

Local Action Plan of the Rome CHL



Project Full Title	Organizing, Promoting and Enabling Heritage Re-use through Inclusion, Technology, Access, Governance and Empowerment	
Project Acronym	OpenHeritage	
Grant Agreement No.	776766	
Coordinator	Metropolitan Research Institute (MRI)	
Project duration	June 2018 – Mai 2021 (48 months)	
Project website	www.openheritage.eu	
Work Package	No. 4	
Deliverable	D4.2 Local Action Plans of the CHLS	
Delivery Date	30.05.2019	
Author(s)	Christian Iaione (LUISS)	
Contributor(s)	Alessandro Piperno (LUISS); Elena De Nictolis (LUISS)	
Reviewer(s) (if applicable)	Hanna Szemző (MRI) Andrea Tönkő (MRI)	
Dissemination level:	Public (PU)	X
	Confidential, only for members of the consortium (CO)	



This document has been prepared in the framework of the European project OpenHeritage – Organizing, Promoting and Enabling Heritage Re-use through Inclusion, Technology, Access, Governance and Empowerment. This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 776766.

The sole responsibility for the content of this document lies with the authors. It does not necessarily represent the opinion of the European Union. Neither the EASME nor the European Commission is responsible for any use that may be made of the information contained therein.

Table of Contents

Table of Contents	3
Executive summary	4
Local Action Plan of the Rome CHL	6
1 Mission, Objectives, and Strategies	6
1.1 Mission statement	6
1.2 Objectives and strategies	8
1.3 Participation and Decision-Making Processes	10
1.3.1 Selection of the members of the CHL and of the community enterprise	13
1.3.2 Integration strategy	13
1.3.3 Decision-Making Processes	14
2 Developing sustainable financial models	16
2.1 The business model of the community enterprise and its economic sustainability	16
2.1.1 Service-based business model	16
2.1.2 The estate-based business model	19
2.2 Tools and source for financial sustainability	20
2.3 Resource collection and integration	20
2.4 Innovative financial instruments	22
2.5 Expenditures plan	22
3 Creating the heritage community	24
3.1 Target group and stakeholders	24
3.2 Off-line communication and engagement strategy	26
3.3 Online campaign	28
3.4 Complementing activities	30
4 Regional integration and territorial integration	31
4.1 The neighborhoods and their connections	31
5 Actions	32
6 Monitoring Progress	39

Executive summary

The Rome CHL (hereinafter: Rome Collaboratory) aims at triggering a neighborhoods-based economic and social development through the reuse of the heritage district of Centocelle. The Rome Collaboratory will achieve these goals by implementing a strategy which aims to create synergies among the community's activities. In addition, it will develop a strategy which ensure that the community would be able to sustain economically the activities also in the medium term, beyond the Open Heritage project's timespan. Hence, the CHL is supporting the development of a community enterprise, as the operative arm of the CHL.

The community enterprise is a cooperative and therefore it has a democratic structure and an economic form. The objectives of the community enterprise are the same as the CHL and to ensure that these continue to overlap, they are explicitly mentioned in the company's status. Hence, the community enterprise allows the community to be the main actor of the economic development of the area while ensuring that the heritage value is valorized. Hence, the community enterprise develops its activity in order to absorb the value created by the regeneration of the heritage district of Centocelle and transform this value in an economic resource. In order to achieve this goal, the community enterprise will be implementing a variety of services.

The community enterprise will ensure the revitalization of the heritage district of Centocelle thanks to the social and economic activation of the area. Hence, the company will develop its services with two different business models. The first business model requires a minimum initial investment and base its sustainability on the selling of the services (service-based model). The second business model aims to provide economic stability and to scale the project thanks to an estate investment (estate-based model).

The first neighborhood service that the community enterprise will develop are the bike tours. The bike tours aim to change the people perception of the Centocelle heritage district by activating it with activities, event and describing the richness which hides under the surface of the territory. The community enterprise strategy to create shared value go through the necessity to create a network of enterprises, city inhabitants, NGOs, and make them become members of the community. Hence this network will give the possibility to exploit unused capacity and to transform abandoned resources in economical.

The integration of different stakeholders within the economic process is crucial for the success of the project. For this reason, the community enterprise will focus on facilitating the interaction of the community enterprise with the community, as the local community is the main resource of the Rome Collaboratory and of the community enterprise. Hence for its integration, the Rome Collaboratory will launch a Local campaign and will develop a Community network. The community network will have in its centre a Community hub and in the strategic points of the heritage site, few itinerant Community Nodes. This

structure will allow to provide the local community a reliable and fix place, and at the same, to explore different opportunities and cover widely the territory.

This structure is designed to be useful for the implementation of the services incubated in the Rome Collaboratory. In the case of the bike tours, the Community hub is the place where the community enterprise organizes and coordinate to deliver the bike tours. The itinerant nodes are the different steps of the tour both in the heritage site itself and in the local shops and restaurants in the surrounding area (all tour steps).

In addition, the Rome Collaboratory and the community enterprise will launch a wide communication campaign, online and offline. In order to reach a vast audience different tools will be developed. In particular, the communication campaign will be tailored to reach 3 target groups: inhabitants of the neighborhoods surrounding the Park of Centocelle; inhabitants of other neighborhoods of the City of Rome; ecotourists from Italy and abroad; international tourists. The community has also the objective to organize a Living Memory Exhibition as a milestone between the end of the first LAP and the beginning of the second LAP (May/June 2020). The event will be the result of a co-creation process organized within the Rome Collaboratory where an artistic expression to describe the heritage sites, its heritage value for the inhabitants of the area and to disseminate/communicate the entrepreneurial actions incubated through the Rome Collaboratory, also to encourage a wider involvement of new actors.

In conclusion, the CHL will support the development of a community enterprise. This company through its economic activities aims to ensure that the heritage district of Centocelle is preserved and that the local community could perceive the area as rich of resources and culture and not as a problem. To facilitate the development of the services, the creation of trust and a sense of community is essential. Hence, the CHL will develop a Community Network of shops, restaurants, schools, and other anchor institutions through a local campaign to ensure that the local community participates in the CHL activities. In addition, the community enterprise will develop a series of events, including a Living Memory Exhibition, that will attract attention and users from other neighborhoods and cities in Italy and abroad by organizing a street art festival.

Local Action Plan of the Rome CHL

The Rome CHL, named "Rome Collaboratory", builds on the results of the Co-Roma project (www.co-roma.it). This project aimed at seeding urban co-governance in the city of Rome implementing city inhabitants right to use, manage, own urban asstes and infrastructure. These principles are implemented through a toolkit of practical techniques and solutions, the "co-city protocol" (www.commoning.city), which aims at experimenting urban cooperativism in the city.

The project has been active in three different areas of the City, such as the south east district of Rome, where the heritage district of Centocelle is located. The Rome Collaboratory aims at building a socially and economically sustainable business model based on the heritage district of Centocelle to support the economic and social development of the Alessandrino, Centocelle and Torre Spaccata neighborhoods that compose the Centocelle heritage district from a cultural, archeological, and social point of view. The area, in particular the Centocelle neighborhood, is currently undergoing a process of revitalization that is turning it into a food district and might end up triggering a gentrification process. The Centocelle archaeological, historical, industrial, cultural heritage is seen both as an ecosystem and as a narrative of these three neighbourhoods. This area has a strong heritage value and it has a hidden capacity to develop value which would foster the local development of the districts. Hence, the community of local stakeholder that participated in the process coordinated by the LUISS team and that will be part of the Rome Collaboratory's action plan is strongly motivated to the valorization of the area. The actions have led them to constitute a Heritage Community pursuant to the principles of the Convention on the Value of Cultural Heritage for Society (Faro Convention, 2005), which is in an advanced stage of the process of recognition by the Council of Europe as a Faro Heritage Community.

The first Local Action Plan of the Rome Collaboratory builds on this previous process and it will aim to create synergies with the activities of the Faro Heritage Community. Thus, the LAP will define the development of a community which has as a first objective the reuse, revitalization, regeneration of the heritage district of Centocelle and building a socially and economically sustainable business model based on it, that will trigger a neighborhood-based inclusive development.

1 Mission, Objectives, and Strategies

1.1 Mission statement

The Rome Collaboratory mission is to revitalize the heritage district of Centocelle by experimenting a model of social and economic sustainability based on the theory and practice of the urban commons (Ostrom, 1990; Foster-Iaione, 2016)

and by implementing the principles of the Faro Convention (2005) also through the establishment of a Faro Community that acknowledges and understands the existence of diverse narratives and values on the heritage area of Centocelle.

