.	<i>How do you design a community programme that integrates heritage activation and reaches residents?</i>
WG-Ownership (Legacy)	Primary	No domestic precedent for the CdQ model - needs to develop an ownership and management model from scratch.	<i>How do you build financial and governance sustainability for a model with no local precedent?</i>

What this city contributes to the network

Stari Grad offers the network its most demanding institutional environment. If a workable activation pathway can be co-designed within BiH's constitutional architecture, the methodology will travel readily to other multi-level governance contexts. The connection between heritage, craft and contemporary social entrepreneurship presents a model in which heritage protection is not a backdrop to community activation but a constitutive element of it.



2.6 Vaslui - Romania

City Summary Vaslui is a county capital in north-eastern Romania of approximately 55,000 inhabitants, facing the demographic challenges typical of the Romanian provincial city: population decline, youth emigration, and an ageing core. The city has an unusually mature municipal infrastructure for community use, including the iTineresti youth centre, an established Business Centre, and a coherent strategic vision under a stable municipal administration.

Policy Challenge The principal Investment Plan site is the Business Centre, intended to develop coworking, incubation and a youth-oriented enterprise environment. The activation challenge is economic as much as spatial: creating the conditions for young people to remain, for new enterprise to take root in underused civic space, and for the Business Centre to operate as a connected node in a wider municipal community infrastructure.

Stakeholders and URBACT Local Group ULG formation in progress. Key actors: Municipality of Vaslui (lead); the Business Centre management team; iTineresti and youth-sector organisations; local enterprise and chamber-of-commerce networks. ULG coordinator: confirmed as city mayor.

Transfer Assets and Barriers

Assets: an unusually mature portfolio of community-oriented municipal facilities; political stability and capacity for sustained programme implementation; a clear youth-retention rationale aligned with the Brindisi DesTEENazione and Casa della Musica strands; coworking and incubation infrastructure already in place.

Barriers: demographic decline as a structural condition; limited municipal budget; the challenge of moving from facility provision to demand-led programming and enterprise generation.

ULG Focus and Guiding Questions for Working Groups			
Working Group	Focus	Local context	Key question
WG-Governance (Platform)	Primary	Challenge is connecting a rich community facility portfolio into a network with a shared identity.	<i>How do you create a network identity across spaces that already function well in isolation?</i>
WG-Participation (Programme)	Secondary	A Business Centre targeting coworking and incubation, adding social enterprise to existing strong social programming.	<i>How do you layer a civic economy and incubation dimension onto an existing strong community programme?</i>
WG-Ownership (Legacy)	Primary	Persistent emigration and brain drain, combined with limited budgets, mean sustainability models must be robust.	<i>How can a community hub become a genuine anchor for youth retention and local economic development?</i>

What this city contributes to the network

Vaslui is operationally one of the most advanced cities in the network in terms of existing community facility portfolio. The transfer challenge is less how to acquire community space than how to programme, network and sustain what already exists. Vaslui contributes the network's clearest test case for economic activation as a response to demographic decline.



2.7 Vélez-Málaga - Spain

City Summary Vélez-Málaga is a coastal heritage city of approximately 80,000 inhabitants in the Axarquía comarca of Málaga province. The COPLACE partner is Fundación CIEDES - a public foundation operating between the municipality and citizenry as a strategic planning and participatory revitalisation body. CIEDES has developed a comprehensive Revitalisation Plan for the historic centre, including a five-phase participatory methodology and a citizen advisory committee of 14 residents.

Policy Challenge The historic centre presents the challenges typical of southern European heritage towns: population ageing and gradual decline; progressive loss of commercial vitality; accessibility difficulties in the hilltop Moorish neighbourhood of La Villa; tension between heritage protection and contemporary economic needs. The Mercado de San Francisco - a large heritage building currently undergoing recalibration following a high-concept gastronomy activation that did not succeed - is the primary COPLACE Investment Plan site.

Stakeholders and URBACT Local Group ULG formation builds on the citizen advisory committee of 14 residents established through the CIEDES Revitalisation Plan process. Key actors: Fundación CIEDES (lead); Municipality of Vélez-Málaga; MUVEL (municipal urban management body); citizen advisory committee. ULG coordinators: María del Carmen García Peña and Elena Mesa Alcáraz (CIEDES).

Transfer Assets and Barriers

Assets: the CIEDES Revitalisation Plan as a comprehensive strategic framework directly aligned with COPLACE objectives; an existing citizen advisory committee as ULG foundation; the CIEDES intermediary model as a governance innovation; strong political commitment; the Semana Santa tradition as a powerful community cohesion mechanism.

Barriers: heritage protection regulation limiting renovation flexibility; population ageing; the Mercado trajectory requires careful demand-led reprogramming; risk of gentrification. The Mercado trajectory is structurally similar to the Roeselare Makerspace experience: an attempt at activation without sufficient community grounding, now requiring recalibration. This convergence reinforces demand-led activation as a network-wide design principle.

ULG Focus and Guiding Questions for Working Groups			
Working Group	Focus	Local context	Key question
WG-Governance (Platform)	Primary	CIEDES as a public foundation operating as an intermediary between municipality and community is a model for Vélez.	<i>How can an intermediary organisation become the enabling infrastructure for collaborative placemaking?</i>
WG-Participation (Programme)	Secondary	The defining programme challenge is moving from expert-led to demand-led activation, through local ownership.	<i>How do you reprogram a failed activation into a community-rooted one without losing political momentum?</i>
WG-Ownership (Legacy)	Primary	Heritage protection regulation limits renovation flexibility. Risk of gentrification if attractive without housing affordability.	<i>How do you sustain a heritage-anchored community space without it becoming a driver of displacement?</i>

What this city contributes to the network

The CIEDES intermediary model is the most distinctive governance innovation in the network: a public foundation with research capacity, participatory methodology expertise and EU project management experience, operating between the municipality and the community. The CIEDES five-phase participatory methodology and citizen advisory committee offer directly transferable frameworks for ULG formation and Investment Plan development.



2.8 West Mani - Greece

City Summary West Mani is a dispersed rural municipality in the southern Peloponnese, centred on the coastal town of Kardamyli. It is defined by extraordinary scenic, heritage and cultural assets - traditional Mani stone tower houses, Byzantine churches, deep-rooted community traditions, an association with writer Patrick Leigh Fermor - and by acute demographic challenges: population decline, ageing, emigration of young people, and a large stock of abandoned or underused buildings across a dispersed mountain and coastal territory. West Mani has prior URBACT experience (eConnecting in West Mani).

Policy Challenge West Mani presents the most contextually distinctive challenge in the network: not activating individual buildings in a dense urban centre, but constructing a network of hubs distributed across a dispersed, partially depopulated territory - and using that network to reverse demographic decline, retain young people, attract entrepreneurs and digital nomads, and sustain community life in villages at risk of losing their permanent populations. The Troupakis Mansion in Kardamyli (design approved, funding in pursuit) and the olive oil mill in Exochorion (under renovation) are the priority Investment Plan sites.

Stakeholders and URBACT Local Group First formal ULG round table held on Day 2 of the city visit (28 April 2026). Key actors: Municipality of West Mani (lead); the Mayor's strategic team; local cultural associations and museum networks; community of international residents and digital nomads; potential social enterprise operators for hub management. ULG coordinators to be defined from the Municipality of West Mani (and local experts).

Transfer Assets and Barriers

Assets: exceptional natural and cultural heritage; prior URBACT project experience; a concrete pipeline of activation sites; growing profile as a slow tourism and cultural visitor destination; strong mayoral leadership; a community of international residents as potential enterprise and co-working partners.

Barriers: dispersed settlement pattern; conservative local population requiring messaging connected to existing community values; limited municipal budget; the challenge of sustaining community-owned spaces in low-density, seasonal contexts.

What this city contributes to the network

West Mani is the most rural and geographically dispersed COPLACE partner city, yet several transfer connections to the Brindisi Good Practice are direct. The olive oil mill in Exochorion, in programme, physical character and community aspiration, is the closest single-site equivalent to a CdQ hub encountered across the city visits.

