



## Co-Management Models

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### 1. Development Trust

Development trusts are a particular type of partnership organization, which offers benefits to the local community, as well as public bodies, non-profit agencies and funders. While there is no one model for Development Trusts, they do have common characteristics, such as a focus on space regeneration with a vision of long term sustainability and accountability. Indeed, they often manage built assets, -such as empty buildings or brownfield sites, either bought or vested. By generating commercial incomes from rents, events and other sources, they are run as private businesses but for the public good, often being categorized as social enterprises. The model may include an element of cross-funding whereby revenue from positive activities support other social ventures. While trusts offer considerable benefits, they require a well-planned start up process and considerable support during their early years.

One good example is *Bootstrap*, a development trust in Hackney developed in the former Rowney paint factory, damaged during the 1939-45 war. Over a forty year period they have developed this facility and surrounding buildings, managing an extensive property portfolio which is tenanted by a mix of NGOs, creative businesses and other micro enterprises. Today they host London's leading micro finance operator, as well as the leading avant-garde jazz venue in London, and have just recently developed a rooftop bar/restaurant event space.

### 2. Business Improvement Districts

Originating from Canada and the United States, Business Improvement Districts (BIDs) are now found in about twenty countries worldwide. The principle is that businesses operating within a designated "BID" pay a supplementary tax for additional projects that improve the street environment. It is a classic example of a new type of commons, in which the entrepreneurs in the area can benefit from overall improvements that on their own they could not achieve. These improvements are normally seen as being inadequately performed by the municipality from its existing tax revenues, -such as cleaning streets, providing security, making capital improvements, construction of pedestrian and streetscape enhancements, and marketing the area. Therefore, the services provided by BIDs are intended to be supplementary to those already provided by the municipality.

### 3. Triple Helix

Triple helix models of governance are based upon the shared control and participation of the public, private and research sectors. Eindhoven in the Netherlands was one of the first cities to set up such a model, with the creation of the Development Agency Brainport to manage new developments in the city. The Brainport board combines public representation, -including from neighboring municipalities such as Heerle; private sector representation, - both from corporations such as Phillips and small start-ups; and representatives of the very diverse research centers and universities in the city. For over 20 years now, this structure has proved to be fast moving, responsive and effective in strengthening the knowledge base of the city.

### 4. Temporary Use

“Temporary use” and “meanwhile spaces” are ways of reusing empty property and land, by allowing community groups, small businesses or individuals to move into these vacant spaces and set up shop, on the understanding that they will leave within an allotted time. Temporary reuse is an increasing part of urban regeneration projects and some developers now go out of their way to encourage uses in the period before construction starts.

To do so, a range of governance methods are deployed. *See U* is a good example; set up in a large former Police Academy in South Brussels, the buildings now enclose a large courtyard in which a velodrome has been installed and is open to the public. The regeneration partnership involves the city, the University and a Developer. They contracted the temporary use of the building in an open bidding competition and it is this company that manages the facility. Over 50 projects have been hosted in the buildings and the velodrome acts as a focal point to draw in the public.

### 5. Asset Transfer

Many of the most successful community based projects in European cities have grown as a result of assets being transferred to community groups, and then managed by these organisations. The exact legal form varies, -from informal associations to forms of social enterprise. Good examples include the Chapito in the Alfama district of Lisbon, which was a former women’s prison totally derelict with rats the size of cats. For the past forty years, it has been training people up to degree level in circus, dance, drama and street performance skills. The social activities are cross-subsidized by a successful event business, bar and restaurant. Chapito specializes in working with offenders both inside and outside prisons.