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Glossary

Term	Definition
Citizen	An inhabitant of a particular town or city.
Citizen initiative	An initiative proposed by a (collective of) citizen(s), which ideally informs the challenges to be worked on in the hackathon process.
FabLab	A physical place where anyone can make an idea concrete by transferring and fabricating those ideas through the use of 3D printers and other (complex) technological devices. The staff and peers at Fablabs empowering people to build their ideas; they support them in doing it themselves, but do not execute the work for them. In this deliverable this term will be used to indicate a broader range of common-based peer-peer production places
Hackathon	Generally understood to be a collaborative event, usually made up almost exclusively of software developers, which typically lasts two-three days and is intended to result in the production of one or more apps. In the Open4Citizens project, the hackathons include a range of participants with different areas of expertise and solutions being developed are not limited to apps.
Hackathon Campaign	The whole process of aggregation of the elements of an ecosystem around the hackathon event. This includes the definition of a challenge, the aggregation of relevant actors and the collection or identification of possibly useful open datasets. The hackathon campaign includes therefore the three phases indicated by the O4C approach.
Infrastructure	This term generally indicates the set of physical (tools, spaces), virtual (online platform) and knowledge-based resources (toolkit, technical expertise), that support the co-creation activity in hackathons events or innovation initiatives.
Non-expert user **Non-IT savvy user**	A person without professional or specialized knowledge in a particular subject (here, we refer to expertise in computer programming and/or data skills in the context of the Open4Citizens project); also, non-data expert user with no particular IT and programming-skills
O4C approach	A workflow based on three consecutive phases: 1) Pre-hack; 2) Hackathon; 3) Post-hack.
O4C platform	The online digital platform supporting the organisers, facilitators and participants' progression through the hackathon process with technological resources, methodological suggestions and data.
Open Data	Data that can be freely used, re-used and redistributed by anyone – subject only, at

	most, to the requirement to attribute and sharealike (Hedén, Ehriander et al. 1995)(Source: Open Data Handbook.
Open Data Ecosystem	The aggregation of human and conceptual elements, such as knowledge, insights, datasets and strategies that activate open data as a resource. An Open Data Ecosystem includes mainly three subsystems: a system of records (the data themselves or every kind of raw material to be activated, including knowledge), a system of insights (i.e. the tools, methods and approaches that help visualising the potential of the raw material) and a system of engagement (e.g. hackathons, facilitation, or any strategy, activity and infrastructure, including ODLs that can engage relevant stakeholders in the activation of the resource)
OpenDataLab (ODL)	The socio-technical physical/virtual infrastructure the Open4Citizens project conceived, in order to support citizens' participation in co-creation with open data that is centred on their needs. ODLs are not conceived as having a standardized configuration of the technical, physical, organizational and financial features, which may rather be structured in a context specific and driven manner.
Private Institution	Any organisation owned by private subjects, including for-profit and non-for-profit institutions, companies and private universities. Universities are here considered as a separate entity to other private institutions, because they can be publicly or privately owned, have a specific educational and research mission, and cater to a specific user group.
Public service	A service provided by a government body to people living within its jurisdiction, either directly (through the public sector) or through financing a third party (agency or subcontractor).
Public Institution	Any publicly owned organisation, including municipalities, healthcare organisations, traffic authorities, environmental research centre and universities. In this deliverable though, universities will often be considered as a separate entity to other private institutions, because the can be publicly or privately owned, have a specific educational and research mission, and cater to a specific user group.
Scenario	A structured description envisioning a possible, achievable and desirable future for the implementation of the ODL concept (as delineated in in a pilot location).
Sustainability	Sustainability refers to the capability of ODLs to be economically viable in medium and long term.
University	A higher education and research organisation, hosting infrastructure (space, technologies, knowledge) for education and for research. Universities are considered relevant because of their capability to mobilise resources (infrastructure, knowledge) for innovation.

Executive Summary

This deliverable is complementing the D4.9 on the definition of a framework for the business model and sustainability of the ODLs in the pilot locations. While the previous deliverable had analysed any similar configurations, which could inspire and help figuring out a general framework for the ODLs (also considering the scenarios outlined in D4.3), this deliverable reports the real condition and the perspective for the creation of an ODL in each of the pilot locations.

