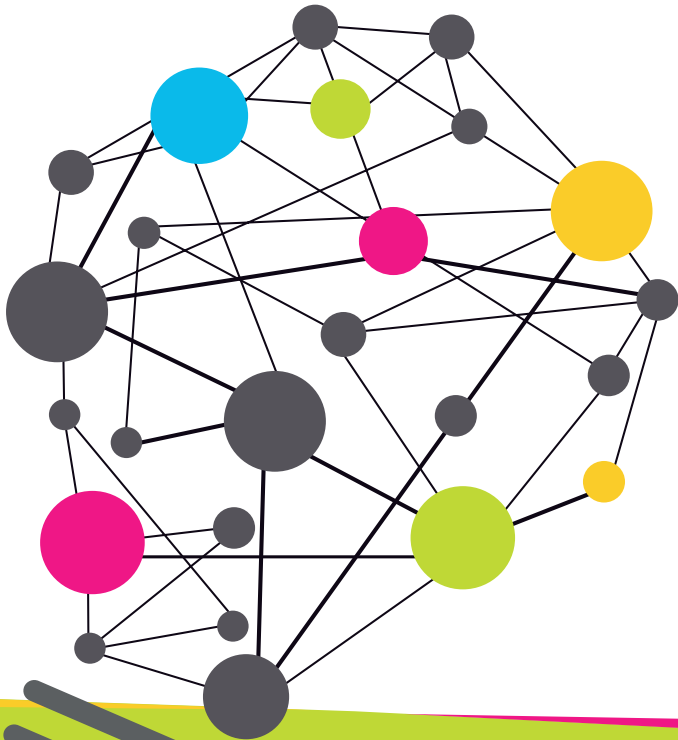


# INCOME

INNOVATING COWORKING METHODS THROUGH EXCHANGE



## Exploring collaboration experiences and innovative work spaces in Europe

Final publication of the INCOME project  
INnovating co-working Methods through Exchange



Co-funded by the  
Erasmus+ Programme  
of the European Union

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The contents of this publication are the sole responsibility of project partners and can under no circumstances be regarded as reflecting the position of the European Union.

All information included is updated to February 2019.

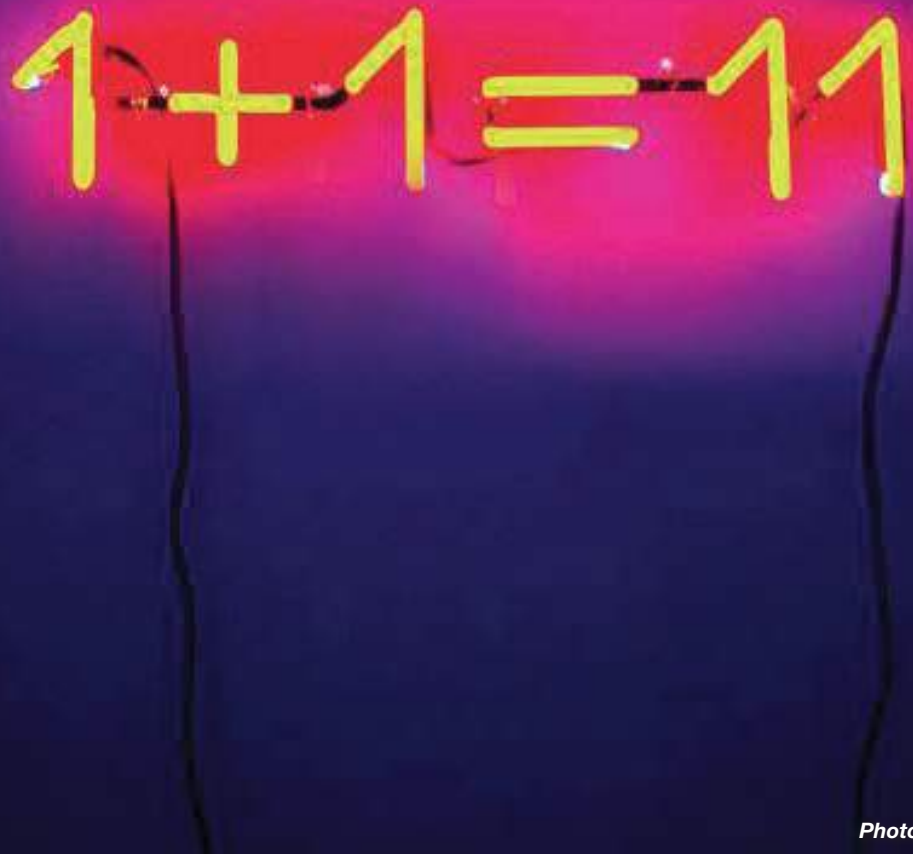


Photo by Europimpulse

# Introduction

This publication, gathering the outcomes of the INCOME project, wishes to report how co-working can have an impact on local contexts, drawing from the experiences of each participating partner. In particular, the focus is set on youth, to understand if co-working could be a valuable tool to fill the gap between school and the job market. The other highlighted aspect is sustainability, both in terms of economy and structure.

After the presentation of the project, a first part of the publication will be dedicated to the presentation of the partners' experience: each one has built up a different expertise, starting from diverse contexts and interacting in specific ways in the local dimension.

The publication then follows with a reflexion on co-working as a tool to contribute to youth employment. After an overview of the statistics, this reflection focuses on how the dimension of youth is being considered.

As will be elaborated throughout the publication, the job shadowing experiences constituted the core of INCOME project. The third chapter reports the experiences of the partners visiting each other, highlighting the assets of each different approach to co-working. In particular, consideration is given to how youth is involved at the local level, but also to what particular assets all co-working experiences can showcase, what challenges they are facing and some suggestions from the visiting partners.

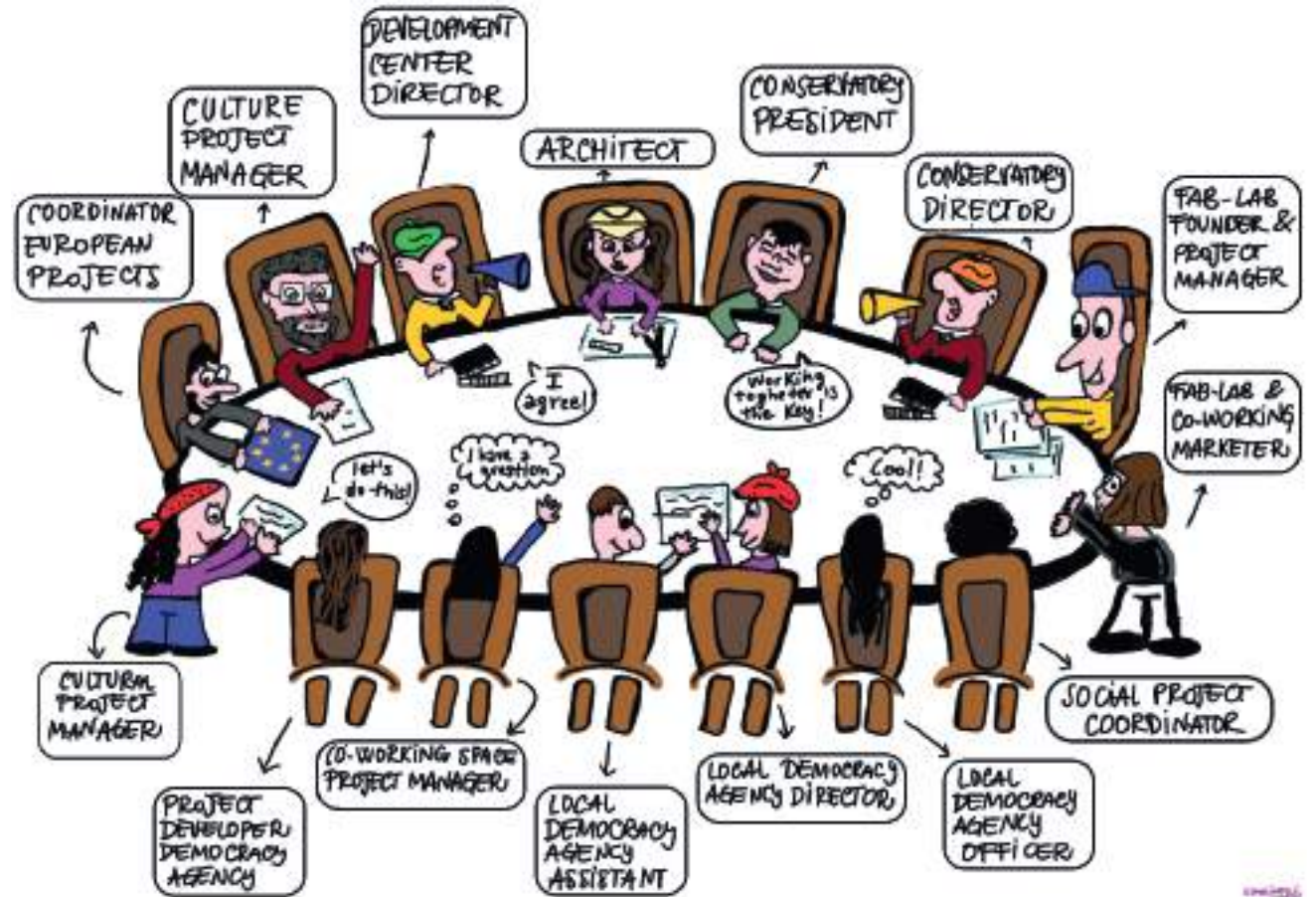
As a conclusion, INCOME partners share the final reflexions on the possible impact of co-working on youth employment, with the addition of some useful advice to best manage co-working experiences. Starting from different backgrounds and expertise, INCOME partners wish to deliver a fruitful contribution to any person, association or municipality interested in the world of co-working.

# What is INCOME?

INCOME is multi-layer initiative aiming to find new opportunities within the concept of co-working by acting within the intersection of culture and economy. The project itself has been brought on by 9 different partners from March 2017 to February 2019. With its eclectic mix of partners from around Europe, it represents a possibility to explore new ways to achieve job sustainability and opportunities beyond across traditional formats, borders and methods. Putting co-working at the centre of the discussion creates opportunities to map connections between various forms of creative industries, civil society organisations and new types of economies.

