



Guide to Good Practices: Shared governance of cultural hubs

Erasmus+ Project CO.GOV:
*Building Sustainable Urban
Cultural-Creative Ecosystems*

SCIC Friche la Belle de Mai
x
Nod Makerspace



Funded by
the European Union

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Introduction: Co.Gov presentation

In the contemporary landscape of post-industrial societies, urban revitalization goes far beyond the mere modernization of buildings. As former industrial sites are transformed, they become dynamic platforms for the expression of art, culture, and heritage, thereby enriching the cultural fabric of their surroundings. The **CoGov project** aims to strengthen skills and knowledge related to sustainable participatory governance models, applied to rehabilitated industrial spaces that have been turned into creative hubs or cultural centers.

The CoGov project is based on a collaboration between **Nod Makerspace**, a creative hub and co-working space located in Bucharest, Romania, and **La Friche la Belle-de-Mai** in Marseille, France. This project seeks to foster reflection on the **common obstacles** and **challenges** faced by these hybrid spaces.



La Friche

<https://lafriche.org>

La Friche was born from the ashes of the Seita tobacco factory in Marseille (France) and is now a place of creativity and innovation.

It is both a workspace for the 70 associations present on the site: 400 artists and creatives who work there on a daily basis, and a venue for cultural dissemination and events (600 public art events per year, from workshops for young audiences to large-scale festivals). With more than 450,000 visitors per year, La Friche la Belle de Mai is a multifaceted public space comprising a sports area, a restaurant, five concert halls, shared gardens, a bookshop, a crèche, 2,400 m² of exhibition space, an 8,000 m² roof terrace and a training centre. At this cultural and urban site, we imagine, create and work to ensure that every idea can find an outlet. All forms of artistic expression, all trends and all ages are represented here. Discovery, debate and the unexpected can be found on every corner of this neighbourhood.



Nod Makerspace

<https://nodmakerspace.ro>

Nod Makerspace is an NGO and a private cultural-creative center, located in a repurposed industrial hall in Bucharest.

Spanning 2,200 sqm of mixed-use space, Nod is both a technical platform offering prototyping tools for the creative industries and a working and meeting hub for start-ups. With a strong commitment to maker culture, we have developed key initiatives to support creators: Mater – the materials library, makers' accelerators, educational programs on design, digital fabrication, and craftsmanship for the large public, design exhibitions. Beyond its role as a makerspace, Nod leads Dâmbovița Apă Dulce - a sustainability-driven program that influences urban development along the city's body of water Dâmbovița River, bringing local communities and CCI to the forefront of the program's components.



Objectives of the guide

This guide is designed as a reference tool to support professionals involved in the creation, management and transformation of cultural and creative spaces, particularly in urban areas undergoing redevelopment.

It proposes best practices tailored to the challenges collectively identified during the CO.Gov workshops, and aims to:

- Strengthen the skills of coordinators, founders and various stakeholders involved in the venue.
- Present proven models of urban transformation, economic sustainability and participatory governance.
- Enrich the practices of these cultural hubs and third-party cultural actors with documented feedback and directly applicable tools.

This guide is intended for:

- Facilitators of cultural creative hubs, cultural centres, fab labs, incubators, co-creation spaces, social centres, etc.
- Urban planning professionals, policy makers, and technical teams from local authorities.
- Associations, citizen collectives, local activists involved in urban regeneration.
- Transnational networks and communities of practice.

A. Methodology: Identifying needs and designing collectively



A progressive approach

In Marseille and Bucharest, partners experimented with a participatory method in several phases:

- Listening and shared diagnosis: local workshops bringing together third-place operators, artists, communities and residents to identify needs, bottlenecks and opportunities.
- Context analysis: taking into account the political, economic and social realities specific to each territory (e.g. the role of post-COVID creative hubs as a social buffer, diversity of statuses).
- Building a shared narrative: developing a collective vision to bring stakeholders together and lay the foundations for shared governance.
- Identification of key skills to structure local actions.

Tools used:

- Local needs and resource analysis grids.
- Stakeholder matrices (mapping of actors, roles and expectations).
- Co-design protocols for educational or participatory projects (e.g. shared governance charter).
- Mapping of skills found among creative hub workers and managers.

B. Thematic sections

1. Urban transformation and co-production

Key principles

The adaptation of spaces must be considered in relation to:

- The needs of the area, identified by listening to local stakeholders and analysing activity cycles.
- The institutional, regulatory and political context: changes in government, historical legacies, regulations specific to each country or city.
- Socio-economic diversity and the challenges of inclusion for residents and neighbouring communities.

The urban transformation of industrial or vacant spaces into creative hubs is based on an integrated vision that goes beyond simple physical rehabilitation. It is a living

process at the crossroads of social, cultural and economic dynamics. Its objective is to regenerate brownfield sites or abandoned urban areas and make the land accessible to citizen initiatives.

This process must be co-constructed with local stakeholders: residents, artists, local authorities, businesses and associations. The challenge is to anchor these projects in a logic of general interest, respecting local specificities and mobilising common narratives that bring people together. Transformation is inseparable from a territorial approach that takes into account historical, political and social contexts.

Key success factors

- Existence of a common narrative that unites stakeholders around a shared vision.
- Ability to articulate transformation processes with local realities and adapt models to contexts, without mechanically transposing one framework to another.
- Ongoing dialogue with local authorities, taking into account public policies (e.g. labels, urban renewal support mechanisms).

The success of these projects depends on:

- The creation of a solid partnership between public and private stakeholders and citizens, enabling the pooling of expertise and ensuring the legitimacy of actions.

- Actively listening to the needs of local communities through participatory mechanisms (workshops, shared assessments, stakeholder matrices).
- The involvement of artists and residents from the early stages of the project, ensuring a real connection to the area and encouraging the population to take ownership of the space.
- The articulation of the project with public policies supporting urban renewal (e.g. labels, national or European schemes).

Points to monitor and risks identified

- Avoid creating «static» places that are disconnected from their social environment and risk becoming empty shells, devoid of meaning for residents.
- Prevent the monopolisation of decision-making power by a single actor or dominant entity, at the risk of stifling diversity of contributions.
- Do not mechanically transpose existing models

without adapting them to local specificities, in order to avoid misunderstandings and blockages.

Examples

- La Friche la Belle de Mai: a model of industrial rehabilitation with a multi-member cooperative. without adapting them to local specificities, in order to avoid misunderstandings and blockages.
- Nod Makerspace: co-production of a creative space in a former industrial site, with a grassroots approach.



Le Couvent Levat

a place of creation, encounters and dissemination

A RESOURCE for the arts sector

a venue for CELEBRATIONS AND PROGRAMMING

a place for residents TO MEET AND EXPRESS themselves

HISTORICAL CONTEXT

Occupied since 1843 by the Congregation of the Sisters Victims of the Sacred Heart of Jesus

Voluntary departure of the 18 sisters in 2016

Purchased by the city of Marseille during the Municipal Council meeting of 6 February 2017

The association develops into an artists' community

for an initial period of

This temporary occupation will end in 2026

Guarding

Security

Upkeep

Maintenance

A CALL for APPLICATIONS for all the artists

Wich projects for the association?

residents

summer visitors

artists

crafts people

users

The building's outdoor spaces and gardens, which constitute a green lung for the neighbourhood, have been opened to the public in order to meet the expectations of local residents, as expressed during consultations.

in the Belle de Mai neighborhood,
Marseille, FRANCE



Le Couvent

CHALLENGE

How to guarantee the future of the structures and artists based at the Couvent?



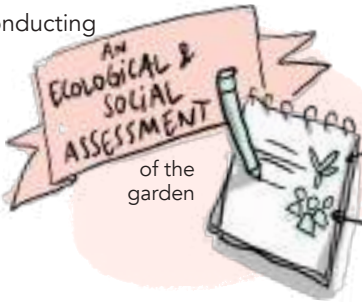
End of the temporary occupation

How to preserve and enhance the garden, the neighbourhood's green lung, while maintaining broad access for residents?

STRATEGIES

In anticipation of the end of the temporary occupation and to prepare for the future of the site, several steps have been taken since 2022:

Conducting



of the garden

To identify:
the needs
the priorities for action

Development of



shared vegetable gardens

participatory projects

neighbourhood meals
events open to the public

Establishment of



Artistic responsibilities

Ecological and social responsibilities



Organising regular discussions

Involving residents from the project design stage

Encouraging different audiences to take ownership of the garden

Experimentation in



The main partners involved in committee the site :

City of Marseille

Site owner, institutional partner and guarantor of the legal framework

Juxtapoz

Building management, artistic programming and activities at the Couvent

L'Hydre

Management of the Levat Garden, development of projects related to ecology and biodiversity

Neighbourhood residents and collectives

Participation in the use of the garden, relaying local needs

Local associations and cultural organisations

Involvement in activities and events organised on the site

The **Site Committee** plays a key role in the future of the Levat Convent. By bringing together artists, residents, associations and institutions, it has become a **space for negotiation and collective planning**.

It is here that possible scenarios for the site after 2026 are discussed: what form of governance, what priorities for the garden, what balance between artistic creation, public services and civic uses.



Nod Makerspace

Co-Creation & Urban Transformation



To foster a sustainable urban environment where cultural-creative industries can thrive and play an essential role.



REGENERATION of the Dâmbovița River

Together with strategic partners, we have developed Dâmbovița Apă Dulce – a collaborative urban transformation program that prototypes and tests new ways for the city to reconnect with its river.

This transformation has not only preserved the site's industrial heritage but also catalyzed a broader urban regeneration process, inspiring nearby businesses and cultural venues.

