

A related concern is the importance for Ambasada of recognising and preserving the industrial heritage of the town. Indeed, Ambasada chose the initial location for housing their centre because of its local historical significance. It was a famous hat factory, Fabrica de pălării din Timișoara (PALTIM). At a time when many industrial buildings were being demolished, the team were driven by the need to prove that creative and social business models can preserve industrial buildings and keep them alive, providing a post-industrial use and resource.

Securing tenure and long-term financial sustainability is a key in Ambasada's plan and their biggest cost is rent. On realising that in order to become sustainable they would need to purchase a building, they embarked on the journey to raise investment and secure a permanent home. This drive has been successful and enabled them to buy an old paint factory, which also has local historical significance, and they will move in in 2019 following refurbishments.

All of this has led to Ambasada establishing itself as a significant partner in the city, taking lead roles in the bid for European Capital of Culture for 2021 and being part of developing a cultural strategy for Timisoara.

Through learning by doing, Ambasada continues to gain knowledge, which it then applies to developing their plans and strategy. They are keen to share their lessons with others and when asked what would be top tips, they have eight:

- Validate your ideas at an early stage with the community you serve.
- A personal and informal approach reaps honest answers and feedback.
- Always review where you make the most impact.
- Look for opportunities to pass over ownership to your community and don't feel as though you have to do everything. (For example, Ambasada are exploring how they might hand their flagship festival to a younger team of colleagues to ensure it stays relevant.)
- Have a process for evaluating ideas.
- Learn to say no. (In order to maintain a balance between staying true to the core mission and being sustainable in the long term, Ambasada assesses impact and relevance against income-generating potential. If the income potential is too low, then work is turned down to minimise the opportunity cost to the organisation.)
- Diversity by design: Ambasada cite 'being outsiders' as a distinct advantage and that complex networking and diversity has been a key strength in enabling an integrative approach.
- Treat money as a resource, not as a means to an end. A sound financial plan is, of course, essential but money comes and goes. Ambasada have developed their capacity to calculate financial risk and treat money as the resource needed to realise their social mission.

"You can only be relevant for a limited time – make things happen, share the ownership and be willing to pass things over".

TEPLE MISTO (Ivano-Frankivsk)

"The challenging environment that exists in Ukraine gave rise to Teple Misto"

TEPLE MISTO AIMS TO BE AN INNOVATIVE PLATFORM THAT CREATES NEW POSSIBILITIES AND DRIVES SOCIAL TRANSFORMATION, INSPIRING AND ENCOURAGING CHANGES FOR THE BETTER IN IVANO-FRANKIVSK AND WIDER UKRAINE.

Established by entrepreneur Yuriy Fylyuk in 2014, Teple Misto is a platform connecting a variety of initiatives arising from the city administration, local businesses and the community with the aim of supporting the sustainable development of Ivano-Frankivsk. This is achieved through a range of projects that build a dialogue between different stakeholders in the city. The organisation has a number of full-time and part-time employees and volunteers. The main activities include:

- Online platform management
- Project initiation and management
- Grant making for social and creative projects
- Management of Urban Space 100
- Development and management of an innovation centre

All of this combines contemporary art, new educational approaches, urbanism, 'new' economics and collaborations with international partners that opens up Ukraine to progressive and innovative development.

The challenging environment that exists in Ukraine with regard to citizens' low level of trust in their state and the lack of support for the development of civil society organisations in the country gave rise to Teple Misto. The aim behind the project is to help bridge the gap between civil society and the public administration. The vision was to create a platform that links the city administration, local businesses and community, with Teple Misto acting as catalyst and coordinator between different stakeholders. The idea is to be a research and development engine for the city, concentrating on innovation projects. As the state has no mechanism to support such a venture, the primary funding is provided by local businesses who share Teple Misto's values and vision for the sustainable development of Ivano-Frankivsk.

Teple Misto have been so successful in the delivery of high-impact projects, they will receive funding from the city in 2019. In addition, they have established national and international cooperations, which has generated grants and donations for specific projects.

Also, Teple Misto have yet a wider vision, which is to replicate their model and this ambition is built into every project from the outset. Two such projects are the Urban Space 100 and the City Grants program.