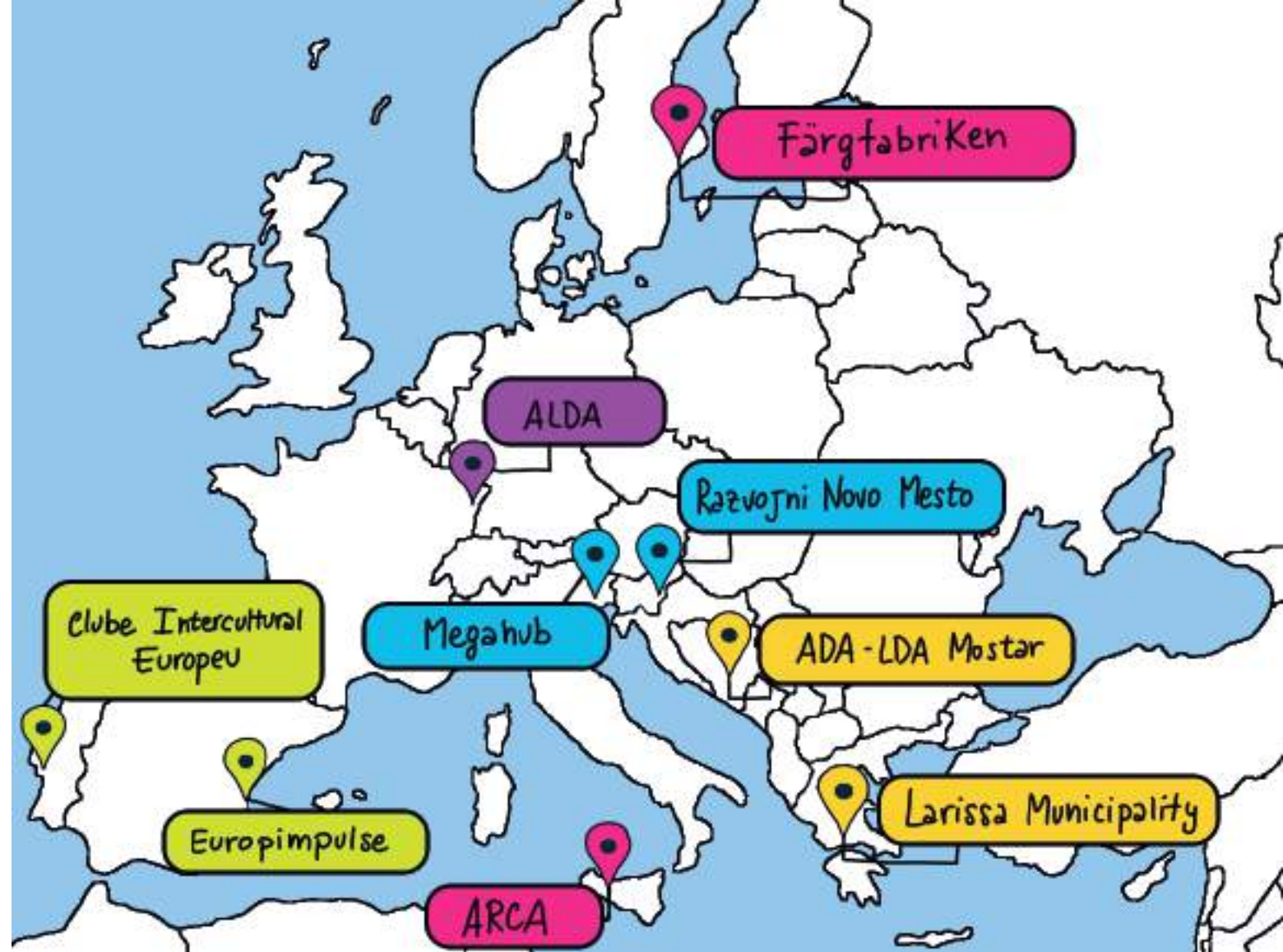
A critical overview of where and why we are at this moment, including an analysis of how we talk about the issues and what our conceptual understanding is, has been a crucial starting point. Through activities such as transnational meetings, conferences and professional work exchange an array of different approaches are gathered, best practices shared and new ideas are allowed to emerge.

At the same time, INCOME applies a critical approach to the definition of co-working. For what kind of social and economical patterns do we reproduce when defining our working environments as co-working spaces? What type of impact on our societies do we strive for when re-designing work as co-working?





Meet the  
Project Partners,  
*from all over  
Europe!*



FÄRGFABRIKEN



europimpulse  
NETWORK







# Färgfabriken

*Stockholm, Sweden*

## FÄRGFABRIKEN

Färgfabriken is a contemporary art centre based in Stockholm. Through our programs and exhibitions, both in Sweden and internationally, we have developed several cultural planning strategies with two goals. One is to show the value of cultural infrastructure for a society's development, the second is to explore and understand the complexities of our constantly changing world. What challenges and possibilities are we facing? Färgfabriken is a co-creative space since its foundation in 1995, always dedicated to developing a strong cross sectorial dialogues among different stakeholders within our programs and exhibitions. Among our co-creative projects are Stockholm on the Move and Experiment Stockholm. Within these two projects Färgfabriken included a vast number of artist, urban planners, architects, decision makers, activists and youth. The goal of these two exhibitions was to explore and develop exhibitions with the goal of understanding the challenges and possibilities citizens are facing and will face in nearest future when being a citizen of Stockholm. In addition to this, Färgfabriken recently developed an exhibition on peacekeeping for the United Nations Headquarter in New York. In 2017 and 2018 Färgfabriken lead the co-working process of the Creative Europe supported project Shared History. A project that undertakes the role of deconstructing EU members different experience and attitudes towards the issue of migration, refugees and identity. Färgfabriken has developed and produced exhibitions and programs in Berlin, Oslo, Shanghai, Shenzen, Mostar, Beirut, Bucharest, Rangoon and many other cities.

[www.fargfabriken.se](http://www.fargfabriken.se)

# ARCA

*Palermo, Italy*



ARCA is a consortium for the application of research and the creation of innovative enterprises, which has been active since 2003 and has exploited a partnership between the University of Palermo and a private entrepreneurial group committed to industrial research and technological transfer. In 2005 the Consortium started up the ARCA Incubator to promote and assist the generation of innovative business initiatives. The incubator is located within the University of Palermo campus, covering a total area of about 1,500 square meters and is built around a system of common spaces (co-working areas, a kitchen, a lounge area, printing facilities), units for businesses, offices, staff and meeting rooms, training classrooms and technological laboratories. ARCA promotes industrial research and technological transfer programs customised to the needs of small and medium-sized enterprises, networks and industrial districts.

Since 2016, ARCA is the main promoter of Cre.Zi. Plus, the first hub in Sicily offering incubation services for the development of cultural and creative industries and EXMA a Community hub working for the development of the Madonie rural area.

[www.consorzioarca.it](http://www.consorzioarca.it)







# Samarcanda Società Cooperativa Onlus

*Vicenza, Italy*



Samarcanda is a non-profit organisation, founded in 2003 in Schio (Italy), that started a co-working space, Megahub.

Its mission is to promote social equity, solidarity, sustainable development, citizens and youth participation. The focus on young people, in the last years, was meant to help them to create a new way of employment, rediscovering craft activities as well as new technologies, with a collaborative vision of work: so co-working and Megahub vision seemed the perfect way.

In Megahub, people can rent desks and meeting room (at the first floor) or machines and technologies to work wood or iron or for digital prototyping (at the ground floor).

Thanks to Samarcanda's network all these resources are used not only by private individuals, but also by schools or other non-profit organizations.

Megahub aims to support co-workers to meet new partners or potential customers.

[www.samarcandaonlus.it](http://www.samarcandaonlus.it)

# Development Centre Novo mesto

*Novo mesto, Slovenia*



Development centre Novo mesto Ltd. is a key partner in the development of entrepreneurship and regional excellence in region Southeast Slovenia. As regional development agency Development centre Novo mesto is a crossroad of different information, project ideas, programmes and initiatives and the place, where development partnerships are born.

Main focuses of Development centre Novo mesto Ltd. are:

- Regional development, where they perform tasks that are defined in state law on regional development.
- Business incubator Podbreznik, which is biggest regional center for entrepreneurship, with several programs and solutions for entrepreneurs.
- Center for Development, Research and Innovation (CRRI) with aim to get robotics and other Industries 4.0. closer to SME and youth.
- Rural areas, while many municipalities in the region have around 70% rural areas, so they run many projects on that field.

[www.rc-nm.si](http://www.rc-nm.si)





Mill of Pappas - Photo by Municipality of Larissa

# Municipality of Larissa

Greece



Larissa, with a history of 8.000 years and an important current cultural history and infrastructure, is the largest city in Central Greece. Building synergies between the local authority and the various stakeholders in the cultural sector is a priority, with the Mill of Pappas as the focal point.

The Mill of Pappas is a historical listed monument acquired by the Municipality of Larissa to be restored and re-used as a Cultural Hive, evolving into a focus point of the cultural sector, involving public, private and civil stakeholders. Every year, via open calls, local stakeholders are selected to be hosted in the Mill (given free space and time slots) and in reciprocation they provide activities and content in the annual Mylos Performing Arts Festival. In the five years of operations, the Mill proved itself to be a successful experiment where closeness created interactions and interesting joint ventures, encouraging cultural industries and other stakeholders outside the Mill to participate more actively in events and projects and offer diverse content and programs for more social groups, schools, children and adults, people and artists with disabilities, various art disciplines and professionals.

[www.larissa-dimos.gr/el/](http://www.larissa-dimos.gr/el/)

<http://www.larissa-culturestories.gr/en/>

# LDA - ADA Mostar

*Mostar, Bosnia and Herzegovina*



Local Democracy Agency Mostar (LDA Mostar) is one of the 14 LDAs within ALDA – European Association for Local Democracy, a European Network that gathers over 300 members, including local authorities, NGO's and individuals from more than 40 countries. LDA Mostar focus is on promoting good governance and citizen participation at the local level as well as on facilitating cooperation between local authorities and civil society for more sustainable local community.

Our area of work and our main activities are:

- Promotion of concrete initiatives to encourage democracy at the local level
- Building bridges between citizens and authorities
- Development of pluralistic civil society and the active participation of all social groups
- Encouragement of reconciliation and human rights
- Encouragement of sustainable local development
- Improvement the knowledge of the local community on the processes of stabilization and accession.

Centre ADA (Centre for Architecture, Dialogue and Art) established within LDA Mostar is an independent platform on which citizens, public institutions, associations and representatives of economic and social areas can meet and consume the city as a cultural expression through art and architecture beyond the theory (<http://www.cadamostar.com/en/home>).

[www.ldamostar.org](http://www.ldamostar.org)



Photo by LDA Mostar





Photo by Clube Intercultural Europeu

# Clube Intercultural Europeu

*Lisbon, Portugal*



The European Intercultural Club (CLUBE) is a non-profit organisation that since 1998 is operating in the fields of youth, education and training.

The CLUBE organises activities in line with the values and principles that we consider "pillars" such as democracy, human rights, solidarity, equality, intercultural approach, respect and appreciation for differences. The general objective is to develop personal, social, professional, civic and relationship skills in CLUBE members and the general public.

Our more specific objective is to promote the participation, empowerment and social inclusion of children, youngsters and adults in vulnerable situations by exploiting their potential, as a resource for change in the community and society, and strengthening the development of key competences necessary for personal achievement, active citizenship, social cohesion and employability in a society of knowledge.

In the field of European mobility, we are a coordinating, sending and hosting organisation.

We have requalified a non-habitational space in the social neighbourhood we work in, a project which has been highly participated and led by our youth group, to serve as a co-working space and a cultural center with the objectives of drawing people and businesses to a forgotten part of Lisbon and to help the community develop itself and grow in a positive way.

**[clubeinterculturaleuropeu.com](http://clubeinterculturaleuropeu.com)**

# Europimpulse Training SL

*Valencia, Spain*



The EUROPIMPULSE project stems from the need to train civil society organisations on European fundings and cooperation. The project coordinates a network of European experts in the fields of education, social innovation, culture and sustainable development.

EUROPIMPULSE is developed through 2 complementary axes:

- EUROPIMPULSE TRAINING: development of methodologies, resources and training tools (both online and in-person) on European projects design and management;
- EUROPIMPULSE NETWORK: fostering the collaboration, the exchange of experiences and the incubation of innovative European projects;

Since 2018 we are developing the "ERASMUS CREATIVE HUB" programme with the support of the University of Valencia Science Park.

**[www.europimpulse.com](http://www.europimpulse.com)**



Photo by Europimpulse





# European Association for Local Democracy

*Strasbourg, France*



ALDA – The European Association for Local Democracy, is dedicated to the promotion of good governance and citizen participation at the local level. ALDA focuses on activities facilitating cooperation between local authorities and civil society.

Established in 1999 at the initiative of the Council of Europe to coordinate and support the network of Local Democracy Agencies, which are self-sustainable, locally registered NGOs acting as promoters of good governance and local self-government, ALDA is today a key stakeholder in the field of local democracy, active citizenship, and cooperation between local authorities and civil society.

ALDA is a membership based organisation gathering more than 300 members (including local authorities, associations of local authorities, and civil society organisations) coming from more than 40 countries throughout the enlarged Europe.