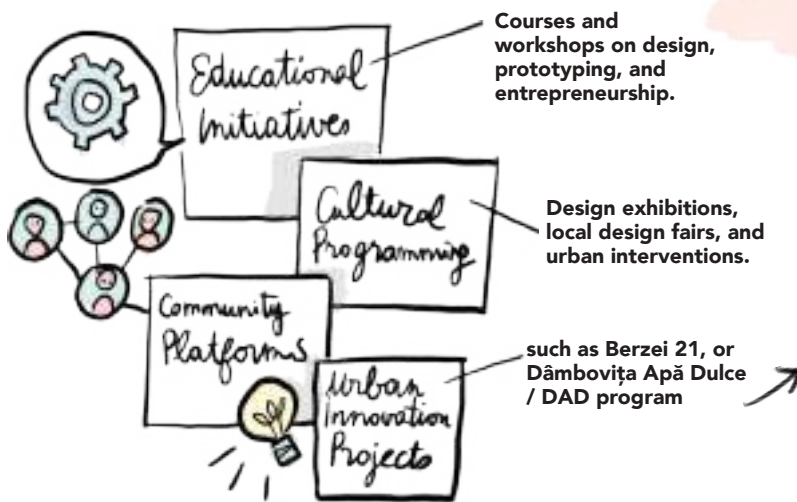




Back in 2015, a group of multidisciplinary creatives set out to transform an abandoned industrial space in Bucharest's former cotton factory into Romania's very first makerspace. After six months of hard work, with the support of 25 people and

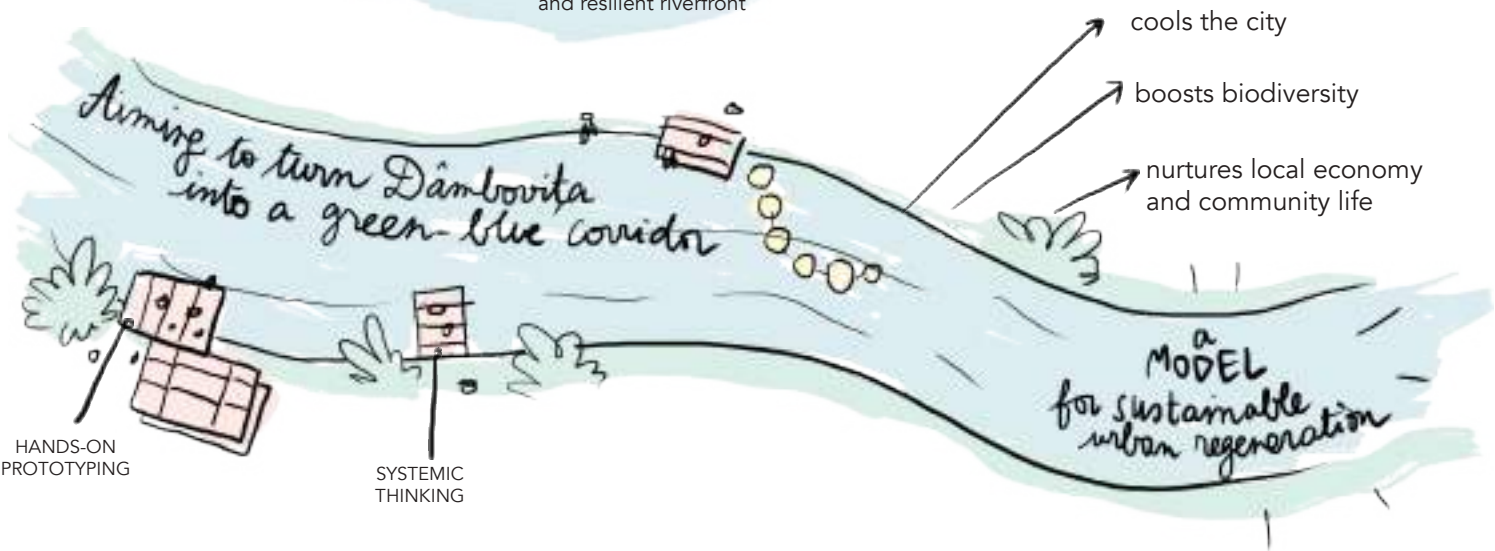
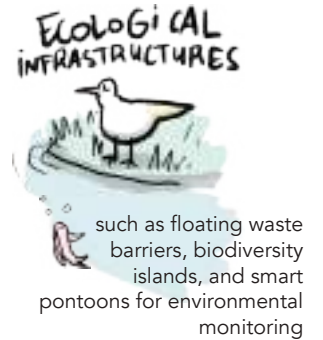
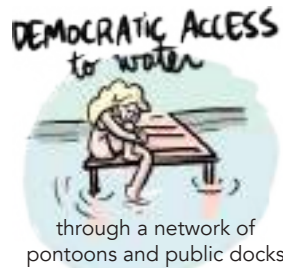
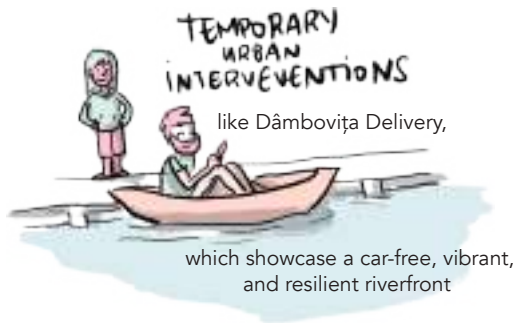
9 partners, space was ready to welcome makers and entrepreneurs from the creative industries. What was once an empty factory came back to life, becoming a thriving hub for Bucharest's creative industries.

Nod Makerspace has become a cornerstone in Bucharest's creative industries, offering:



IMPACT on the URBAN FABRIC

In this latest urban innovation project (DAD program), through co-creation with communities, academia, businesses, and public institutions, we design and implement scalable solutions:





FABER Timișoara

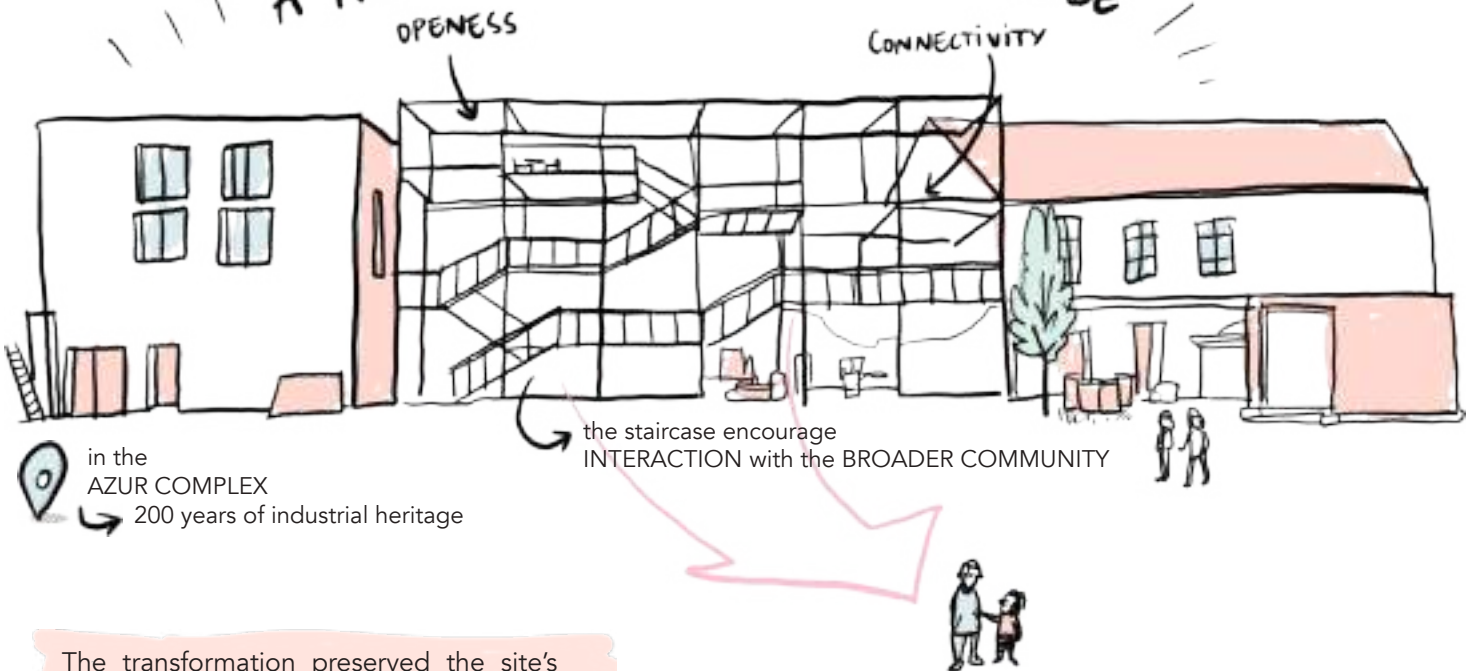
Co-Creation & Urban Transformation



To revitalise a historic industrial site into a dynamic cultural centre that fosters creativity, collaboration, and community engagement.



A REFURBISHED INDUSTRIAL WAREHOUSE



The transformation preserved the site's historical essence while adapting it for contemporary cultural use.



ALL PARTNERS
Provided the vision and initial investment.

ARCHITECTURAL TEAM (FOR)
Led the design and renovation process, ensuring the space met the needs of creative professionals.

FABER EXECUTIVE TEAM
Contributed to programming and content creation, enriching the cultural offerings.

COMMUNITY MEMBERS
Engaged through workshops and events, fostering a sense of ownership and participation.