Urban Space 100 is a restaurant, radio studio, shop and meeting place for urbanists to socialise, discuss and develop ideas. It was established by 100 founders, all local, accomplished, impact-oriented people, each donating \$1,000. Eighty percent of the restaurant's profits support city development projects. Urban Space 100 was set up as an independent NGO led by Teple Misto. While the founding donors cannot influence day-to-day operations, they can vote to change the management company, if it is deemed to be underperforming. Quarterly meetings between the founding donors is the mechanism for both governance and decision-making on which projects are funded – a 'direct democracy' model. Since opening, Urban Space 100 has already financed 72 projects. The restaurant has hosted 838 events serving 316,322 guests in just 3.5 years.

The City Grants program was launched in 2015 to support young activists to start and grow their own projects, acting as a stimulator and an impetus for change. The City Grants program is designed to activate and implement practical projects that improve quality of life in the city and engage the community to actively participate in the development of Ivano-Frankivsk. It is funded by 65 local businesses who believe that together they can change the city for the better. A percentage of this funding goes towards the core management costs of Teple Misto.

The primary impact of Teple Misto's work is transforming social behaviour and building trust among the different stakeholders. They have national and international ambitions to scale the impact they make in a sustainable way. Teple Misto wants to do this by operating an 'open-coded platform', which means that they openly transfer their experience to anyone. For example, The Urban 100 model will be replicated in a number of cities, beginning with Urban Space 500 in Kyiv, which will generate income for Teple Misto through a franchise fee.

Teple Misto's next project is the launch of "Promprylad. Renovation" – an ambitious innovation centre and creative hub at the intersection of informal education, contemporary art, new economy and urbanism, based at the former Promprylad Plant.

Teple Misto are creating successful case studies and success stories with the aim of changing the vector of development in the city and beyond, always honouring their core principles of openness, proactivity, dignity and warmth, which underpin all of their work.

KAAPELITEHDAS (Helsinki)

"A melting pot of creative thinking and working"

KAAPELI MANAGES TWO MONUMENTAL SITES, THE ORIGINAL PROJECT, BASED IN WHAT WAS ONCE NOKIA'S FACTORY FOR THE MANUFACTURE OF ITS DEEP-SEA TELECOMMUNICATIONS CABLES AND A MORE RECENT ACQUISITION, THE FORMER GAS WORKS SUVILAHTI. NOT HAPPY TO REST ON THEIR LAURELS, THE ORGANISATION HAS NOW INITIATED THE BUILDING OF A MAJOR DANCE CENTRE FOR THE CITY OF HELSINKI. HOUSING HUNDREDS OF ORGANISATIONS AND ARTISTS, KAAPELI IS AN IMPORTANT RESOURCE FOR CULTURE IN FINLAND.

In the late 1980s, a group of arts activists and urban conservationists mounted a campaign to save the former Nokia cable factory from demolition, with the aim of providing a home for the arts and artists in Helsinki. In 1991, after a long struggle, these activists were successful and the city agreed to save and develop the site for culture. This resulted in the 57,000 square meter space housing many ateliers (over 130) and a wide variety of public activities, including a bar, 12 galleries, 3 museums, a restaurant and a huge venue, called the Sea Cable Hall (which can accommodate 3,000 people). In 2018, it was estimated that over 900 people work at Kaapeli on a daily basis and a further 500,000 people attend events each year.

The venture has been so successful for the city that when a large gasworks known as Suvilahti was decommissioned, Kaapeli was invited to develop this site, in addition to their original centre, and it now accommodates photographic studios, artists, production companies and advertising agencies. In addition, the large outdoor space is used for concerts and festivals, including the internationally renowned Flow Festival.

With the construction of a new Dance House for Helsinki, due to open in 2021, Kaapeli is one of the largest cultural organisations in Europe but its mission is quite simple and its organisational structure small. The centre is true to its founding principles in that it preserves 'unique and historical buildings while also serving diverse creative initiatives' and does this primarily as a not-for-profit property company. Besides the technical staff, the team only has ten members overseeing the running of the properties and their management and maintenance. The governing board of trustees has representatives from the tenants, city officials, elected politicians and an independent chair.

However, Kaapeli is more than just a landlord in that it cares about facilitating cultural development and tries to preserve cultural freedom, openness, tolerance and cross-border and cross-sectoral op-