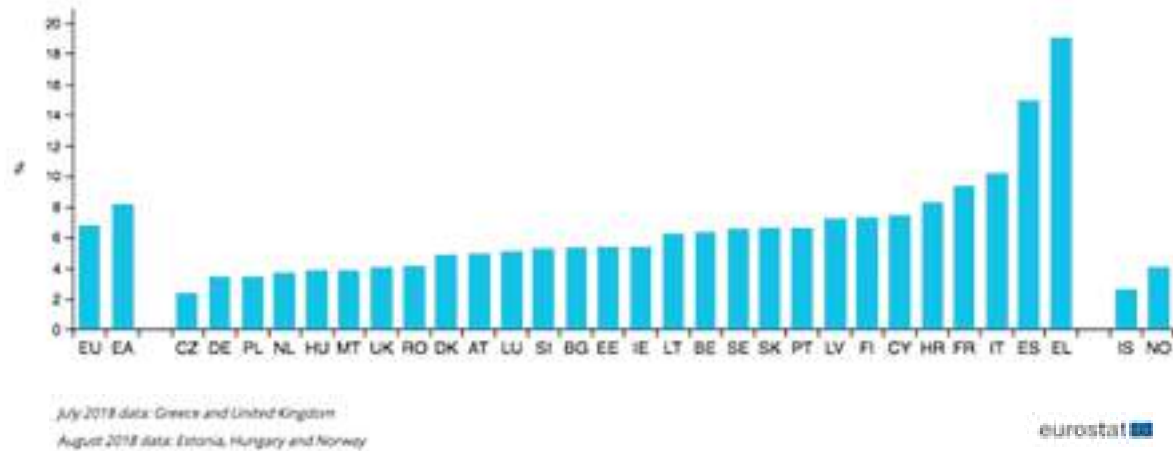
Many of our actions focus on empowering young generations, citizens of today and of tomorrow. For this, we thought that exploring co-working as an option to fight youth unemployment, especially for disadvantaged people, would be an urgent challenge.



# Statistics:the starting point

## *Understanding the Phenomenon*

Youth unemployment rates are generally much higher, even double or more than double, than unemployment rates for all ages. The economic crisis severely hits youth. From the second quarter of 2008, the youth unemployment rate has taken an upward trend peaking to 23.9% in the first quarter of 2013, before receding to 16.2% at the end of 2017.

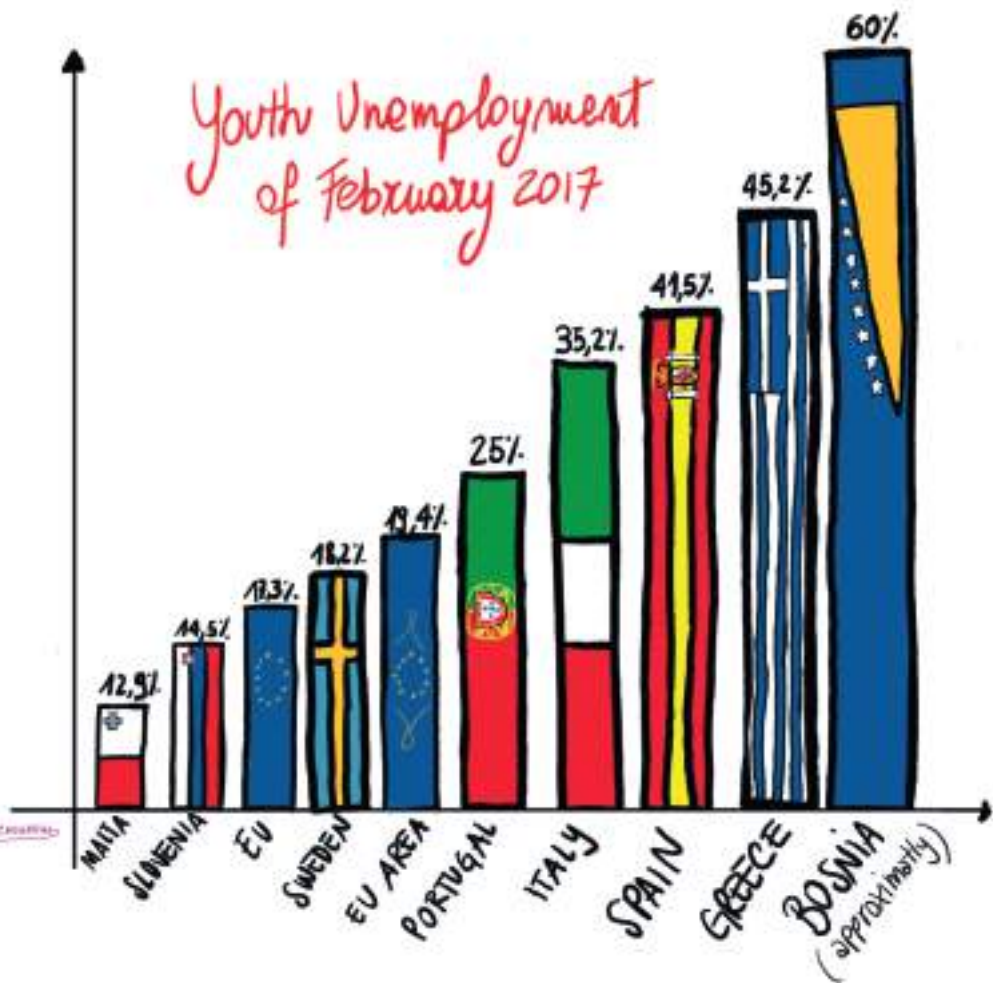


Unemployment rates, seasonally adjusted, September 2018 (%)

	Youth unemployment rate				Youth unemployment ratio			
	2007	2015	2016	2017	2007	2015	2016	2017
EU-28	15.8	20.3	18.7	16.8	6.9	8.4	7.8	7.0
Euro area	15.6	22.3	20.9	18.8	6.7	8.8	8.3	7.4
Belgium	18.8	22.1	20.1	19.3	6.4	6.6	5.7	5.4
Bulgaria	14.1	21.6	17.2	12.9	4.2	5.6	4.1	3.4
Czech Republic	10.7	12.6	10.5	7.9	3.4	4.1	3.4	2.5
Denmark	7.5	10.8	12.0	11.0	5.3	6.7	7.9	7.0
Germany	11.8	7.2	7.1	6.8	6.1	3.5	3.5	3.4
Estonia	10.1	13.1	13.4	12.1	3.8	5.5	5.8	5.6
Ireland	9.3	20.5	17.0	14.5	6.4	9.6	8.5	6.7
Greece	22.7	49.8	47.3	43.6	7.0	12.9	11.7	10.9
Spain	18.1	48.3	44.4	38.6	8.7	16.8	14.7	12.9
France	19.5	24.7	24.6	22.3	7.2	9.0	9.0	8.0
Croatia	25.4	42.3	31.8	27.0	9.2	14.0	11.6	9.8

Tabella 1: Source Eurostat/ : data not available/  
\* The quarterly youth unemployment rate is reasonably adjusted

# Youth unemployment in the project's partner countries in 2017



Keyword cloud on co-working: brainstorming at the beginning of INCOME adventure



# Sensing the Futures?

## *Towards a New Understanding of Youth Unemployment and Co-Working*

### Introduction

What is a useful understanding of youth unemployment today? How can we create a sense of empowerment and hope in a time where there is talk of a “lost generation”, and what do we make of the newfound popularity of co-working spaces?

Since the financial crisis of 2008, an entire industry of projects tackling the alarming lack of jobs has emerged and continues to grow. It spans a large variety of methods: financing programmes, job training, workshops, education, apprentice and intern positions, and so on. And they certainly have a hard task to solve: not only are youngsters lacking income and stability – they are in fact deprived of hope in the future and, ultimately, in themselves. Millions of youth across Europe are living in a new kind of uncertainty, which is not only economical but indeed existential and mental as well.

We do not need to look far back in history to realize how dangerous this is. The last decade saw intensified politi-

cal extremism; polarization and intolerance echoes many tragic moments in the past, where similar labour crises creates widespread fear and desperation. It is therefore an important reminder of how vulnerable and interdependent our democracies are. The European project – whether we mean the EU or the general movement for an open Europe – is here facing its most dangerous challenge in a long time. What incentives will there be for openness and unity in the future, if an entire generation is left out?

### Unlearning Unemployment

Obviously, the meaning and consequences of being young and unemployed change over time. Today is different from even just ten years ago and the speed with which the labour market conditions are changing have escalated and given rise to a confusing paradox: a fragmented but at the same time globalized market, where it is hard to form a general understanding based on national perspectives. Add to this the new digital landscape and its manifold impact on how work is defined, performed and distributed – and, of course, freelance and self-employment markets.

### Who is Unemployed in this Economy?

The simple and brutal answer is of course still: the one without income. The hard facts are as grim as ever – but they have to be situated in a new light if we are to understand them beyond the doomsday scenario that we currently tend to surround it with. Even though youth unemployment is undeniably a very noticeable phenomenon in most parts of Europe, the category and generalization that is implied with the term is problematic and often not very helpful when you think about it. Apart from obvious facts such as regional and cultural differences, “youth unemployment” as a general term does not tell us much about the myriad of issues and processes that led up to the situation. Instead, it flattens the agenda into a simplified and deceptive rhetoric that is being repeated like a mantra in political reports and decision-making. Everyone wants to fight youth unemployment – but can we do so unless we have a critical dialogue of what we mean by it?

## Who are the Youngsters?

A similar complication occurs when we are talking about “youth” in generalized terms that – despite the best of intentions – often obscure the actual people behind the statistics, who are a far more diverse and complex category than what the traditional “youth unemployment”- narrative may reveal. Both news media and politics often lack a culturally sensitive understanding and nuanced view of youth, which is particularly problematic when institutions try to communicate and visualize their projects. Young people rarely identify themselves as the monolith “youth” that is typically used in the media and countless brochures and websites about unemployment – simply because age is not a particularly unifying quality in the way that would be convenient in the current discussion climate.

However, rejecting all attempts of describing the current generation out of work would also be wrong. There are of course unifying factors as well, and sometimes we have no choice but to try to conceptualize “the youth” unless we want to get lost in semantic specificities. The historical condition still provides a certain “grammar” of possible reactions that, although hard to see until after some time has passed, does provide a kind of framework to understand how individuals react rather than who they possibly are.

As rhetoric, youth unemployment therefore has to be handled with care. Any communication around these issues must be judged by what it does rather what it is trying to say, if we really want to reach out and engage.

## The Co-working Space in Perspective

When discussing the word “co-working space”, it is clear that there is not one definite understanding of what that actually means. Indeed, some projects use it as part of their communication and marketing while others have either avoided it or simply not had a good reason to use it, especially if it does not have any established connotation in their region. And as with most buzzwords, the recent so called “rise of the co-working space” is often simplified far beyond the reality it tries to describe which leads to a confusing and at times naive use of the word.

First of all, not all “co-working spaces” are named so. There are a high number of different organizations, physical or digital spaces and concepts that are in fact collective of very diverse groups of professionals that do not see themselves as co-working spaces, let alone labelling themselves as such. In fact, one might ask oneself what would not be a co-working space, since even the most conventional of our offices or any other traditional institutions often incorporates at least some elements that resemble the model of shared space.







On the other hand, co-working spaces in the more literal sense or with the “hipster” understanding of the word, has of course had great impact as well. It is typically freelancers within the creative fields that have adopted the concept and sometimes used it to brand their identity. From this follows a general association of the co-working space term with progressive ideals, a younger and creativity-based economy, gentrification and self-marketing. Established co-working spaces range from commercially successful examples in prestigious locations with their own administrative staff to more informal and low-to-non-budget ones operating in abandoned industrial buildings. Some are spontaneous and self-organized associations, while others have some funding and are part of political initiatives to support socially challenged neighborhoods or communities.



The lesson to be learned here is perhaps to **avoid focusing too much on the word itself**. Instead, it seems more constructive to look at the actual strategies and working methods that each region or organization can offer, regardless of how they identify their format. For practical reasons, co-working space may of course sometimes be convenient to use in communication and descriptions – but only as long as it does not become a mantra with no actual meaning, which has so often been the case.



## Towards a Holistic View

Returning to the initial questions, how can we then formulate a new agenda that manages to take deepened analysis to make actual change – and not just endless discussions about our problems? Can we even talk about unemployment as a separate issue, without critiquing our economical and political systems?