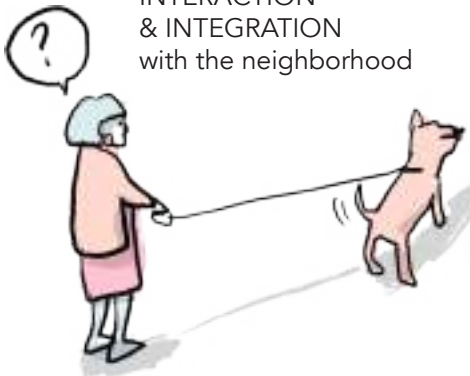


IMPACT on the URBAN FABRIC



OPEN DESIGN & PUBLIC EVENTS

INTERACTION & INTEGRATION with the neighborhood



Through these initiatives, FABER exemplifies how adaptive reuse of industrial spaces can lead to sustainable urban transformation and foster a thriving creative community.

2. Financial sustainability and business models

Key principles

- Shared governance cannot exist without an economic model that supports the viability of the project while respecting its values.
- Diversity of income is a factor in resilience: ticketing, space rental, events, sponsorship, public-private funding.
- Financial resources must be transparent, ethical and aligned with the public interest of the project.

The sustainability of creative hubs depends on the ability to build a balanced economic model that combines

financial robustness and social accessibility. This model must enable the financing of infrastructure and projects while remaining faithful to the values of inclusion, cooperation and the general interest.

Diversifying sources of income (ticketing, rentals, events, partnerships) is essential to ensuring the resilience of these spaces in the face of economic and political uncertainty. The economic governance of creative hubs must also be based on the principles of transparency and alignment with objectives of general interest.

Key success factors

- Co-construction of economic models with stakeholders to build trust and buy-in for the project.
- Ability to reconcile financial robustness with social accessibility of spaces (avoiding the exclusion of local audiences).

The conditions for a sustainable economic model to succeed are as follows:

- Diversification of income to reduce the risks associated with dependence on a single source of funding or a

single type of activity.

- Integration of economic models into co-construction processes, so that stakeholders share responsibility for budgetary choices and financial priorities.
- Transparency of financial flows and budgetary decisions is a foundation of trust.
- Adopting robust frugality, combining lighter resources with sufficient resilience to withstand external shocks (e.g. economic crises, changes in public policy).

Points to watch and identified risks

- Avoid over-reliance on a single source of funding, which would make the project vulnerable to external developments (end of subsidies, withdrawal of partners).
- Pay particular attention to the origin of funding in order to prevent any ethical conflicts or political dependence.
- Ensure clear and transparent financial management

in order to maintain stakeholder confidence and commitment.

- Refuse resources whose origin or conditions are incompatible with the values upheld by the creative hub.



La Friche la Belle de Mai

THE SPACE

HISTORY

1968

1990

1992

2007

2013

In the 19th century, the Manufacture des Tabacs de la Belle de Mai was one of the largest factories in France and the largest employer in Marseille. In 1868, the factory left the old port and moved to La Belle-de-Mai.

The former tobacco factory, known as SEITA, closed its doors.

The Friche la Belle-de-Mai was created, initially managed by the Système Friche Théâtre association.

La Friche is incorporated as a SCIC (cooperative society of collective interest).

A pivotal year for La Friche. Marseille was named European Capital of Culture by UNESCO. La Friche played an active role in this major event by offering a rich and diverse programme of events throughout the year.

in the SEITA, a former factory
in la Belle de Mai, Marseille, FRANCE



FRICHE LA BELLE DE MAI

STRATEGIES

Co-construction of economic models with stakeholders:

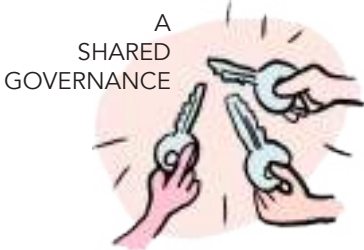
SPACES for DIALOGUE



working groups

drafting the Cooperative's Orientation Plan

shared decision-making



A SHARED GOVERNANCE

A HYBRIDATION of the RESOURCES



royalties

ticketing

(etc.)

subsidies



co-production

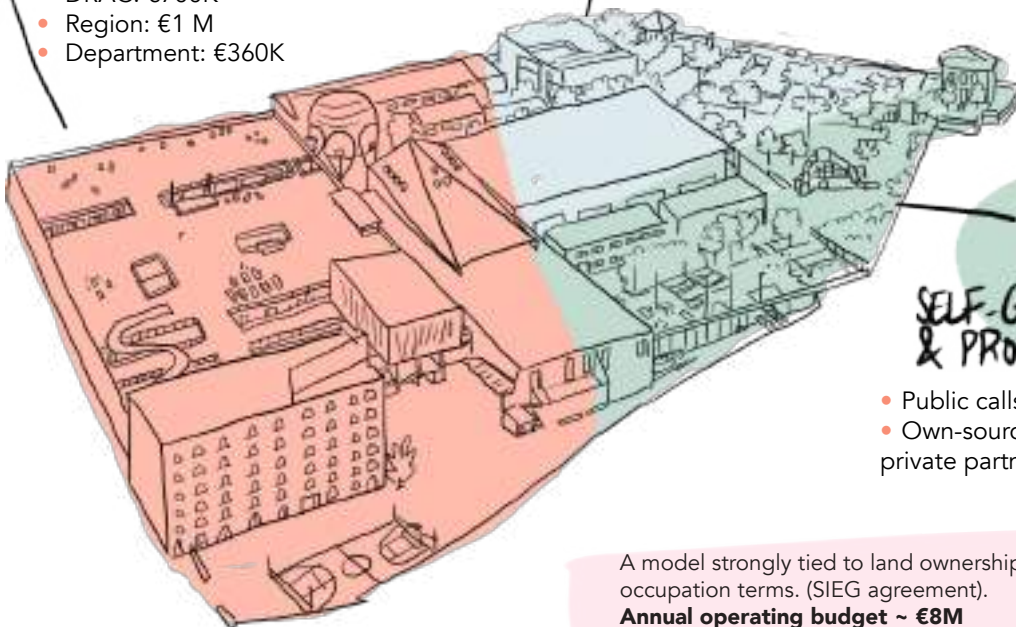
55% COMPENSATION SIEG

Public service compensation subsidies (stable since 2014):

- City of Marseille: €2.9M
- DRAC: €700K
- Region: €1 M
- Department: €360K

24% VENUE OPERATING REVENUES

- Resident contributions to shared costs
- Rent from «Les Grandes Tables» (4% of €2.2M annual turnover)
- Event space rentals (mostly B2B)



21% SELF-GENERATED INCOME & PROJECT FUNDING

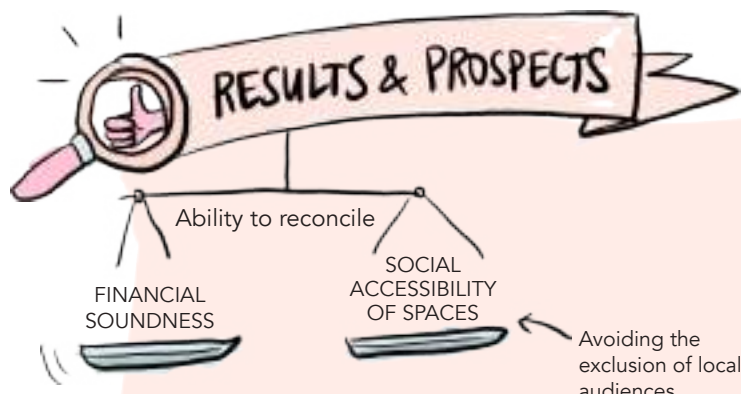
- Public calls for projects (AAP)
- Own-source income: ticketing & private partnerships

A model strongly tied to land ownership and favorable occupation terms. (SIEG agreement).

Annual operating budget ~ €8M
(excluding amortized investment grants)

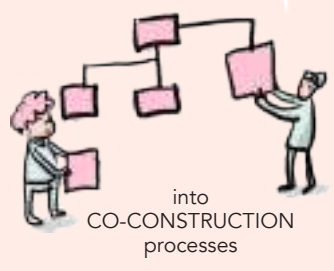
Investments (renovation and maintenance): mostly public subsidies;

In some cases, loans are used, repaid via revenue from renovated spaces



DIVERSIFICATION OF INCOME

Integration of ECONOMIC MODELS



ALL THE STAKEHOLDERS affected by decisions taken during the various voting processes within the cooperative

Who defines the amount of contributions ?