The heritage district of Centocelle is at the core of three districts Alessandrino, Centocelle and Torre Spaccata. And this area is rich of history and cultural values, as the heritage district includes historic infrastructure, parks, and ruins, such as the Public Archeological Park of Centocelle, the so-called Osteria di Centocelle, the historical Tunnel of Centocelle, and the Tower of Centocelle. The current situation of the heritage district of Centocelle does not reflect the richness of culture and heritage. As an example, after having reopened in 2010, the Park of Centocelle is still only partially accessible to the public, and it has lost its appeal both to tourists and the community as a result of its degrading state. Hence to achieve its mission the Rome Collaboratory has three aims:

1. Develop a bottom-up approach which sees in the co-design and in the empowerment of the community the keystones for the regeneration plan of the co-districts.

The top-down restructuring plan of the entire area and other attempts to revitalize the area have failed. The missed opportunities of the regeneration had spread distrust, which does not enable to exploit the richness of the area. On the surface remains only the controversy and the troubles. Therefore, the heritage district is in a state of under-use, which contrasts with the commitment and willingness demonstrated by the heritage community towards its value. Furthermore, the community perceives the mismatch between the reputation of the area and its resources.

For this reason, the heritage community aims to increase the awareness of the hidden beauty of the area. Hence, the project provides a place, the community hub, and the methodology, the co-city protocol, to self-develop a plan for the revitalization of the heritage district of Centocelle.

2. Transform the heritage district into a resource, through the action and services offered by a community enterprise, which is the entrepreneurial mask of the community.

The local community surrounding the heritage district of Centocelle has been severely hit by the economic crisis and structural problems of the Italian economy. The neighborhoods taken into consideration have one of the lowest numbers of services and income *per capita* in the city. Also, for this reason, the heritage district is not the object of significant attention and care by the area inhabitants, by inhabitants of other neighborhoods, by tourists in general. Local shops struggle to find clients and provide services to the neighborhood. On the other hand, a process of potential gentrification is in its infancy, leveraged by the successful spread of food shops and restaurants in the Centocelle neighborhood, turning the area into a food district.

The heritage district of Centocelle is subject to community development processes, in which the heritage community and the heritage district of Centocelle play a central role. The project, through the civic revitalization of the area and the creation of a community enterprise, aims to develop touristic and

community services which will transform the culture and perception of the heritage transforming it into a social and economic resource. In this way, the heritage will become the pivot of new economic activities in the area and the community enterprise will manage these services on behalf of its community of inhabitants returning or reinvesting any profit into the provision of new social services or the revitalization of other assets and heritage in the area.

3. Create an institutional network of local enterprises, public authorities, academic and knowledge actors, local associations, users and inhabitants in order to create synergies and externalities due to the integration of resources of the community, which would boost the economic development of the area.

The heritage district of Centocelle is the center of a community which connects actors with different aims and resources. These interests often contrast, and the result is that the community does not find tradeoffs necessary for the development of the area.

The community enterprise aims to be the central node of this network. The community enterprise includes different actors, and through the development of trust, will be a tool to align their interest in order to transform contrasts into a mutualistic and solidarity responses and integrate local resources into the production line of the community enterprise. Hence, the revitalization by the community of the heritage district is the sparkle for boosting the economic development of the area.

1.2 Objectives and strategies

The Rome Collaboratory mission is to revitalize the heritage district of Centocelle and the community itself needs to be the “owner” of the sustainability plan, proposing and implementing solutions. Hence, in order to achieve these missions, the Laboratory needs to promote the development of “civic entrepreneurs”, which are local entrepreneurs with a social objective.

The Laboratory develops a system in which civic entrepreneurs promote economic activities on the territory thanks to the community enterprise. Hence, in order to achieve this larger scope, the LAP is seen as an opportunity for providing local actors with the necessary resources, skills and competence to be on-field entrepreneurs. Hence the LAP strategy is to develop a capacity-building process, which is deployed as an accelerator process. This process gives to the civic entrepreneurs the possibility to meet experts in the field, to participate in the workshop, and receive support in the different stages of the development of the activities. Hence, the incubation process developed within the LAP will support the community enterprise to achieve its objective and would provide the members with the necessary skills and support to:

Increase the social base of the community neighborhood enterprise

The objective is to integrate a larger number of stakeholders, in order to have higher visibility and representativeness of the district. The Laboratory and the community enterprise first activities have already moved in this direction:

- the meeting for the co-design of the LAP were opened to all the participants and, before each meeting, a communication campaign was launched;
- the first public initiative of the social enterprise – a media campaign for the development of sustainable services - has been developed, receiving strong involvement from local shops and restaurants.

Hence, the design of the LAP and the action of the community enterprise have already given the opportunity to integrate different and new players in the process. In fact, for the first time a local entrepreneur, an association working in the heritage sector and an owner of a restaurant participated to the meetings for the definition of the LAP. To formalize the involvement of these new members and to create long-standing relations with new participants, the community enterprise is redefining the membership procedure.

In addition, the development of the LAP will provide the community with the opportunities to achieve this objective. The activities that the community will carry on from June 2019 will allow the integration of additional stakeholders in the development of the service. Hence, the community enterprise will include different typologies of stakeholders such as artists, restaurateurs, and other local entrepreneurs.

Move forward for the reuse of the heritage district of Centocelle

One of the main objectives of the LAP is to give the possibility to the community to take responsibility and revitalize the heritage district of Centocelle. Among the others, three heritage points within the site have been indicated as a priority: The Tower of Centocelle, the Osteria of Centocelle, and the Tunnel of Centocelle. In all cases, the ownership of the heritage is public. Hence the revitalization, in a first phase, will be carried on by making the heritage district of Centocelle accessible and livable. The strategy of the Laboratory is to create a series of activities, experiences, and events which can bring people within the area. These services are thought to change people perception of the area, by showing them the opportunities and value that the districts offer.

Bike tours around the heritage site are the first service that the Rome Collaboratory will develop. The group of the Laboratory preparing them has already started its work and is expected to overcome the existing challenges soon. Besides bike tours, the group is also planning to organize a distributed neighborhood-based hotel. Both activities aim to change the way people perceive and live the heritage district of Centocelle as well as to provide economic sustainability for the CHL by triggering economic development. This will make possible an authentic and human experience through the rediscovery of the Centocelle heritage district.



Figure 1 Bike tour within the Park of Centocelle

In addition, the LAP foresees also more direct action. In particular, the community is committed toward the regeneration of the Tunnel of Centocelle, making it accessible to the community. The community has already organized several site visits in the tunnel of Centocelle, which despite its historical relevance and folkloristic impact, is in a state of complete neglect. The tunnel has been used to illegitimately dispose garbage (i.e. sofas, mattresses, fridges, etc.) making the state of the tunnel dramatic, despite its enormous cultural and narrative potential. Therefore, the heritage community is constantly reaching out to the local authorities to see the possibility to receive the permission to clean the area and to manage (temporarily or on a more stable and longer-term) one or part of the heritage sites within the heritage district of Centocelle.

1.3 Participation and Decision-Making Processes

The Rome Collaboratory

The Rome Collaboratory is the center of the community activities. The Rome Collaboratory is open, as there are no formal requirements to join the activities. The participants are only asked to participate in the Collaboratory activities and to take part in the co-design labs. Hence, the co-design labs are an essential part of the development of the Collaboratory activities. As an example, a co-design process, coordinated by the LUISS LabGov team, aimed at defining the mission and objectives of the Local Action Plan. The process was organized by LUISS team in March – April in the Heritage district of Centocelle. The main scope of the LAP design meetings was to give the possibility to the community to interact and shape the project with their own hands. The organization of the meetings and the relation with the project have been supported by the research team, which also ensure the promotion of the principles of the project. To promote the daily interaction among the members, the participants have been divided into two working groups.

The meetings have been settled in different areas of the districts. As an example, they took place in local libraries, restaurants and bars such as *Biblioteca Rugantino*, *Fucina Alessandrina*, *In Vena di Vino*, *La Pecora elettrica*. The switch of places, making the Collaboratory more itinerant, allowed for the integration of

more and more people into the process and consequently higher visibility of the meetings.



Figure 2 Co-Design session at Pecora Elettrica, Centocelle

The itinerant structure of the Collaboratory will also characterize the future activities. Hence, the idea is that the Collaboratory will be a network of spaces (physical and digital) hosting community activities. The center of this network would be the Community Hub. The latter is thought to be developed, at first, in collaboration with Fusolab - an important community hub of the area which pursues the goals of social solidarity, promotion, and dissemination of culture, knowledge, and sport activities. This collaboration will allow the decrease in the initial costs and the outreach to a wider public. However, the Community hub will have its own identity distinct from the one of the Fusolab.