Working Group Focus and Guiding Questions			
Working Group	Focus	Local context	Key question
WG-Governance (Platform)	Primary	Local population requires messaging that connects to existing community values rather than 'innovation' framing.	<i>How do you build a partnership for collaborative placemaking in a dispersed, partially depopulated rural municipality?</i>
WG-Participation (Programme)	Secondary	The municipality's vision (base services → sociocultural programming → population regrowth) maps precisely onto the scope.	<i>How do you design a programme that serves year-round residents while also attracting slow tourists and new entrepreneurs?</i>
WG-Ownership (Legacy)	Primary	The challenge is implementing buildings managed by civil society organisations rather than directly by the municipality.	<i>How do you build a self-sustaining community management model for hubs in a dispersed rural context?</i>



2.9 Destrnik - Slovenia

City Summary Destrnik is a small rural municipality in the Podravje region of northeastern Slovenia, located in the forested hills between Ptuj and Maribor. With approximately 2,600 inhabitants spread across 16 local communities, the municipality is dispersed across an agricultural and viticultural landscape. Separated from Ptuj following decentralisation, it has managed its own affairs since the mid-1990s. The economy is mixed: residents farm and tend vineyards, while the majority commute to Ptuj, Maribor, or Austria for employment. High-speed internet coverage reaches approximately 95% of households. Population has remained broadly stable despite wider rural depopulation pressures, partly because of housing affordability and partly due to a recent trend of younger adults returning to the countryside seeking lower-cost living and inherited rural property. The municipality offers good physical infrastructure, locally based primary health services, and an administration that operates with a genuine open-door culture reflecting the self-management traditions more developed in Slovenia than in most Yugoslav successor states.

Policy Challenge Despite good physical infrastructure and a high quality of life, Destrnik lacks any dedicated public social space beyond the bar and the municipal building. The core challenge is activating a single multi-functional third space at village scale: a hub serving slow tourism reception, digital inclusion, after-school use, and craft or artisan activities simultaneously. A national digitisation programme is progressively moving public services online; elderly residents cannot navigate it independently, creating a concrete digital help and access programme opportunity. Climate change is already altering the agricultural economy: grape harvests now occur several weeks earlier than five years ago, and hailstorms are an increasing threat - one storm destroyed much of the 2025 harvest. A regional linen-growing tradition offers historical depth and contemporary relevance given the growing natural textiles market. Dispersed settlement and limited municipal capacity make the transfer design challenge primarily one of scale adaptation rather than institutional readiness.

Stakeholders and URBACT Local Group ULG formation in progress to identify contribution and contextual framing on rural community space activation at the city visit). Key actors: Občina Destrnik (lead); Mayor Vlasta Tetičkovič Toplak; Mojca Marovič (Director of Municipal Administration); Luka Ajlec; Tina Koler (Consultant to Občina Destrnik). The school, library, tourism-oriented local actors, older people's society, a local workshop operator interested in craft and textile activities, and the volunteer fire brigade (which functions as a key social institution alongside its emergency role) have been identified as ULG candidates.

Transfer Assets and Barriers

Assets: small, high-trust community with direct governance relationships and strong social capital; good physical infrastructure including high-speed internet (95% household coverage); affordable housing attracting return migrants; buoyant viticultural economy with signs of renewal; slow tourism potential with northern European market appeal requiring low infrastructure investment; linen heritage and natural textiles as a niche craft activation strand; existing municipal property assets (former creamery building and small tourist accommodation) as candidate activation sites; Slovenian self-management tradition lowering the threshold for participatory engagement; national precedent in Bohinj for rural community house model; digital inclusion as a concrete programme entry point for older residents.

Barriers: dispersed settlement pattern; no prior experience of co-design processes; small administration with limited project management capacity; car dependency; renovation cost and ownership status of the former creamery still to be confirmed as a first-phase priority; climate change impacts on viticulture (harvest shift, hailstorm risk); local election cycle (autumn 2026) creating short-term political continuity risk.

Working Group Focus and Guiding Questions			
Working Group	Focus	Local context	Key question
WG-Governance (Platform)	Primary	Slovenian rural settings possess latent cultures of collective space activation that lower the threshold for the Platform.	<i>How does the platform model translate from urban neighbourhood to small municipality scale?</i>
WG-Participation (Programme)	Secondary	What activities and services make sense at small municipality scale, and how are they connected to wider networks?	<i>What programme offer is appropriate, viable and compelling at small municipality scale?</i>
WG-Ownership (Legacy)	Primary	Site selection and ownership are priorities, limited budget makes social enterprise models for self-financing essential.	<i>How do small municipalities build financially sustainable community spaces without large public subsidy?</i>

What this city contributes to the network

Destrnik is the smallest and most rural partner city and provides the network's clearest test case for scale adaptation. The peace economy offer - clean nature, stillness, minimal infrastructure - has a northern European market and connects directly to the CdQ slow tourism strand anchored at the Ex Convento Scuole Pie in Brindisi. A high-social-capital governance model, alongside West Mani, face the challenge of adapting the CdQ model to a dispersed rural municipality with seasonal dynamics and a slow tourism opportunity.



2.10 Tetovo - North Macedonia

City Summary Tetovo is a city of approximately 50,000-60,000 inhabitants in northwestern North Macedonia, located between Skopje and the Kosovo border. Predominantly Albanian-speaking, it serves as the cultural and economic capital of the Albanian community in North Macedonia. South East European University (SEEU) is based in Tetovo and functions as a significant anchor institution for civic and professional life, hosting municipal project offices and a broad civil society network. The city carries a layered heritage - Ottoman, interwar and Yugoslav modernist - creating both opportunity and complexity for heritage-led activation work.

Policy Challenge The municipality has no dedicated project management unit but operates an agile cross-institutional model drawing on SEEU expertise and a wide NGO network. The primary transfer challenge is the predominantly private ownership of the building stock. Unlike Brindisi, Tetovo's publicly owned asset portfolio is limited, requiring a transfer logic that also engages private building owners. A parallel Civic Heritage Interreg project (2025-2028) operates in a complementary technical register; maintaining the distinction between COPLACE (social activation) and Civic Heritage (technical heritage) is the key structural dynamic to manage.

Stakeholders and URBACT Local Group ULG formation in progress. Key actors: Municipality of Tetovo (lead); SEEU (anchor institution and host); the youth NGO managing the Ex-Radio building; SEEU architecture faculty; older citizens as urban memory-holders; private sector actors relevant to building stock. A volunteer working across the municipality and a university-linked youth organisation was identified as a bridging figure. The August craft fair was noted as a community outreach opportunity. ULG coordinator to be confirmed.

Transfer Assets and Barriers

Assets: strong and experienced EU project delivery team with deep community engagement background; agile cross-institutional model embedding municipal capacity within SEEU; local proof of concept in the Ex-Radio building restoration; layered urban

heritage offering multiple activation registers; active Civic Heritage project creating a complementary technical strand; strong NGO ecosystem built over 12+ years.

Barriers: limited publicly owned building portfolio; predominantly private building stock complicating scope definition; no dedicated project management unit; risk of scope blurring between COPLACE and Civic Heritage if distinction is not actively maintained.

Working Group Focus and Guiding Questions			
Working Group	Focus	Local context	Key question
WG-Governance (Platform)	Primary	How do you build a functioning civic partnership for community space activation in a multi-ethnic post-socialist context?	The multi-ethnic, post-socialist context requires careful facilitation, but the agile cross-institutional model already in place is a foundation to build from.
WG-Participation (Programme)	Secondary	How do you design a community programme integrating heritage activation and reaching a dispersed residential population?	Heritage activation, youth engagement and diaspora-linked tourism are the Programme priorities. Build on what exists; do not design from scratch.
WG-Ownership (Legacy)	Primary	How do you build a self-sustaining community hub model in a context where public building ownership is limited?*	Tetovo's public asset portfolio is limited - models that engage private owners and community organisations simultaneously.

What this city contributes to the network

Tetovo offers the network its most complex multi-ethnic and post-socialist institutional environment and the strongest existing local proof of concept in the Ex-Radio building restoration. The cross-network cluster with Sarajevo - around layered heritage, post-socialist building politics, and community trust - is the most natural peer pairing in the network.



