SHARING
Stocktaking and assessment of typologies of Urban Circular Collaborative Economy Initiatives

Targeted Analysis
Practical guide
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Practical Guide

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How to make use of the collaborative economy for circular and sustainable goals? A practical guide for policymakers

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1 Why this practical guide?

Are you looking to make use of collaborative economy initiatives in your region or city to reach your Sustainable Development Goals (SDGs)? This practical guide, primarily targeted at local and regional policymakers, aims to help cities and regions to use the collaborative economy to foster their social, environmental and economic objectives. More specifically, the guide will provide the reader with a step-by-step approach to better understand the initiatives in their territory, their potential impacts, and how to foster them.

How to use the practical guide?

The guide is divided into three main parts:

- In chapter 2, the reader is provided with a definition of the Urban Circular Collaborative Economy (UCCE) as well as with a typology of initiaitves developed by the research team – along with some concrete examples.
- In chapter 3, the reader is provided with a step-by-step guidance tailored to policymakers willing to identify those types of initiatives that foster their political objectives.
- In chapter 4, the reader is provided with concrete recommendations aimed at policymakers and developed along the axes of knowledge, regulation and funding.

2 What is the Urban Circular Collaborative Economy?

The **Urban Circular Collaborative Economy** is a concept bringing together the circular and the collaborative economy. It designates initiatives which use collaborative ways to exchange goods and services with the aim to use primary resources more efficiently and reduce environmental impacts. The figure below illustrates this interrelationship, bringing to the concept of Urban Circular Collaborative Economy.

Figure 1: The concept of Urban Circular Collaborative Economy
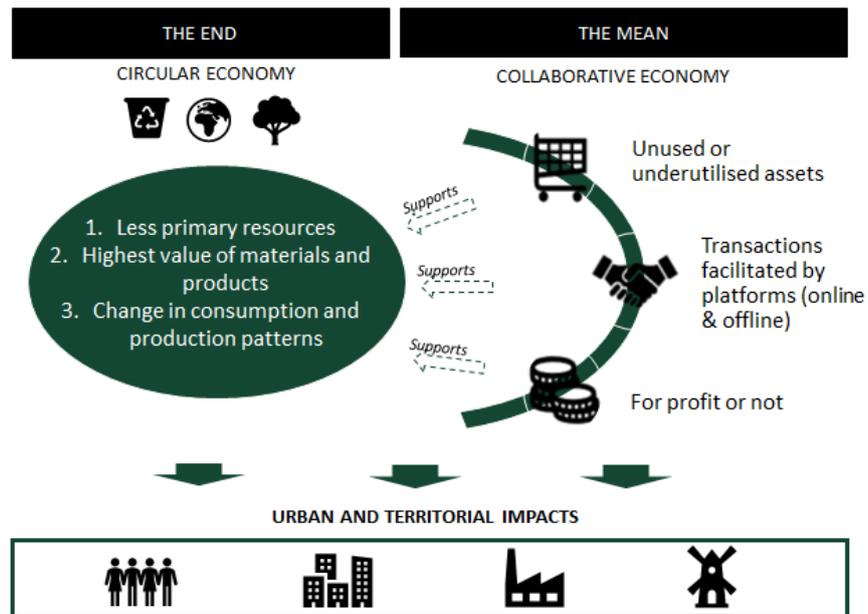
Source: VVA.

The Urban Circular Collaborative Economy brings a variety of impact on urban areas and their inhabitants. Through the optimisation and reuse of local assets, Urban Circular Collaborative Economy initiatives have the potential to save environmental resources, generate economic opportunities, and create urban communities and networks.

Types and examples of Urban Circular Collaborative Economy initiatives

Initiatives within the realm of Urban Circular Collaborative Economy can take many different forms. This project has created a typology of initiatives on the basis of their organisational model and their size in terms of users. The characteristics of the territories in terms of geography, economy, and the regulatory framework in place affect to a greater or lesser extent the initiatives by generating different impacts.

Furthermore, the Urban Circular Collaborative Economy embraces a wide array of initiatives, from the sharing of cars, objects and space, to energy and food cooperatives or community-supported agriculture. More specifically, according to the specific territorial socio-economic characteristics, a single Urban Circular Collaborative economy typology can be declined into several practical initiatives. Some examples are gathered below:

Sharing outdoor urban space

This type designates initiatives using urban space in a collaborative way, for instance through community gardening, or re-use of parking space. Space is the main asset shared.
Expected impacts
➜ Environmental: Environmental awareness, Increased biodiversity, Increased air quality, Increase in local revenues (price reductions)
➜ Economic: Reduction in food and grocery spending, Reduction in waste management costs
➜ Social: Increased contacts among people, Increased wellbeing of users (improved healthy behaviours)

Horta a Porta[1] is a **community-garden** in Porto promoted by Lipor (the Intermunicipal Waste Management of Greater Porto) that emerged in July 2003. It aimis at bringing sustainable green spaces closer to the urban environment, developing biological production systems and promoting biodiversity and community spirit. Currently 1,800 families are taking advantage of 54 gardens.