The level of maturity of the concept is different in each of the pilots, depending on the organisational arrangements, the partnerships, and the contextual conditions. In all cases though, the creation of an ODL cannot be considered as a pure business oriented initiative, but should rather been considered as a service to a community (the community of citizens, the community of local businesses, the community of students) that will possibly use the ODL as a resource for promoting their ideas and initiatives around the use of Open Data. For this reason, a new specific framework has been used for the analysis of the configuration of each ODL, which takes into account not only the business aspects, but also the reference community, its rules, and the perspectives for further development of the ODL concept in each community.

According to this framework, the analysis in this deliverable can be summarised in the following points:

Value Proposition. The ODL would be associated to the possibility to create a proof of concept for the promotion of further actions, such as the definition of centres of national relevance (as in Denmark and Spain), the definition of data policies (as in Milano and in Rotterdam) and activities to support communities (Rotterdam) and local businesses (Karlstad).

The ODL will also have a crucial role in informing citizens (Barcelona, Rotterdam), supporting education activities (Copenhagen and Milan) and working as an incubator of ideas from the local community, or from the students, when located in education institutions.

Key partners. In some of the cases the ODL will be owned by, or a system of, public administrations (Barcelona, Milano) when Universities are involved, they are going to have a role as the engine for the initial development (Rotterdam), in some cases even as owner and main host of the ODL. Among the various possible partnerships, it is worth mentioning the possibility to involve the system of public library as a possible host of the ODL (Barcelona). Given the extension of the library network in the pilot countries and the need for libraries to redefine the social and civic mission, this alliance could suggest an interesting perspective, which other pilots may want to explore.

Key activities. The most common activities in the pilot concern the facilitation of civic initiatives for the promotion of the use of open data and the disclosure of new data (Rotterdam and Milano). The ODL will also be used for training and education activities in Barcelona, Milano and Copenhagen, and for testing and experimenting with data (in Karlstad and Milano). Finally, relevant activities for almost all the ODLs will be related to the creation of local eco-systems of agents and actors interested in the promotion of a public-oriented data culture.

Key resources. The key resources for the ODL consists in knowledge, location and tools. The participation of academic centres and universities is certainly the main resource, both because of the research knowledge that can be transferred to the ODL and for the link the universities can provide

with other research or curricular activities. This will be vital in the early development of the ODLs. The definition of the location for the centre is also very relevant: Again, the location within universities represents a resource also for the credibility they can offer and above all for the network such institution already have established with other organisations and with local communities. Therefore, also the location in libraries is strategic to promote data on a wide audience of citizens and communities. The virtual configuration in Rotterdam also represents an interesting hypothesis to explore, as it refers to existing networks, communities and situated knowledge. The tools offered in each pilot will be those developed in the project. The activities in ODL will possibly be a test bed for those tools, also for functions (e.g. individual use) for which such tools have not been tested in the project

Support. The ODL will provide support to the local communities by creating a reference place for activities in the community (Barcelona, Karlstad, Rotterdam) or to the education activities of the institution that hosts them (Copenhagen and Milano). Besides the ODL will also support processes of democratisation (Barcelona, Rotterdam), data disclosure, and support to data policies (Milano) and testing/demonstration of new services or applications (Copenhagen, Karlstad)

Networking. The ODL has an important role in consolidating or connecting existing efforts to support an open data culture. In Copenhagen, for instance, the ODL has an explicit aim to link different research areas within the academic environment. In Milano the ODL Agreement being finalized identifies a list of partners and local actors having agreed to be part of the ODL. However the ODL will also have a strong connection potential in regard to existing local citizens initiatives (Rotterdam) or national initiatives (such as OpenData.dk or various open data organisations in other countries)

Reference community. The ODL will offer a service to local communities and interest groups. When hosted by universities (e.g. in Copenhagen and somehow Milano) the ODL will refer mainly to the local community of students and organisations that are already involved in educational initiatives. When the ODL is created as part of existing public organisations (as in Barcelona) or as an independent centre (as in Karlstad or Rotterdam) the ODL will broadly address the community of citizens and interest groups (Rotterdam) or local businesses (Karlstad).

Rules. The regulatory framework for the pilot will always depend on the existing rules applying to the host institution and for the partner organisations. In the cases in which a collaboration is already in being negotiated between different institutions the regulatory framework is supposed to be defined by specific agreements. Open source models will be strongly encouraged in regard to the IPR framework, but the final decision about IPR in each pilot will depend on the overarching rules of the institution or on the agreements between partners.