2.11 Cross-Network Summary

Having profiled all seven partner cities, a Combined COPLACE SWOT of SWOTs synthesises the patterns identified across all cities at TNM02 (Vélez-Málaga, July 2026).

Strengths • Strong mayoral and political commitment in most cities • Existing civic ecosystems and active TSOs • Identified activation sites in all seven cities • Prior URBACT experience (West Mani, Roeselare) • Clear and articulable community demand in every city	Weaknesses • Governance fragmentation between municipal departments and civil society • Dependency on project funding, no revenue model yet • No local precedent for the CdQ model in most cities • ULG not yet constituted in any city • Limited technical capacity for renovation and legal processes
Opportunities • NEB Facility and Cohesion Policy 2021-27 align directly with the Transferability Model • Post-COVID demand for civic infrastructure • Heritage buildings as lever for ESF+/ERDF investment • Cross-network peer learning: the solution is transferable • Digital participation tools as low-cost programme extension	Threats • Gentrification risk if spaces succeed without housing affordability measures • Political instability affecting institutional partnerships • Brain drain and depopulation • Heritage protection restricting renovation scope • Programme fatigue if URBACT process is not embedded in ULG from the start
Six transversal findings run across all COPLACE cities and shape the transfer ahead. (1) Network - Demand-led activation: Programming must be driven by expressed community need; independently articulated in Roeselare, Vélez-Málaga and Sarajevo. (2) Network - Governance complexity as primary Platform challenge: Bosnia and Herzegovina presents the sharpest case, but fragmentation between municipal departments, regional authorities and civil society is present in every city; WG-Platform is the instrument. (3) Framework - Heritage as asset and constraint: Heritage protection limits renovation but adds value and identity simultaneously. (4) Sustainability models built from scratch: no city has a local precedent for the CdQ model; the Social Balance Sheet and three-pillar model are the Brindisi reference toolkit. (5) Architecture - Scale and dispersal as architecture challenge require the model adapted to non-urban, low-density contexts. (6) Network - Intermediary model as governance innovation: a public foundation between municipality and community, is the most distinctive governance innovation in the network and explicitly transferable.	

Part 3 ·

Transfer Methodology Framework

3.1 Purpose and scope

This Part sets out the transfer methodology framework that organises the COPLACE network's work across its 30-month lifetime. It is designed as a self-contained working artefact: it can be read, shared and refined independently of the partner city profiles in Part 2. It is intended both as an analytical instrument and as a practical guide for facilitating transnational exchange and local ULG activities.

Five tables, structured as a single coherent system, present the framework: Table 1 (Transfer Framework: 36 Work Packages); Table 2 (Activity Term Key); Table 3 (CdQ Good Practice); Table 4 (GP Reference Key, mapping each Work Package to its CdQ anchor); Table 5 (Five Transferable Lessons). Tables 1 and 4 are designed to be read together.

3.2 Analytical foundation

The COPLACE transfer methodology is grounded in a three-phase model of social innovation in the built environment (Horgan and Dimitrijević, 2020). The framework identifies social innovation in spatial contexts as occurring across three interconnected phases - **Network, Framework, Architecture** - and establishes governance, ownership and participation as the transversal conditions that determine whether social innovation succeeds across contexts.

The **Network** phase addresses the relational infrastructure of social innovation: how partnerships are built, how diverse actors are convened, and how synergies are identified and activated. The **Framework** phase addresses the structural, regulatory and policy conditions within which collaborative place initiatives are developed and governed. The **Architecture** phase concerns the activation, programming and long-term management of spaces - the translation of relational and structural work into tangible, sustainable urban outcomes.

A plain-language frame is useful here. The **Network** and **Framework** modules are primarily concerned with software: the relationships, governance structures, civic agreements and community processes that determine whether activation is possible. The **Architecture** module is where software and hardware converge - the physical space is activated, but only because the social infrastructure is in place to run it. The failure mode the research identified repeatedly is the same across contexts: hardware built before the software is ready. Buildings renovated before communities are organised. Spaces opened before governance is agreed. COPLACE is designed to prevent that enduring sequence.

The three-phase structure is combined with insights from design thinking and social design methodology, particularly the emphasis on co-design processes that are demand-led, iterative, and grounded in expressed community needs rather than expert assumptions. The cross-network design principle that has emerged from city visits - *'do not invent warm water'* (Roeselare) - reflects this orientation directly, embedding cocreation throughout.

3.3 The CdQ Good Practice as methodological anchor

The **Case di Quartiere** model developed in Brindisi provides the empirical and operational anchor for the transfer methodology. Recognised by the URBACT programme as a transferable Good Practice in 2025, and described at the ANCI Infoday (May 2025) as *concreto, misurabile, replicabile* (concrete, measurable, replicable), the CdQ model offers a tested set of instruments, principles and governance arrangements that can be adapted across the seven COPLACE partner cities.

The Good Practice is characterised by three defining qualities - Relationships, Functions and Sustainability - which constitute the CdQ Good Practice (Table 3) and provide the organising structure for the transversal Working Groups. Five transferable lessons extracted from the Brindisi experience (Table 5) cut across all three phases and modules and function as design principles for the transfer methodology. Each Work Package in the framework is mapped, through Table 4, to the specific element of the Brindisi practice that underpins it.

3.4 Transfer Framework:

Work Packages by Phase and Module

The framework below organises the network's transfer activities across three phases (**Network, Framework, Architecture**), each of which contains three modules, one per transversal theme: *Governance, Ownership, Participation*. This gives nine modules in total. Each module contains four Work Packages. Work Package codes take the form [Phase-Module].[Task number]: N1 is the Governance module of the Network phase, N2 is Ownership, N3 is Participation, giving Work Packages N1.1-N1.4, N2.1-N2.4 and N3.1-N3.4. The same pattern applies to the Framework phase (F1-F3) and the Architecture phase (A1-A3), giving 36 Work Packages in total. Each phase is presented as a separate table (Table N, Table F, Table A), with one column per module. Activity type labels (in square brackets) are defined in Table 2 (3.5). Indicative timing is noted for each Work Package; the three phases themselves run simultaneously and iteratively throughout the network's lifetime, not in sequence.

Table N · Network Phase · Work Packages N1.1-N3.4		
N1 · Governance "Who are the actors? How are decisions made?"	N2 · Ownership "What spaces and assets exist? Who holds them?"	N3 · Participation "Who is the community? What do they need?"
N1 · Governance N1.1 Map local actors, relationships and power dynamics [Map] N1.2 Constitute the ULG and appoint a coordinator [Formalise] N1.3 Formalise cross-sectoral partnerships between community, administration and enterprise [Co-decide] N1.4 Agree a post-project sustainability plan for the local group [Co-decide]	N2 · Ownership N2.1 Map underused spaces, civic skills and latent assets [Map] N2.2 Activate ULG Working Groups around Governance, Ownership and Participation [Activate] N2.3 Co-author a shared Principles Document with the ULG [Co-design] N2.4 Peer-review and finalise the network chapter of the Transfer Plan [Formalise]	N3 · Participation N3.1 Run a joint problematisation session with early stakeholders [Co-diagnose] N3.2 Deliver an intensive learning event on social innovation and space management [Co-design] N3.3 Host a shared network identity event open to community and city [Activate] N3.4 Contribute Network phase findings to the wider COPLACE network [Share]

Table F · Framework Phase · Work Packages F1.1-F3.4		
F1 · Governance "What governance model enables the hub?"	F2 · Ownership "What legal and ownership pathway is viable?"	F3 · Participation "How is co-design embedded in policy?"
F1 · Governance F1.1 Baseline current governance and ownership models [Map] F1.2 Co-design the governance structure and ownership model for the hub [Co-design] F1.3 Draft Transfer Plan Part 1: governance, ownership and enabling conditions [Formalise] F1.4 Finalise Transfer Plan Part 2: governance chapter validated with ULG [Formalise]	F2 · Ownership F2.1 Identify legal and heritage regulation affecting building reuse [Co-diagnose] F2.2 Assess enabling conditions and barriers to transfer [Co-diagnose] F2.3 Define the legal and technical renovation pathway for priority sites [Co-decide] F2.4 Complete Brindisi Improvement Plan: how the GP is enhanced through transfer [Measure]	F3 · Participation F3.1 Audit the local, regional and national policy landscape [Co-diagnose] F3.2 Align local policy and advocate for enabling conditions [Co-decide] F3.3 Define a proximity service access model suited to local context [Formalise] F3.4 Produce policy recommendations for city, region and funding authorities [Share]