First of all, we must recognize that tackling unemployment is as much about empowerment, identity, creativity, sustainability and non-institutional co-operation as it is about statistics and financing. These so-called “soft values” therefore have to be integrated into the tonality and identity of the discussion, which could be done simply by stating their significance and include them throughout the discussions. One potentially great resource in this aspect is the curatorial methods of the art world, which have developed a number of interdisciplinary models that can often be a valuable support to other institutions that are stricter in their working field. Not by instructing in detail how each partner should act – but through bringing attention to the questions and support a dialogue that is more open to the complexity of our time.

Secondly, the rhetoric around unemployment projects must not be separated from the people involved. In projects involving a high level of bureaucracy, it can occur to lose touch with the original vision and end up in an exhausted, good-on-paper style of communication that can feel anonymous and generic. It may seem like a su-

perfidious problem at first, but considering how many levels of co-operation these projects are based on it is far from just a branding issue. Never before have communication both digitally and elsewhere been more crucial in how to connect and engage people.

Finally, the fact that youth unemployment projects act at the intersection of extremely large and complex economical, political and cultural issues is something that should be seen as an advantage rather than something to avoid. To achieve greater precision in how we go about to fight unemployment, the acceptance of this hodgepodge of factors is crucial in a time when interconnectivity is the single most dominating dynamic we have upon us. Even though it might feel overwhelming, we must be open to include the entire spectrum of issues revolving around how economy works in relation to politics, culture, digitalization, mentality, history, tolerance and much else. And in the end, it may very well be that integrating this variety of questions is the very solution that helps us to become more sensitive, sensible and inspired if we use it in the right way and share the burden of how to operate in our time.





# The Building Blocks of Co-Working

Throughout the project and starting from an analysis model and a triangular model, exposed in the next pages, we have identified three types of co-working spaces, all working for different impact and goals.

## Income Business Models Analysis

Working on the three key questions is needed to clarify the added value of co-working with the help of the triangular model. This leads to the identification of three types of co-working; all having their specific features, different impact and goals.

## What is co-working?

Reaction towards economic crisis

## What kind of economies are related to co-working spaces?

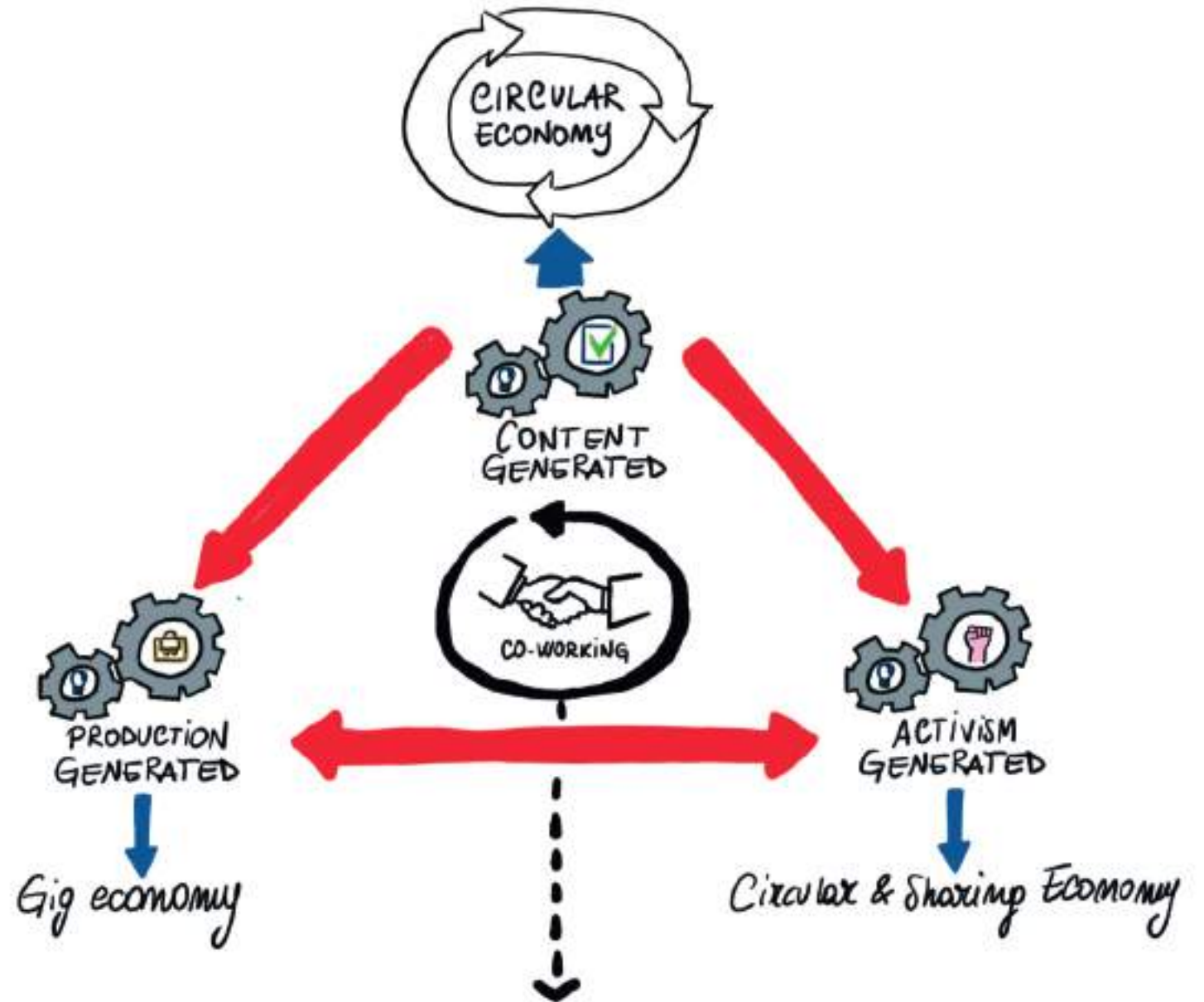
Circular economy  
Sharing economy  
GDP economy

## What kind of conditions exist for co-working?

Social  
Political  
Judicial

## Triangular Model

Co-working is in the middle of a brand new global economy, which is characterised by innovative approaches. These approaches show a mutual influence on each other, resulting in three main drives: contents, activism, production.





# Exploring Types of Co-working

The previous models and the analysis made by the INCOME group led to the identification of these three types of co-working and their main features.



PRODUCTION  
ORIENTED

- Private companies
- Business models
- Digital innovation
- Labour markets
- Customer oriented
- Social innovation
- Real estate
- Membership
- Generating new conditions of culture



CONTENT  
ORIENTED

- Towards an audience
- Creative research
- Globalization
- Curated content
- Top-down
- Public funds
- Private Donations
- Cultural infrastructure



ACTIVISM  
ORIENTED

- Civil society movements
- Bottom up
- Membership
- Strong sense of community
- Common narrative
- Common goals
- Grass roots



C.MOUNEM

# The Experience of Job Shadowing

The INCOME project largely depends on accumulating varied types of knowledge and experiences, through professionals visiting each other's organisations, following their work and activities, taking part in meetings and study visits and getting to know the local situation. This is called job shadowing. This method does not only promote sharing of ideas and best practices, but also to quickly get deep insights into each other's work, allowing to form new networks and relationships and understand how we can make use of the experiences. For sure, job shadowing is a good breeding ground for future projects and further exchange! After the exchange, the participants function as "multipliers" through employing new methods in their organisations and spreading the knowledge to their different target groups.

"Relationship' collaboration and community: with these three concepts in mind' co-working can really create new jobs for young people."

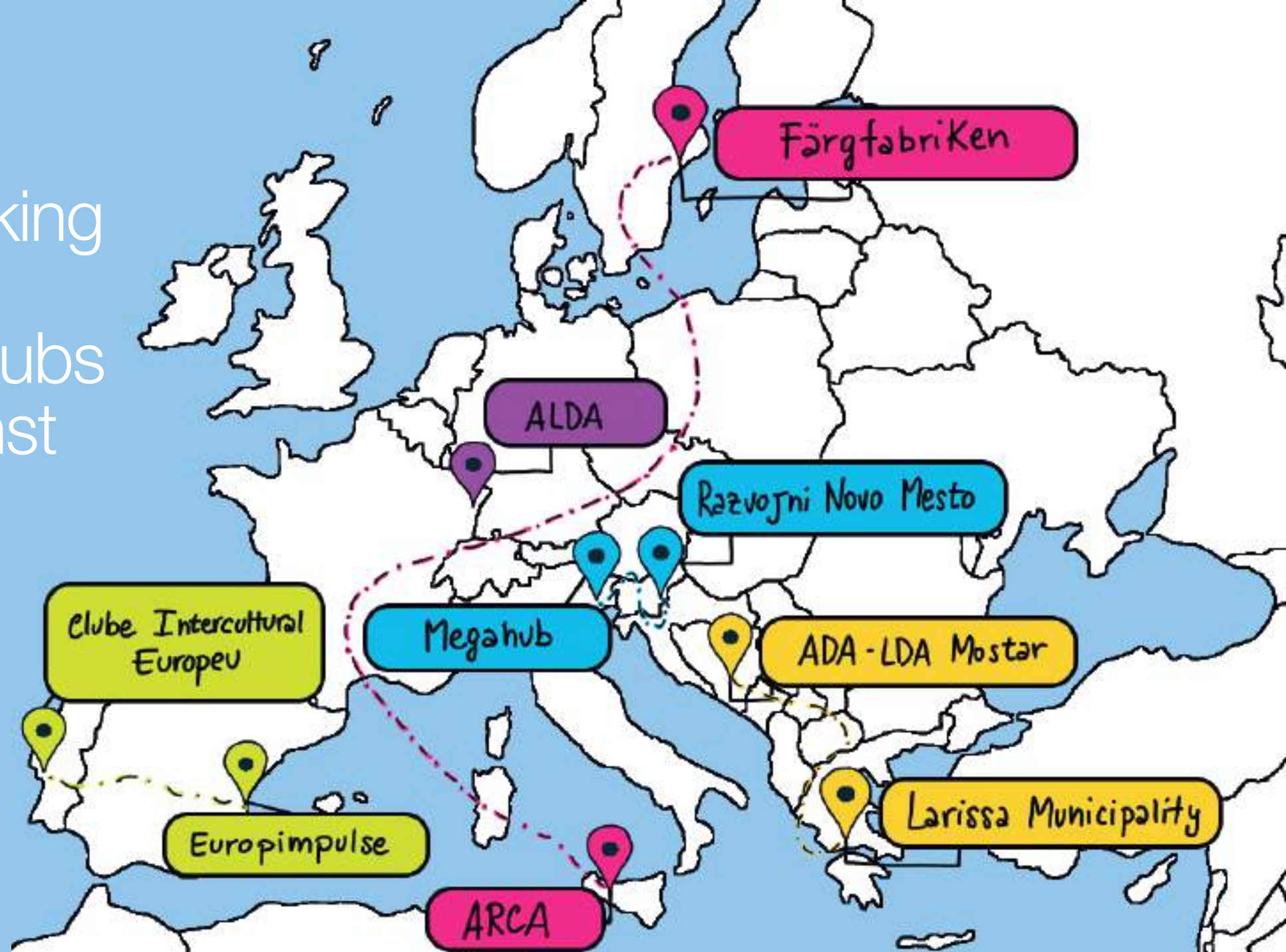
Elizabeth Parisi - ARCA



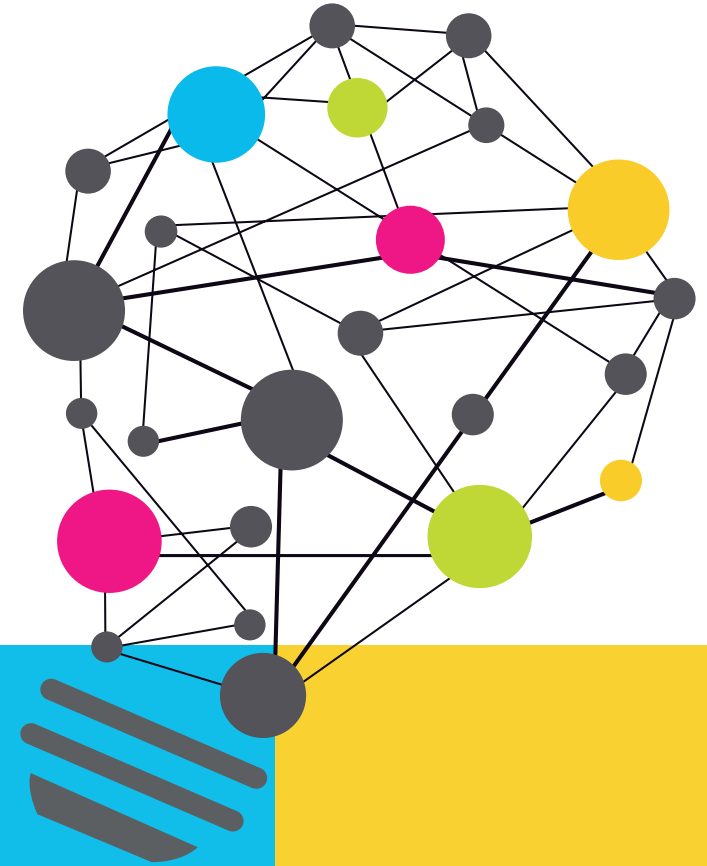
Photo by Development Centre Novo Mesto



# From Co-working Spaces to Community Hubs as Tools against Gentrification Processes



# From Co-working Spaces to Community Hubs as Tools against Gentrification Processes



(Färgfabriken - ARCA)