The impacts generated by the initiative include:
- ➜ Environmental: Improved groundwater quality, biodiversity, and air quality
- ➜ Economic: Rising savings due to reduction of grocery expenses
- ➜ Social: Generation of healthier lifestyles and strengthening of social ties

KIPOS3 is a **community gardening** experiment in the Greek city of Thessaloniki. The aim of the project was to transform the unused and deserted city's lands into something productive and community enriching. The project was funded by a private foundation under the sponsorship of the Municipality of Thessaloniki. After five years of existence, the garden has 30 gardening beds which contribute to feeding 30 user families.

The impacts generated by the initiative include:
- ➜ Environmental: Development of suburban areas
- ➜ Economic: Stimulation of tourism
- ➜ Social: Reduction of poverty rate

Sharing indoor urban spaces

This type designates initiatives making a collaborative use of indoor space, as opposed to urban (external) space. It embraces initiatives such as short-term rental of rooms or flats, office space, leisure space, etc. Space is the main asset shared.
Expected impacts
➜ Environmental: Environmental awareness, Savings of resources, Savings of space
➜ Economic: Reduction of renting costs
➜ Social: Increased contacts among people (with different backgrounds), Increased security and liveability

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[1] http://www.hortaaporta.com/

OPO'Lab[2] is a **coworking space** of Porto and the first FabLab in Portugal dedicated to the creative use of new technologies in architecture, engineering, design and other artistic fields, by promoting research, education and cultural activities. This project assumes therefore a key strategic role in the context in which it operates, to establish important partnerships with other social actors such as public authorities, schools and associations, cultural and scientific advancement.

The impacts generated by the initiative include:

➜ Environmental: Rise of environmental awareness among users

➜ Economic: Increasing entrepreneurial attractiveness

➜ Social: Contribution to the integration of individuals with diverse backgrounds

Chi-Na[3] is a non-profit **cultural association** based in Prato and founded in 2014 by some forward-looking architects who decided to combine industrial urban regeneration with art. By means of art creations and exhibitions, the association aims at bringing the local community and migrant communities closer to each other. More specifically, Chi-na promoted the encounter of the Chinese and Italian communities.

The impacts generated by the initiative include:

➜ Environmental: Regeneration of buildings and creation of common spaces

➜ Economic: N/A

➜ Social: Promotion of the encounter between the migrant and local population

Sharing goods and tools

This type designates initiatives using urban space in a collaborative way, for instance through community gardening, or re-use of parking space.
Expected impacts
➜ Environmental: Environmental awareness, Less waste creation
➜ Economic: Access to goods people would not have access to otherwise (high), Impact on local revenues/jobs opportunities
➜ Social: Increased contacts among people, Impact on poverty and safety

Stichting KledingBank[4] is an initiative promoted in the Hague since 2015 by KledingBank DenHaag, whose objective is to prevent used clothes to go to waste but collect them and share them with those in need. Besides having environmental ends, the initiative also works as a social security net as most of those who benefit from it are long-term unemployed and vulnerable people in general).

The impacts generated by the initiative include:

➜ Environmental: Reuse of plastic waste, bike tires, construction waste, clothes

➜ Economic: Increasing savings per user

➜ Social: Reduction of poverty and social exclusion

Repositório de Materiais[5], born in Porto in 2012, is an initiative initially promoted by APRUPP – the Portuguese Association for Urban Rehabilitation and Heritage Protection. The repository is a **non-for-profit organisation** aiming at promoting and spread the concept of urban rehabilitation. It consists of a platform for the online cataloguing of materials left over from construction or demolition sites, with potential for reuse.