Table A · Architecture Phase · Work Packages A1.1-A3.4

A1 · Governance "How is the hub governed beyond the project?"	A2 · Ownership "What ownership model sustains the space?"	A3 · Participation "What does the community actually programme?"
A1 · Governance A1.1 Define the operating model: who manages the space, on what terms [Co-design] A1.2 Test the governance model through the ULG as first user community [Co-design] A1.3 Establish the legal and institutional vehicle for hub management [Formalise] A1.4 Document governance performance: accountability and co-production quality [Measure]	A2 · Ownership A2.1 Identify and survey priority activation sites: typology, condition, vocation [Map] A2.2 Baseline existing programme assets: what already happens, for whom [Map] A2.3 Develop the enterprise and economic activation model [Co-design] A2.4 Secure community ownership structures that outlast the programme cycle [Co-decide]	A3 · Participation A3.1 Assess community needs and demand (do not invent warm water) [Co-diagnose] A3.2 Co-design the programme, services and activities with and for the community [Co-design] A3.3 Define the digital participation layer: engagement, feedback and service access [Formalise] A3.4 Package and share the activated model as a replication guide [Share]

3.5 Table 2 - Activity Term Key

Activity term	Definition
Map	Gather and organise existing knowledge about people, places, conditions and resources
Co-diagnose	Assess conditions, needs, barriers and opportunities collaboratively with stakeholders
Co-design	Develop approaches, tools and plans collaboratively with stakeholders
Co-decide	Reach formal decisions, commitments and documented understandings collaboratively
Activate	Put plans into motion - events, partnerships, working groups, programmes
Formalise	Produce or finalise an official document, plan or agreement
Measure	Compile and communicate impact and results
Share	Disseminate findings outward to wider audiences beyond the immediate network

3.6 Table 3 - CdQ Good Practice:

Three defining qualities of a collaborative place

The three defining qualities of the Case di Quartiere model - Relationships, Functions, Sustainability - were developed by Brindisi as an internal quality framework for the network of hubs. In the COPLACE transfer methodology, they function as the transversal thread running through all three modules and all three phases: each ULG Working Group is organised around one of these qualities, and the Transfer Plan in each city includes an assessment of how each is embedded in the city's approach.

Dimension	Defining qualities - carried as a thread through all modules and phases
Relationships	Open and accessible daily; interconnected with one another and with the local administration; geared towards collaboration and sharing
Functions	Multifunctional and multithematic; based on experimentation and idea incubation; delivering community animation activities and services for the community
Sustainability	Generators of economic and social value; oriented towards social enterprise; financially viable over time

3.7 GP Reference Key: *Case di Quartiere* elements underpinning each Work Package

The GP Reference Key (Table 4, in Appendix) maps each Work Package code to the specific element of the *Case di Quartiere* Good Practice that underpins it. It is the analytical and evidential layer beneath the Transfer Framework. Primary GP sources are listed in the third column; full bibliographic details are in the References section.

As a supporting reference tool, The GP Reference Key (Table 4) provides important traceability between the Work Packages and the Good Practice elements.

3.8 Table 5 - Five Transferable Lessons from the CdQ Good Practice

These five lessons were identified by Brindisi as the principal transferable insights from the *Case di Quartiere* experience. In the COPLACE methodology they function as design principles: each lesson has direct operational implications for how transfer activities are designed, facilitated and evaluated across partner cities. They cross-cut all three phases and modules and are referenced throughout the GP Reference Key (Table 4).

Read through the software/hardware lens introduced in 3.2: L1, L2 and L5 are software principles - they concern relationships, communication and the enabling conditions for community agency. L3 is a hardware argument - the case for physical activation as an economic strategy. L4 is the integration point: sustainability requires both to work simultaneously.

	Transferable lesson	Operational meaning for transfer
L1	Partnerships, not supplier–client contracts	Relationships between local administration and hub managers must be built on genuine partnership, with shared goals and mutual accountability. The role of the administration is to enable and co-produce, not to commission and receive.
L2	Spaces as platforms for civic communication	Neighbourhood hubs function as interfaces between citizens and administration - places where dialogue is possible, needs are expressed, and public decisions are shaped by community voice.
L3	Public space as a lever for local development	Activating underused public buildings is not primarily a heritage or renovation task: it is an economic and social development strategy. Well-managed spaces attract additional programming, enterprise and investment.
L4	Three pillars of sustainable management	A collaborative place is only financially and socially sustainable when it combines three functions simultaneously: social and cultural aggregation, proximity services for citizens, and activities aligned with social enterprise principles.
L5	Public administration as enabling factor	The PA's role is not to deliver services directly but to identify and mobilise the latent resources - civic skills, community organisations, dormant assets - already present in the territory. Citizens are the agents of their own development.

Part 4 · Synthesis, Transferability and Roadmap

4.1 Introduction

Figure 04: The COPLACE Transferability Model

01 NETWORK	02 FRAMEWORK	03 ARCHITECTURE
"Who is here and what do they have?"	"What conditions need to be in place?"	"What will the space do and how will it last?"
N1 · Governance N2 · Ownership N3 · Participation	N1 · Governance N2 · Ownership N3 · Participation	N1 · Governance N2 · Ownership N3 · Participation
4 Work Packages each	4 Work Packages each	4 Work Packages each

Nine modules, four Work Packages each: 36 total. Full detail in Table N, Table F and Table A.

Figure 04 sets out the COPLACE Transferability Model in full: three phases, each containing three modules, one per transversal theme. Sections 4.2 and 4.3 synthesise city visit findings by phase and by transversal theme respectively, pointing each finding to the Work Packages in Table N, Table F and Table A that act on it.

Figure 05: City Visit Findings

1 NETWORK Demand-led activation "Do not invent warm water" (Roeselare). Programming must be driven by expressed community need. Independently articulated in Roeselare, Vélez-Málaga and Sarajevo.	2 NETWORK Governance complexity as primary Platform challenge Bosnia and Herzegovina presents the sharpest case, but fragmentation between municipal departments, regional authorities and civil society is present in every city. WG-Platform is the instrument.	3 FRAMEWORK Heritage as asset and constraint Vélez-Málaga, Sarajevo and West Mani all work with protected historic buildings. Heritage protection limits renovation but adds value and identity simultaneously.
4 ARCHITECTURE Sustainability models built from scratch No city has a local precedent for the CdQ model. The Social Balance Sheet and three-pillar model are the Brindisi reference toolkit. Source: TNM02 Vélez-Málaga baseline presentation, city visit findings	5 ARCHITECTURE Scale and dispersal as architecture challenge West Mani (rural), Destriuk (~2,600 people) and Tetovo (spatial fragmentation) require the model adapted to non-urban, low-density contexts.	6 NETWORK Intermediary model as governance innovation The CIEDES model (Vélez-Málaga) - a public foundation between municipality and community - is the most distinctive governance innovation in the network and explicitly transferable.

ACTIONS

Map	Co-diagnose	Co-design	Co-decide	Activate	Formalise	Measure	Share
Gather and organise	Assess with stakeholders	Develop collaboratively	Decide collectively	Put into motion	Document and anchor	Compile impact	Disseminate widely

Figure 05 presents the cross-network findings from seven city visits, organised by dimension.