FÄRGFABRIKEN







# ARCA goes to Färgfabriken, Sweden

*By ARCA Palermo*

“When investigating and developing new co-working models it’s important not to constantly re-invent the wheel. Look into culture and how art practitioners for decades have created the conditions for their own art-making through forming collectives sharing studios’ machinery and equipment’ with the “side effect” of creating meeting places where ideas collide and new collaborations might be initiated.”

Arnaud Vesin - ARCA

## **Job shadowing experience in Stockholm**

The FÄRGFABRIKEN team arranged a two-day introduction meeting to discuss their philosophy and current activities. Over these two days we also went through the INCOME project and the main different understanding of “co-working”. We had the chance to go over various projects led by FÄRGFABRIKEN: “Expanded societies”, “The Exhibition - Experiment Stockholm”, “Architecture seen by Children” and “Conference: Cities for All”. We discussed about the differences in definition of the term “co-working” as this seems to be a very important issue of our confrontation, as it connects us on a global scale: co-working must be intended not only as a space to be shared but more as an ecosystem to be connected to other ecosystems.



## What's special here?

What struck us is the trust that Swedish culture appears to have in architecture, arts and urban planning as a driver of change, which is not as common in our context.

In the Swedish capital co-working methods are firmly implemented in business models for specialised office spaces, where membership also gives the participant more legitimacy for what they do. More interesting are the co-working spaces run as collaborations between for example universities, private initiatives and NGOs, where the co-working space produces effects beyond the benefits for the members or participants, for example through place-making efforts or by working on common to produce new knowledge.

We noted the concept of “serendipity booster”, which means the use of serendipity as a method for creative practice. In the field of creativity, receptivity and curiosity in research and practice is actively encouraged. Being prepared, curious and open-minded about the world can provide a useful process to enable a leap of the imagination beyond rationality, to develop intuition and ideas of consciousness.

## What are the main challenges?

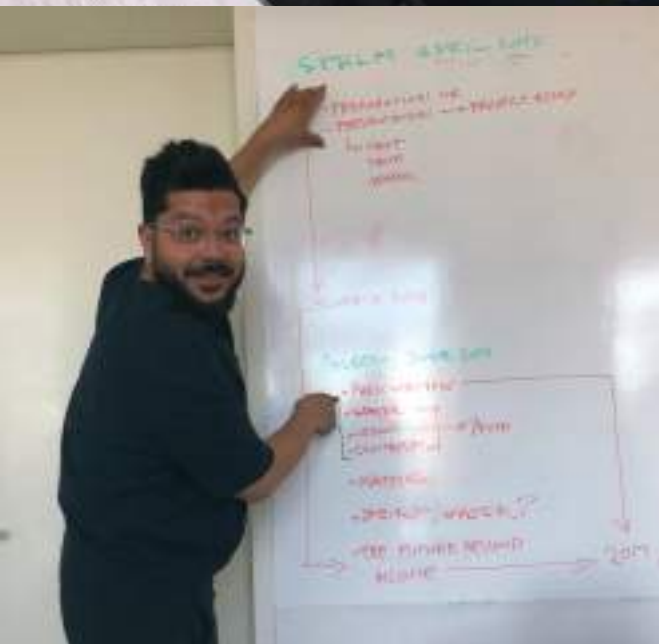
The main difference with Palermo, where there are many abandoned buildings which can be turned in a resource through co-working methods, is that in Stockholm the lack of affordable flexible facilities drives creative forces out of the city.

Many of these studio collectives are now being threatened or have already disappeared from the central areas of Stockholm, through gentrification processes. Now that co-working has become a norm in more areas of professional practice, hopefully co-working solutions can lead to new models that provide the culture life with necessary facilities while promoting meetings across a much wider array or actors, promoting interdisciplinary practices and creating conditions for unexpected ideas emerge - new infrastructures that are necessary in order to address the societal and global challenges we are facing.

## What's in it for youth?

Färgfabriken mainly works in the field of creativity and promotes innovative initiatives in the field. It responds to youth needs of creating self-employment initiatives (with an emphasis on art, architecture and urban planning) through giving support to young artists and creative in terms of advice, exchange of know-how, artist residencies.

Architecture seen by Children: This project in particular allows children, in collaboration with architects, to think the city how they want it to be. Children were invited to express their ideas in terms of building and place making, architects were there to make these projects feasible, and the projects were then built and exposed.







## What are you bringing home?

We had the chance to go over various projects led by FÄRGFABRIKEN that could be reproduced in Palermo, in partnership with them. Expanded societies: Striving new ideas for our future is a discussion for all. IA, digital revolution, media and democracy are part of our current political environment. How are we preparing ourselves for the future? What sort of education for our children? These ideas could easily be reproduced in Palermo to reflect the current environment in South of Europe and North Africa.

The Exhibition – Experiment Stockholm: In partnership with Crezi.Plus and the ZAC (Contemporary art gallery of Palermo) within the Cantieri Cultural. A similar project could be organised that would address the following questions: What kind of society are we building for future generations? How are we to cope with unforeseen?

## Any suggestions?

The main suggestion is related to the Färgfabriken degree of interaction with the local community. More than simply thinking to a co-working, we think it should be interesting for them to undertake actions to involve the community of the area and of the city in a process of sharing objectives and new projects.



# Färgfabriken goes to Arca, Italy

*By Färgfabriken*

"Palermo should not be considered a European peripheral city' but rather the center of the greater Mediterranean region: Sicily is at the crossroads of Africa' the Middle East' and the Ionian islands with a centuries-old history of multi-ethnicism and multi-culturalism. I see Palermo as an alternative model for living' outside the tired economies and nationalistic concerns of an older Europe"

By Peter Lang

## **Job shadowing experience in Palermo**

What was immediately valuable during the experience was all the inspiring things we got to see and hear, which directly contribute to our future day to day work.

We visited CreziPlus, a place for many different creative activities, which showcased several similarities with us. Here we were introduced to social kitchen, which, as a concept, was very interesting; maybe it would be possible to do something similar at Färgfabriken, but in a slightly different format. It was very useful to see how the entire organization was structured, how they financed and planned their organization.

The visit to Farm Cultural Park, in the town Favara, was also incredibly inspiring: the way they worked with artists, with the residents in the area, ways to attract visitors and participants, different ways of integrating art and architecture was incredible.





## What's special here?

Since the beginning, the main actors of Sicilian co-working have felt the need to open up to the city, to conceive and implement projects for the territory, to extend their range far beyond the walls of their space involving a much larger number of resident co-workers - projects able to give concrete answers to the challenges facing the decline of old models.

More interesting are the co-working spaces run as collaborations between for example universities, private initiatives and an NGO, where the co-working space produces effects beyond the benefits for the members or participants, for example through place-making efforts or by working on common to produce new knowledge. They work closer to the city, but also with the university and with educational programs directed to children or other groups, similar to how they worked at the Cultural Farm.

They run a wide variety of projects and are connected to different locations, but our visit focused on one of their projects located in an old industrial site turned into cultural hub: CreziPlus a place for many activities such as a social kitchen. There were many similarities, both regarding difficulties and advantages that we shared with CreziPlus, for example on thoughts on how to make ourselves or our work more available for more people, how to make more people will feel that they have access to the space we work at, and feel included in what we do.

## What are the main challenges?

ARCA work is focused on accessibility, boundaries, migration, urbanization, opportunities.

The Farm Cultural Park, in the town called Favara, was incredibly inspiring because of the way they work with people in that area and for how they gather visitors and participants; they are also able to integrate art and architecture in an original way. Somehow, we could see the potential for us in Sweden to make use of abandoned premises in a similar way, in small villages or communities, characterised by its inhabitants movements and lack of employment. There, cultural initiatives can be a concrete way of creating energy into a place, seeing its potential by opening up premises, buildings, etc, as it is lacking in urban areas.

We also thought about how to engage the people living in the area, to include the neighborhood in the activities.

A very important aspect in co-working, as we saw, is to collaborate in networks, to live up to different expectations and requirements, while having to venture into new insecure projects, where the results are difficult to determine in advance, in order to be innovative and in movement. Another challenge is to act as a platform, a meeting place, just for different stakeholders. It is also not simple to engage the people that live in the area, and to include the neighborhood in the work. Solutions for get fundings for our organisations are not so easy to find and it also depends on where and what kind of organisation you are.



## What's in it for youth?

ARCA has many activities for children, for example an architectural school. They channeled different types of activities, educational and cultural, into one place and took part in and benefited from the site's history and structure. They also work closer to the city, but also with the university and with education programs directed to children or other groups, similar to how they worked at the Cultural Farm sited in the rural area.

In ARCA, co-working youth can have a community, share ideas and meet clients and projects.

## What are you bringing home?

What we want to implement in our organisation are the social kitchen and the urban re-development through culture and art interventions. The first has the key role to create a common informal and relaxed environment where you can discuss ideas and share projects face to face. The second would also be important in the context of Stockholm. ARCA gave us ideas on how to create conditions and opportunities in rural areas through, for example, residence and cultural projects, that are interdisciplinary.

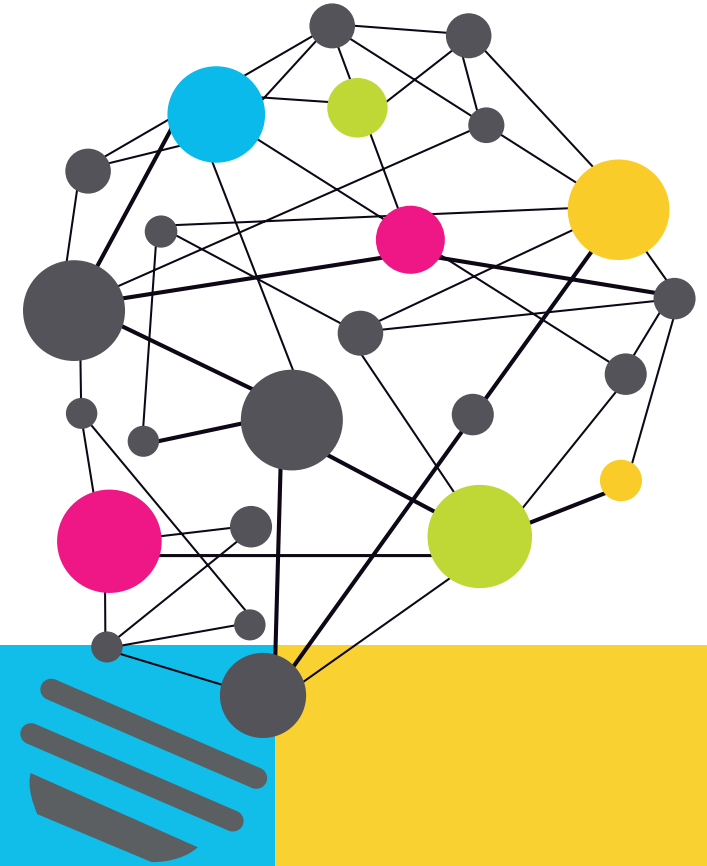
## Any suggestion?