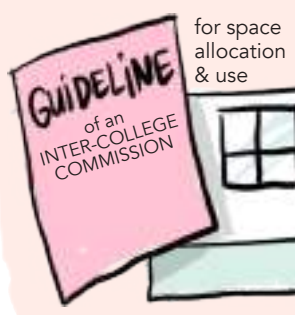
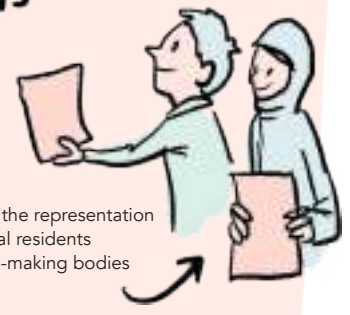


++ support logic for structures of general interest

THE USAGE MANAGEMENT COLLEGE



Guarantee of the representation of local residents in decision-making bodies



for space allocation & use

amount of residents contributions to expenses based on SGEI criteria

TRANSPARENCY of FINANCIAL FLOWS

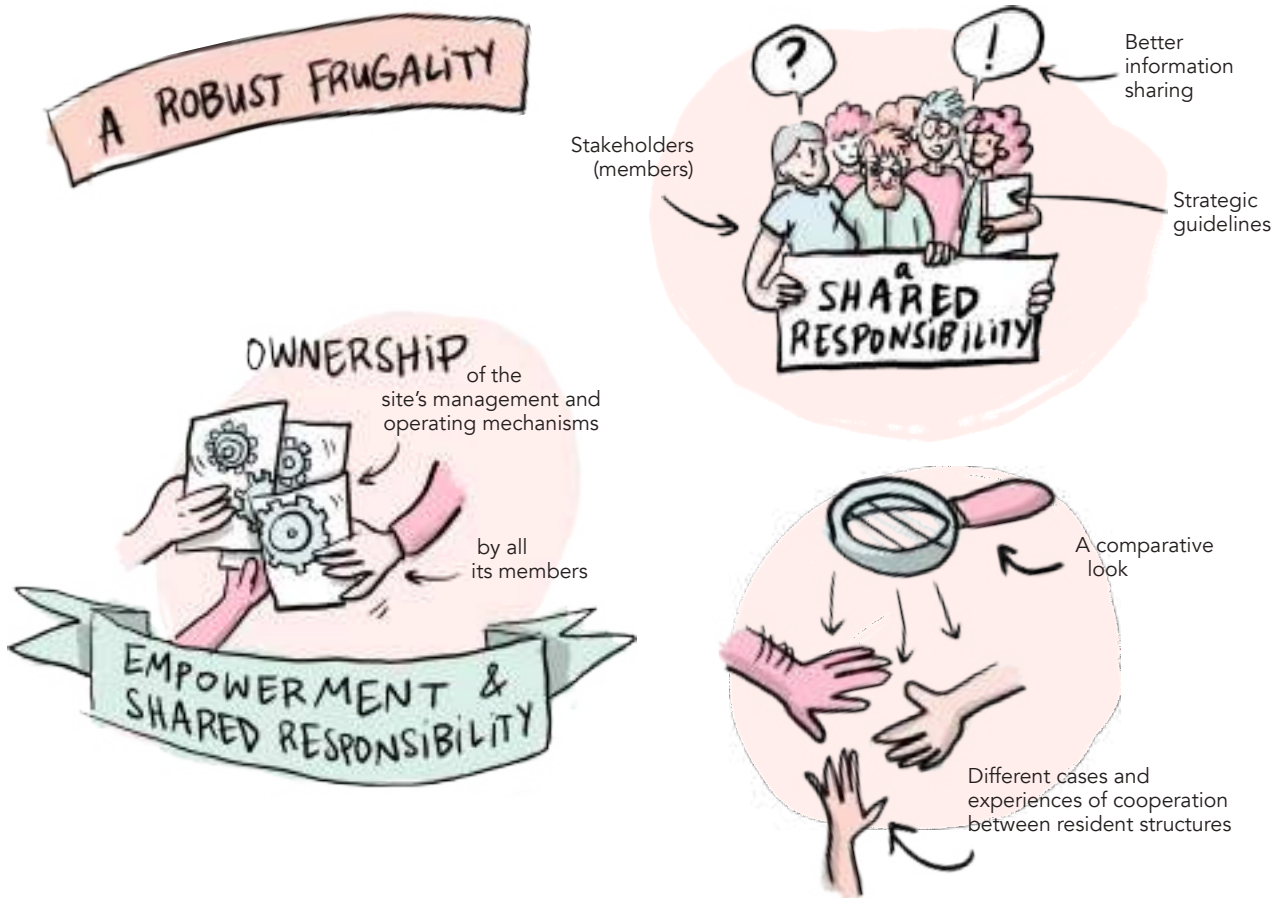


presented to the Board of Directors?

All of La Friche's economic activities are documented by its administrators and presented to the various governance bodies, which bring together all shareholders and their representatives.

These documents serve as a support tool for formal decision-making by stakeholders within these bodies.

While these internal communication materials are designed to encourage the broadest possible participation, they do not replace the organization's legal obligations. Given its size, La Friche appoints a statutory auditor, who is also responsible for preparing the required financial statements, including the balance sheet and the income statement.