The impacts generated by the initiative include:

➜ Environmental: Reduction of construction waste, reuse of goods

➜ Economic: Potential savings for private citizens as well as companies interested in second-hand goods

➜ Social: N/A

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[2] http://www.opolab.com/

[3] http://chi-na.it/

[4] https://www.kledingbank-denhaag.nl/

[5] https://repositoriodemateriais.pt/

Sharing food

This type designates initiatives sharing food or food products. For instance, food cooperatives, food redistribution networks, food and meal sharing.
Expected impacts
➔ Environmental: Environmental awareness, Food waste reduction
➔ Economic: Reduction in food and grocery spending
➔ Social: Increased contacts among people

Robin Food opened in Maribor in 2017, and it is the first Slovene **sustainable trade store** dealing with food surpluses. Robin Food buys food products just before their expiration date and sells them at a lower price in its discount store in Maribor. The food cooperative does not just target food waste, but also tries to address the economic needs of more vulnerable groups.

The impacts generated by the initiative include:
➔ Environmental: Prevention of food waste
➔ Economic: Generation of savings
➔ Social: Easy access to good quality food products

Life-Food 4 Feed[6] is an **EU-funded project** in Greece (managed by the United Association of Solid Waste Management in Crete). It develops technologies and processes for the reuse of food waste and its transformation to animal feed through sun drying techniques.

The impacts generated by the initiative include:
➔ Environmental: Reduced waste creation
➔ Economic: Stimulation of innovative economic processes
➔ Social: Easy access to good quality food products

Sharing organisations as cooperatives

This type designates cooperatives in different sectors (food, waste). The key characteristic is that each member of the cooperative has an equal share and equal rights in the organisation's profit and decisions.
Expected impacts
➔ Environmental: Environmental awareness, Saving of resources, Reduction of waste, Increased biodiversity, Additional capacity in renewable energy, Increased use of (shared) electric means of transport
➔ Economic: Use of new technologies, Revenues generated, Savings in energy consumption
➔ Social: Increased contacts among people

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[6] https://life-f4f.gr/en/food-for-feed/

Urban Soil 4 Food[7] is an innovative **EU-funded project** carried out by the Municipality of Maribor, together with seven partners, aiming at using the city's biological and mineral waste in order to produce quality soil using a pilot plant system.

Produced soil from the pilot plant will be then distributed/used for three main purposes: 1) Four urban gardens (7.000m2 of urban gardens), 2) Roadworks and 3) Green city circle (parks).

The impacts generated by the initiative include:

➔ Environmental: Production of quality soil
➔ Economic: Creation of employment opportunities
➔ Social: Increased interactions between users

De Groene Regents[8] is a sharing organisation in the energy sector in the Hague, launched in 2013, and aiming at creating sustainable neighbourhoods by installing solar panels and creating both community gardens and car-sharing services. The idea was launched by two founding members who wanted to improve their neighbourhood's sustainability.

The impacts generated by the initiative include:

➔ Environmental: Production of renewable energy and raise of environmental awareness
➔ Economic: Increasing savings per user
➔ Social: Creation of meeting points inside marginalised neighbourhoods

Sharing transport

This type designates initiatives facilitating transport, e.g. bike sharing, car sharing, rides sharing, ride hailing, etc.
Expected impacts
➔ Environmental: Environmental awareness, Increased use of (shared) electric means of transport, Reduction of waste, Increased air quality, Reduction of air pollution
➔ Economic: Use of new technologies
➔ Social: Access to services people would not have access to otherwise (high), strenghtening of collaborative culture and of ties among citizens

Dégage[9] is a **car-sharing initiative** in Flanders based on peer-to-peer relationships and founded 20 years ago. Over the years, the initiative extended its network and nowadays it also allows bike-sharing. To this day, the initiative has 40 volunteers and 2300 members among which are both car users and owners.

The impacts generated by the initiative include:

➔ Environmental: Change of consumption habits of the population
➔ Economic: N/A
➔ Social: Initiative brings people together and foster social links

Via Verde Boleias[10] is an **online platform** in Porto managed by Brisa (the largest private operator of transport infrastructures in Portugal) and allowing users to share rides and travel costs in a collaborative way. This service has a group option available, which allows the creation of communities.

The impacts generated by the initiative include:

➔ Environmental: Reduction of private car's carbon emissions
➔ Economic: Reduction of transport-related costs
➔ Social: Strengthening of solidarity spirit/communities

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[7] https://www.uia-initiative.eu/en/uia-cities/maribor

[8] https://www.groeneregentes.nl/

[9] https://vlaanderen-circulair.be/en/cases-in-flanders/detail/degage

[10] https://boleias.viaverde.pt/BoleiasWeb/

3 How to remove barriers and support success

When it comes to the uptake of Urban Circular Collaborative Economy, territorial circumstances such as economic growth and social exclusion, climate change, (sub)urbanisation, and demographic change, play a triggering role. As a matter of fact, when faced with those territorial challenges cities and regions are more likely to develop policy objectives that are strongly linked with sustainability goals. However, challenges and policy objectives alone are not the sole factors fostering the rise of UCCE initiatives. They are in fact multiplied by factors such as the level of innovation, the entrepreneurial approach of the community, and the overall level of access to finance tools. Thus, policymakers should bear in mind that those regions where UCCE initiatives are likely to spread more quickly and widely among their citizens are usually well equipped from a technological, entrepreneurial, and financial perspective (to name a few).