Organisational structure. As for the rules, also the organisational structure is still taking shape in all the pilots and will be defined on the basis of the partnerships and the agreements. In some cases however, a more participatory structure is foreseeable as in the case of Rotterdam, or in Barcelona, where the leadership of the provincial council seems oriented towards this. In Copenhagen the organisational structure will have to take into account the existing organisational rules of the hosting university, taking into account, when needed, the participation of the ODL to internal networks including other research centres. In Milano the organizational structure is already defined within the framework of the ODL agreement between the Politecnico and the Municipality and considers

equally important the two founder institutions but is clearly making reference to the high flexibility necessary to guarantee an open innovation environment. In some pilots the organisational structure in supposed to change once a more solid configuration will be possible. In Copenhagen, for instance, the organisation of the AAU ODL will be lighter (managed by the ServiceDesign Lab), whereas the future national ODL will possibly take into account the instances of the partners institutions. Also in Rotterdam the presence of TUD will possibly be reduced, once the community of users will be consolidated.

Perspectives in 3 years. The pilots are in different stages of the development of a concrete proposal: Some of them are very close to the realisation of a ODL, others are creating temporary instances to test or proof the concept, in the perspective of different configurations or to scale it up. As mentioned above the AAU's ODL for instance, will be an early experiment that will hopefully evolve in a quite different configuration, once a national ODL will be created. The fluid structure of the ODL in Rotterdam may take a substantially different path, once local communities will get ownership of the ODL.

Finally the perspective of scalability will depend on the capability of the ODLs to demonstrate the validity of the concept and on the participation of national authorities to the future developments.

It is very important that further initiatives be promoted in the next three years, which promote the concept of ODL and, more generally, support the development of cultures and practices to work with data. To this purpose some actions have been taken: namely 1) the creation of a European Network of Open Data Labs (NOODL.EU), launched in Rome; 2) a COST action to link all the European centres working on open data and 3) national funding proposals for the development of the outcomes of the project.

Cost structure. The costs for the initiation of the ODL in all the pilots are kept as low as possible. This is easier with the virtual configuration proposed by TUD, and relatively easy in cases in which the ODL will be managed as part of the existing academic and curricular activities, as in Copenhagen.

However personnel costs will still be relevant, at least to make sure that a minimum number of staff are employed to support and promote the activities of the ODL. The costs of the space will also be relevant, although they will be less relevant in institutions, such as AAU or Politecnico di Milano or Milano Municipality, which could use existing spaces.

Revenue streams. All the pilots will initially depend on public funding for the initial development of ODLs. In particular, the main funding streams will be 1) local administrations, through specific agreements (as in Milano, Barcelona or Karlstad) and new research funding for new projects or for the creation of strategic networks (as for the COST action initiative, mentioned above).

1   Introduction

1.1   *Background and objectives*

This deliverable completes a cycle of deliverables that define the concept structure of, scenarios and business aspects of the ODLs. The deliverable refers to D1.4 and D1.5 for the initial conceptual definition of ODLs, to D4.3 and D4.4 for the definition of scenarios for the ODLs and to 4.9 for the hypotheses of business models and sustainability plans of generic configuration of ODLs. It is therefore suggested that such deliverables (at least those in WP4) are read together as they cover a consistent thematic area within the project.

This deliverable derives from the experience of two cycles of hackathon in the five pilots, including the whole hackathon *campaigns,* i.e. the whole process that aggregated an open data ecosystem[1]. This process generated a number of activities and a substantial knowledge contribution on how to activate open data as a resource for the generation of new public services. The process was based on the very energetic push of the O4C team, which worked on each hackathon cycle for several months. The question, at the end of the two cycles, is whether and to what extent it is possible to consolidate a self-standing body of knowledge, which can be used by individual citizens, communities, interest groups or local business at the end of the project, even without the mediation of the O4C group.

This project is proposing that the acquired knowledge is consolidated into *ODLs* i.e. virtual or physical socio-technical points of references for activities related to open data. The project team worked at several scenarios for the ODLs (ODL) and put the seeds for the creation of different ODL configurations (see D4.4). The project team is however well aware of the political, organisational and technical implications for the creation of such labs. Although the construction of ODLs has started, looks very promising and for at least two pilots is almost at the stage of being formally activated, the concrete instantiation of this concept requires time and will exceeds the funding period of the O4C project. For this reason, several activities are being initiated and carried on in the different pilots, which will consolidate the concept as the most concrete legacy of the O4C project.