We were overall impressed and inspired by their methods, and if we would add anything it would be to even more actively putting together people from different fields of knowledge, and especially integrating artistic methods in their activities even further in the other enterprises.



# Co-working and Fablab: How Do They Interact?

(Samarcanda - Development  
Centre Novo Mesto)





# Megahub goes to Razvojni center Novo mesto, Slovenia

*By Megahub*

"It's fundamental to prevent unemployment by reaching young students and help them to increase their skills"

Elsa Garzaro – Megahub

## **Job shadowing experience in Novo mesto**

In Novo mesto we attended various meetings, mainly with professionals, but also with co-workers. We visited the co-working space, the Fablab, the city and its facilities, confronted ourselves with the users of the co-working centres and attended relevant events on the topic. The hosting partner presented itself and their activities, such as courses and university contests. We gathered many information and ideas on how to improve our activity in Vicenza.





## What's special here?

In Novo mesto they have a Fablab and also a huge co-working space in the city centre.

Visiting Novo Mesto confirmed our idea that a co-working experience doesn't have to be just a space for freelancers, but also a meeting point for the economic and political realities of a specific area.

Their ability in managing relationships between co-workers and private/public partners in a productive and reasoned way was truly inspiring.

In the organisation of Fablabs, Development Centre Novo Mesto involves people who have grown up internally.

They carry on some interesting workshops:

- DESIGN (DIS)ABILITY, an international collaborative workshop focused on design, disabilities and assistive technology. It was organized by RogLab, production center in Slovenia, and Open Style Lab from the Massachusetts Institute of Technology (MIT) in the US - <http://www.design-dis-ability.com/english-home>
- The useful Podjetniški inkubator Kočevje, an incubator for start-ups that gives support to SMEs, organises museum's initiatives such as RogLab, a 60 partners network of fablabs that aims to merge human sciences and engineering and festivals. - <http://www.mao.si/Event/First-RogLab-Creathon.aspx>
- Another initiative is Fablab 404, a project that aims to connect young students from high schools and university to companies, that here can offer projects and seek to solve problems to students.

The management team of Podjetniški inkubator Kočevje fablab was for us the ideal group, composed by:

- A CEO (Chief Executive Office)
- A prototyping manager
- A communication and marketing manager
- Financial and administrative employee
- Mentors who deal with the management of internal projects.



## What are the main challenges?

Both our co-working spaces refer to cities that have not such a political relevance compared to the main cities they are related to (Schio Vicenza / Novo Mesto > Ljubljana), so the innovation or the national administration influence are not direct.

Another difficulty is the long term perspective and sustainability: the necessary support for this must come from private, public or EU funds. As a matter of fact, Development Centre Novo Mesto also must deal with economic sustainability of the spaces they use and of the equipment. An important consideration that a co-working manager in Slovenia has well summarized is that “the main challenge is to make people understand what are the benefits of paying to work in a co-working”.

Furthermore both us and them have to face the global technological innovation challenge.

## What's in it for youth?

The Development Centre organizes working groups for unemployed people, meaning young people that don't find occupation through the most used channels, and often they are very interested about technologies and new ways of entrepreneurship. In this way they aim to connect young people and their skills with local companies' needs.

For example, Fablab 404 is a project that aims to show the skills young students from high schools and universities to interested companies. They also offer children-tailored courses about robotics and support young people to start and to become a tutor.

## What are you bringing home?

It's necessary to schedule periodical meetings with co-workers and startup entrepreneurs, and to establish long-term goals. It's useful to increase collaborations with profit partners in the role of incubators of new business ideas.

The co-workers who work in the field of communication, influencers and mentors could become an important resource to increase the visibility of the space. It is very important to gather freelancers and offer to them specific services and facilities such as a chill out room where they can share ideas and projects.

In the future for us it will be very important to have a photo set to do advertising or storytelling, besides owning an exhibition space. It would be nice to bring something similar to the robot exhibition in our lab, where university students can show robotics potential to companies.

We learned new techniques to attract new users, for example offering short training courses at low prices or, for young students, locate our facilities in places with a large flow of them.



# Razvojni Center Novo mesto goes to Megahub, Vicenza, Italy

*By Development Centre Novo mesto*

"The Project INCOME and the job shadowing activity opened our minds and helped us to get the information that are key for development of our Business incubator Podbreznik in the future and our co-working concept. We believe that there is no wrong path' as long as there is vision and knowledge in one place - connecting people in co-working is A BIG OPPORTUNITY."

Simon Jeraj - Development Centre Novo mesto

## **Job shadowing experience in Schio**

From our visit in Italy (Veneto region) at MegaHub, managed from Samarcanda Società Cooperativa Sociale Onlus, we learned a lot, we got some new ideas and also a confirmation that our plans of establishing FabLAB in our incubator can be a right way of development.



During our visit we got to deeply know Megahub, its aims, challenges and some of the projects. During our stay in Italy we have also visited other regional FabLabs (Schio, Verona, Padova, Vicenza) and co-working spaces which offered a good insight into how FabLab - as an institution - can be financially independent. As coordinators of national network it is in our interest to know good practices but also the difficulties the newly established places elsewhere abroad are facing. In that manner we can share the experiences amongst our members (to be) and give them an idea of new know-how solutions. We have also learnt about different ways of connecting innovative and creative places with the broader local community on one side and with the authorities on the other.

We have also seen some good examples of co-working and FabLab combinations that are frequently used to make a business model more sustainable. During the meeting with the regional authorities responsible for Veneto Digital Agenda 2020 we have also got some ideas about EU funding opportunities which will help us get new possible resources for the activities.

Besides everything already mentioned we have also gained new acquaintances and made new institutional connections. As a network we are often participants in national and international (e.g. EU) projects and we will use newly acquired connections when designing new ones.

### **What's special here?**

The Cooperative Samarcanda is a social cooperative, which develops project in different fields: homeless care, refugees, women and youth participation. It was designed as a non-profit organization and from this stem the organization's business orientation. Otherwise they mostly work with local schools, organize workshops and some other activities. Lowering of the unemployment rate of young people is mostly addressed through the co-working space, encouraging collaboration and innovative (technological) approaches.

We saw that in all the Italian organizations we visited during our job shadowing how the way of thinking is quite similar about the new approaches for youth employment. We have similar projects that are only slightly modified regarding to the needs of local environment. We examined a very interesting program in Megahub that is called "All you NEET is job": they collaborate with SME and got some challenge from them to organize working group. This group consisted of different skilled youth that actively searched solutions for SMEs, through some workshops and teamwork



Also at Paradigma in Padova (FabLab Padova) we came to know a very interesting concept of co-working for employee: it's basically a big office where employees of three different startups work together. Paradigma management is connecting these different skilled employees in bigger projects. We learned that a FabLab is a co-working space where people with different knowledge work with specialized tools (3d printers, laser cutters, robots...) and make physical products or prototypes. Another place that we visited, FabCube, gave us the idea to promote and encourage the networking of local and regional FabLabs with the purpose to make specific activities more influential in social changes. We very much appreciated the idea FabLabs collaborating with local companies, and the link made between FabLabs and co-working.



## What are the main challenges?

The main challenge for Cooperativa Samarcanda is how to attract more people, mostly youth, to co-working and to the FabLab. They received EU funds to establish Megahub, but now they must rely on the market, which can sometimes represent a challenge.

Attracting more co-workers can be problematic also due to the fact that the local environment is not aware enough about the possibilities of co-working as a concept. Many young people still have in mind a classical job perception, but nowadays, things go in the opposite way and there are more and more chances in freelance jobs.

## What's in it for youth?

During the job shadowing at MegaHub we realized that the concept of co-working and FabLab are not recognizable enough among young people, so it still needs a lot of promotion. We think a good way of promoting it would be through events and successful programs and project for youth (such as All you NEET is job). Megahub is in these activities very successful and we think going on with their programs is the right way.

Regarding to all FabLabs we saw in Italy, we can say that they offers lot of opportunities for youth as they have chance to do a prototype, that means a higher level of development of business idea. FabLab's activities are also helping in getting young closer to some technical skills and encouraging them to decide for technical profession. With this new kind of co-working we will also attract new groups of youth (designers, engineers, artisans...) and connect them in new projects and opportunities.



In general, we can see how co-working provides youth with new opportunities and references for jobs, even if we wouldn't go as far as saying that it helps decreasing unemployment. On the other hand, it surely has a huge impact in the expansion of their social network.

### **What are you bringing home?**

Through this exchange we collected many new ideas on how we could upgrade our programs. Putting it simply, we could say that co-working is any kind of way of long-term cooperation between different stakeholders. We can see that sometimes for co-working physical space is not even necessary. We have communications through internet – virtual spaces, platforms where partners from different parts of the world cooperate together – share their knowledge, experiences, ideas around some projects, issues etc. Can we say these are virtual co-working spaces? We believe so. On the other hand, we still think that old-fashioned office talk in co-working helps co-workers to establish long-term strong cooperation and even some joints ventures between them.

Anyway, what we would like to implement is Novo Mesto is first of all a FabLab which could be in networking with industries. In fact, this visit motivated us in getting contacts with SMEs and in general in project management. We think that co-working could reach an added value if financed by industries.

### **Any suggestion?**

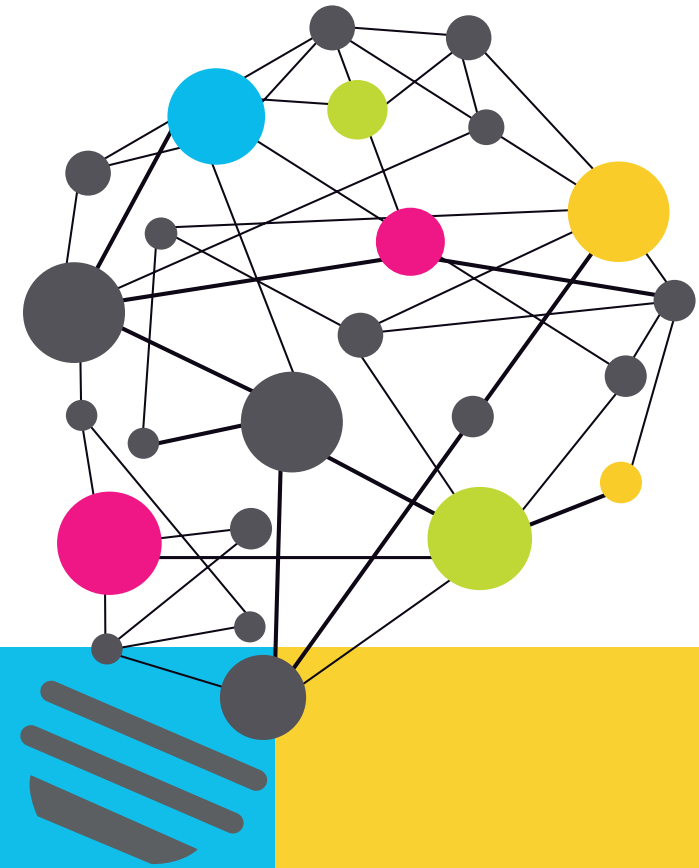
Megahub already has some good programs for youth (through workshops, trainings, programs with scholars etc.). What they could do is carry on with these programs and include even more organizations, schools from local community, in order to promote them. On the other hand, we think they could have great opportunities if they started cooperating more with companies. Companies face many technological challenges but can financially support programs; Megahub can attract young people and organize teams to solve those challenges.

A good opportunity would also be to build a network of mentors and experts that can support people in co-working. New potential co-workers would see an added value and possibilities in solving their problems, if they join Megahub.