Therefore, cities and regions struggling the most with the development of the Urban Circular Collaborative Economy are the ones that offer less support to **innovation** than others. Having developed smaller support towards start-ups and a lesser technology-friendly environment, these territories have indirectly established barriers to the thriving of collaborative and circular initiatives as well as to sustainability objectives.

Similarly, a key success factor is the presence of entrepreneurs and **entrepreneurship spirit** among the funders of the given initiative. The entrepreneurial approach allows to the most prominent Urban Circular Collaborative Economy initiatives a future scaling-up. Initiatives that operates dynamically and have the potential of scaling-up attract investment opportunities, among others from the public sector. Although it might seem as an exogenous factor, the entrepreneurial culture of a given territory can be cultivated by policymakers by accompanying entrepreneurs while taking their first steps. The active **involvement of public authorities** is in turn a crucial factor for the development of the initiatives. The involvement can take different shapes: it can be financial, material, promotional, regulatory or facilitatory (building bridges between various actors).

Besides public authorities, territories and initiatives **participation in networks** of the circular and collaborative economy is very important. Forums and networks provide the structure where stakeholders can learn from each other by sharing their experiences and exchanging best practices. These activities can be developed at a pan-European level (EU Urban Agenda Partnership on Circular Economy) as well as regional and local level.

When it comes to contextual factors, a strong **presence of cultural associations or networks of social economy** has proven to create a more favourable uptake of the Urban Circular Collaborative Economy initiatives. The territories which have a strong presence of cultural associations or social economy networks tend to place individuals and sustainable development at the centre of their concerns. This plays an important role for better ownership and integration of the circular and collaborative economy in the territories.

The table below shows a more detailed list of success and hindering factors.

Table 1: UCCE success and hindering factors

Success factors	Hindering factors
Presence of entrepreneurs and entrepreneurship spirit among the funders of the given initiative;	Lack of knowledge on the matter from local as well as national authorities;
Involvement of public authorities is crucial for the development of the initiatives;	A policy framework not suited to evaluate and assess the social return on investment of the initiatives;
Emergence of public-private partnerships for small initiatives to become relevant actors;	Limited profitability of Urabn Circular Collaborative Economy initiatives;
Participation of territories and initiatives in networks of the circular and collaborative economy;	Lack of support, especially long-term funding.
Territorial agenda more focused on individuals' necessities and sustainable development.	

How to link policy objectives, impacts and initiatives

The collaborative economy can be a powerful tool to reach circular economy policy objectives. The challenge for policy makers in using the collaborative economy for circular economy purposes is the great variety in the types of Urban Circular Collaborative Economy initiatives and their economic, social and environmental impacts. These impacts depend not only on the type of initiative but also on local circumstances.

The figure below summarises a three-step approach that policymakers could use to streamline their approach to the circular and collaborative economy. After having understood the policy objectives they want to achieve, the next step is to enquire about the impacts and potential impacts of these initiatives, so to decide on which types of initiatives to foster. The following figure represents this approach.

Figure 2: How to link policy objectives, impacts and initiatives
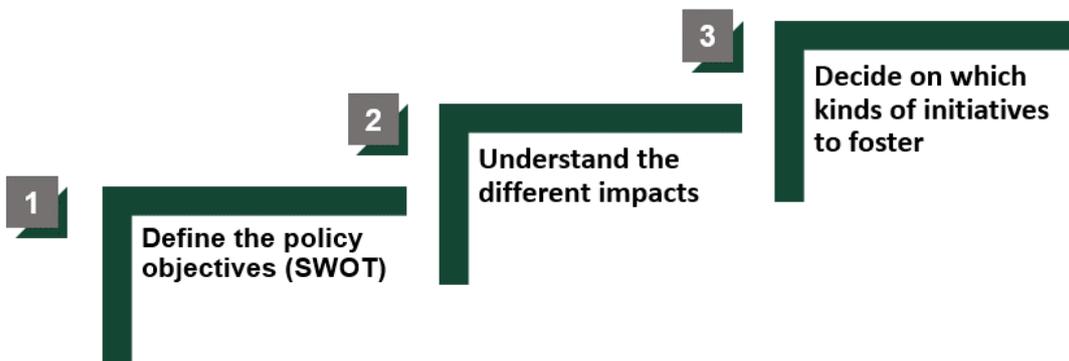
The research carried out in the case studies has allowed us to shortlist some policy objectives that could be achieved through the collaborative economy. Among the policy objectives, one can find the following: optimal use of resources, waste management, energy transition, fight against poverty, social inclusion, innovation and entrepreneurship, quality of life, etc.