To reinforce the values of the Collaboratory, a digital identity will be created. This identity aims to give to the community a sense of ownership which is different from the four walls of the physical space of the Collaboratory. In this way, the identity of the Collaboratory would be abstract and would enable the collaboration outside the Community Hub.

Once the community and not only, will recognize and embrace the identity of the Collaboratory it will possible to develop also the nodes of the network. The objective is that the community will find different services in a different location. In this way the Collaboratory nodes will ensure a capillary coverage of the

districts and, at the same time, will allow to exploit the best of the places and transform unused space into common space for the community.

Rome Collaboratory

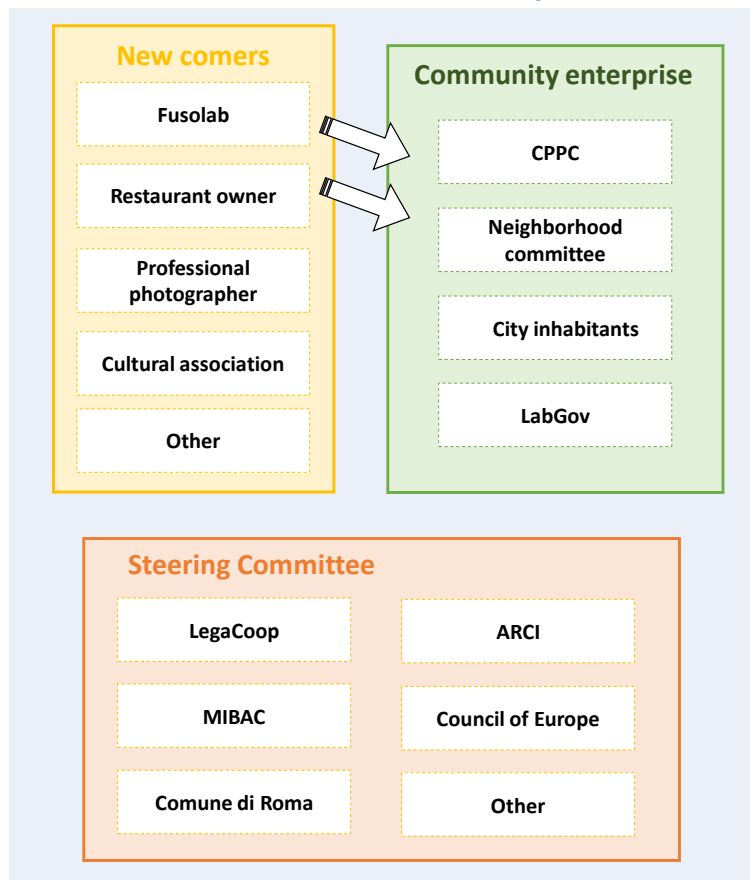


Figure 3 Stakeholders currently involved

The community enterprise

The community enterprise is a cooperative founded by the community which has the same objective of the Rome Collaboratory but pursues this objective in an economic way. *De facto*, the community enterprise is the pivot point of the economic activities. Indeed, it reflects the structure of modern hybrid organizations, which aim to pursue a social goal whilst maintaining the form and the characteristic of a firm. Hence, the founders of the community enterprise, are actors coming from the profit, non profit and volunteering organizations. The founding members are:

- the Heritage Community for the Public Park of Centocelle: an association with the main goal to regenerate the heritage district of Centocelle;
- the neighborhood committee of Torre Spaccata ;
- Friends of LabGov;
- Several district inhabitants.

As previously mentioned, when the community enterprise will start its activities, the community enterprise will open to new members. If someone wants to join the community enterprise, he or she can become a member with a 25 euros fee (the minimum requirement according to the Italian law). In the following months, new players are expected to join the community enterprise. As an example, the Fusolab has already provided its consensus to join the community enterprise.

1.3.1 Selection of the members of the CHL and of the community enterprise

The participation of the community to the activities of the Rome Collaboratory and of the community enterprise is essential, as it both aims to foster local development through the creation of a Centocelle heritage district network. Hence, the participation of the wide public is essential for the success of the enterprise.

To increase participation, the openness and inclusivity of the Rome Collaboratory and community enterprise are essential. The objective is to welcome all stakeholders who are interested in contributing and sharing effort or resources. Therefore, there is no stringent selection of new members. The only requirement that are underlined when a new member aims to participate, is to share the primary goal that the Rome Collaboratory and the community enterprise have set which is the development of the three neighborhoods composing the Centocelle heritage district (i.e. Alessandrino, Centocelle and Torre Spaccata) based on the organization of local activities. The geographical scope of the mission does not imply that the participant must be living on this territory: there is not a residency requirement. The mission leads the group to pursue engagement strategies that could benefit from the sense of community. In this way, word of mouth is essential to integrate more people. In addition, personal contacts contribute to "select" people that are motivated to change the current situation of the heritage district of Centocelle and of the three neighborhoods.

To increase the participation and enable also the non-participants to be aware of the activities and have visibility on the process, each session is recorded, and the minutes of the meeting are available online on the Co-Roma website which is at the moment the local platform used by the heritage community and heritage enterprise. In this way, everyone can access information and thus follow the progress of the project. In addition, a summary of the activities is provided to new participants at the beginning of each co-design session to give them the possibility to understand the process and the context of the project and feel more included.

1.3.2 Integration strategy

The activities of the CHL aim to include the fragile population whilst entrusting it with a major role. Within the project, fragility is seen from a different perspective. If on one side the project is seeking the inclusion of marginalized individuals, on the other side it aims to give economic dignity to the ones that for different reasons are not able to be active in the job market.

The process sees the participation of people being unemployed or having socio-economic difficulties as central. Furthermore, the community enterprise aims to tackle two different shades of this phenomenon: youth and elderly unemployment. In fact, the project aims to provide the possibility to both categories to be introduced in the job market, directly, by opening working position in the community enterprise and indirectly, by giving the practical knowledge to find a job.

In addition, the project aims to stimulate and reduce the gender gap. Thanks to the large participation of women, the project could develop and promote gender equality. Specific strategies for the integration of women in the process have not been implemented. However, to stress the importance of equality, the management board of the community enterprise is in majority composed of women. In this way, the CHL and the community enterprise aims to provide a clear signal that women and men are equal.

1.3.3 Decision-Making Processes

The participation of the local community to the decision-making process is one of the main pillars and objective of the CHL. In addition, for promoting active participation, multiple co-design tools were proposed for each session. In this way, participants can suggest activities to the CHL, can share their expectations, express their desires, and contribute to the Co-Roma project with their own skills.

In the CHL, people have a say as all the decisions are taken in collaboration with the community. To formalize this concept, the community chose the peculiar legal form: community enterprise. This form endorses the democratic and participatory principles of the Rome Collaboratory. In fact, the democratic form of ownership of the cooperative community enterprise is characterized by:

- The flexibility and unlimited number of members;
- The respect of the “one person, one vote” principle which guarantees the democratic legitimacy of the community enterprise for that: the power of a member is not proportioned to its financial investment and, when a member has the role of financier, his/her voting power cannot exceed the one of the other members;
- Open doors principle, the “doors” of the community enterprise are opened, in both directions. On one side, members are free to recess from the ownership of the community enterprise. On the other, new members can join the community enterprise at any moment;
- The internal and external mutualism principle which calls for the creation of a solidarity network between the members and between the community enterprise and the neighborhoods composing the heritage district.