# Co-working as a Tool for Bridging a Divided City

(Municipality of Larissa - LDA - ADA Mostar)





# ADA-LDA Mostar goes to Larissa Municipality

*By ADA - LDA Mostar*

“I have learned that the success of a project depends on the network that stands behind it. Big and successful projects can be realized only if there is a well functioning network behind them”

Emina Isić – LDA Mostar

## **Job shadowing experience in Larissa**

As a part of our Job Shadowing program in Larissa we used the wide spectrum of means that are useful for experience sharing. We had meetings with different stakeholders: museums, schools, exhibitions, voluntary organizations and private cooperative spaces. Specifically, we visited a very interesting co-working space called Mylos, the “Wisedog” social cooperative enterprise and the “Lido” organisation.

## What's special here?

What impressed us in Larissa is the concept of “Lido” organization which is a wonderful co-working space, placed just next to the historical archeological site of the 1st Ancient Theater of Larissa. While it's placed in an old building with interesting and intriguing history, it's thematically inspired by Jazz music and 60's, not only by furniture and interior design but also as a concept of work. It has an office, cafeteria, meeting rooms and multipurpose space for different practices, presentations, exhibitions or concerts. It also has a wonderful Jazz Bar which is also a nice source of self-funding, having its own Jazz band that helps to make this space alive. The engagement of the Municipality is also very interesting: the Municipal department and the deputy mayor of culture are coordinating the whole cultural scene. We felt Larissa as an open city, where network and matching of creative people is key.

## What are the main challenges?

During our visit to Larissa we understood that behind all co-working spaces we visited there are different initiatives, being them private offices, NGO's or cultural institutions. However, what was inspiring is that within all co-working initiatives, the municipality has a great collaboration with all of them despite a very small number of employees in the sector of culture.





## What's in it for youth?

As a matter of fact, two members of Mostar Job-Shadowing team were two young girls, an architect and product designer. This experience gave them, but also to all of us as a team, a whole set of new ideas and visions, in order to improve our approach to youth once back home.

We felt that in Larissa young people are engaged, or better: youth is in the focus of all co-working activities. Each event, activity, organisation or institution that we visited during our job shadowing involved children and youth.

## What are you bringing home?

LDA Mostar and Center ADA found many useful and feasible ideas that could be implemented in our case. The concept of several Co-working spaces / organizations showed us more precise ideas and possible ways on how and what we can do in Mostar to give the best spatial and contentive form to our Center ADA for it to be able to serve as the best possible platform to different groups and organizations in the city, but also to find the ways to be self-sustainable. This form of co-working space would be not only good for their beneficiaries but also good opportunity for youth employment.



## Any suggestions?

We believe that Larissa is doing a remarkable and productive job, so our message would be to continue working at this rhythm. We would suggest to continue working on the development of human resources in cultural management, in particular young people, which will certainly contribute to the overall advancement of Larissa. It would also be good for Larissa as a city to be more open and to establish more frequent communication with other cities and partners, to bring in more visitors because it definitely has plenty of wonderful things to show and share with others.



# Larissa goes to ADA Mostar, Bosnia and Herzegovina

*By the Municipality of Larissa*

“Providing professionals and start-ups with such a creative environment where they can work together, exchange ideas and help each other, especially for young people, is a solid example of what can be achieved when there is a vision and the will to make it a reality”

Aiki Papakonstantinou – Municipality of Larissa

## **Job shadowing experience in Mostar**

The job shadowing experience in Mostar circled around this issue: how do you get people from a newly-created state, as it emerged from a recent civil war, that live separated in the same city, many not having visited the “other” side or share common activities nor identities, to get to know each other, discover the things that unite them (and not separate them), exchange experiences, work together and focus on the future of a unified and progressive city? The work that every organization participating in the job shadowing program tries to do within such a difficult social, political and economic situation is actually admirable. The fact that there are so many initiatives about young people on promoting joint ventures, employment, common activities and active citizenship shows the necessity of a new “mentality” that will bring something new to the city.



## What's special here?

Art and culture have always had the potential to unify people, as a “neutral” way of cooperation and communication, common to the people of every origin. The inspiration and influence they can have on young people is what drives organizations like OKC Abracevic Youth Cultural Center and Pavarotti Music Center to keep working and offering different ways to bring them together. Also, projects like the Street Art Festival give the opportunity to citizens to enjoy the colorful and unifying wall paintings in the wider damaged city area, and to see their city from another perspective. The “Kaleidoscope” project is very significant, as well as the project “Monuments in Motion”, because they showcase the different effects that historical symbols and monuments might have for different groups of people and their meaning for the present and the future.

For example, in the Municipality of Larissa, the objective was to transform Mill of Pappas from a “frozen” structure to a “living and breathing” public space, incorporating modern uses in a historic monument and creating a co-working and interactive environment for local stakeholders that share many commonalities. In Mostar there are many different spaces that try to create the conditions of cooperation between stakeholders with separate identities. A great surprise was the lack of a City Council or local elections not held – the limited decision making means that for a lot of projects the city can't really have a leading position. The cooperation that the city has with local NGO's is the only way to operate a lot of projects for the local communities, but that can't be the way things are done in the long-run. Strengthening the city's organization would bring more power to the cooperation with local stakeholders as well, providing the City of Mostar with more dedicated partners. For Larissa, the commitment and active support of the public authority played a significant part in the creation of collaborative networks in the city.

A noteworthy addition to the co-working concept are the initiatives taken by private companies/organizations to foster innovation, creativity and young entrepreneurship.

The INTERA technology park and the SPARK business accelerator are examples of what any city would like to have. The energy and passion experienced from young innovators and entrepreneurs was an inspiration and a positive input for future projects for social innovation and start-ups.





## What are the main challenges?

When you google “Mostar” you are shown a list of results mainly showcasing the Old Bridge and the touristic side of the city. Wikipedia offers some info on political and social events in the city, but in reality you can’t grasp the unique situation of Mostar unless you speak with people that live and work there, trying to accomplish something that many European countries and cities take for granted: a democratic framework, which ensures political stability and continuity, using procedures that involve different people in effective exchanges, that lead to decisions, feed-back and finally improvement of the city. The Municipality of Mostar confronts religious, social and national differences which separate and divide the city and has not held elections for more than a decade. In addition to this, it suffers from high rates of unemployment, especially among the younger citizens. Evidently, all this has an impact on how the city can face the concept of co-working.

In Mostar all cooperative spaces are run by civil organizations, NGO’s or private initiatives and the city supports them with providing space or cooperating in specific projects. The funding is something that is challenging for most of these organizations, as well as navigating through ownership issues, since for many of the available spaces there are difficulties in determining the rightful owner(s), creating operational and funding problems. Also, the City of Mostar is looking into selling properties to privateers or investors to reduce costs and increase income.

## What's in it for youth?

For us, the visit to the SPARK business accelerator represented a solid example for young people of what can be achieved when there is a vision and the will to make a reality.

In Mostar context, we found useful for youth to have the opportunity to create their own space close to home without having to move to a bigger city. Co-working goes beyond that: we had the proof that it helps creating the communal identity of the citizen, together with cooperative spaces. On more practical terms, we saw how young people can be helped in finding funding, support and additional education tools through these activities. In this way, they can be both prepared for the labour market but also included in the political dialogue.



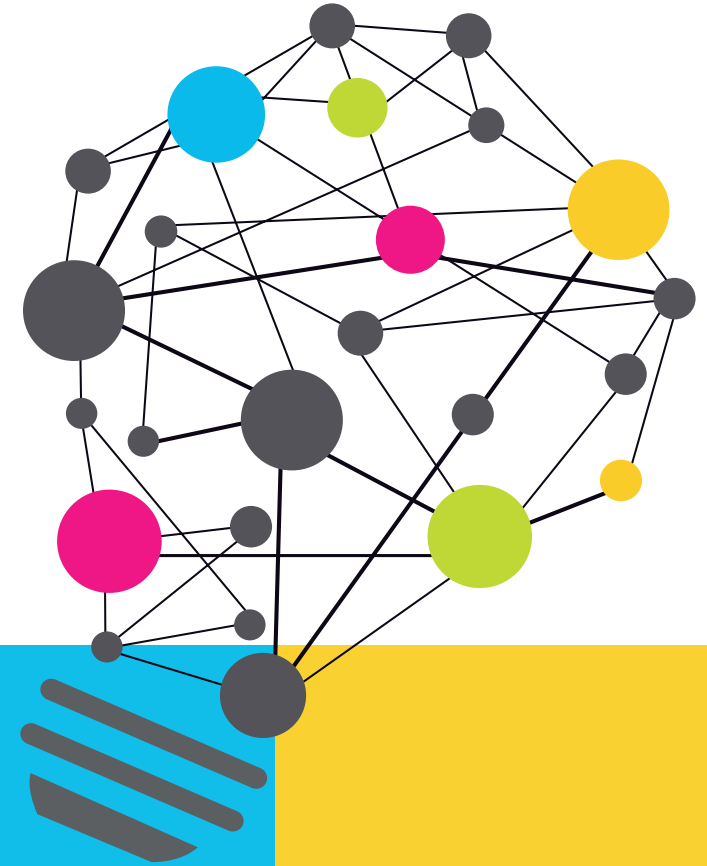
## What are you bringing home?

During this “learning journey” there were many interesting discussions on the conditions of NGO operation in Mostar, the complexity of the local authorities’ organization, the different ways that organizations and groups of people try to promote active citizenship and involvement, as well as everyday difficulties on funding, space and operation of local stakeholders to implement their vision. The comparison with the situation in Greece, and in Larissa in particular, showcased not only differences in how things are done, but also similarities concerning the ideas about energizing and involving citizens and stakeholders. What we bring home, despite the demographic and co-working styles differences, are mainly two ideas. The first is to establish a technology centre for youth, and the second is about the preservation of documents as monuments in Larissa are clearly traces of a common past through the centuries which built a common identity, while in Mostar special education of citizens is required for their understanding and respect.

## Any suggestion?

From what we saw during our visit, we think that a more official cooperation between the city and the students is needed, for example as the “Youth Council” of Mostar is doing. Moreover, it would be certainly good if more workshops were addressed to young people in order to enhance their skills. Another step we suggest is the creation of a municipal co-working space: for the project to be realized the Municipality should grant the land and construct the infrastructures. This funding could be acquired from private investments and the European Bank, and any profit could be invested for the improvement of the infrastructures, the further growth of the network and the rewarding of the innovative acts of the youth and their implementation in the market.

# Co-working as Collaboration at a Local Level



CLUBE  
INTERCULTURAL  
EUROPEU

europimpulse  
NETWORK





# Europimpulse goes to Clube Intercultural Europeu, Portugal

*By Europimpulse*

"By becoming "entrepreneurs" young people achieve a lot today and they don't have to wait for the moment that a perfect job is offered to them"

Europimpulse S.L.

## **Job shadowing experience in Lisbon**

Five volunteers and a toddler embarked on an adventure trip to Portugal to explore new ways of cooperation, cool co-working places and the best sweets in Europe.

End of February 2018, winter was back in full swing to accompany us during this intensive week in Lisbon. But our expectations were high. We knew that we were visiting one of the hotspots for digital nomads, the city had received upfront rankings on many international lists and was praised for its laidback lifestyle. We expected a lot of similarities with our hometown Valencia in Spain where Europimpulse was set up as a network of engaged people committed to European integration and projects. One of our added values is that we bring together people of different backgrounds with different experiences and this was also the case of the Lisbon crew which was made up of an architect, a chef, a trainer, a PhD student, a communication expert and... a toddler! What could have been considered a disturbing element during the visits, in fact became our mascot and linking element. Through the two-year old Greta we easily connected with the many people we met and also had very interesting discussions on how co-working can contribute to the reconciliation of family and professional life today, an important issue for many co-workers in Spain at least.



Our starting point was that both the Portuguese host from Clube Intercultural Europeu and ourselves used a very broad definition of the term co-working: Co-working means creating a space where people can share time and experiences in order to collaborate and enrich each other's work. It does not have to be a physical space (office), but it can mean that it is a collaboration activity between different people or organisations.