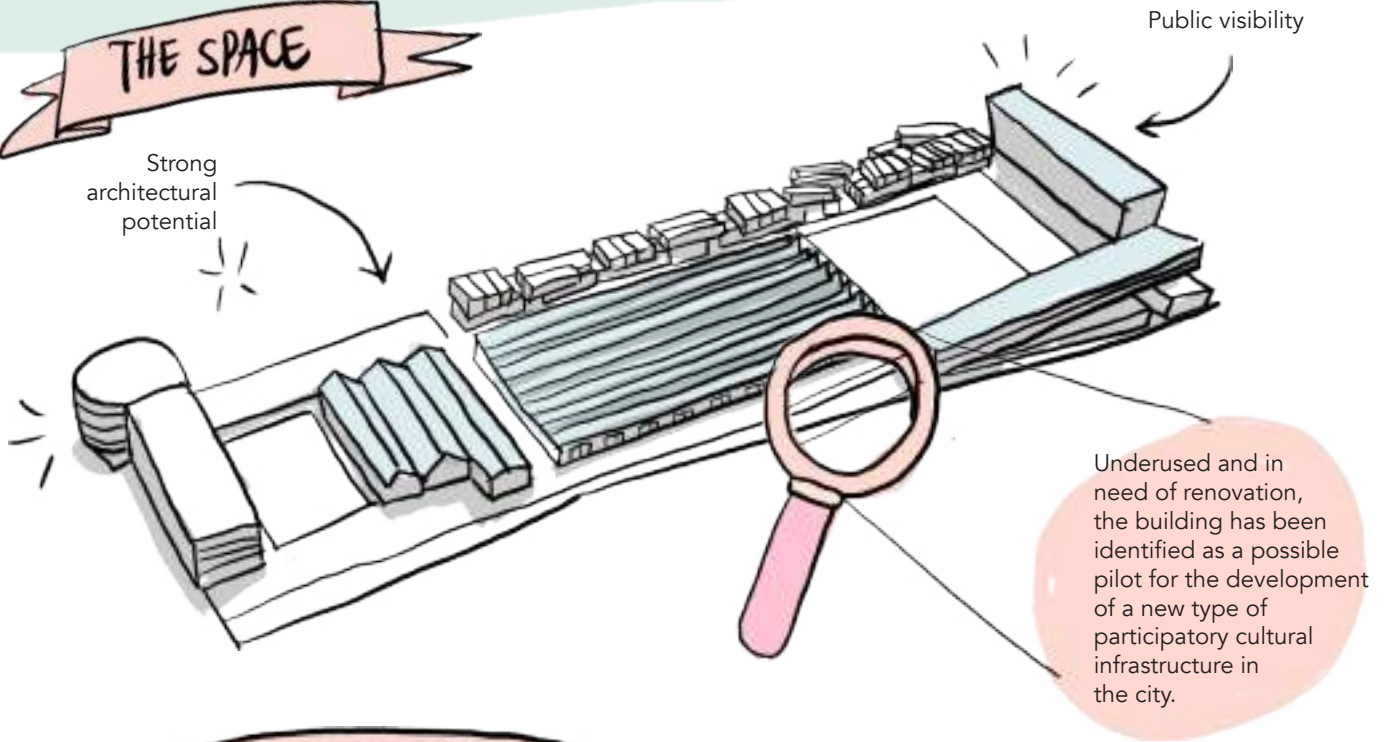




Berzei 21

A prototype cultural centre

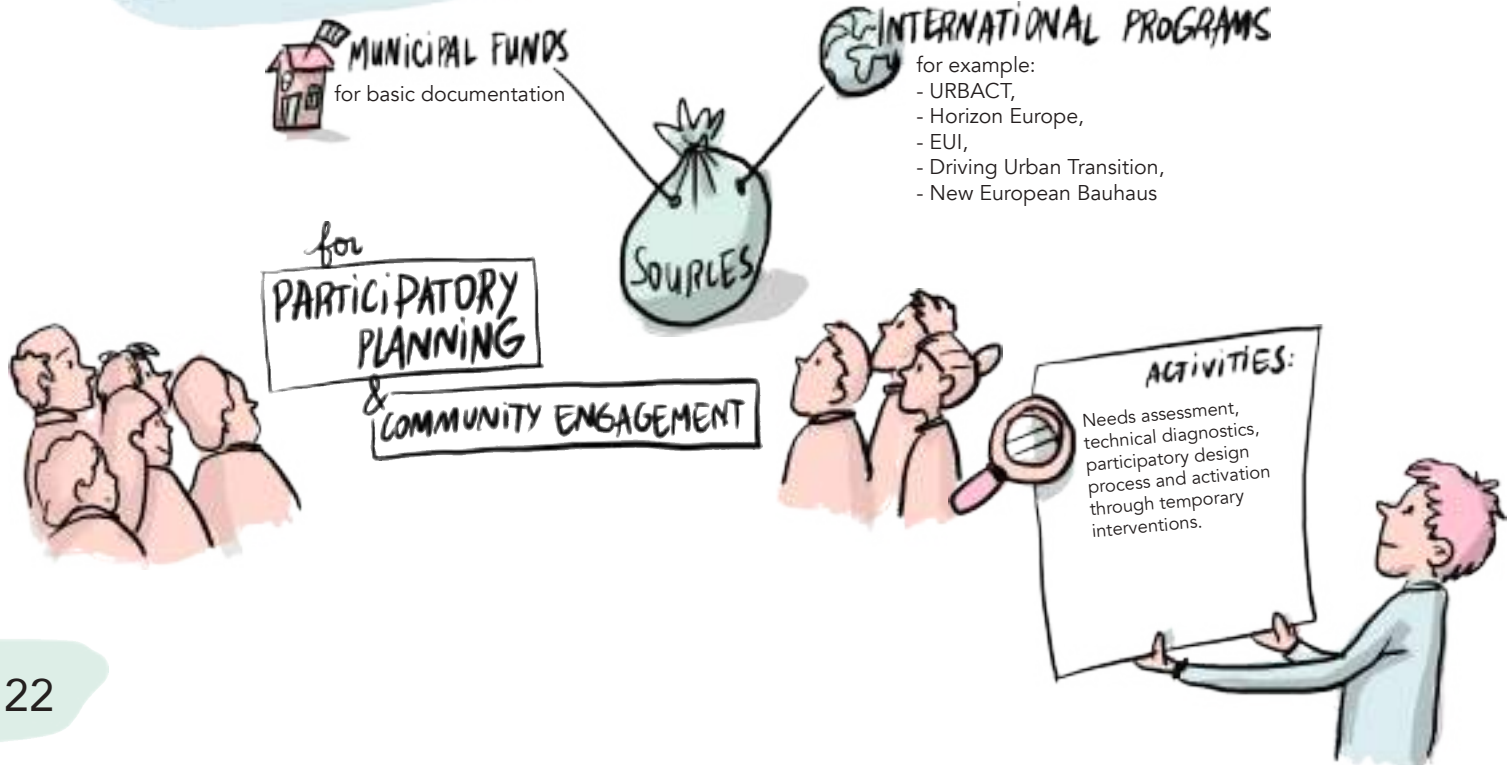
THE SPACE



PROPOSED FINANCIAL MODEL

Mixed stages and sources

1 PREPARATION PHASE
Public and flexible funding



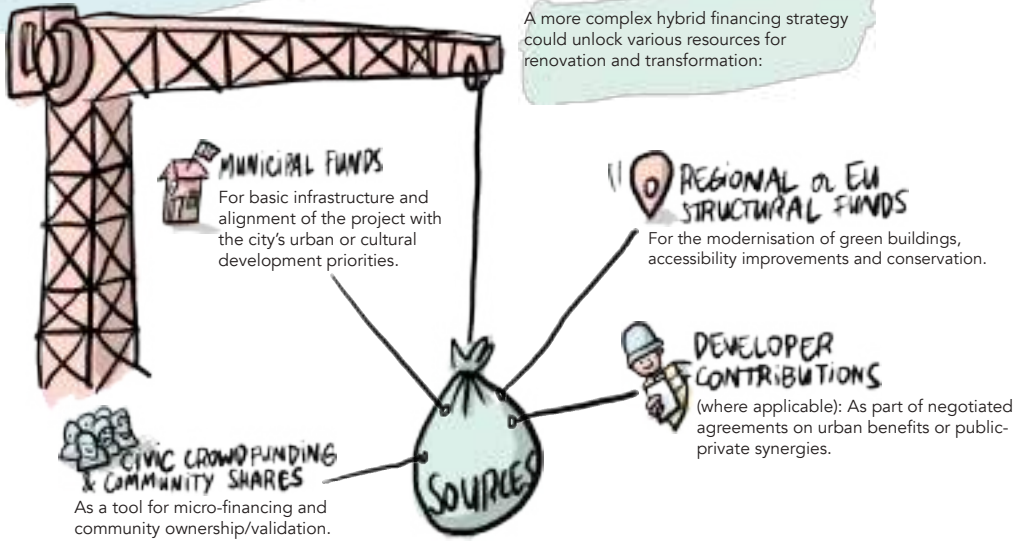
2. INVESTMENT PHASE

Stratified and multi-source approach

centrally located property owned by the Bucharest City Hall



A more complex hybrid financing strategy could unlock various resources for renovation and transformation:

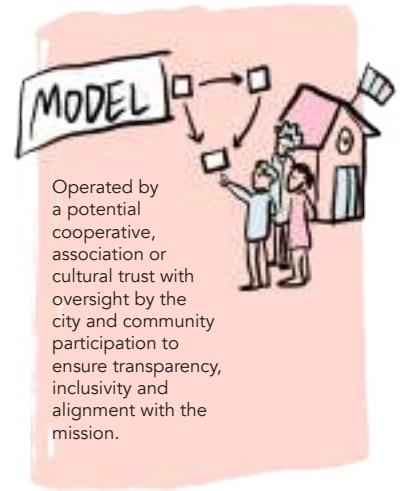


3. OPERATIONAL PHASE

mixed income and public and citizen governance



From foundations or CSR programs aligned with cultural or social innovation goals.



STRATEGIC VALUE

Berzei 21 offers a real-life testbed for building a scalable model of cultural regeneration based on public assets, inclusive governance, and layered financing—demonstrating how municipalities can co-develop urban innovation with their citizens.

THE TRANSFORMATION POWER OF CREATIVITY as a driver for URBAN & SOCIAL CHANGE



3. Participatory governance models

Key principles

- Governance must be a living and inclusive process, with clearly shared roles and responsibilities.
- The challenge is to ensure equal voices, regardless of status: employees, members, volunteers, artists, residents.
- Governance is a learning community that evolves, questions itself and adjusts its practices.

Participatory governance is the cornerstone of cultural

venues, ensuring their openness and inclusiveness. It is based on shared processes that guarantee a fair distribution of responsibilities and rights among the various stakeholders: employees, members, residents, artists and local residents.

Governance is seen as a learning community, capable of questioning itself, adapting and strengthening over time. It must promote autonomy, creativity and initiative, while ensuring transparency in rules and decisions.

Key success factors

Effective participatory governance requires:

- The implementation of collective intelligence tools that enable the smooth flow of information and the formulation and shared understanding of decisions (charters, matrices, digital tools): common charters, co-constructed rules, mechanisms facilitating access to information.
- The use of technologies (e.g. AI) to facilitate mutual understanding, reduce language barriers and ensure the

flow of strategic information.

- Focusing on processes rather than procedures to avoid rigidity and allow for adaptation to changing realities.
- Encouraging the development of collective skills, where each actor finds their place and develops their ability to contribute to decisions.
- Transparency in decision-making processes, which is essential for building genuine trust between stakeholders.

Points to watch out for

There are many pitfalls to avoid:

- Top-down or technocratic governance, which limits the autonomy of stakeholders and creates blockages.
- Overly cumbersome procedures that take precedence over living processes and hinder innovation.

- Illusory horizontality, which masks hidden hierarchies or imbalances in the actual exercise of power.
- The failure to regularly question operating methods, which leads to rigid systems.

Governance nightmares to avoid

- Top-down technocratic governance deprives stakeholders of autonomy.
- A façade of horizontality concealing hidden hierarchies.
- Static governance, incapable of questioning itself, where procedures take precedence over processes.

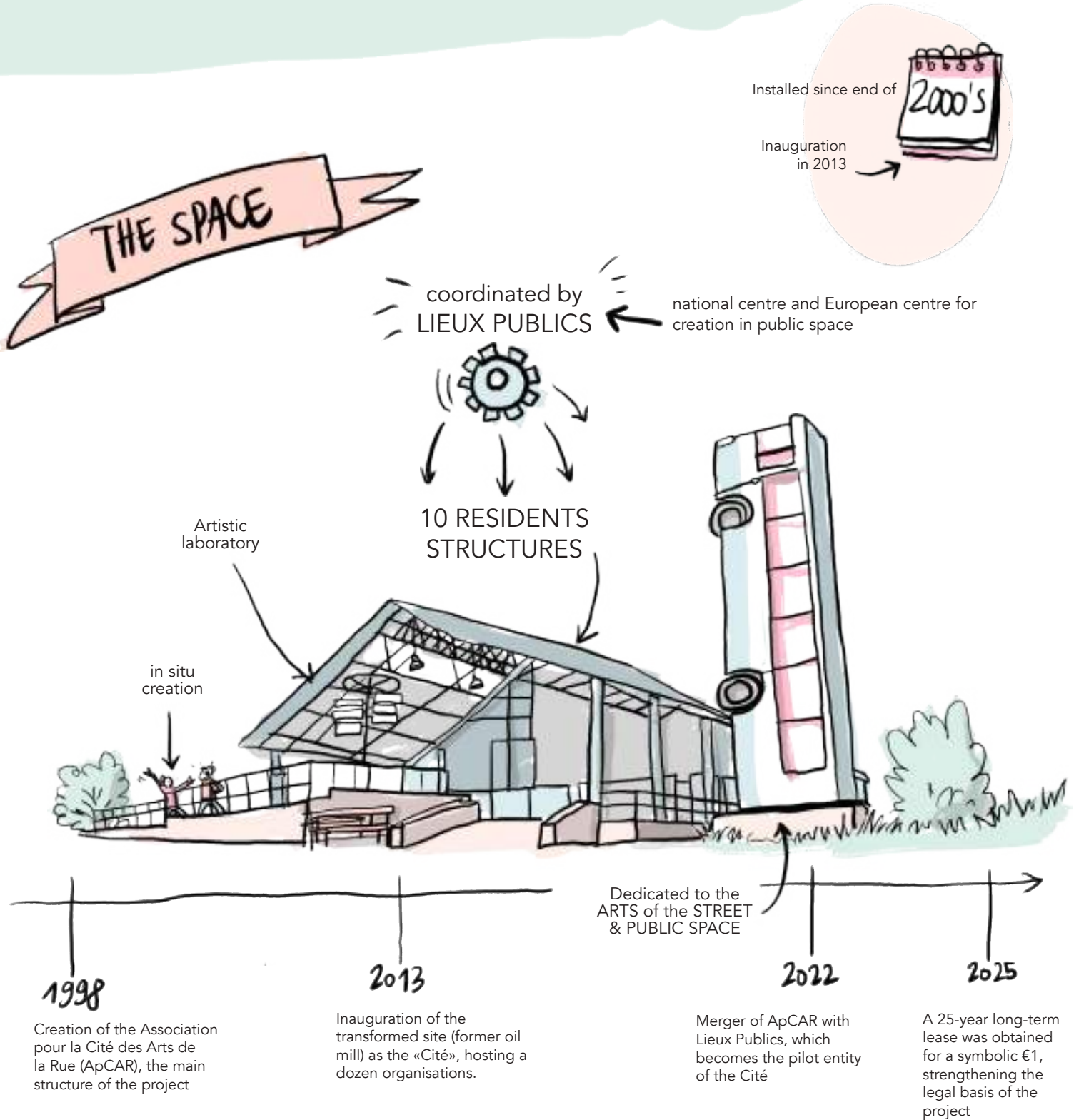
- Conclusive cooperation, generating frustration and blockages.