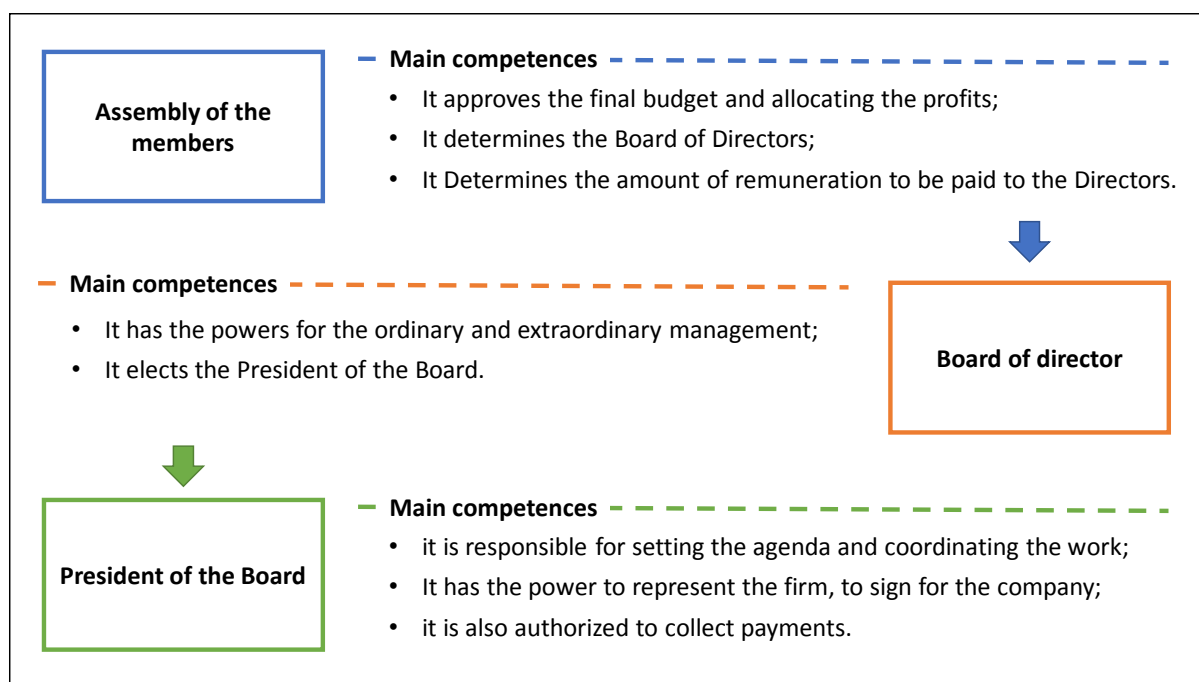


Figure 4 Diagram decision making competences

The decision-making process of the community enterprise reflects the democratic spirit of the community. The Assembly of the members has a central role in the management of the community enterprise. During the ordinary assembly, which is carried on at least once a year, the members are responsible among other actions, for:

- Approving the final budget and allocating the profits;
- Determining the number of members of the Board of Directors, and selecting and dismissing them;
- Determining the amount of remuneration to be paid to the directors
- Resolving on the applications for admission of the shareholder not accepted by the Board of Directors
- Deciding the strategies for the development and modernization of the company

In this way, the community maintained indirectly the power over the community enterprise and the role of the assembly of the members is protected by law. In order to make the decision making efficient and flexible, the power is delegated to the Board of Directors and to the President of the Board.

- The Board of Directors is the decision-making body of the community enterprise. It has the powers for the ordinary and extraordinary management of the community enterprise. Its members are five, three women and two men, elected by the shareholders.
- President of the Board is the chairman of the Board of Directors and it is responsible for setting the agenda and coordinating the work. It has the power to represent the community enterprise, to sign for the company and it is also authorized to collect payments.

The decision-making structure of the community enterprise ensures that the company reflects democratically the willingness of the community and at the same allows the company to work smoothly and efficiently.

2 Developing sustainable financial models

The financial and economic model of the CHL will be mainly pursued through the development and incubation of the community enterprise. The community enterprise is indeed designed to act as a sort of neighborhood level multi-service or multi-utility company which aims to foster local development through the revitalization of the heritage in the heritage district of Centocelle, and through the development and financing of community services by leveraging the proceeds of the revitalization process.

The community enterprise structure allows the community to have an economic and entrepreneurial attitude, which enables them to be recognizable and to develop economic activities with local companies. The services implemented have two goals: on one side to increase the awareness of the heritage potentiality, on the other, to support the construction of an economic and social solidarity neighborhood/district level network.

The community enterprise has launched its first activities: touristic tours and bike rentals. These services aim to promote the use and exploitation of the tangible heritage (i.e. the archaeological sites, such as the Osteria di Centocelle) and of the culture of the area. The tours are an occasion to share the local culture, local traditional food, to promote the "0 km principle", and facilitate encounters with community members such as local artists and artisans, as well as with any other person which have a story related to the area and willing to share it. The services will be developed in different modalities but all with the same scope: to dig under the surface and, thanks to archaeological assets, reveal the untold stories of the area to foster the sense of community ownership of the area and the heritage itself.

2.1 The business model of the community enterprise and its economic sustainability

As the community enterprise aims to develop a multitude of services, based on the goals of the activities, different business models will be adopted. The activities of the community enterprise will indeed follow two different business models: a service-based model and estate-based model.

2.1.1 Service-based business model

The service-based business model aims to guarantee flexibility and readiness of the community enterprise to market changes and opportunities. The community enterprise will ensure its sustainability through the development of services which do not require heavy investment and for which the major expenditures are marginal costs. In this way, the community enterprise has the possibility to

change or adapt the service depending on the needs of the market and explore different opportunities without collecting external financing.

Investment cost of the model:

The investments focused on providing the community with the necessary tools to be able to exploit the site. Hence, these costs mainly refer to the provision of the infrastructures (formal and social) which would facilitate the development of economic activities within the area. Hence, the largest investments were related to the acquisition of bikes. The bikes have been chosen as a tool to provide a rapid tour of the heritage district. In addition, the bicycle was chosen as it reflects the interest of the community to propose alternative mobility and a more sustainable form of tourism.

The first set of bikes were bought with the capital of the community enterprise and of the members. The acquisition of the second set of bikes is planned. However, the beginning of the activities, which would provide a reliable indication of the market size, is waited before processing other investments.

Description of the investment cost of the tour:

Cost of the bike:

- 12 tracking bikes: 340€ each (the cost also includes assistance)

Cost of the helmet

- 12 helmets: 20€ each

Subscription to the annual insurance:

- 50€ + 3€ per member (yearly)

Operational cost:

As one of the main objectives of the enterprise is to foster the revitalization of the site thanks to the work of the inhabitants of the district, the major cost source will be the personnel cost. At the beginning of its activity in order to reduce the amount of fixed cost of the community enterprise, the workers will be paid for their activities.

An additional cost that needs to be taken into consideration for the financial and economic evaluation of the plan, is the amortization of the bikes. The community enterprise will amortize the cost of the bike in 5 years following the amount suggested by the law. The same mechanism will be considered for the costs of the helmets.

The additional cost, which the development of the tour will require, will be limited thank to the network that the community enterprise is developing. Hence, the community enterprise based its activities on the mutualistic exchange within the community. Therefore, most of the cost will be covered thanks to the exchange of services within the members and the enterprise. As an example, the lunch break which might be included in the tour will be served by a partner. Hence an agreement with restaurants and bars will allow providing the meal for a pre-established quote or in exchange for other services. This system allows to have a clear prediction of the cost for each tour, receive competitive prices, and to

create a network of local enterprise which will increase the economic values of the available resources (as an example, a restaurant, open only for dinner, might decide to open for lunch knowing that the tour will be developed that day).

The network is also part of the vision of the model. The creation of a network allows foreseeing the possibility to increase the scale and improve the quality of the tour by buying the services of the network. As an example, if the community enterprise requires additional bikes for a tour, there is the possibility to rent them from the bike providers, in this way the fixed cost is limited and there is the possibility to provide tours to more people contemporary.

Description of the operational cost of the tour:

Cost of the guide:

- One every 5 people - 20€ per hour

Assurance

- Insurance per person – 1€

Amortization of

- tracking bike – 1000€ for the first year
- helmet – 60€ for the first year

Other costs will be covered thank to the community enterprise agreement and mutual exchange, such as: storing of the bike, maintainance of the bike, lunch, and activities.

Revenues:

In the first phase, the community enterprise will focus on this activity with the objective to generate a consistent amount of cash flow within the neighborhood and to activate the economy of the districts. The revenues will be generated directly by the community enterprise from the sale of services. Especially in the first stage, the source of the revenues will be the bike tours, which the community enterprise has already started to develop. The revenues will depend on the price of the service, which will be defined depending on the activities of the tours.

Description of the revenues of the tour:

The price will change based on the activities, but they will be two ranges:

- 15-20€ renting of the bike and short tour (1-3h)
- 30-50€ renting of the tour and long tour (3-5h)

The price will vary depending on the activities that the tour would include. As an example, for the tour which includes a meal, the price is expected to be significantly higher.

Benefits of the models

A positive element of this model is that the revenues are proportional to the cost. Hence, an increase in the cost generates an increase in the activities, and of the quality of the tour, which could be directly be reflected in the tour price. As an

example, if the tour includes also the consumption of a meal, the price will be increased to cover this cost. In this way, it will be the community enterprise that negotiates the additional resource/services, allowing the community enterprise to have higher leverage, and thanks to the economy of scale and scope, lower costs.

In addition, the community enterprise, in the first moment, would not require any financial instrument to balance the cash flow and ensure the liquidity of the community enterprise. As a matter of fact, the inflowing cash flow (the revenues) will be generated in advance to the costs. Hence, the tour will be acquired (and paid) before the actual development of the service. Hence, the resource to cover these costs would be provided by the clients themselves. In this way, the economic problem, which might be generated by the lack of liquidity, are at least overcome in the start-up moment.