These objectives are linked to specific challenges: demographic change, urban pressures/suburbanisation, mobility, climate change, economic growth, social exclusion, poverty, unemployment. In turn, those challenges are all linked with **sustainability** in one form or another.

Figure 3: Cities and regions sustainability challenges, policy objectives and development goals
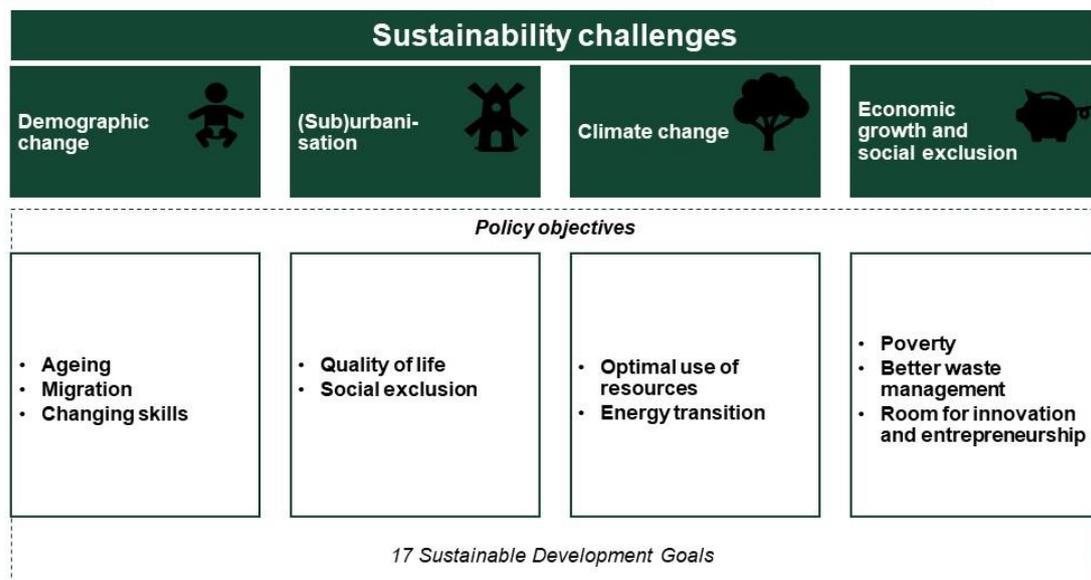
Each of six selected territories under this study faces some of those above-mentioned sustainability challenges. However, depending on local circumstances, the focus of policies to address those is different. Policies are also tailored to current territorial priorities in terms of political objectives (e.g. Maribor), apparent territorial issues (e.g. The Hague, Greece, Prato), or current transitional ambitions (e.g. Porto). Furthermore, each policy objective can be linked with a type of impacts, which relate to some initiatives.

The table below shows an example of how this could be done.

Table 2: Summary of links between policy objectives, impacts and initiatives

| List of policy objectives	What types of impacts	What type of initiatives
Optimal use of resources (water, land)	• Savings of resources • Savings of space	• Sharing outdoor urban space (community gardens, urban regeneration initiatives) • Sharing food
Waste management	• Less waste creation	• Sharing goods and tools • Sharing food
Energy transition	• Additional capacity in renewable energy • Increased use of (shared) electric means of transport	• Sharing organisations as cooperatives (energy cooperatives) • Sharing transport
Fight against poverty	• Increase in local revenues • Employment • Access to services people would not have access to otherwise (high)	• Sharing outdoor urban space (community gardens, urban regeneration initiatives) • Sharing goods and tools • Sharing food • Sharing organisations as cooperatives
Social inclusion	• Increase in local revenues (price reductions) • Employment • Increased contacts among people	• Sharing outdoor urban space (community gardens, urban regeneration initiatives) • Sharing indoor urban space (urban regeneration initiatives, coworking spaces) • Sharing goods and tools • Sharing food • Sharing organisations as cooperatives
Innovation and entrepreneurship	• Use of new technologies • Less hierarchical organisations	• Sharing organisations as cooperatives • Sharing transport
Quality of life	• Environmental awareness • Increased biodiversity	• Sharing outdoor urban space (community gardens, urban regeneration initiatives) • Sharing food