The definition of a sustainable scenario for the ODL not only depends on the financial conditions each of them will operate in, but also on the possibility to create a consolidated community around this infrastructure. For this reason, the considerations proposed in this deliverable and the framework of analysis will focus on a mix of aspects, which include most typical business-related aspects, together with considerations about the capability of the ODL to be rooted into a local social and economic context.

In order to frame the analysis of the future ODLs in each of the pilot, the business canvas used in D4.9 has been slightly modified, to include the considerations mentioned above.

1.2   *Methodology*

The canvas used in the previous deliverable (D4.9) considered business-related aspects in the perspective of a long-term sustainability of the ODLs. The canvas, proposed by (Osterwalder and Pigneur 2010) provides all the elements for an analysis that links purely financial values

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[1] A more complete discussion of the concept of open data ecosystem has been proposed in D1.5.

(costs/revenues) to other values that characterise the mission and the identity of a company. The aim of the canvas is to create a business model, i.e. *the rationale of how an organisation creates, delivers and capture value* (Osterwalder and Pigneur 2010). By doing this, the canvas contributes to position a business organisation within an intensely competitive landscape.

When trying to define the *unique selling point* for the ODL however (D4.9 p17) the consortium agreed on a definition that highlights the role of community support of this initiative. This does not mean that financial aspects of ODL should not be considered, but highlights that one of the main characteristics of ODL is to support cooperation, community development and knowledge exchange around the use of Open Data, as well as promoting a social relevant culture of Open Data.

Once again, the analogy with FabLabs, suggests that one of the main factors for the success of such initiatives is in the capability to *socialise* innovation processes, thus creating practices and communities, which rise the general awareness and explore the potential of open data. As mentioned in D1.5, the triad of data, people and challenges encourage the creation of communities, whose binding character depends on physical contiguity (*communities of place*) and/or on shared challenges (*community of interest*). Furthermore, the experience in working with this new raw material, open data, and the possibility to share this experience beyond the local context, through a network of ODLs, is the ground for the definition of a *community of practice*.

The inclusion of such considerations on the capability to aggregate communities is crucial for shaping sustainable ODLs. This suggests that such considerations should also be reflected in the business model canvas that specifies the configuration of one possible ODL in each pilot. Table 1 illustrates a canvas, which frames the main elements for the construction of a sustainable ODL.

Key Partners	Key Activities	Value Proposition	Support	Reference community
• Who owns the ODL • Who supports the ODL • Possible external funders	*What are the main activities undertaken in the ODL?*	Main purpose of the ODL: E.g. • **To citizens**: Disseminating general awareness knowledge on OD; • **To relevant stakeholders**: creating a practice of designing with data, • **To the system**: informing public policies, stimulating data disclosure	To what extent is the ODL supporting the community's scope? (e.g. by inspiring them on how to use OD, or by helping them raising funds, or by including individuals as an internal resource in consultancies)	• Who is supposed to benefit from ODLs? • Who will use the ODL? • To Whom is the ODL delivering its services?
	Key Resources Knowledge, such as • Data knowledge • Design knowledge • Business knowledge Location Tools		**Networking** • How does the ODL connect with existing national or international networks? • What channels can the members use to exchange the knowledge?	

Rules	Organisational structure	Perspective (in 3 years)
• Is there a framework of rules (e.g. about IPR outcomes)? • What are the rules of the hosting organisation?	• What is the formal or informal organisational structure? (e.g. a manager, a trust builder, a coach) • How is the design capability integrated in the ODL organisation?	• Where does the ODL be in 3 years? What services are supposed to be offered? What role will the ODL have in its institution (if in University or part of a FabLab) or in society (if publicly owned)?

Cost Structure	Revenue Streams
• What are the main costs for the ODL (e.g. space, personnel, communication)?	• Where are the revenues coming from, e.g. external data mining services, hackathon organisation, consultancies, fees or projects .

Table 1 A canvas for ODLs

2 ODLs in the pilot locations

This section describes the configurations of the ODLs in the pilot locations, using the canvas in Table 1.

It is worth noticing that the process of the actual construction of the ODL is a complex and long process of negotiation among different interests, motivations, cultural frames and institutions, which means that the actual construction of the ODL is at its beginning in almost each of the pilots. The analysis in this section is based on the working scenarios described in D4.4. For the sake of readability, a short description of each instantiation of the ODL is provided in this document. The full description of the scenario is available in D4.4 and represents a short advancement with respect to it as in some pilots the ODL related activities are in rapid evolution.