Challenges of the model

The financial model supported by the cash flow of the services shows also some limitations, which need to be addressed. The main risk of these structures is that the development of the services might hamper the scalability of the project. The services are low risk and with a large share of variable costs, and if this structure on one hand reduces the probability to have a high deficit, on the other hand there is a low probability to have a high amount of money to reinvest. Hence, the services allow cumulating only a small capital, which would not allow to deeply invest and might hamper the scalability of the project. In addition, the services-based model will rely almost completely on the success of the project to the selling of the services. In case of a reduction of the selling (as an example cause the seasonality of the service), there might be difficulties in ensuring the sustainability of future activities and the investment in other services. For this reason, the LAP includes a local campaign targeting the local, national and international markets of tour services which might ensure to the community enterprise consistent cash flow. However, to limit the weaknesses of the model, the project is developing an additional economic model, which will allow deploying different services.

2.1.2 The estate-based business model

The traditional business model, which development will follow shortly the first, aims to guarantee long term sustainability and develop relationships and a brand image. Hence, this model relies on the regeneration of unused space to make it the center of the community enterprise activities. The renovation of the space will be the first activity that would allow having a direct impact on the regeneration of the area. This regeneration process, thanks to the community enterprise structure, will put the property of the assets in the hands of the community. In addition, the services that will be developed will be community-based, providing low-cost community services.

The rent of space would allow developing a multitude of community services such as a "distributed hotel", following examples such as the Faro Community "Hotel du Nord"; a Repair café; a neighborhood restaurant; sustainable neighborhood-based mobility services and other kind of smart neighborhood services. Those

services will be co-designed in the first months of the community hub's life and the implementation will start after the bike tours are fully operative. In addition, space will be a community hub, the "house" of the community enterprise and of the CHL. In addition, the estate model will allow the company to provide additional services, complementary to the tours and the community services, and explore different markets, the retail market as an example. Hence the commercial exchange of products and services which might increase the added value of the community enterprise (food and beverage, products, gadgets, etc.) would allow the community enterprise to pursue different strategies and achieve economic stability.

Challenges of the model

The estate-based business model compared to the service-based one has mainly fixed costs (rent of the space, renovation cost, etc.), and, therefore, the investment will have a higher risk, positive and negative. In addition, this model would allow to increase the scale of the project and have higher impacts. However, since the investment required will be more significant, it might be necessary to negotiate a loan. Hence, in order to cover the required renovation, the community enterprise will collect financial resources on the market. The community enterprise is already in contact with financial institutions, commercial and ethical banks. Both social banks previously contacted have been contacted expressed the possibility to provide up to 20.000€ loan if the project present proof of its social impact. Hence, the community enterprise will require to be able to introduce to bank institution a reliable business plan. For this reason, the implementation of this economic model will follow in a second moment, when the company will have a history and economic background and will have been through the capacity building process.

2.2 Tools and source for financial sustainability

The financial structures of the project have been developed in order to create a self-sustainable community enterprise, that does not require external sources of capital to sustain its activities. The services have been developed in order to require a low fix cost and to cover (at least) the expenditures with the revenues of the same service. Therefore, the main source of funding is internal to the activities of the project. The touristic tours are a perfect example of how the community enterprise could cover the cost with the revenues and develop a service which requires only a small fix investment.

For the second stage of plan, the estate model, the company will ensure that the revenues generated by the services are able to cover the operative and the financial costs.

2.3 Resource collection and integration

Resource collection

The community can rely on an additional source of revenues, which is not directly related to its services. Hence, the community enterprise form allows new

members to join at any moment. When a new member becomes an associate, he/she needs to pay an entrance fee, providing extra capital to the community enterprise. The minimum fee is of 25€ for one share. However, there is no limit on the number of shares owned by a single person (as the community enterprise form is taken in consideration protect the democracy of the community enterprise, one person one vote) and additional donations could be received.

Furthermore, the community, in the form of the community enterprise and singularly the different actor's member of the enterprise, has participated in European tenders. In addition, the community is active in scanning the national, regional, and local opportunities for funding. Hence, these tenders would allow retrieving financial resource to develop innovative solutions and/or activities with a high social impact, which might not be 100% sustainable otherwise. The community enterprise is proactive in the research of additional funding and financial resources which could boost the development of the community enterprise and the delivery of additional services.

Resource integration

Resource integration is at the core of the community enterprise. As mentioned before, the economic model of the social enterprise has been developed in order to facilitate the flow of economic and financial resources within the community enterprise and the territory, with the final aims to create a virtuous circle which would boost the local development. Hence, this is the main reason why activities rely on a network of actors and firms. The community enterprise aims to create a system in which the development of the service generates a win-win situation. As an example, for what concern the touristic tours:

- A win for the consumers. The consumers can experience a different and original tour, which allows them to discover an unknown treasure, and at the same time to fit into a culture with its own story and routines;
- A win for the community enterprise. The community enterprise leverage on its network and the diffused heritage of the area of Centocelle, allowing to produce and sell a unique package;
- A win for the heritage district. The tour aims to bring people to the heritage district of Centocelle and increase the awareness of the hidden treasure in the area. In addition, the tours will aim to regenerate part of the heritage district and make them available to the public (tunnel di Centocelle);
- A win for the local enterprises. The tours will provide the local enterprises with clients and will enable them to exploit resources that would not normally use.

Thanks to the development of this model, the community enterprise aims to become a platform in which the different economic actors have the possibility to negotiate and exchange services. Collaboration among different players can be promoted through the idea of trust. Hence, it is crucial that the different players, that work together, become a member of the community enterprise. Only in this

way, the community enterprise could ensure the will of the different stakeholders to create synergies among their activities and the development of the area. If the community enterprise manages to build a network and include the main players in its own governance, it will be possible to create the economy of the system which will allow transforming unused resources and spaces in economic resources. These economies will facilitate the development of the area, the regeneration of abandoned buildings and the rediscovery of the value of the heritage district of Centocelle.

2.4 Innovative financial instruments

The project takes into consideration also an innovative financial instruments. In particular, the option of crowdfunding is taken into consideration. However, this tool might be particularly relevant if there will be the possibility to carry on regeneration activities within the heritage area. At the moment, there are not yet the right conditions to start a crowdfunding campaign.

2.5 Expenditures plan

The first local action plan aims to set the bases of the community enterprise and develop a model that would allow the community to stand on its own feet. Hence, the expenditures foreseen by the project for the CHL are not considered as costs but rather as investments for the development of the community enterprise. Hence, the investment necessary in the first year is expected to be greater than in the second year. However, the expenditures will be limited as much as possible and the amount reported below refers to the maximum expenditure per category.

The budget reports the maximum expenditures for the two years plan, dividing them following the activities required by the project.

Local campaign budget

The local campaign focus on informing the local community and the target groups of the activities of the CHL. As it will be described in more detail the campaign will be divided into on-line and off-line.

The online campaign will be activated on the main social media. In addition, to reaching specific target groups, the activities will be advertised on several online platforms, such as *Fairbnb*, *Airbnb*, *Tripadvisor*, *Withlocal*, *Wanted in Rome*, *Zero.roma* and *Post-it*.

As far as the offline communication campaign is concerned, it has already started and it will focus on three main tasks: events, network and communication material. As an example, one of the activities of the local campaign is to display in front of the *Osteria of Centocelle* a billboard. This billboard will allow to catch the attention of the users of the Centocelle subway station which is on the opposite sidewalk and stimulate interest in the heritage district and sites.

Living memory exhibition

The Living memory exhibition will be developed to focus the attention of the local, city-wide and international community on the heritage district of Centocelle. For this event, a street art exhibition of eco-panels and a photo-video exhibition will be set up. In order to refine the heritage site narrative, local experts' professional photographers, artists, and musicians will be involved in a co-creation process to design - within the Rome Collaboratory activities - the Living Memory Exhibition. Hence the initial idea might change during the process. The exhibition will give the possibility to the community to illustrate the story of the heritage site and regenerate part of the district.

Community network

As previously described the community network will be composed by two parts: the community hub and the community nodes. The Community Hub is meant to become an inclusive and participative space, where innovative activities can be promoted, always in the objective to build up a heritage community within the co-district. On the other hand, the community nodes will be spaces used for the community activities which could reinforce the sense of ownership of the heritage sites situated in the neighborhoods composing the Centocelle heritage district.

Capacity building

The capacity building is a process that would allow the community to retrieve the necessary skills for the development of the community enterprise. Hence, to spur the development of Rome Collaboratory's activities, an incubation process led by LUISS experts and the members of the Steering Committee will be structured.

