



SPACES2NEB

**Hybridization
for survival**

Mixed funding

*Business modelling needed to create
and maintain common spaces*

The key resources
Key engagement channels
Management structure
Key partners and stakeholders



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The key resources

What activities and resources are being implemented?

- *Cost sharing between residents/occupants : public services, rent or shared costs, etc.*
- *Voluntary or shared work: unpaid collective contribution is a recurring resource*
- *Public subsidies: municipal, regional, national or European funding often supplements income.*
- *Income-generating activities: Bars, refreshment stands, events, space rentals, or catering provide self-generated revenue*
- *Community and partner support: collaborations with associations, local institutions or partner venues*



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Key engagement channels

how they engage with stakeholders

- *Strong community involvement: Users/residents/collectives play an active role in programming, workshops, events, or advocacy*
- *Partnerships with local institutions: Municipalities, associations, schools, or services (culture, SSE, heritage, green spaces) are systematically engaged.*
- *Open or participatory programming: Events, cultural activities, and artistic interventions often co-designed with residents and local actors*
- *Collective governance: Several cases rely on shared decision-making processes, assemblies, working groups, or umbrella structures to coordinate activities.*



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Management structure

money and management, how is it structured

- *Non-profit orientation: None of the cases aim for profit; the shared goal is viability, with any surplus reinvested in the space or its programming.*
 - *Heavy reliance on human/volunteer involvement: Volunteer work, community engagement, and pooling of skills are crucial to balance costs*
- *Mixed funding streams: Most models combine public subsidies with income-generating activities (events, bars, rentals, training, festivals)*



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Key partners and stakeholders

Which key players and which sets of players interrelationships

- *Local residents and community actors: All cases engage directly with local communities (residents, families, shopkeepers, schools, neighborhood associations)*
- *Municipal/public authorities: Cities or municipalities often act as owners, facilitators, or funders.*
- *Diverse audiences: Young people, families, vulnerable groups , and cultural audiences are regularly targeted*