4 Making the Urban Circular Collaborative Economy work for your territory

To make the collaborative economy a meaningful tool for regions and cities and to ensure that the initiatives contribute to circular economy objectives, relevant policy measures can be grouped into three pivotal areas, as the figure below shows:

Figure 4: The three areas of policy recommendations
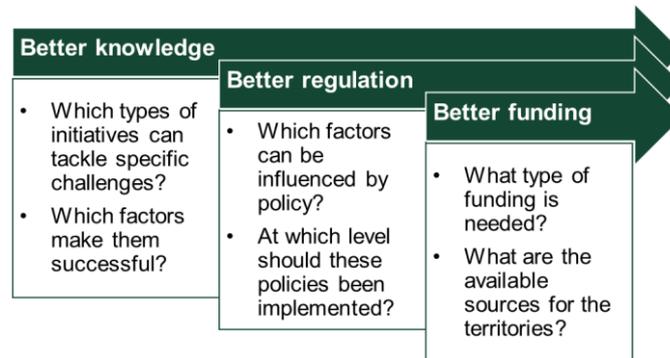
Policymakers need to work simultaneously on these three areas to create a more favourable environment for the circular and collaborative economy. Their work can be complemented by national and European legislation in certain aspects, which is why the recommendations target all levels of policy making.

Better knowledge – Increase your knowledge of the initiaitves

Policymakers need to acknowledge existing initiatives and the environment in which they operate. This is done by a) setting out clear policy objectives in line with national and regional/local sustainability challenges, b) identifying the impacts and the mechanisms that enable Urban Circular Collaborative Economy initiatives to achieve these impacts, c) understanding how the existing landscape of initiatives maps onto those mechanisms, d) fostering learning among interested actors, e) monitoring data. By better understanding the "impact theory" behind the initiatives and grasping the good indicators to monitoring them, policy makers have the necessary tools to create a favourable environment for those initiatives that answer to their territory's sustainability challenges.

Monitoring tools and impacts indicators are thoroughly presented and analysed in the final report of the ESPON SHARING project on "Stocktaking and assessment of typologies of Urban Circular Collaborative Economy Initiatives".

The recommendations, combined with their best-suited policy tools, are thoroughly presented below:

POLICY LEVEL(S)	POLICY RECOMMENDATIONS	POLICY LEVERS/TOOLS
National, regional and local	**Set out clear local policy objectives in line with national and regional/local sustainability challenges** It is important that policymakers set out the policy objectives they would like to achieve through the development of the Urban Circular Collaborative Economy. Policy objectives linked with the Urban Circular Collaborative Economy are often connected with different sustainability challenges: demographic change, suburbanisation, climate change, economic growth and social exclusion. On top of the ones mentioned, linking the policy objectives of cities and regions with broader Sustainable Development Goals is advised. This can have the triple advantage of: 1) avoid duplication in the policy objectives pursued; 2) legitimate local and regional strategies by giving them a broader perspective; 3) allow to use pre-existing indicators to monitor results.	**Policy strategies**
National, regional and local	**Identify the potential impacts and the mechanisms or levers that enable initiatives to achieve these impacts** After setting out policy objectives, it is crucial to identify different policy mechanisms or levers that can help achieve them. While some regulations or policy initiatives can only be initiated at national level, local and regional level policy makers have some tools at their disposal. Policy makers can establish how these tools could be used to foster their policy objectives and under which form: regulatory work at local or regional level, public procurement, public private partnerships, etc.	**Desk research**
Regional, local	**Understand how the existing landscape of initiatives maps onto those mechanisms** The third recommendation is therefore to gain a better overview of initiatives existing in the territory. This could be done through desk research, but also local events, stakeholder engagement activities, networking events. This ultimately has the goal to allow cities and regions to identify initiatives in line with their internal policy objectives and subsequently design measures to support their future development.	**Desk research, stakeholder engagement activities, networking events**
European, national, regional, local	**Cooperate with the best-suited actors and foster peer learning** Public authorities (at all levels) can take a pivotal role in bringing actors together and encourage peer learning. At European level, better knowledge could be achieved by improving sharing of good practices across Member States. At lower levels, public authorities could promote collaborative economy networks researching the circular	**Networks, public common structures, online material, social network advertising**