Examples of actions:

- SCIC Friche la Belle de Mai: multi-company governance, shared ownership model.
- Nod Makerspace: hybrid project-based governance, integrating different partners and ongoing dialogue with public and private stakeholders.



La cité des Arts de la Rue



in the former Ayyalades oil and soap factory
in the 15th arrondissement of Marseille, FRANCE



STRATEGIES

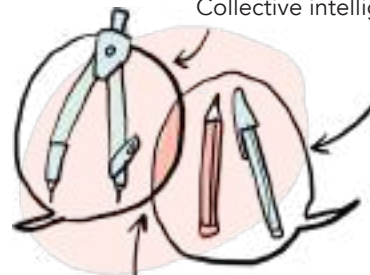
A LIVELY & INCLUSIVE
PROCESS



clearly shared
roles and
responsibilities



Collective intelligence tools



enabling the
smooth flow
of information

and a common understanding
of the issues at stake.

THE GOUVERNANCE



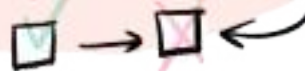
A learning
community, which
evolves, questions
itself and adjusts its
practices.

PROCESS



rather than

PROCEDURES



Transparency of



processes

Encouraging the
development of
collective skills.



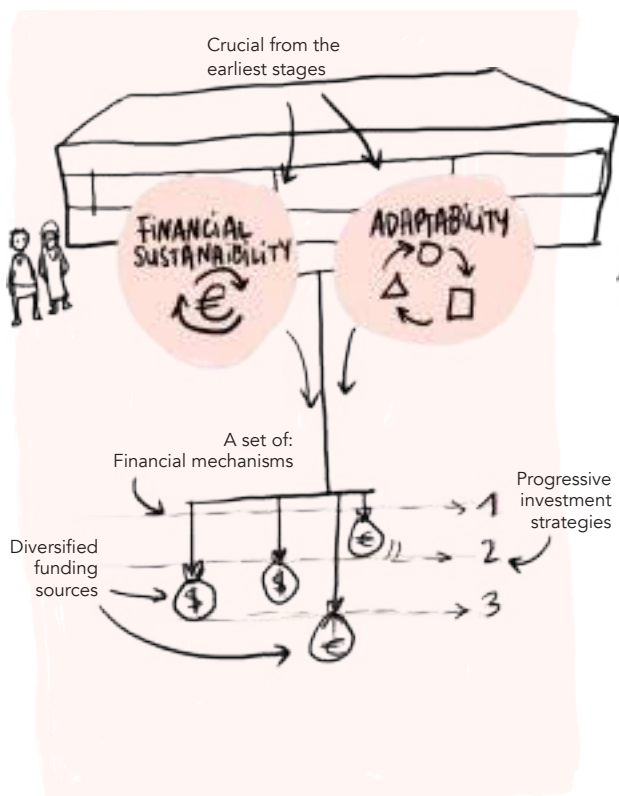
Today, the main collective project is the opening of the Cité for Heritage Days, with each resident invited to make proposals. The rest is under construction, with numerous bilateral or multilateral projects that do not include all residents.

C. Recommendations for new cultural hubs

1. Urban transformation & co-production



2. Key financial considerations when setting up a new cultural centre



A. Develop a progressive financial strategy

A sound financial plan should reflect the three main stages of development:

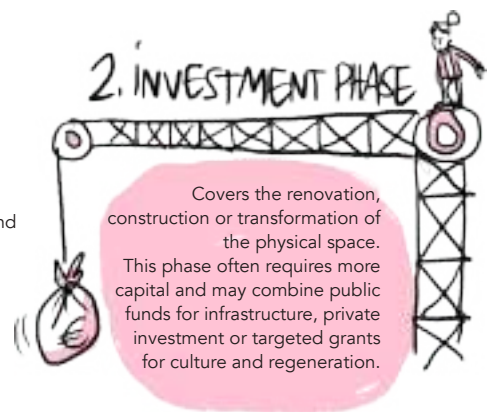
1. PREPARATION PHASE

This includes needs assessment, public consultations, participatory processes, technical documentation, and feasibility studies. At this stage, funding is often less risky and may come from public grants, seed funding, or core support.



2. INVESTMENT PHASE

Covers the renovation, construction or transformation of the physical space. This phase often requires more capital and may combine public funds for infrastructure, private investment or targeted grants for culture and regeneration.



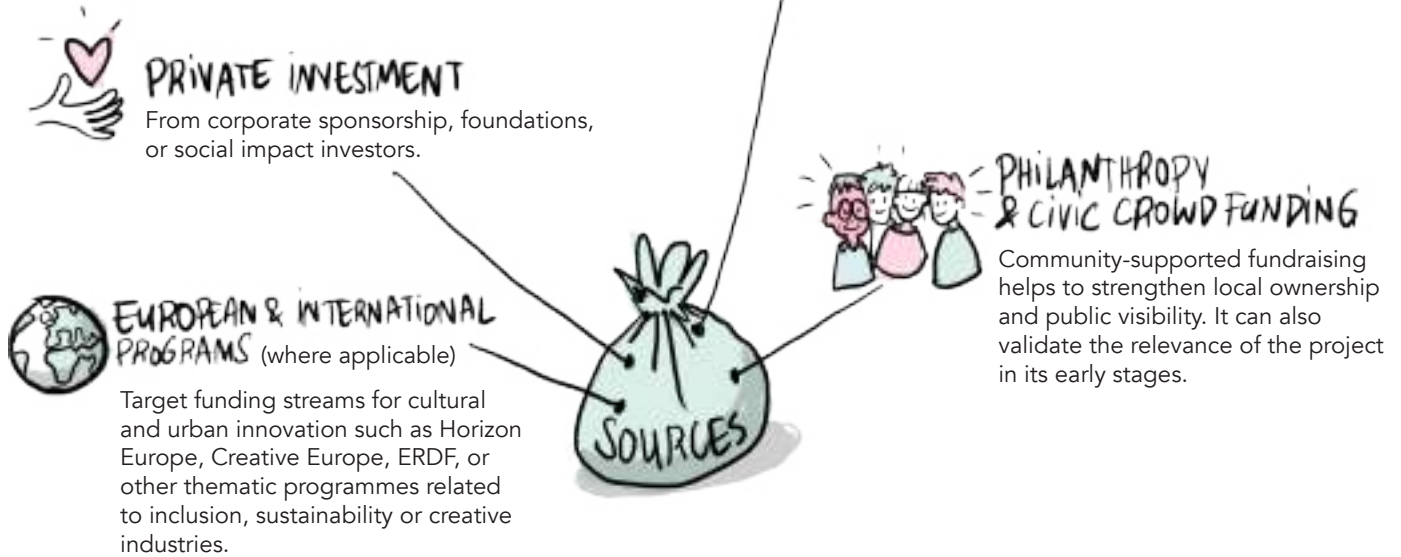
3. OPERATION PHASE

Focuses on day-to-day management, programming, community engagement and routine maintenance. Revenue streams must be diversified to ensure long-term viability, combining ticket sales, rentals, memberships, partnerships and public-private funding.



B. Use a combination of funding mechanisms


Successful cultural centres typically rely on mixed funding that includes:



C. Consider the overall impact to unlock cross-sector funding

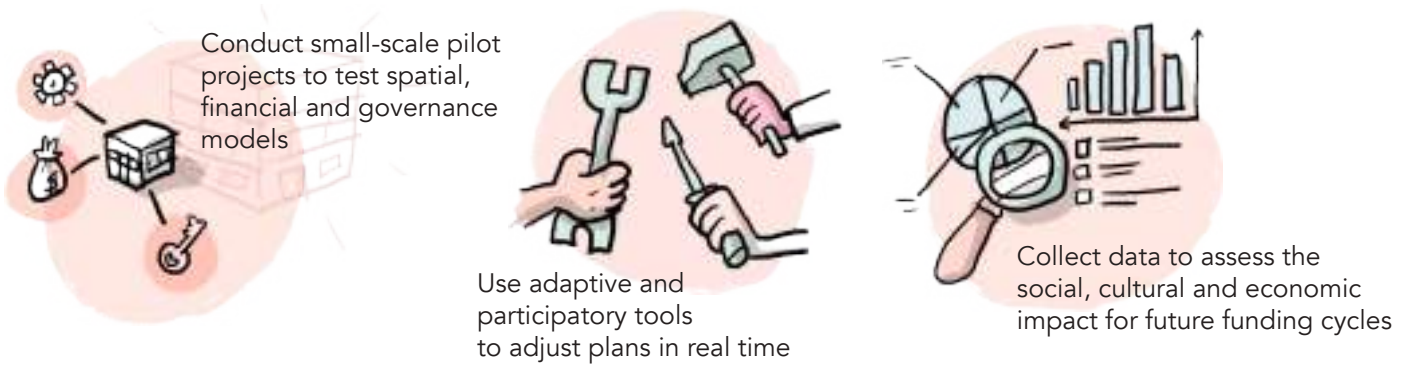
Mapping the potential impact of the cultural hub in multiple areas increases the chances of obtaining diversified funding:



 Presenting the project as a cross-cutting initiative rather than a purely cultural one can open new doors to multi-sector funding.