2.1 Barcelona

The Open Data Lab will be deployed as a network of Citizen Innovation Laboratories located within the premises of four public libraries in the Greater Barcelona area. The initiative, named Athenaeum of Data will complement the services offered by the Library Network of the Barcelona Provincial Council (Diputació de Barcelona).

This approach creates synergies between the ODL and public libraries, allowing the former to find an appropriate location and the latter to adapt their mission to the new realities of the digital society in the framework of the Bibliolabs ('library laboratories') programme.

A long-term plan includes the possibility to upscale this model to the whole network of libraries in the Barcelona Provincial Council.

The characteristics of the ODL in Barcelona are synthesised in Table 2.

Key Partners	Key Activities	Value Proposition	Support	Reference community
• Barcelona provincial council (owner) • Public Libraries • Other local public authorities • Universities • Charitable foundations	• Training courses • Exhibitions • Hackathons organisation • Facilitating activities and interaction with the local community	• Information centre • Community development • Incubator	Democratisation of data and participation through a process based on high-quality, learning-by-doing, community-service-oriented learning	• Local civil Neighbourhood • Local interest groups
	Key Resources **Knowledge:** the libraries as information centre for citizens **Location:** The library public space **Tools:** O4C tools		**Networking** The Library Network of the Barcelona Provincial Council has a key role in the setting up of the ODL.	

Rules	Organisational structure
IPR lays fully within the multidisciplinary teams developing the projects at the library-based ODLs, although adoption of open source models will be strongly encouraged.	Owned, hosted physically and funded publicly mostly by the Barcelona Provincial Council, but with an open and participatory governance structure. This includes an advisory Board of Councillors ('Comissió Bibliolabs'), formalized as a partnership of quadruple helix entities

Cost Structure	Revenue Streams
• Personnel for core team (3 part-time members: coordinator + 2 facilitators) • Personnel for local ODL support (library employees detailed to ODL duty for supporting specific activities) • Space (contributed in-kind at each local library) • IT infrastructure (provided by Barcelona Provincial Council IT services) • Direct cost of activities (consumables for workshops, catering for workshops, production costs of public events)	Public funding

Table 2 Athenaeus of Data: The ODL in Barcelona

2.2 Copenhagen

Two scenarios for the developed of ODLs in Denmark have been considered. In a first scenario, the ODL would be part of Aalborg University's organisation; in the second scenario the concept is developed as a public infrastructure to support the use of open data in public administrations. In this scenario the ODL would be associated to the activity of municipalities or as part of the OpenData.DK network. Since the first scenario is closer in time and more defined, this deliverable will only consider the sustainability of such scenario.

An ODL in an academic structure would work as a "resource hub" supporting students across several educations to begin using open data as a resource in diverse project work. The Lab would pull together resources from different research projects and expertise from different disciplines, by creating courses and teaching modules for master students, but also by incubating students' best projects in this area, also in collaboration with the AAU innovation unit. The characteristics of the AAU ODL in Copenhagen are summarized in Table 3.

Key Partners	Key Activities	Value Proposition	Support	Reference community
Owner would be AAU University, managed by the ServiceDesignLab at AAU, in collaboration with other departments Possible external funders are public administration and other organisations interested in funding specific projects	Curricular and academic activities, including a 5ECTS Elective course, and workshops, hackathons and datasprints	The ODL Copenhagen will propose educational activities and create opportunities to incubate data-oriented initiatives from AAU students. The ODL in Copenhagen aims at becoming a reference place for policy makers, public administrations and general public	The ODL will offer working space and support to students and start-up Another support will possibly consist in involving the ODL interns in any external consultancy, when possible	The ODL will be mainly open to AAU students Besides students, the ODL services will possibly be offered to public administrations and/or companies, through specific projects
	Key Resources The ODL will be supported by **knowledge** about: - Service Systems Design - Communication and Psychology - Media Technology - Problem based learning The ODL's **location** would be at the ServiceDesignLab @AAU **Tools**: The ODL will combine the use of the O4C tools with other specific tools coming from other areas of expertise (e.g. service design) Other tools are being developed by the ODEdu project, which aims at creating educational material to work with Open Data		**Networking** The Copenhagen ODL collaborates with open data suppliers (e.g. Open Data DK, Copenhagen Solutions Lab, Alexandra Institute), with other academic data-oriented labs (e.g. Ethos Lab/IT university of Copenhagen, TantLab/AAU), as well as the Open Knowledge DK The AAU-ODL is funding partner of the COST-NOODL action and the European Network of ODLs	