	economy among cities and regions. These networks could be used further to support the build-up of knowledge on the impacts of the circular and collaborative economy and to develop strategic and ongoing communication platforms to facilitate exchange among regions, cities and initiatives.	
European, national, regional, local	**Monitor the collaborative economy** To ensure that the initiatives contribute to reaching the cities and regions' objectives, it is important that policymakers set up a monitoring system for circular and collaborative economy initiatives. some of the regulations affecting the development of the circular and collaborative economy are adopted at the national level and it could be logical to monitor these regulations at the same level. Unlike the monitoring of regulatory frameworks, it is recommended that monitoring systems for the economic development and impacts of the Urban Circular Collaborative Economy are primarily developed at local or regional level as the proximity of local and regional actors facilitates data collection among smaller initiatives.	**Desk research, stakeholder engagement activities, networking events**

The box belows shows some good practices identified at local level:

> The city of **Milan** was the first European city to establish a strategy on the sharing economy around smart mobility in 2015. The strategy devised objectives around different strands (citizens participation, energy efficiency of buildings, electric mobility) which then allowed to develop actions to be undertaken between 2016 and 2020 to achieve these objectives. The Municipality of Milan has also set up a monitoring framework to check whether the strategy achieved its objectives.
>
> The Municipality of **the Hague** has made some efforts to promote Urban Circular Collaborative Economy initiatives in line with the city's strategy of reducing poverty and promoting social entrepreneurship. The initiatives Made in Moerwijk, which allows inhabitants of a more deprived neighbourhood of the city to be reintegrated in the labour market, and KledingBank, a clothes-exchange initiative, contribute to these objectives. They are supported by the Municipality through funding and/or provision of free space for their activity.
>
> The city of **Amsterdam,** the city of **Milan**, and the city of **Ghent** have both worked with sharing economy organisations (respectively shareNL, Collaboriamo and the P2P Foundation) to improve the cities' approach towards the sharing economy. This work has also included circular economy topics (e.g. the city of Milan has developed a more integrated approach towards public transport in order to reduce the usage of cars in the city).
>
> At the European level, the **European Clusters Observatory** is a good example of an organisation or forum that creates space for discussions, events, funding opportunities, and bringing together different actors, around a common theme. This could be replicated for the Urban Circular Collaborative Economy initiatives and foster the exchange with broader circles of policy making, e.g. innovation, social research, etc.

Better regulation – Build a comprehensive regulatory framework to facilitate the development of initiatives

Once having understood the context and tools at their disposal, policymakers need to develop framework conditions help the initiatives they want to foster. This can be done through a) the creation of an institutionalised framework, b) experimentation and pivoting c) active guidance and support.

The recommendations, combined with their best-suited policy tools, are thoroughly presented below:

POLICY LEVEL(S)	POLICY RECOMMENDATIONS	POLICY LEVERS/TOOLS
European, national, regional local	**Create an institutionalised framework to foster the creation and growth of the initiatives in the longer term** Policymakers could support the cities and regions' policy work by shaping the regulatory framework for relevant initiatives. One particular area of concern are regulations around not-for-profit organisations or not-for-profit activities, that are mostly framed at the national level. At European level, work has already been done to provide guidance on regulations around the collaborative economy with the European Commission's Communication on a European Agenda for the Collaborative Economy published in June 2016. In addition, the EU Parliament published a resolution in 2017 on the collaborative economy providing some useful regulatory tips.	**Policy guidance, communications, regulations body, hub, platforms**
Regional and local	**Experimenting and piloting** The current legal and administrative system is not tailored to the needs of circular and collaborative initiatives. One way around this would be the creation of pilot and experimental actions focused on promising local and regional Urban Circular Collaborative Economy initiatives. Such pilots could provide a small-scale "seed space" for specific initiatives that are particularly in line with local and regional objectives to develop to a sufficient size and resources before they are exposed to the local and regional regulatory framework.	**Testbed, innovation labs, etc.**
Regional and local	**Active guidance and support** The research has shown that most initiatives are small and have limited resources, and that such guidance could help them overcome the administrative and financial obstacles they encounter. Key actors for providing this support could be chambers of commerce or a dedicated body responsible for overseeing and implementing the work around Urban Circular Collaborative Economy initiatives. In most cases such support already exists for SMEs, but this support does not exactly fit the hybrid character of the Urban Circular Collaborative Economy initiatives (smaller and non-for-profit).	**In-kind support**

The box belows shows some good practices identified at local level:

Some regions already guide the initiatives through administrative procedures, for instance in **Flanders** (establishment of address for questions, list of best practices).