In addition, the capacity building will provide also technical experiences. Hence technical professionals will provide concrete support in developing administrative, financial and legal activities. In particular, the incubation process will provide the community enterprise a financial advisor which could support the group in developing the financial plan of the company, especially relevant for the estate model.

Table 1 - CHL expenditures plan

Local campaign budget	10.000€
On-line campaign	7.000€
Off-line campaign	3.000€
Living memory exhibition budget	10.000€
Event	7.000€
Painting	3.000€
Community network	10.000€
Community hub	7.000€
Community nodes	3.000€
Capacity building	10.000€

3 Creating the heritage community

The creation of a strong community is one of the pillars of the CHL and the community enterprise strategy. The commitment and the participation of different actors are a crucial factor for the success of the project. Hence the communication campaign will be an important element of the LAP and of the business plan of the community enterprise. Hence, it is not only necessary that people participate, but it is required an active contribution to the project.

The Rome Collaboratory is implementing the Faro Convention approach for the establishment of the heritage community. The LUISS team worked throughout previous years of research in the area to support the recognition of the Centocelle Heritage Community as a Faro Heritage community. The process towards the recognition is in a very advanced stage of development (the Council of Europe organized a review site visit by the Faro Convention Network in November 2018, which resulted in positive feedback by the Council of Europe and the Faro Convention Network. Members of the Centocelle Heritage Community (that are also founding members of the neighborhood enterprise) together with one member of the team of the LUISS researcher participated to a mutual-learning gathering of Heritage Communities organized within the Faro Convention Network in Bordeaux in December 2018.

3.1 Target group and stakeholders

One of the priorities of the action of the CHL and of the community enterprise is to integrate into the services of the project a multitude of actors. Hence, numerous participants are necessary for the success of the plan.

The inhabitants of the three neighborhoods are the core of the community of the CHL and the engine of the project. In fact, the community enterprise is managed by people living in the neighborhoods. However, participation in the event and activities is not limited to the target community. Not only the project aims to give people the possibility to be the organizer of the activities but it also aims to stimulate their curiosity and propensity to risk and engage in proposing their own initiatives. Hence, the ability of the people involved to propose initiatives, projects, business is crucial to increasing the dynamism of the neighborhoods. The integration of people with the propensity to risk and to start new activities will create a virtuous spiral of which the heritage district of Centocelle is the center. Hence, it is essential for the project to integrate into the activities of the LAP local entrepreneurs, artists, and artisans.

Furthermore, the community is not only the manager or owner but also the first (and main) client of the services provided by community enterprise. The area taken in consideration is one of the poorest for services per inhabitant of the city of Rome. Hence, the community enterprise is developing the activities in line with the capacity and the needs of the community. The services will be tailored to the community needs, the personalization of the services will provide a competitive advantage, that will facilitate the coverage of the expenses of the

enterprise. At the same time, the services will fill in the market gap and provide an economic sparkle to the neighborhoods.

Even if the community services will mainly target the community, the community enterprise aims to create a value chain that allows the inflow of capital and resources in the neighborhoods from outside. Thus the community enterprise will aim at attracting tourists (or more in general, people outside the community) in the neighborhoods composing the Centocelle heritage district . For this reason, touristic tours will need to rely on a larger number of visitors/clients. Hence the communication campaign will target other three categories:

- Rome inhabitants: the first category of visitors that needs to be attracted is represented by inhabitants coming from other neighborhoods. Rome is the largest Italian city and, due to the large dimension of the city, most of the inhabitants are not used to visit the more peripheral area. However, this target group is interesting because it already knows the center of the city. Hence, it might be attracted to different attractions and experiences. Opening the doors to people of other neighborhoods from outside the Centocelle heritage district would ensure that some of them might "fall in love" with the neighborhoods and visit more frequently the Centocelle heritage district for activities that are not directly related to the community enterprise, but they still contribute to the development of the neighborhoods and the regeneration of the heritage district of Centocelle;
- eco-travelers: the second category of visitors that might be attracted by the activities of the community enterprise is related to a market niche: sustainable tourism. These tourists are attracted by services that allow them to discover the reality of a place and they pay attention to the sustainability and the gas emission of their actions. This target fits perfectly the activities proposed by the community enterprise. In addition, attracting this niche would allow the community enterprise to acquire visibility, national and international, and to join the groups of sustainable service providers;
- traditional tourists: the last categories of stakeholder that needs to be taken into consideration is the traditional travelers in search of an experience or to go off the beaten path of the central archeological area of Rome. This category is important for achieving the breakeven point and reach a scale effect. These tourists have a smaller individual impact compared to the previous categories. However, considering the large number of tourists visiting every year the city of Rome, if the community enterprise reached out to a minimal percentage of these travelers, this would impact significantly and beneficially the heritage district.

The value of the heritage varies significantly depending on the category of stakeholders taken into consideration. For what concerns the local community, and to a different extent all the citizens of Rome, the heritage has a symbolic value. The heritage tells the story of the place and for this reason, the inhabitants recognize themselves in its value. Visiting and living the site would enrich the link between the people and the place and would allow the citizens to enrich the relationship with new stories. On the other side, the tourists, which

ignore the story and the value of the heritage, will have the possibility to discover the richness of the territory. Not only the cultural value of the area but also the story of the inhabitants of the place.

The communication strategy will be tailored to reach the different target groups with different instruments. The local community will be reached mainly thank to the offline campaign which will enable the member of the community enterprise to directly talk with the people. The face to face conversation is crucial to establish trust and promote the idea of a community enterprise which is activated, managed, owned by neighborhoods inhabitants and which aims to promote the development of the district. The other stakeholders will be mainly targeted by the online campaign. In this way it possible to reach people that are outside the community and convey the message of the community enterprise. Hence, it would be crucial for the placement of community enterprise services.

3.2 Off-line communication and engagement strategy

The communication strategy will be essential for the success of the LAP. As previously mentioned, this type of communication is essential for targeting the local community. Thus, it would be an important part of the Local Campaign. Given the importance of this task, a dedicated group of the CHL works on this aspect. To better cover, the needs of the CHL the campaign will be divided into three main streams of action: communication materials, network, and events.

Communication materials

The communication of the CHL aims to be sustainable and innovative. The innovation does not concern only the way the information is communicated but also the environmental impact of the material and the way the products are financed. For this reason, the expenditures for “simple” communication materials, such as flyers and brochures, will be limited.

One of the tools that will develop to convey the message of the CHL is the “Heritage Notebook”. The heritage notebook will be designed to include not only blank pages (like a traditional notebook) but also few pages at the beginning and at the end of the notebook which describes the heritage district and the CHL activities related to the heritage sites.

In addition, the community is studying the possibility to post up an “advertising” on the billboard in front of the Osteria di Centocelle. The poster would represent the heritage district as it was and/or as it could be. This solution should create a bridge between the past, the present and the future of the area and increase the awareness of the people passing by of the heritage value of the area.

Network

An important step, which is already in progress, is the creation of a network with the local stakeholders, artists, restaurants, and artisans. The network as described before is essential for the development of the community enterprise.

The community enterprise contacts the possible partner by a targeted network campaign. This campaign allows presenting the project through meetings organized for the promotion of an event/activity. In this way, not only has the

community enterprise something to offer, but at the same time it enables to target specific groups.

As an example, the communication team has already developed a first network campaign on the occasion of the national event *m'illumino di meno* - a symbolic initiative aimed at raising awareness about energy saving. For this day, the community enterprise organized a coordinated communication with more than 20 restaurants. The connection with these restaurants has allowed to have face to face conversation with the owners of the restaurants and to establish a first contact with them.

Similar network campaigns will be developed in order to net the artists, artisans and other local forces which will be included in the project.

Events

Another important part of the communication campaign will be the organization of events. The events have the power to focus the attention of the local people and spread the word of mouth within the community. Furthermore, the events give the possibility to attract people from outside the community and bring them to discover the heritage district of Centocelle.

In order to increase the number of participants, the event would run in parallel with the local, national and international events. As an example, two dates have already been defined:

- the first tour has been carried on at the beginning of May for the civic collaboration day;
- the second tour has been carried on at the end of May for the festival of sustainable development.

The coordination with national and international events reinforces the connection of the community enterprise with the macro-trends. Hence, these events allow the community enterprise to present its complexity and to underline the social objective of the community enterprise. In addition, the integration of the events with the larger scale event would allow covering at least in part the communication of the event through the national event channels and put the heritage district of Centocelle under national attention.