D. *Testing models through pilot actions*

Before scaling up, it is advisable to:



E. *Inventory existing resources and stakeholders*

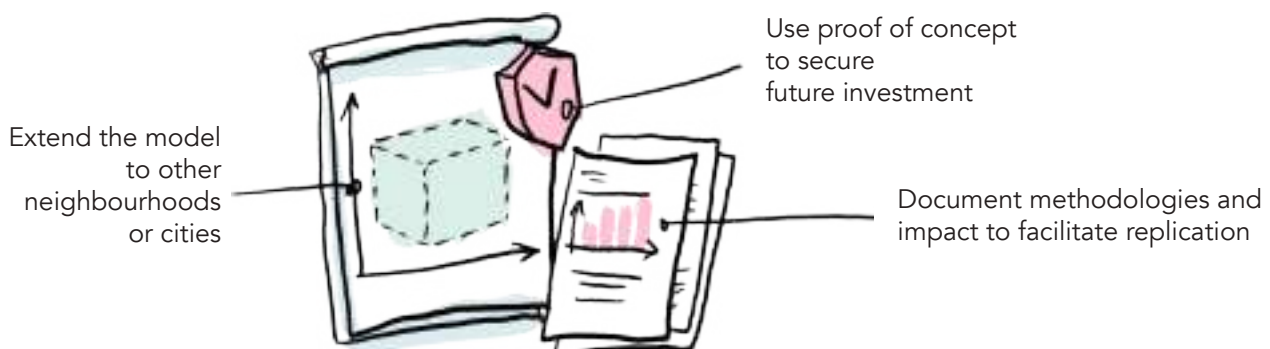
Map and assess:



This helps to reduce duplication and align with current strategies or development plans.

F. *Build a scalable and replicable model*

Design your cultural centre not as a one-off project, but as a prototype. This makes it possible to:



3 Governance

Key principles and practical steps

Creating a functional and inclusive governance model is essential to ensuring the long-term success of a cultural centre.



DEFINE PURPOSE & ALIGN WITH STRATEGY

Align with existing strategies and objectives for urban planning, culture and sustainable development.



Clearly define the mission, functions and values of the space from the outset.

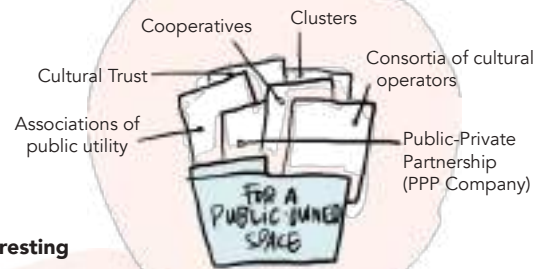


Use data, stakeholder mapping and consultations to anchor the governance model in real needs.

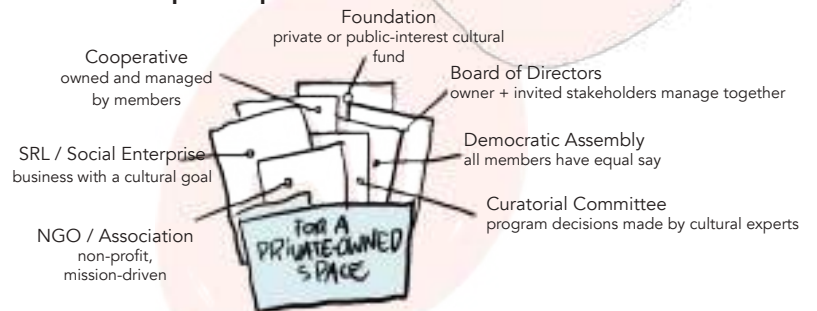
CHOOSE THE RIGHT ADMINISTRATIVE MODEL

There is no one-size-fits-all solution.

Possible structures for a public space include:



The following are possible interesting structures for a private space:



But each structure has legal and operational implications.



Ability to receive public/private funding



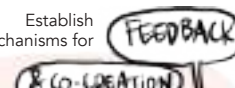
Ability to manage cultural programming, space, staff and activities

ENSURE PARTICIPATION & AVOID EXCLUSION

Involve communities from the outset and on an ongoing basis in defining:



Establish mechanisms for

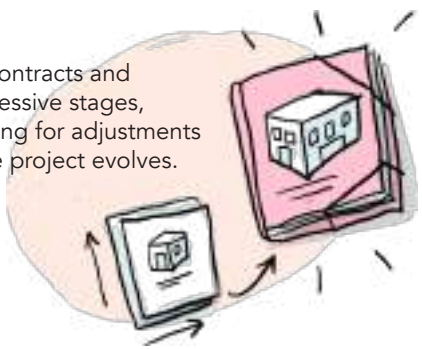


Prioritise accessibility and equity: actively include marginalised groups, young creators and local residents.

Advisory boards, open forums, participatory budgeting etc.

PLAN FOR ADAPTATIVE, PHASED IMPLEMENTATION

Use contracts and progressive stages, allowing for adjustments as the project evolves.



Temporary uses and pilot activities can serve as testing grounds for governance and allow the model to be refined over time.



Enable participation during planning without excluding stakeholders from implementation opportunities.



Institutional anchoring and legitimacy

Maintain ongoing dialogue with all relevant public and central government departments.

SUCCESS INDICATORS BEYOND FINANCE

Use qualitative and quantitative indicators to assess governance and impact:

CULTURAL
number and diversity of events, artistic productions, social partnerships

SOCIAL
participation rates, inclusion of vulnerable groups, satisfaction surveys

ENVIRONMENTAL
circular practices, energy efficiency, access to sustainable transport

INSTITUTIONAL
diversity of stakeholders, transparency of decisions, stability of governance



Key lessons

- Governance is a process, not a fixed structure – it must be designed with the community.
- Clearly define roles, responsibilities and decision-making rules.
- Allow the model to evolve in line with opportunities and challenges.
- Ensure legal clarity, public legitimacy and alignment with strategic frameworks.

Possible structures for a public space include the following:

MODEL	MAIN CHARACTERISTICS	PARTICIPATORY POTENTIAL	IDEAL FOR
Public service association	Non-profit entity recognised as serving the public interest; eligible for public support and funding	Moderate to high (may include community boards, open membership)	Long-term cultural or educational missions; stable operational frameworks
Cultural fund	Independent body that owns and manages assets (spaces, programmes, funds) for cultural purposes	High, if led by a diverse board of stakeholders	Long-term preservation of cultural assets owned by multiple stakeholders
Cooperative	Democratic ownership by members (e.g. artists, residents, cultural workers); profit-sharing model possible	Very high (e.g. one member = one vote)	Self-managed spaces, local cultural production, social economy models
Cluster	A flexible network of creative and cultural organisations collaborating around common goals	High, particularly for programming and innovation	Co-creation of cultural content, joint projects, peer learning
Consortium of cultural operators	Formal or informal grouping of cultural actors managing a common space or programme	High, if power is equitably distributed	Management of a shared space, rotating programming, alliances of small organisations
Public-Private Partnership (PPP Company)	Joint venture between the municipality and private/civic actors with defined roles and risks	Moderate, depending on the contract	Large-scale investments, heavy infrastructure projects, long-term public interest
Foundation or community foundation	Legally independent body whose assets and mission are defined by statutes; governed by a board of directors	Moderate to high (depending on governance structure)	Fundraising, grant distribution, long-term management with financial autonomy
Municipal operator with civic oversight	Public enterprise or institution with a civic advisory board or stakeholder council	Moderate (depending on commitment to inclusion)	Ensuring public oversight while integrating citizen input into operations

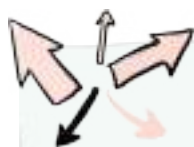
Key skills

The workshops conducted as part of the CO.Gov project enabled cultural actors, public decision-makers, venue coordinators and European partners to develop a set of key skills related to shared governance, urban transformation and the sustainability of creative hubs.



Skills in territorial diagnosis and shared analysis

- Knowing how to identify the specific needs of a territory: listening to local stakeholders, analysing the needs of communities and spaces, taking into account the seasonality of activities, political legacies and local specificities.
- Forging strong links with residents, neighbourhoods, communities and institutions.
- Assess and improve social impact (diversity, inclusion, local cohesion).
- Ability to collectively interpret complex issues: shared formulation of opportunities, challenges, public interests and rules of the game.
- Mastery of collective analysis tools: use of stakeholder matrices, resource and needs assessment grids.
- Activate multi-level cooperation (team, site, territory, network).



Skills in facilitating cooperation and managing collective dynamics

- The ability to develop a «shared narrative» that supports cohesion and commitment among actors in collective projects.
- Knowing how to activate and manage multi-scale cooperation: ability to articulate the internal logic of teams, partner structures and the territory.
- Knowing how to anticipate and prevent abuses: identifying risks associated with top-down governance, artificial horizontality, or processes that become bogged down in sterile procedures.



Skills in ethics and social responsibility

- Know how to question the origin of funding and its compatibility with the public interest.
- Anticipate and manage the effects of a complex or hostile external environment.

These skills emerged through exchanges, collective analyses and the tools used during the sessions.

Shared governance and collective intelligence skills



Objective: Design and manage equitable, scalable governance rooted in the realities of statuses and territories.