This Part returns to the **COPLACE** Transferability Model set out in the Methodological Note and Part 3: three phases, each containing three modules, one per transversal theme. Figure 04 recalls that structure as the frame for what follows. Section 4.2 synthesises what the city visits have found, by phase; Section 4.3 does the same by transversal theme; both point each finding to the specific Work Packages that act on it, so neither restates the roadmap itself. Section 4.4 sets out the transferability assessment, the enabling and constraining conditions, the timetable, and the roadmap of concrete Work Packages, activities and outputs through which the network proceeds.

4.2 Synthesis by Phase

The following bridges the Transferability Model recalled in 4.1 to the transversal themes in 4.3 and the concrete Work Packages in the roadmap at 4.4: it synthesises what the city visits found, phase by phase, and points each finding to where it is acted on.

4.2.1 Network

City visit findings at the Network phase, by module:

Governance (N1). Strong mayoral commitment is the most consistent enabler across the network; Sarajevo-Stari Grad's constitutional fragmentation is the sharpest counter-case. Work Packages N1.1-N1.4.
Ownership (N2). Existing civic ecosystems (Sarajevo, Vaslui, Vélez-Málaga) and prior URBACT experience (West Mani, Roeselare) shorten the path to activating ULG Working Groups. Work Packages N2.1-N2.4.
Participation (N3). Demand-led activation - do not invent warm water - is the strongest cross-network finding at this phase, independently reached in Roeselare, Vélez-Málaga and Sarajevo. Work Packages N3.1-N3.4.

4.2.2 Framework

City visit findings at the Framework phase, by module:

Governance (F1). The Framework phase cannot be rushed: identifying which locally available legal and financial instruments can perform Brindisi's functions matters more than replicating Brindisi's instruments directly. Work Packages F1.1-F1.4.
Ownership (F2). Enabling conditions range from mature policy environments to fragmented governance frameworks; the renovation and ownership pathway has to be defined city by city, not inherited from Brindisi. Work Packages F2.1-F2.4.
Participation (F3). Policy alignment and advocacy require sustained engagement with regional and national authorities, not the municipality alone. Work Packages F3.1-F3.4.

4.2.3 Architecture

City visit findings at the Architecture phase, by module:

Governance (A1). The operating model - who manages the space, on what terms - needs testing through the ULG as first user community before it is formalised. Work Packages A1.1-A1.4.
Ownership (A2). Brindisi's tripartite sustainability model (aggregation, services, social enterprise) is the reference framework, but each city's enterprise model will be locally determined. Work Packages A2.1-A2.4.
Participation (A3). Programming must be demand-led: community needs assessment has to precede programme design, not follow it. Work Packages A3.1-A3.4.

4.3 Transversal Themes Across All Three Phases

Three conditions run transversally through all three phases of the **COPLACE** Transferability Model: governance, ownership and participation. These are not discrete workstreams but interconnected dimensions of the transfer process. A deficit in any one of the three tends to undermine progress in the others. The city visit findings set out in Part 2 allow a preliminary cross-network reading of each dimension, drawn from the Network phase baseline and subject to revision as ULG formation and Working Group sessions in the Framework and Architecture phases generate new knowledge.

4.3.1 Governance

Governance conditions vary more sharply across the **COPLACE** network than any other single dimension. At one end, cities like Roeselare and Vélez-Málaga present mature multi-stakeholder governance environments with existing intermediary organisations, tested community engagement methodologies and political backing for the transfer process. At the other, Sarajevo operates within exceptionally complex constitutional architectures that fragment authority across multiple administrative levels. The cross-network lesson is that governance co-design - the process of building a workable partnership model between public administration, community actors and managing organisations - cannot be standardised.

The process for each city is to identify the governance arrangement that is appropriate to their institutional context, using the Brindisi model as a reference point rather than a template. What transfers is the principle: the relationship between local administration and hub managers must be one of genuine partnership, not supplier-client. How that principle is operationalised will differ across seven cities and six countries. The most significant governance variable across the network is the role and capacity of the intermediary organisation. In Vélez-Málaga, CIEDES performs this function explicitly. In Roeselare, the city administration performs it directly. In Sarajevo, the civil society sector plays this role informally. In West Mani, Destrnik and Tetovo, the intermediary function is less institutionalised and will need to be developed as transfer work progresses. Identifying and strengthening the intermediary function is a priority governance task for the network going forward, and connects directly to the Urban Agenda for the EU's multi-level governance partnerships (1.2.3) - the EU's own instrument for cross-level cooperation.

4.3.2 Ownership

Community ownership - of physical assets and of the process - is a critical factor in resilience and legacy. The Brindisi model of buildings managed by civil society organisations and social enterprises rather than directly by the municipality is a relevant reference for their sustainability models. Genuine transfer of ownership requires more than the handover of a building: it requires the co-production of the governance compact, the management model and the financial sustainability structure that make that meaningful. The ownership question is closely related to governance but concerns specifically the long-term legal and financial relationship between the community and the space.

Across the network, three broad ownership models are in play or under consideration: direct municipal ownership with community management (most common); community or civil society ownership through cooperatives or TSOs; and hybrid models involving partial privatisation or social enterprise. The Brindisi experience demonstrates that the ownership model must embed all three pillars of sustainability simultaneously - aggregation, services and social enterprise - not sequence them. COPLACE network cities that already have strong civil society organisations as potential managing entities (Sarajevo, Roeselare, Tetovo) are better positioned to move towards community management models. Cities where public administration is the only realistic managing entity in the short term (Destrnik, West Mani) will need to develop transitional governance arrangements that build toward community management over time. This connects to the Cohesion Policy 2021-27 programmes and the New European Bauhaus Facility (1.2.1, 1.2.2), both of which now treat community-owned social infrastructure as an eligible investment category rather than a residual case.

4.3.3 Participation

The depth and authenticity of community participation determines whether outcomes are co-produced or merely consulted on. Across the network, participation levels vary from established multi-stakeholder engagement processes to early-stage community mapping. Tetovo presents a distinct picture: the youth NGO managing the Ex-Radio building and SEEU as institutional anchor provide an existing participatory infrastructure, but concentrated in a specific youth and cultural register, not yet extended to the broader community or private building owners. WG-Participation (Programme) is therefore a primary focus for Tetovo - building on what exists and widening it: it requires structured processes, allocated

time, and in several cities, active work to reach populations that are geographically dispersed or historically disengaged from public processes. Participation work will be organised through the ULG Working Groups; the Network and Framework modules provide the relational and structural conditions that make genuine participation possible. This connects to the Sustainable Development Goals' localisation agenda (1.2.4), specifically SDG 11's emphasis on inclusive, participatory urban planning - the network's clearest point of contact with that global framework.

4.3.4 Additional Transversal Themes

- **Youth retention and intergenerational civic exchange.** Present in Vaslui (iTineresti), Brindisi (DesTEENazione, Casa della Musica) and as a concern across most partner cities. Young people are treated as agents rather than objects of community activation.
- **Heritage as asset and constraint.** Central to Sarajevo, Vélez-Málaga, West Mani and Vaslui. Heritage protection regulation can limit renovation flexibility, while heritage identity is often the most powerful community cohesion mechanism available.
- **Slow tourism and heritage activation.** The Brindisi slow tourism strand has direct transfer resonance in Vaslui, Vélez-Málaga and West Mani.
- **Circular economy.** The RSL op Post circular model in Roeselare offers a distinctive activation logic not foregrounded in the Brindisi GP, with potential cross-network relevance for Vaslui and West Mani.
- **Demand-led activation as design principle.** Independently articulated in Roeselare, Vélez-Málaga and Sarajevo - a convergent cross-network methodological finding for the network going forward.
- **Gender-responsive governance.** An honest gap rather than a retrofitted claim: no Work Package currently names gender as an explicit lens. The concrete first step builds this into work already scheduled rather than adding new work - local actor mapping (N1.1) to collect gender-disaggregated data on ULG composition, and each city's Principles Document (N2.3) reviewed for gender-responsive governance language before it is finalised.
- **Environmental sustainability as cross-cutting priority.** Distinct from Roeselare's circular-economy finding above, this is the URBACT-wide green priority: the Framework phase's renovation pathway (F2.3) and the proximity-economy alignment with the New European Bauhaus and Cohesion Policy (1.2.2) give every partner city a route to make environmental sustainability explicit and comparable across the network.
- **Digital participation and inclusion.** Work Package A3.3 (define the digital participation layer) and Brindisi's own Portale sulla Partecipazione give the network a concrete instrument to adapt, though Destriak and West Mani's lower baseline digital infrastructure means this cannot be a uniform standard - WG-Participation will need to agree a minimum viable version for lower-capacity contexts.