In 2015, the city of **Porto** started an initiative called ScaleUp Porto to bring together innovation and entrepreneurial efforts, providing an umbrella for the scattered efforts around the city, and publishing a city start-up guide. Aiming at creating a sustainable entrepreneurial ecosystem where cities can work as true scale-up catalysts, the ScaleUp Porto Manifesto

comes together to: 1) Foster local development by focusing on cities' role as aggregators in a complex and heterogeneous European network; 2) Support companies ready to scale to achieve sustainable development and growth in a global economy; 3) Involve citizens and empower them to take advantage of the growing innovation environment that provides new highly qualified job opportunities.

At the regional level, the structure of **Circular Flanders** has been acknowledged as very helpful to frame the region's strategy around circularity and foster the initiatives helping to achieve circular economy goals. Circular Flanders is a transversal hub for promotion and implementation of circular economy policies in Flanders with six core activities i) networks (bringing a variety of partners together); ii) lab (assistance of pioneers); iii) policy (aligning and connecting various policy agenda relevant for circular economy at the local, regional, federal, EU or international level); vi) knowledge (policy relevant research, and dissemination of acquired knowledge); v) innovation (encouraging innovation and entrepreneurship towards circular economy); vi) embedding (principals and best practices of the circular economy are utilised and embedded in Flemish companies, civil society organisations, education, local administrations, and citizens). Its activities are based on a partnership of governments, companies, civil society and the knowledge community.

Better funding – Provide initiatives with the right type of funding

Lastly, policymakers need to make appropriate resources available to make sure the initiatives that are contributing to local policy objectives receive sufficient funding and that they receive the right type of funding: either by providing funding themselves, or by supporting them to generate the required private income for their operations.

The recommendations, combined with their best-suited policy tools, are thoroughly presented below:

POLICY LEVEL(S)	POLICY RECOMMENDATIONS	POLICY LEVERS/TOOLS
Regional, local	**Understanding and management of funding needs** When relevant initiatives have been identified, there is a need to analyse both short-term and long-term funding needs. If an initiative is not able to fund itself in the longer-term, a plan for follow-up should be started and implemented early to avoid funding the build-up of initiatives that vanish quickly after the funding period. Therefore, cities and regions could decide to finance the initiatives that promote a movement of change aligned with their territorial objectives in the longer term. When a good understanding of the funding needs has been developed, it will also be easier to combine local funding sources with national and EU funding.	**Financial support**
Regional, local	**Attract private funding** Many private, innovative funding mechanisms have been tested worldwide in recent years. Harnessing the opportunities of those type for the local city or region can be another important field of work for the local or regional authority. Innovative funding techniques such as crowdfunding or social impact funding can for instance be considered. Again, the role of the public authority could be	**In-kind support**

	one providing guidance, tutoring or mentoring to fledging collaborative economy initiatives.	
National, regional, local	**Creating a market for initiatives with (green) public procurement** Apart from funding, local and regional authorities could mobilise resources to create a market for the initiatives through public procurement. Green Public Procurement has been acknowledged by the European Commission as an important tool to achieve environmental policy goals relating to climate change, resource use and sustainable consumption and production and material has been produced in this regard. Public private partnerships have been identified as key players of such markets as they provide the opportunity for policy makers to team up with initiatives and achieve together the policy goals set above	**Public procurement**
Regional, local	**Providing with other types of resources** Very often, local and regional authorities have only limited funding opportunities. One way to provide initiatives with support is through in-kind resources or advantages. To foster the cooperation between initiatives and of the initiatives with other local partners regions and cities can link the funding to cooperation requests.	**In-kind support**

The box belows shows some good practices identified at local level:

> The city of **Prato** provides Urban Circular Collaborative Economy initiatives with unused public buildings to install their activities. Officina Giovani, for instance, is installed in a former public slaughterhouse, having been excluded from possible real-estate development, was then converted in 1999 into a youth workshop. It occupies an area bordering the historical centre, across what will be the Central Urban Park, and consists of four regenerated industrial buildings. There can be found an event room that can accommodate 500 people, a dance room, a theatre room, an open space, rehearsal rooms, a co-working space, a bar-bistrot, and a web-radio.
>
> Initiatives can also use private funding opportunities such as **crowdfunding** (Kickstarter, Indiegogo or Kisskissbankbank, StartSomeGoodm) or **social impact funding** (SINLOC in Italy, LITA.co in Belgium).