### **What's special here?**

An important part of the visits was dedicated to public-private partnerships. A very fundamental aspect in this respect is the “freguesia” system in Portugal (meaning literally civil parish). It is a sub-level of local government which is generating a closer relationship between local decision-makers and civil society in order to avoid too “isolated” areas in the city. We visited the Junta de Freguesia Carnides and Beato, two out of 24 Freguesias in Lisbon. In addition, we learned about the pioneering grant system at the local level called BIP/ZIP. It is a participatory tool which promotes partnerships in the city's priority neighbourhoods. Besides establishing local governance structures that facilitate communication and shared decision-making between the public administration and neighbourhood organisations, BIP/ZIP also includes an ignition funding programme of 50.000€ per year used for community partnership initiatives with a strong local impact. The aim is to change problematic neighbourhoods “from the inside out” by involving the local people. At present 40 projects located in 67 neighbourhoods of Lisbon are receiving funding. And one of the additional offsprings of the BIP/ZIP programme is Lisbon's Community-Led Local Development network, an EU-funded governance scheme including over 150 NGOs, private enterprises and the local government.

Those factors generated a collaborative development of the city where civil society has different options to participate and strengthen networks at each level.

We understood how the public sector is strongly fostering participation and collaboration within the city: this is a good example which is easily transferable to other cities in Europe.

Also the C3 project raised our attention: it aims to generate a common space for entrepreneurs and local social projects in priority development areas of the city. This idea is very interesting and could be a way to allow public-private investment to support projects benefiting both young entrepreneurs and local population. Indeed, after visiting several co-working spaces in Valencia and Lisbon, we noticed that most of those project were not related to local realities but are more working like “bubbles” developing their own communities. Those spaces were often installed in trendy areas of the city... which is not the case of C3.

We also visited the creative hub in Mouraira, which runs a urban art project working with “memories” of local populations, with a very interesting and inclusive approach.

## What are the main challenges?

The main challenges that co-working projects face in Lisbon, especially with the C3 project, are common to many participants to this project: how can we attract entrepreneurs to undervalued areas of the city? How can we mix in the same place businesses and community development based initiatives? The main challenge of the C3 co-working project is most probably its local environment. Indeed, this space has been developed outside of mainstream city business areas. Their choice to implement such a co-working project in a deprived area represents both its innovation and its main challenge.

## What's in it for youth?

In Portugal, we had the feeling that young people can create their own jobs and projects through a proactive approach, while developing projects with or for the community. By becoming “entrepreneurs”, young people can achieve their goals without having to wait to be offered the perfect job. Clube Intercultural Europeu showed concrete examples of co-working or collaborative projects that foster youth entrepreneurship. It would probably be interesting to explore co-working projects based on peer mentoring approach.



## What are you bringing home?

We would like to reproduce in Valencia many of the projects we witnessed in Lisbon. First of all, as mentioned above, we think the BIP/ZIP programme could be applied in many European cities. As for projects, we will stay tuned on the development of the C3 project and its impact on undervalued areas of the city, to be able to implement it in the best possible way in Valencia, considering the differences in the involved stakeholders. We would also like to implement the social kitchen project we visited: we found them to be an extremely valuable tool of inclusion to be implemented in coordination with the municipality and private initiative in health, food and social issues. Another inclusive project we would like to replicate is an urban art project working with “memories” of local populations. Moreover, this experience allowed us to see different models of organization in co-working: for example, there are several ways of approaching and managing similar problems about how to get financing, the relationship with government institutions, dealing with neighbours, internal organization, and others. For us, it opened up many possibilities in the world of co-working and it represented an encouragement to keep going in that direction.

## Any suggestions?

Since the C3 project was still in development during our visit in Lisbon, we could not see the final space under activity. Our main suggestion would be to share their experiences on mixing business and social inclusion projects to develop a sustainable co-working place. Such approach seems very innovative and could probably become a good practice at european level and an example for new co-working projects. Also, we suggest to keep staying in touch with young people.





# Clube Intercultural Europeu goes to Europimpulse, Spain

*By Clube Intercultural Europeu*

“They capitalize on human resources through business collaboration’ while also supporting entrepreneurs by helping to create start-ups. Incubators and co-working spaces play a key role in ensuring that together and by sharing synergies’ new businesses can grow and become structurally stronger and implement their strategy in a sustainable way.”

Bruno Moutinho - Junta de Freguesia do Beato

## **Job shadowing experience in Valencia**

Europimpulse for our job shadowing experience prepared a program engaging multiple aspects of co-working and collaborative values in general. In truth, by focusing mainly on co-working spaces and youth but, at the same time, relating them to other topics such as entrepreneurship, social inclusion, networking, non-formal learning or education, public/state role in youth inclusion and participation, public space, architecture, urban and local development, innovation, online tools and technology, deepens and opens the concept at the same time, making it clear that collaboration is so much more than a common space to work.

We had the opportunity to visit very different types of co-working spaces, but as well different kinds of collaborative networks with local impact. To sum out some, we got the opportunity to see a very high level co-working space, directioned to a specific market. We met the representatives of the municipality who are working on collaborative networks and participatory methodologies in order to avoid social and territorial exclusion.



Our visits:

- the neighborhood of “La Coma”, checking the work developed by e-Spai and all its technicians, together of the gypsy community;
- El Cabanyal neighborhood, where the association “El Col-Lectiva” does an extraordinary job with communities of different ethnic groups, such as Gypsies, Romanians and Africans of Muslim origin. Through various workshops the interaction between all is a constant, allowing the differences that separate them to be transformed into bridges that will unite them;
- the Solar Corona right in the center of the city of Valencia, we come across a different space, where an association acts as a catalyst for the community around the Solar. An outdoor space, transformed into an art gallery, cinema, theater, canvas painting.

### What’s special here?

As assets of Valencia, we could point the group of romantic occupiers who are maintaining a very local friendly initiative of urban gardening, local parties and programs for all the community.

Another project that fascinated us is what the University of Valencia develops together with its students: they capitalize on human resources through business collaboration, while also supporting entrepreneurs by helping to create start-ups. The way the spin-offs are created was fascinating. The university helps to create these companies, and can spend physical or virtual spaces. Incubators and co-working spaces play a key role in ensuring that together and by sharing synergies, new businesses can grow and become structurally stronger and implement their strategy in a sustainable way.

## What are the main challenges?

One challenge Europimpulse is facing is clearly the lack of resources, as many other similar experiences are. In their particular context, it seems the local power is not close enough to citizens and is not helping associations, even if they work for the benefit of the society. Moreover, Valencia is characterised by several communities of different ethnic groups, making it more complicated to work for inclusion.

## What's in it for youth?

Europimpulse works for social and European inclusion of young people by enabling them to find opportunities both in the local and international frames. At the Valencian Institute of Youth it is intended to captivate young people to bet on technical-professional education, with the project “Young Opportunities”.

Local authorities are collaborating with Europimpulse in projects focused on putting youngsters in a local and European network to avoid social exclusion, absence from schools and from the labour market.

They also have a strong partnership that allows them to promote or facilitate several projects for European awareness, social inclusion and empowerment of young people.

## What are you bringing home?

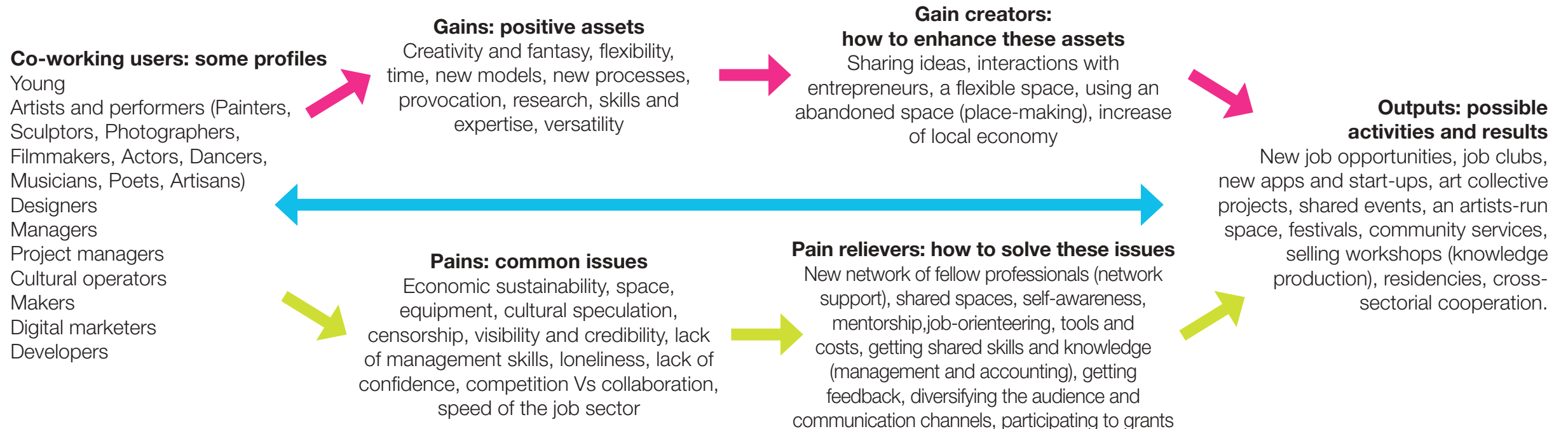
From what we saw during the job shadowing, we feel that the way co-working spaces and urban development are intertwined in Valencia is very interesting and could be extremely beneficial to have this kind of mindset in the city of Lisbon. This is especially relevant in the neighbourhood we work in and other similar areas of the city, that need drastic improvement and openness, something that co-working spaces can really be helpful in as we learned from Europimpulse.





# What are the Main Assets of Co-working for Youth?

During one of our transnational meeting, we applied this well-known business model to co-working and its young users, in order to capitalize the resources while trying to face the main issues the users might be undergoing. Starting from the profiles of the potential users of co-working spaces, we can highlight many positive assets on one side, especially considering young users, but also many issues that have to be taken into account. How these gains can be enhanced and put into well use? How these issues could be responded to? If we considered the answers to these two questions, what would be the final output of a co-working space designed for young users?



# Thoughts & Conclusions

INCOME journey got partners to dive headfirst into the world of co-working, and get to know in depth similar, or very different realities and experiences. The starting point was facing the issue of unemployment among youth, and to see how co-working can be employed as a tool in this sense. If the proposed models are given space to work, these could allow a more dynamic employment with the contribution of the dimensions of culture, innovation and technology. At the end of this journey, made of exchange, research, and inspiration, we would like to highlight strategies and actions that can result in a successful co-working practice:

## Be Fully Part of Your Local Community

- Involve schools and universities in your activities
- Involve local companies to let them know you exist and to gather funds
- Involve local authorities to gain a greater political relevance, and access to funds
- Work with local people and take into account their opinions to give a social meaning to your existence in the community context: adapt your work to the audience's needs
- Art can be a very strong tool for cultural policies and artists can become an active subject in rethinking local societies.
- Develop a communication/fundraising department boosting your capacity to be visible and attract resources

## Give Your Community Specific Added Value

- Try to understand what are the real needs of your local context to better answer them and become a key provider of services and products
- Deliver courses to attract new people that could be important for the future development of your co-working as a resource
- Exchange your know-how and meet people from other countries to keep learning
- Mixing together the various skills of each co-worker, such as marketing, design, IT, finances, you are improving the quality of product and of any final output
- Moreover, co-workers share resources, skills, experiences, contacts... They can cooperate, so they can also manage bigger business projects
- Give a new life to abandoned buildings and other unexploited resources, even better if you employ a co-design approach to develop contemporary art and enhance creativity processes
- Offer specific services and facilities to your co-workers

## Be Protagonist of the Scientific/Technical World

- Create your co-working inside a pre-existing technical/scientific hub - if it doesn't exist, get your co-working to pave the way to a new hub
- Work together with a Fablab, or create a new one

# INCOME

INnovating CO-working  
Methods through Exchange

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