4.4 Roadmap and Work Plan

4.4.1 Transferability Matrix

The transferability matrix below provides an indicative assessment of transfer readiness across the three phases for each partner city, based on city visit findings and the TNM02 synthesis.

Scale. Assessments are expressed as High, Medium or Low readiness, with brief rationale.

Status. These are working assessments, not definitive judgements - they will be revised as ULG formation and the first Working Group sessions progress.

Purpose. The matrix supports the network's comparative learning; it does not rank or tier partner cities.

4.4.2 Key Enabling and Constraining Conditions

Four enabling conditions have emerged consistently across the city visits and the TNM02 synthesis as the most significant predictors of transfer readiness:

- **Political backing.** Strong backing at mayoral level is the single most important enabling condition: without it, the governance co-design and legal enabling work ahead cannot proceed.
- **Civic ecosystem.** An existing civic ecosystem - active civil society organisations, NGOs, community groups - provides the relational substrate from which ULGs are constituted and within which co-production is possible.
- **Prior experience.** Prior experience of participatory or EU-funded processes lowers the threshold for structured engagement.
- **Activation site.** A concrete, identified activation site - a building with a clear community vocation - gives the transfer work a material anchor.
- The most significant constraining conditions:
 - **Governance fragmentation.** Most acute in Sarajevo-Stari Grad.
 - **Spatial dispersal and low density.** West Mani, Destriuk.
 - **Capacity constraints.** Limited municipal budget and project management capacity in several cities.
 - **Programming shift.** The challenge of moving from facility provision to demand-led programming (Vaslui).
 - **Heritage regulation.** A constraint in multiple cities but also a potential asset - heritage identity is often the most powerful community cohesion mechanism available.
 - **Expert-led activation risk.** One cross-network constraining risk requires active management. The transfer methodology must embed demand-led principles at every stage of programme and activation co-design.

4.4.3 Timetable and Milestones

The three COPLACE timetable milestones structure when the phases are deployed: Understand (November 2025 – August 2026), Adapt (September 2026 – August 2027), and Re-use (September 2027 – April 2028). Each milestone runs across all three phases simultaneously, generating a cumulative pathway from relational foundations through structural frameworks to physical and social activation.

Figure 06: The Transfer Journey in Time

	UNDERSTAND Nov 2025 - Aug 2026	ADAPT Sep 2026 - Aug 2027	Re-USE Sep 2027 - Apr 2028
01 NETWORK Phase	- Map actors and latent assets - Constitute the ULG - Run problematisation session	- Formalise partnerships - Co-author Principles Document - Activate Working Groups	- Finalise network chapter - Host identity event - Co-decide sustainability plan
02 FRAMEWORK Phase	- Baseline governance models - Identify legal conditions - Audit policy landscape	- Co-design governance model - Define renovation pathway - Draft Transfer Plan Part 1	- Finalise Transfer Plan Part 2 - Define proximity service model - Complete Improvement Plan
03 ARCHITECTURE Phase	- Survey activation sites - Assess community needs - Baseline programme assets	- Co-design operating model - Co-design programme - Develop enterprise model	- Establish legal and institutional vehicle - Document governance performance - Package replication guide

ACTIONS

Map	Co-diagnose	Co-design	Co-decide	Activate	Formalise	Measure	Share
Gather and organise	Assess with stakeholders	Develop collaboratively	Decide collectively	Put into motion	Document and anchor	Compile impact	Disseminate widely

Figure 06 maps all three phases (Network, Framework, Architecture) across the URBACT programme, showing WPs fall within timetable milestone (Understand, Adapt, Re-use).

4.4.4 Network Roadmap and Transnational Meeting Programme

The network roadmap is structured around the three phases and the 36 Work Packages set out in Table N, Table F and Table A. Progress is tracked at Work Package level: each city works through the relevant Work Packages in its own sequence, guided by the module descriptions in those tables. Transnational exchange supports but does not substitute for local process.

In the **Network** phase, formalising cross-sectoral partnerships (N1.3), agreeing the post-project sustainability plan (N1.4), activating ULG Working Groups (N2.2), and co-authoring the local Principles Document (N2.3); in the **Framework** phase, co-designing the governance structure and ownership model for the hub (F1.2), defining the legal and renovation pathway (F2.3), aligning local policy and advocating for enabling conditions (F3.2), and drafting Transfer Plan Part 1 (F1.3); and in the **Architecture** phase, testing the governance model through the ULG (A1.2), developing the enterprise and economic activation model (A2.3), and co-designing the programme and services (A3.2).

These three phases run simultaneously. In the final period, each phase produces its closing outputs: the network chapter of the Transfer Plan, finalised and peer-reviewed (N2.4); the governance chapter (F1.4) and policy recommendations for city, region and funding authorities (F3.4); and the legal and institutional vehicle for hub management (A1.3), documented governance performance (A1.4), and the replication guide (A3.4). Brindisi completes its Improvement Plan - drawing on comparative insights from all seven partner cities - as the Lead Partner contribution to these final outputs. Table 7 sets this out by phase: activities by period, the concrete outputs each phase produces, and the measure by which progress will be tracked.

4.4.5 Conclusions

This first stage of work has established a clear and well-evidenced foundation for the transfer work ahead. The **Case di Quartiere Good Practice** from Brindisi - has been documented, analysed and translated into a 36 Work Package transfer framework. The Transferability Study itself, as a working document will continue to be refined as the network generates new knowledge. The clearest finding from this stage is that transfer is relational before it is technical. The conditions that determine whether the CdQ model can take root in a new city are primarily conditions of trust, political will and community capacity - not primarily conditions of legal or physical infrastructure, though those matter too. The diversity of the **COPLACE** partnership is a strength: seven cities facing genuinely different versions of the shared challenge of activating collaborative places will generate richer comparative learning than a homogeneous network could. The most important single finding from the city visit process is the convergent articulation of the demand-led activation principle. Many cities have arrived at the same position: programming that is not grounded in expressed community need will not hold. This is not only a methodological principle but a political one: it is the argument for genuine co-production rather than participation as consultation, and it will be tested directly against the Work Packages and impact measures set out above.

The complexity already visible in the city profiles and framework - legal and heritage regulation varying across seven national contexts, enterprise and financial model design, social impact measurement, and the gender-responsive work - point to preliminary Ad-hoc Expert needs the network will confirm once ULGs are constituted. The European Network of Living Labs, already a live reference point for the Service Innovation improvement direction, is one synergy the network can formalise now; others with URBACT Transfer Networks and Action Planning Networks working on vacant public building reuse and community-led regeneration remain to be identified with the Programme's support. Brindisi's own Improvement Possibilities (1.5-1.7) will be revisited in light of what the transfer partners' comparative experience reveals, exactly as an URBACT Lead Partner's Improvement Plan is meant to work. The present document records where seven cities stand at the start of that process, the concrete Work Packages through which the work will proceed, and the measures against which progress will be measured.