- Knowing how to design common rules: ability to co-construct inclusive charters, operating principles and decision-making processes.
- Mastering techniques for circulating and reformulating information: learning the levers of transparency, trust and mutual understanding, with exploration of the possible uses of digital tools and AI.
- Developing dynamic governance processes: ability to design scalable, frugal and robust models adapted to changing contexts and broader cooperation.
- Identify, value and articulate the diversity of statuses (white-collar/blue-collar workers, members, artists, professionals).
- Ensure equal voices and shared responsibilities within the cooperative.
- Implementing living, flexible and adapted processes, avoiding rigid procedure.
- Use governance as a space for collective learning and ongoing reinterpretation.

Communication skills are closely linked to cooperation management; they enable you to:

- Develop tools for streamlining information (charters, matrices, digital solutions)..
- Experiment with innovative devices (including AI) to reduce asymmetries and promote inclusion.
- Build and promote a common narrative that unites people in the service of cooperation..

Skills Matrix #1

THEME	SKILL DEVELOPED	MAIN ACTORS CONCERNED
Diagnosis and territorial analysis	<p>Identify the needs of territories based on local stakeholders and socio-political realities.</p> <p>Collectively co-interpret the issues (opportunities, challenges, rules, public interest).</p> <p>Use collective analysis tools (stakeholder matrices, needs/ resources grids).</p>	<p>Cultural actors, third-place coordinators, local decision-makers</p> <p>Public/private partners, NGOs, citizen groups</p> <p>Project coordinators, local authority technicians</p>
Shared governance and collective intelligence	<p>Design common rules and shared charters.</p> <p>Develop transparent and inclusive decision-making processes.</p> <p>Adopt collective intelligence tools (digital, AI) to streamline information flow.</p> <p>Implement dynamic and evolving processes rather than rigid procedures.</p>	<p>Members, managers, governance council members and users</p> <p>Anyone involved in governance</p> <p>Third-place facilitators, cooperation managers</p> <p>Cultural actors, structure managers</p>
Facilitation of cooperation	<p>Develop a shared narrative to bring cooperation together.</p> <p>Encourage cooperation at multiple levels: team, organisation, region, network.</p> <p>Preventing abuses (centralisation, illusory horizontality, freezing of processes).</p>	<p>Facilitators, mediators, venue managers</p> <p>Coordinators, decision-makers, network leaders</p> <p>Governance managers, committed collectives</p>
Ethics and social responsibility	<p>Question funding in terms of ethics and the public interest.</p> <p>Assess the social impact of projects (diversity, links with neighbourhoods, inclusion).</p>	<p>Financial managers, partnership managers</p> <p>Cultural actors, public decision-makers, third-place coordinators, affected communities</p>

Skills Matrix #2

DIMENSION/THEME	SKILL DEVELOPED	TARGET AUDIENCES, ACTORS
Shared and inclusive governance	<p>Identify, promote and articulate the diversity of statuses (white-collar/blue-collar workers, members, artists, professionals).</p> <p>Ensure equal representation and shared responsibilities within the cooperative.</p> <p>Establish dynamic, flexible and adapted processes, avoiding rigid procedures.</p> <p>Design governance as a space for collective learning and ongoing reinterpretation.</p>	<p>Cultural actors, managers, coordinators, public decision-makers</p> <p>Governance members, members, institutional leaders</p> <p>Cultural actors, structure managers, coordinators</p> <p>Creative hub managers, facilitators, board members</p>
Communication, information and tools	<p>Develop tools to streamline information (charters, matrices, digital solutions).</p> <p>Experiment with innovative tools (including AI) to reduce asymmetries and promote inclusion.</p> <p>Build and promote a common narrative that fosters cooperation.</p>	<p>Governance facilitators, technical coordinators, cultural actors</p> <p>Technicians, mediators, creative hub managers</p> <p>Third-place facilitators, communications managers, coordinators</p>
Local roots and social impact	<p>Forge strong links with residents, neighbourhoods, communities and institutions.</p> <p>Assess and strengthen social impact (diversity, inclusion, local cohesion).</p> <p>Activate cooperation at multiple levels (team, site, territory, network).</p>	<p>Cultural actors, local authorities, urban planners</p> <p>Evaluation managers, partner networks, communities involved</p> <p>Coordinators, decision-makers, network leaders, local communities</p>
Ethics, resilience and responsibility	<p>Question the ethics of funding and partnerships to ensure the public interest.</p> <p>Anticipate and manage the effects of a complex or hostile external environment.</p> <p>Recognise and support the role of creative hubs as levers for social and cultural resilience.</p>	<p>Financial managers, project leaders, admin board</p> <p>Decision-makers, managers, governance members</p> <p>Institutional leaders, public partners, national/European networks</p>

APPENDICES

Dreams of governance

Participants in the workshops conducted as part of this study expressed common aspirations for governance:

- Shared and inclusive: where every person, regardless of their role or status, has a real voice and can exercise representative or decision-making power.
- Frugal and robust: governance that is light on resources (avoiding the burden of unnecessary structures) but strong in its principles and ability to withstand challenges.
- Evolving and open: governance that constantly reinterprets itself, adapts to changes and contexts, without dogmatism.
- Facilitator of initiatives: encouraging autonomy, creativity and initiative among members of the collective.
- Process-oriented rather than procedural: favouring dynamic processes and co-construction over rigid compliance with fixed rules.
- Fair and equitable: striving for genuine equality of voice and status, with active reflection and listening.
- Connected to the local area: working closely with neighbourhoods, residents, local stakeholders and institutions.
- School of cooperation: where governance becomes a space for collective learning, rather than the responsibility of a single person.

Governance nightmares

The dangers or abuses feared by participants:

- Top-down, technocratic governance, depriving actors of their autonomy and power to act.
- Static places, lacking dynamism, innovation and real impact on the region.
- The domination of procedures over processes, with a loss of meaning and a disconnect from the realities experienced by members.
- Restrictive cooperation, which stifles initiative and generates frustration instead of promoting openness and empowerment.
- An illusory horizontality, masking hidden hierarchies or de facto inequalities.
- The absence of questioning, which leads to rigid governance that is unable to adapt to changes in the context.
- The weight of unspoken words and unexpressed misunderstandings that undermine the quality of relationships and collective decisions.
- The absence of single-sex spaces, even though they are necessary to encourage certain types of discourse or strengthen certain groups.
- Hostile political developments that hinder cooperation and freedom of association.
- The confiscation of power by an entity or group, to the detriment of all those involved in cooperation.
- The deprivation of the freedom to cooperate, to associate, to build together.

GLOSSARY OF TERMS

Beneficiary	An individual, group, or organization that directly benefits from a hub's services, programs, or initiatives.
Co-creation	A collaborative process in which multiple stakeholders — artists, citizens, institutions, organizations, or communities — jointly design, develop, and implement a project. Co-creation values diverse perspectives, fosters active participation, and leads to more relevant, sustainable, and inclusive outcomes for the community. Co-creation = "thinking together".
Co-production	A collaborative process in which stakeholders actively contribute to the practical realization of a project, sharing resources, responsibilities, and outcomes. Co-production = "making together"
Creative Hub / Third Space	A <i>Third Space</i> is a hybrid environment that blends work, leisure, and community life — transforming underused urban areas into places for cultural expression, collaboration, and experimentation. These spaces also work as a platform for civic participation and co-creation, where individuals and organizations meet on equal ground to design solutions for social or environmental challenges, . They also bridge formal and informal learning, connecting institutions, professionals, and communities in processes of shared discovery and creativity.
Creative Industries	Sectors relying on creativity, skill, and talent to generate cultural, economic, and social value (e.g. advertising, architecture, design, fashion, film, music, publishing, software, television, visual arts).
Financial Model	The way an organization generates, manages, and allocates financial resources (grants, sponsorships, membership fees, or income from events and services).
Governance	The system of rules, practices, and processes that direct and control an organization. Defines roles, responsibilities, and decision-making mechanisms.
Impact	The measurable and qualitative effects on beneficiaries, stakeholders, and the community — cultural, economic, urban, social, or environmental.
Mission	The overarching purpose or goal of an organization, defining its reason for existence and guiding its vision and actions.
Mutualisation / Sharing	Pooling resources, skills, or tools among organizations or individuals to optimize collective use. Promotes cooperation, efficiency, and sustainability.
Partnership	A collaborative relationship between individuals or organizations working toward shared goals through combined resources and expertise.
Pilot Action / Pilot Project	An experimental initiative designed to test, on a small scale, an idea, methodology, or governance model before being implemented more broadly. Pilot projects help assess impact, refine strategies, and validate solutions through direct community participation.
Prototype	A preliminary version of a product, service, concept or system created to test and refine ideas through user feedback and successive iterations, if the case.

Resident	A person or group that permanently or temporarily occupies a place; in hubs, someone with a long-term engagement or dedicated space.
Shared Arbitration / Collective Decision- Making	A collaborative decision-making process in which multiple stakeholders jointly assess options and, through consensus, determine the priorities of a project. Ensures transparency, balance, and co-responsibility in governance.
Stakeholder	Any individual or organization with a vested interest in a hub's operations, outcomes, or impact.
Synergy	Increased effectiveness resulting from collaboration and shared creativity among individuals or groups.
Territorial Needs	The set of requirements, priorities, and challenges specific to a territory, identified through local analysis and dialogue with community stakeholders. Guides strategic planning and context-based interventions.
Friche - FR / Cultural wasteland / Creative brownfield / Reclaimed industrial site	A formerly abandoned or underused site, property or infrastructure — often industrial — that has been transformed into a space for cultural, social, and community activities.



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