In addition, the events will give the possibility to test the tours, before the beginning of the LAP. The promotion tours will be developed with the same logic and objective of the one developed normally by the community enterprise. In this way, the community enterprise will have the possibility to test the routes, fine tune the experience and receive feedback from the audience, before the go-to-market

Living memory exhibition

The communication of the project and the revitalization of the heritage district of Centocelle will also be reached thanks to the development of the Living Memory Exhibition. The Rome Collaboratory planned the Living Memory Exhibition at the end of the first year of the LAP, in the spring of 2020. The possibility to develop the event in Spring 2020 is related to the availability of sites within the heritage area. Hence, the timeline might change depending on the authorization of local authorities.

In addition, the Rome Collaboratory is planning a one-year co-design process for the development of the exhibition. The process aims to stimulate different artists and the community to brainstorm over the different possibilities and find a common solution, which could represent best the memory of the heritage site. The process will start in the following months with the first meeting to which the members of the Steering Committee and the organizing team will take part. The idea is that the process will include different types of artists such as painters, photographers, singers, etc. The Living Memory Exhibition seeks to express an innovative re-interpretation of the Centocelle heritage district and its meaning for the surrounding neighborhoods as well as to help disseminate and promote the Collaboratory activities.

Strategies integration

The four above-mentioned strategies are strictly connected to each other. However, the four actions will be developed with different scope and will target different groups.

Table 1 Strategies integration

Target/Action	Inform	Integrate
Local community	Communication material	Network
Visitors	Events	Living Memory exhibition

The communication material is an horizontal tool which enables to reach the different categories of local stakeholders. This tool has the objective to increase the awareness of the local community of the heritage sites and of the activities of the CHL. Hence, its scope is mainly to inform city inhabitants of the district of the local initiatives and increase their curiosity on the activities of the CHL. However, this tool would enable to have a face to face conversation with the people and its effect would be limited only to the local community.

For these reasons, the communication material has been integrated with the network. The network campaign has been designed for building the relations that the informative campaign might have created. The network will allow to go more in depth in the conversation and to start integrating the local people within the decision-making process of the community. However, also this tool would not allow to target people from outside the community, or only partially. Hence, the event will enable to reach people outside the community. The events will provide the possibility to inform people that are not part of the community on the activities of the CHL and on the value of the heritage district. Last, the Living memory exhibition will be designed to integrate within the CHL process different participants, which might not at the moment part of the community, through the development of co-design sessions and artistic workshops.

3.3 Online campaign

Complementary to the off-line campaign the online activities will be developed. Similarly to the offline campaign, the online campaign will have a dual scope:

one side allows people to participate actively from distance to the discussion and co-design sessions and on the other side, to achieve different target groups and increase the visibility of the CHL and of the community enterprise outside the local community.

The first part of the online campaign will be the creation of an online identity for the CHL. Hence, the communication team is already working in order to create a brand identity of the CHL. This identity is then used in the main social media: Facebook, Instagram, and Twitter. Each social media targets a different use and group. Altogether, the social media allow creating a direct link to people that are not aware of the project, but which are interested in participating. In addition, social media allow to attract influencers and artists and share with their followers our ideas. In addition, social media will be particularly significant for supporting the development of the tours. In fact, since the tours aimed to create experiences, these can be forwarded to a wider audience, and marketing for free the tours.

Another important tool for supporting the participation of different stakeholders and the communication within the group is the Open Heritage platform. This platform would allow to post the different events (especially the co-design sessions) and keep update the people interested in participating. In addition, the platform could be used to support the direct participation process of the community, collecting votes, opinions and suggestion, increasing the sense of belonging to the project within the group of local stakeholders involved in the Rome Collaboratory's activities.

In addition, online communication will accompany the creation of the narrative and the description of the heritage site. The first step is the creation of the Wikipedia page of the heritage sites. The description of the artifacts of the heritage district will facilitate people in collecting information on the site and it will increase the awareness of the value of the heritage district.

The creation of an identity of the CHL and of the heritage site will be developed also thanks to a photo contest. This photo contest creates a bridge between the heritage district (and its identity) with the online identity of the CHL. The objective is to give the possibility to the participants to represent the beauty and the history of the heritage district of Centocelle with their own photo. The photo will be collected thanks to the Facebook and Instagram page of the CHL and a dedicated form. In this way, not only the participants will have the possibility to tell their own story, but the contest will enrich the social media of the CHL.

An additional online tool that the CHL will develop relates directly to the selling of the tours. These services need to have visibility to the different target clients. As far as the local community is concerned, people would be attracted primary thanks to offline communication. However, in order to attract more clients, the community enterprise will need to develop a diversified marketing strategy:

- City Journals and platforms: communication on the local journals and platform, in order to attract people living in the city. The idea of this type of communication is to reach people that are already in the city and which are looking for something new and original do to. As an example of this communication strategy is the site "Romatoday"; "Abitare a Roma";

“Postit”, “Leggo”, which collect information on cultural events in the city and/or in the different districts and neighborhoods;

- Sustainable tourism sites and platforms: communication on the sustainable tourism sites, but also in the portals in which people look for the original experience to try. The idea of this type of communication is to reach people that do not know the city but have ideas and believes similar to the one proposed by the project. An example of this communication strategy is “withlocals.com”, which collect various experience which can be done with local people;
- Tourism platforms and sites: communication on the world travel platform and site, where mass tourism looks for experiences and tours. The idea of thy type of communication is to reach people with are or are planning to visit the city. The communication will offer them an alternative way to see the city and the possibility to discover an untraditional path, which is still rich in heritage and culture. An example of this communication strategy is “TripAdvisor”, which collects all different touristic services.

The online communication campaign, with the different activities, aims to create a strong digital identity of the CHL and the neighborhoods, which could reflect and glorify the heritage districtdistrict of Centocelle. In order to achieve this goal, the communication needs to refer to a variety of stakeholders with different tools and content. At the end of the LAP, the CHL will be positioned in the global market, with a clear identity (digital and physical) which can be recognized by the local community but also by the external world.

3.4 Complementing activities

The off and on-line communication aim to provide to the CHL and the community enterprise the connection with the territory that is necessary for the development of economies of system. The two communication campaigns are strictly linked to each other and there are contact points which aim to create synergies. The two activities are complementary as they allow to target different groups. Hence the off-line campaign is strictly connected with the local community, while the online campaign will focus on the creation of heritage and CHL identity. The two together will allow the community to create a local identity connected with the heritage site and at the same to attract people, increasing the target clients of the community enterprise.

In addition, the two strategies could mutually reinforce each other. As an example, social media will support to advertise off-line activities, the events. Hence, they will support the organization of the tour and will ensure that a larger number of people will attend the meetings. In addition, social media might contribute to networking activities. In fact, social media might facilitate the connection with local artist and to find the artist with the beliefs like the one of the CHL.

4 Regional integration and territorial integration

The Roman CHL is operating in the South East of Rome. This area includes several neighborhoods and in particular the neighborhoods of Centocelle, Alessandrino, and Torre Spaccata. Its borders are expandable and subject to social, economic, and cultural changes. The Collaboratory area falls from an administrative point of view within Municipality V and Municipality VI of the City of Rome. The three above mentioned neighborhoods are densely populated for a total population of more than 100.000. Almost a city that is inherently linked by and attached to its main piece of heritage. Indeed, these neighborhoods have been selected as they seem to form an heritage district defined during the Co-Roma project on the basis of the territorial coalescence created by the Park of Centocelle. Hence people living in these neighborhoods recognize the value of the neighborhoods' heritage as connected to the Park in a sort of heritage system and therefore forming an heritage district they are committed to take care of and regenerate.

4.1 The neighborhoods and their connections

The connection from the neighborhoods to the heritage district is not easy but it does not compromise its accessibility. Even if there is strong geographical proximity between the neighborhoods and the heritage district of Centocelle, the pedestrian access to the area is limited as the area is surrounded by two of the main streets of the neighborhoods, making the site accessible only in few points. However, even if the pedestrian access could be improved, the district is easily accessible. In addition, it is possible to arrive in the district from a different part of the city easily. The proximity with main roads makes the site easily accessible by car, and there is also the possibility to park in free space within the Park. In addition, Subway Line C has been recently opened (one of the stations is in front of the heritage district), giving external visitors the possibility to access the area through the underground.

The main limitation that hampers people to visit and enjoy the area are therefore not physical but more related to social-cultural aspects. Hence, from a perception point of view, the site is perceived in isolation to the neighborhoods. The inhabitant's imaginary of the park is still related to a dangerous and polluted place. The district is seen as a place where it is possible to carry on a very limited number of activities, such as walking the dogs. There is no pleasure in visiting the park and the rich heritage of the district. This bad perception of the district creates a vicious circle which hampers the development of services within the area. Hence the consequence is the almost complete lack of services that are developed within the heritage district of Centocelle.