Phase	Understand (Nov 25-Aug 26)	Adapt (Sep 26-Aug 27)	Re-use (Sep 27-Apr 28)	Key outputs	Impact measure tracked
Network	Map actors and assets (N1.1, N2.1); run problematisation session (N3.1)	Constitute ULG, formalise partnerships, agree sustainability plan (N1.2-N1.4); activate Working Groups, co-author Principles Document (N2.2-N2.3)	Peer-review and finalise network chapter (N2.4); host identity event (N3.3); disseminate findings (N3.4)	Constituted ULG per city; co-authored Principles Document; network chapter of Transfer Plan	ULGs constituted (target: 7); Working Groups activated per city (target: 3 each, 21 total)
Framework	Baseline governance and ownership models; audit policy landscape (F1.1, F3.1)	Co-design governance structure (F1.2); assess enabling conditions, define renovation pathway (F2.2-F2.3); align local policy (F3.2); draft Transfer Plan Part 1 (F1.3)	Finalise Transfer Plan Part 2 governance chapter (F1.4); complete Improvement Plan (F2.4); define proximity service model; produce policy recommendations (F3.3-F3.4)	Transfer Plan Part 1 and Part 2 per city; policy recommendations document	Cities with a finalised governance chapter (target: 7); policy recommendations produced (target: 1 per city)
Architecture	Survey activation sites, baseline programme assets (A2.1-A2.2); assess community needs (A3.1)	Define and test operating model (A1.1-A1.2); develop enterprise model (A2.3); co-design programme (A3.2)	Establish legal and institutional vehicle, document governance performance (A1.3-A1.4); secure community ownership (A2.4); define digital participation layer, package replication guide (A3.3-A3.4)	Activated site with operating model; enterprise model; replication guide	Activation sites operational (target: 7, one per city); replication guides published (target: 7)
Milestone period	Transnational Meeting Programme	Key roadmap activities	The network's 30-month lifetime places its mid-point at approximately month 15 (around February-March 2027), inside the Adapt phase and after TNM03 (Tetovo, November 2026). The network proposes a dedicated mid-term reflection session at this point, held online to keep it light rather than folded into a transnational meeting agenda, with three purposes: review progress against the Adapt-phase Work Packages set out in Table N, Table F and Table A; revisit the cross-cutting priorities and Ad-hoc Expert needs above in light of what ULG formation has actually revealed; and surface any TN synergies identified in the meantime. The exact date will be fixed once TNM03's own agenda is finalised.		
Understand (Nov 2025 - Aug 2026)	Kick-Off Meeting - Brindisi, March 2026 TNM02 - Velez-Malaga, 30 June - 2 July 2026	Actor and asset mapping (N1.1, N2.1); early problematisation (N3.1); Transferability Study drafted and reviewed at TNM02.			
Adapt (Sep 2026 - Aug 2027)	TNM03 - Tetovo, 23-26 November 2026 Mid-term online reflection - approx. Q1 2027 (see 4.4.5)	ULG formation and partnership formalisation (N1.2-N2.4); Framework co-design across all three modules (F1.1-F3.4); early Architecture work (A1.1-A2.3).			
Re-use (Sep 2027 - Apr 2028)	Further TNMs and Final Conference - dates to be scheduled	Final Transfer Plans and governance chapters (F1.4, A1.3-A1.4); replication guide (A3.4); network-wide dissemination (N3.4, F3.4).			

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Afterword.

Towards a Manifesto of Place: co-production, legacy and the living document

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A Transferability Study is, by its nature, an act of provisional knowledge. It is written at a specific moment in the life of a network - here, at the close of the Understand phase, when the baseline conditions in each partner city have been mapped but the work of adaptation has barely begun. What this document records is the beginning of a process, not its conclusion. It will be revised - through city visits, Working Group sessions and Transnational Network Meetings - meaning any later revisions will be improvements. That is not a weakness of the methodology; it is the methodology.

The substantive work of transfer will take place through a structured sequence of co-production exercises, organised through the three transversal Working Groups. WG-**Governance** (Platform) (governance, partnership and civic communication) develops the relational models through which each hub connects its community to public administration. WG-**Participation** (Programme) (services, cultural programme and community animation) co-designs the activation offer for each space, demand-led and tested through use. WG-**Ownership** (Legacy) (ownership, social enterprise and financial sustainability) develops the structures through which each hub outlasts the programme that created it.

The most enduring co-production output of the network will be the development, in each partner city, of a local **Manifesto of Place** - a document co-authored by hub managers, community members, local organisations and municipal partners that articulates the governing principles of their collaborative space. The model is Brindisi's own Manifesto delle Case di Quartiere: eight principles co-authored between hub managers and the municipality, the document that makes shared accountability possible and distinguishes a genuinely collaborative relationship from a service contract. A Manifesto of Place is not a deliverable. It is the evidence that a community has moved from consultation to co-ownership.

- **Roeselare BE** · RSL op Post: 35 tenant organisations in a former postal hub, already operating as a circular economy platform. The challenge is consolidating a relational network that exists in practice but has yet to formalise its governance compact. A Manifesto that names the principles of circular co-tenancy - shared resource stewardship as civic ethic.
- **Sarajevo-Stari Grad BA** · A pipeline of municipal buildings in a heritage-dense neighbourhood, carrying the weight of contested histories and complex ownership. Activation here means navigating the politics of post-conflict institutional memory alongside the practical challenges of renovation. *A Manifesto written across community, municipality and heritage institution - naming coexistence as a design principle.*
- **Vaslui RO** · A Business Centre with coworking and incubation ambitions in a city facing demographic decline and youth emigration. The activation challenge is economic: creating the conditions for people to stay, and for new enterprise to take root in underused civic space. *A Manifesto oriented around economic citizenship - the right to build a livelihood in your own place.*

- **Vélez-Málaga ES** · Mercado de San Francisco: a market building requiring recalibration of its activation model to connect cultural heritage with contemporary economic animation and proximity service delivery. *A Manifesto of the market as commons - where trade, culture and community governance are inseparable.*
- **West Mani GR** · Troupakis Mansion and olive oil mill in a deeply rural municipality where slow tourism, ecological stewardship and seasonal community life frame every decision. Scale is small; stakes are existential. *A Manifesto of inhabitation - written in a place that has always known how to stay.*
- **Destriuk SI** · A small Slovenian municipality whose activation context and Investment Plan site are still being confirmed. The city visit will determine what is possible; the Manifesto will record what the community decides it needs. *A Manifesto in formation - beginning, as all good constitutions do, with a question.*
- **Tetovo MK** · A North Macedonian city whose transfer context is emerging: multi-ethnic, post-conflict, with cultural infrastructure assets whose governance and activation remain unresolved. The URBACT process is also a civic process here. *A Manifesto of shared space - where the act of co-authorship is itself the civic argument.*

The Transferability Study and the Transfer Plans that will follow contribute to the URBACT knowledge base; to the evidence base for the New European Bauhaus; to Cohesion Policy programming in the partner cities' regions; and to Horizon Europe research partnerships and NEB Lab initiatives, providing a comparative, multi-city evidence base on the conditions under which collaborative place activation is transferable.

The architectures of social and cultural innovation that the **COPLACE** cities are building - the governance compacts, the enterprise structures, the co-production methodologies, and the **Manifestos of Place** through which communities articulate their own principles - do not belong to URBACT. They belong to the places that made them. When the programme ends, the hubs will remain. When the funding cycles change, the relational infrastructure built through the Working Groups will persist. The Manifesto is the case for continued investment, made in community voice, addressed to whatever policy conversation comes next.



Appendix | Table 4 - GP Reference Key: Case di Quartiere elements underpinning each Work Package