For this reason, the actions of the LAP will conceive the creation of an immaterial "bridge" between the community and the site. The LAP main objective is to bring people within the district by developing social and economic activities in its surrounding. The LAP will work to give people the possibility to enjoy the area

and see its beauties. If the community changes the perception of the area and recognize its historical and cultural importance, it would be easier to develop activities within the district and develop the economic system that the community enterprise aims to develop. Hence, the improvement of the district is a necessary condition to ensure that the initiatives developed by the Laboratory are accepted and shared among all community.

5 Actions

Planning the activities is crucial for their development and to involve the local community. In the next page a table summarizing the activities is presented.

Table 2 List of Actions

ACTION	BY WHOM	BY WHEN	RESOURCES AND SUPPORT NEEDED/AVAILABLE	BARRIERS and CONSTRAINTS	COMMUNICATION
What needs to be done?	Who will take action?	By what date will the action be done:	What financial, human and other resources are needed?	What individuals and organizations might resist? How/why?	What individuals and organizations should be informed about these actions?
Touristic tours and bike rental service	Local Community actors Community enterprise	First bike tours designed, planned and tested by June 6th 2019.	Bikes Human resources (tourist guide, bike rental employees) Accessories for the bikes (ex. helmet, bike lights) Bike storage area Insurance Collaboration with local enterprises (ex. restaurants, bars, tour guides).	Attraction of consumers	All three categories of possible clients: inhabitants of the surrounding area, in particular, the neighborhoods Alessandrino, Centocelle and Torre Spaccata; inhabitants of other areas of the City of Rome; eco-travelers from Italy or abroad; tourists from Italy and abroad.
Authorizations and administrative procedures to start the economic activities	Local Community actors Community enterprise	By July 2019.	All the necessary documents	Administrative authorizations	Local authorities
Contacting the advertising companies for the billboard in the street in front of the	Community enterprise	By September 2019	Community knowledge of the area	Availability of the billboards	Billboard manager



Ancient Osteria inside the Park.		Human resource			
Design the advertise for the billboard	Community enterprise	By February 2020	Knowledge about the heritage district Structuring an attractive narrative about the district	Not enough visibility and attractiveness	All neighborhoods inhabitants and enterprises
Publication of the advertising	Community enterprise	The poster shall be published by May 2020	Cost of printed material; Rent of the advertisement space on the billboard.	Cost of the project	All neighborhoods inhabitants and visitors
Design of the Heritage Notebook	Local Community actors Community enterprise	By October 2019	Human resources (design of the notebook)	Cost of the project	All neighborhoods inhabitants and enterprises
Identification of collaboration and sponsors	Community enterprise	By January 2019	Human resources (scouting of the partners) Possible sponsorships and collaboration	Lack of sponsorships	All neighborhoods inhabitants and enterprises
Printing of the Heritage Notebook	Community enterprise	By February 2020	Collaboration with local enterprises	Cost of printing a limited number of copies	All neighborhoods inhabitants and enterprises
Distribution of the Heritage Notebook	Local Community actors Community enterprise	By March 2020	Collaboration with local enterprises Human resources	Cost of distribution	All neighborhoods inhabitants and enterprises
Online Advertising Campaign	Local Community actors	The activities will start in June 2019 and will continue for the duration	Human resources (preparation of the campaign, social media)	Increase the visibility on the web Construct a coherent strategy	All three categories of possible clients: inhabitants of the surrounding area, in particular,

	Community enterprise	of the project	management) Structuring an attractive narrative about the site Local and national media expert Economic resources for the development of sponsored content Influencers, artist and other public figures CHL identity/brand	on all the platforms and social media Create a scale effect	the neighborhoods Centocelle, Alessandrino, Torre Spaccata; inhabitants of other areas of the City of Rome; eco-travelers from Italy or abroad; tourists from Italy and abroad.
Living Memory Exhibition: Co-creation process	Local Community actors Local artists Community enterprise External Steering committee	The co-creation process will start by December 2019.	Creation of a network of artist Artistic curator of the process Materials Heritage district Time availability of artists	Administrative authorizations Finding the space for the exhibition Human resources and materials to organize and run the co-creation process through ¾ workshops, site visits, co-creation lab to realize the panels.	All neighborhoods inhabitants and visitors Artistic community

Living Memory Exhibition: Visual art Exhibition	Local Community actors Community enterprise Artists photographers, musicians.	The exhibition goes live in May 2020	Human resources Technical material Location of the exhibition Heritage district	Administrative authorizations. Regeneration of the space Engagement of participants Human resources and materials to organize and run the co-creation process through ¾ workshops, site visits, co-creation lab to realize the panels.	Local authorities Local community All three categories of possible clients: inhabitants of the surrounding area, in particular, the neighborhoods Centocelle, Alessandrino, Torre Spaccata; inhabitants of other areas of the City of Rome; eco-travelers from Italy or abroad; tourists from Italy and abroad.
Management and advertising of the Photo contest	Local Community actors Community enterprise	Start of the contest May 4, 2019.	A platform for the collection of pictures Heritage district Human Resources (managing the contest platform) Advertise	The attractiveness of the subject Participation of photographers	All neighborhoods inhabitants and visitors Artistic community
Participation to the photo contest	Photographers	By June 6, 2019	People interest in the contest	Time available	Artistic community Professional and amateur photographers
Conclusion of the contest and evaluation of the winners	Local Community actors Community enterprise	End of the contest June 6, 2019	Team of experts for the technical evaluation of the photos	There have not been enough participants	Participants to the contest Local community

Awarding of the photo contest winners	Community enterprise Local partners Contest critic team	By June, 2020	Prices given by the local partners		Participants to the contest Local community
Individuation of space for the Community Hub	Community enterprise	By December 2019	Community knowledge of the area Agreement with partners	Time necessary for scanning the different opportunities Time for the integration with partners activities	Local community
Negotiation for the renting of the space	Community enterprise	By January 2019	Negotiation experience	Negotiation might require more time	
Regeneration of the space	Community enterprise	By April 2019	Renovation material Human resources	Economic resources for the regeneration	Local community
Inauguration of the Community Hub	Local Community actors Community enterprise	The Community Hub will be settled by May 2020	Space Human resources (hub managers and promoters)	Time for the launching of the activities of the hub	Local community
Co-design of neighborhood services for the estate model such as diffuse hotel repair café, sustainable neighborhood mobility services	Local Community actors Community enterprise	The co-design process of the services within the Community hub will start by May 2020	Space Human resources (service design facilitators)	The Community Hub needs to be ready to host the activities	All three categories of possible clients: inhabitants of the surrounding area, in particular, the neighborhoods Centocelle, Alessandrino, Torre Spaccata; inhabitants of other areas of the City of Rome; eco-travelers from Italy or abroad; tourists from Italy and abroad.
Capacity building	Luiss Team	The capacity building process will start in	Human resources (experts)	Finding the necessary and most useful skills and	Local community and groups focusing on the activities of the

Steering committee	September 2019 and will end by May 2020	Strategic acceleration plan	knowledge	CHL
Experts				
Community enterprise				

6 Monitoring Progress

The Rome Collaboratory is a self-managed network of organizations which see the community as the actor in charge of developing the activities connected to the Open Heritage project. However, the LUISS LabGov team will coordinate, monitor and support the activities of the CHL and will provide both thematic inputs and scientific supervision. The team daily participate in the activities on the community and foreseen the physical presence of the team on a weekly based. In addition, the research team takes part in the Board of directors of the community enterprise and in this way can monitor the main ordinary and strategic decision that the Board needs to take. Hence, the progress will be monitored by the LUISS LabGov team constantly over the implementation of the LAP. A crucial role in the Rome Collaboratory monitoring process is played by the Open Heritage Steering Committee. The Steering Committee was established at the beginning of the project. At the starting date of the LAP, four meetings of the Steering Committee took place. Its composition is expandable and flexible. It is currently composed by scholars both from within LUISS and outside whose work addressed urban planning, urban law, social business, cultural heritage law and policy; EU, national, local (City of Rome) policymakers and civil servants working on cultural heritage and culture in general; representatives of national NGOs addressing environmental issues and cultural activism; a representative of the Rome Collaboratory.

In addition, the communication campaign launched by the CHL and the community enterprise constantly disseminate the activities carried on by the CHL on social media, and the other online tools available. Hence, this dissemination and communication process will allow everyone to follow the progress of the activities along with their execution. Thus, it will be possible also for the external bodies to monitor the activities carried on in the CHL.