Network		
Code	CdQ Good Practice element and rationale for transfer	Primary GP source
N1 - Governance		
N1.1	In 2021 Brindisi's ten spaces operated in isolation, with varied and uneven relationships with the public administration. The starting challenge was relational, not physical. Mapping this situation - and its analogue in each transfer city - is the first act of the network module.	KOM: 'No network among the different organizations and spaces'
N1.2	The Manifesto co-authorship process required a constituted group of engaged hub managers. The ULG mirrors this: a named group with a coordinator, before any outputs are produced.	Manifesto delle CdQ; URBACT WP3 requirement
N1.3	The defining governance principle of CdQ: the relationship between local administration and hub managers must be one of partnership, not supplier-client. Formulating this as a written agreement operationalises the principle for each transfer city.	Lesson 1 - community of office
N1.4	Brindisi is recognised as the only Southern Italian city among ten Italian URBACT GPs selected in 2025, giving external validation to the sustainability commitments the network makes.	ANCI Infoday, May 2025
N2 - Ownership		
N2.1	Lesson 5 identifies the PA's function as identifying and enabling the latent resources already present in the territory - community skills, civic organisations, underused buildings - rather than importing solutions from outside.	Lesson 5 - PA as enabling factor
N2.2	Brindisi's stated next goals include building autonomous coordination and strengthening the network beyond project funding. Activating ULG Working Groups is the first structural step toward this autonomy.	CdQ next goals - autonomous coordination
N2.3	The Manifesto delle CdQ - eight principles written jointly by hub managers and the municipality - functions as the network's working constitution. Producing an equivalent document with the local ULG is a core transfer activity.	Manifesto delle CdQ - 8 principles, co-authored 2022
N2.4	Brindisi is recognised as the only Southern Italian city among ten Italian URBACT GPs selected in 2025, demonstrating the national and European significance of disseminating these findings.	ANCI Infoday, May 2025
N3 - Participation		
N3.1	The Hub di Innovazione Sociale process began with shared diagnosis before any programme design. The URBACT Local Group is the instrument for replicating this approach in each partner city.	Hub di Innovazione Sociale, 2021; Lesson 2
N3.2	Two Summer Schools (150 hrs training + 50 hrs mentoring + 300 hrs technical support) built shared capacity among hub managers. An adapted intensive learning event replicates this function.	Hub di Innovazione Sociale training strand; Summer School PN METRO PLUS
N3.3	The Festival delle CdQ was designed to construct a common identity across the city. An equivalent event marks the network's presence in the urban narrative and celebrates co-production.	Festival delle CdQ, Sep-Oct 2023
N3.4	The three-part CdQ Good Practice (Relationships / Functions / Sustainability) is the core content Brindisi's Network phase findings carry to the wider COPLACE network.	CdQ Good Practice - Relationships, Functions, Sustainability

Framework

Code	CdQ Good Practice element and rationale for transfer	Primary GP source
F1 · Governance		
F1.1	CdQ was funded through the Hub di Innovazione Sociale (FSE+FESR, Puglia Region) and later scaled under PN METRO PLUS e Città Medie Sud. Understanding which funding instruments enabled Brindisi helps partner cities identify analogous frameworks in their own contexts.	Puglia Region FSE+FESR; PN METRO PLUS 2021-27
F1.2	The Transferability Study assesses which elements of CdQ transfer well and which require adaptation. Enabling conditions assessment is the analytical foundation for this.	URBACT Transferability Study (WP2 standard output)
F1.3	Transfer Plan Part 1 is an URBACT mandatory output due by end of Adapt. It must include the governance and framework chapter - the most context-specific element of any transfer.	URBACT Guide for Applicants - Transfer Plan structure
F1.4	The finalised governance chapter is the most durable element of the Transfer Plan - it defines how decisions are made, who owns what, and how the community retains agency over the space long-term.	URBACT Transfer Plan; investment plan governance narrative
F2 · Ownership		
F2.1	Three of Brindisi's hubs are in monumental heritage assets; one is in a property confiscated from organised crime. Heritage regulation is both an asset and a constraint across the COPLACE network.	Lesson 3 - Riusa Brindisi; 3 monumental assets + 1 confiscated property
F2.2	Pre-CdQ, management models ranged across direct PA management, TSO concessions and informal civic arrangements. Mapping this spectrum provides the baseline for governance co-design.	KOM: 'Varied management approaches and relationships with PA'
F2.3	Three distinct allocation models emerged from Brindisi's experience: cooperative management (Parchi Bene Comune), private civic organisation, and TSO concession. Each represents a different governance philosophy with different implications for sustainability.	Lesson 3 - three models; Riusa Brindisi programme
F2.4	The Bilancio Sociale (Social Balance Sheet) is CdQ's co-developed impact tool, with 52% of the PN METRO PLUS budget allocated to community-managed services. Hub di Innovazione Sociale also provided 300 hours of technical support for renovation and compliance - both feed directly into the Improvement Plan.	Bilancio Sociale; PN METRO PLUS budget - 52% community-managed services; Hub di Innovazione Sociale 300 hrs technical support
F3 · Participation		
F3.1	Lesson 5 is the framework principle: the PA's function is to enable, not to deliver. The Participation Portal and Neighbourhood Concierge are the operational instruments through which Brindisi institutionalised this enabling role at scale.	Lesson 5; Portale sulla Partecipazione; PN METRO PLUS
F3.2	Leading the transfer network gives Brindisi the opportunity to test which elements of CdQ are most transferable and to enhance the model in light of peer learning - the basis for local policy alignment and advocacy.	URBACT Improvement Plan obligation; CdQ scaling ambition
F3.3	The Portineria di Quartiere (Neighbourhood Concierge) is CdQ's most distinctive service innovation: a distributed, hub-based gateway for citizens to access public services, co-designed with TSOs and managing organisations.	Portineria di Quartiere, PN METRO PLUS
F3.4	The PN METRO PLUS framework shows how a locally developed GP can be scaled into national cohesion policy. Partner cities producing policy recommendations have this trajectory as their reference model.	PN METRO PLUS e Città Medie Sud 2021-27

Architecture

Code	CdQ Good Practice element and rationale for transfer	Primary GP source
A1 · Governance		
A1.1	CdQ's sustainability model is explicitly tripartite: social and cultural aggregation + proximity services + social enterprise principles. The operating model must define who manages the space on terms that hold all three pillars together.	Lesson 4 - pillars of managing public spaces; Bilancio Sociale
A1.2	The Final Transfer Plan must include a detailed module outline, partnership delivery model, schedule of activities and expected outcomes - the ULG is the first body to test this operating model in practice.	URBACT Transfer Plan structure; 'concreto, misurabile, replicabile' - ANCI 2025
A1.3	CdQ was funded and institutionally anchored through the Hub di Innovazione Sociale programme (FSE+FESR, Puglia Region). This is the legal and institutional framework each partner city needs an equivalent for.	Puglia Region FSE+FESR; Hub di Innovazione Sociale
A1.4	The Social Balance Sheet provides a structured evidence base. Over 2,000 m ² regenerated, ten spaces activated, 150 hrs training delivered - these are the benchmarks against which transfer cities document their own governance performance.	Bilancio Sociale; PN METRO PLUS budget; KOM impact data
A2 · Ownership		
A2.1	CdQ spans ten spaces across highly diverse typologies: a FabLab in a baroque palazzo, a youth centre in a confiscated property, a community park of 30,000 m ² . This diversity is a feature - each site has its own vocation, and the network connects them rather than standardising them.	10 spaces + 3 monumental assets; 2,000 m ² + 30,000 m ² park
A2.2	CdQ hubs span: sport, slow tourism, music, theatre, minor services, training, coworking, FabLab, project and business incubation. This spectrum is the reference for baselining what a partner city's hub already does.	CdQ activity spectrum; KOM slides 13-14
A2.3	CdQ Imprese: a public call to established businesses offering up to €45,000 for ten initiatives, implemented with TSOs and hub managers. This creates a public-private platform for sustainable economic activation.	CdQ Imprese €449,628; Collaboration with Businesses, PN METRO PLUS
A2.4	The lesson is explicit: public spaces are only sustainable when they combine social aggregation, proximity services and social enterprise. Community ownership structures must embed all three simultaneously to outlast the programme cycle.	Lesson 4 - pillars of managing public spaces
A3 · Participation		
A3.1	Programming must be demand-led. Lesson 4 names this requirement: spaces must serve aggregation, services and enterprise.	Lesson 4 - three pillars; cross-network counter-lesson from Roeselare
A3.2	The key CdQ instrument for service co-design is a public call inviting hub managers to submit proposals for new citizen services (up to €15,000 per initiative, three themes: culture, education, community services). Approximately 20 projects are supported per year in the current programme cycle.	Co-progettazione call; PN METRO PLUS co-design strand - €2.25M total
A3.3	The Portale sulla Partecipazione is the digital interface between citizen and administration. Defining an equivalent for each partner city makes citizen engagement structural, not occasional.	Portale sulla Partecipazione, PN METRO PLUS; Lesson 2
A3.4	Brindisi's recognition as a European GP means the dissemination toolkit carries authority: a proven model, at scale, in a challenging Southern European context, now tested across seven different European cities.	URBACT GP recognition 2025; ANCI / unogenio.it

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