Rules	Organisational structure	Perspective (in 3 years)
Being hosted by AAU, the regular university rules apply. For publicly funded project activities, rules and regulation of the funding scheme will also apply	The organisational structure correspond to the structure of the Service Systems Design Lab. The ODL will be fully integrated with the activity of the Service Design Lab at AAU.	The perspective in the next three year is to extend the use of the ODL also to support further research projects and external consultancies on ODL. The AAU ODL should also be used as a proof of concept for the development of a public/national ODL

Cost Structure	Revenue Streams
The main costs for the AAU ODL concern the space, which is a "rare" resource in CPH. Personnel costs will be also relevant, but partly shared with other curricular activities	The ODL will apply for public funding on specific projects. Personnel costs will possibly be covered as part of research activities at AAU, or as part of publicly funded projects. The organisers will use all the possible synergies with existing research and educational activities at AAU

Table 3 The AAU ODL in Copenhagen

2.3   xKRP, the ODL in Karlstad

Community Experience Data Lab Kronoparken (xKRP) is a conceptual and mobile open data lab, focused on developing, testing and evaluating visualization, interaction and use of data, by the local community. xKRP is a cooperation between civil society, business, public sector, research institutes and academia and based on the overall idea and methodology of Open4Citizens.

xKRP is being developed as a local community development tool, with the idea that this will in the end benefit society as a whole. The first establishment of a xKRP in Kronoparken will be tested and developed, with the aim to replicate it in other locations in Sweden.

Key Partners	Key Activities	Value Proposition	Support	Reference community
The project manager is Research Institutes of Sweden and RISE Service Labs. Project partners are the County Council of Värmland, The Swedish Consumer Agency, Karlstad University, Karlstad Innovation Park, the NGO Ett öppnare Kronoparken, Canwz AB, Thindermaps AB and RISE Interactive Institute	Developing, testing and evaluating visualization, interaction and use of data, for the local community	xKRP would be a venue for testing and development data driven methods and ideas. xKRP would support companies, organisations and developers to test methods and tools to work with open data.	xKRP will be a national testbed for data driven innovation, providing demonstration facilities and opportunities to empower citizens and local communities	xKRP will mainly support local communities, creating opportunities for interaction between individuals, companies and public institutions.
	Key Resources **Knowledge:** xKRP would have the support of local stakeholders. A clear methodology for involving citizens and making the activity of xKRP relevant to the community		**Networking** xKRP is well connected with other research institutions, local and national partners reflecting the network of the Key partners.	

Rules	Organisational structure	Perspective (in 3 years)
Regular Swedish legislation for relevant issues as procurement, public projects, business agreements etc.	The centre is managed by xKRP, with the support of national Innovation fund. A long-term sustainable structure for collaborative ownership and organisational structure is under development and facilitated by Rise Service Labs.	The perspective is to extend the first instance of xKRP from Kronoparken in Karlstad to other locations in Sweden

Cost Structure	Revenue Streams
Standard costs as personnel, facilities, and equipment. Cost for personnel is dominating.	Public funding, funded projects by stakeholders using the lab and national funds for creating innovation infrastructure.

Figure 1 the xKRP in Sweden

2.4   The ODL in Milano

The Milano OpenDataLab will be hosted by a joint effort of the Politecnico di Milano (Department of Architecture and Urban Studies - DASTU) and the municipality of Milano, and will be the node of junction of a number of internal activities at Politecnico and external data-relevant stakeholders in the area; beside the municipality, other data owners and relevant stakeholders have been identified that will possibly be involved in the activities of the ODL. The center is being conceived as an Open Lab around Data (open referring to both Data and Lab) focussing on the use of Data (included Open Data) for urban service innovation and will promote activities to reveal data needs, identify new possible data owners and propose new urban services to re-use data. An important orientation of this Lab is about the concept of Public Data intended as Data being produced by and for the individuals through the interaction with urban (collective) services.

Key Partners	Key Activities	Value Proposition	Support	Reference community
Owners would be the Politecnico di Milano (DASTU, hosting the ODL) and the Municipality of Milano. Other relevant partners are being identified, among which: Metro4Milano, Metropolitana Milanes, A2A, ATM, and other interdepartmental research units at Politecnico.	Workshops on open data and hackathons Identification of data owners Supporting data-based citizens' initiatives Advocating the publication of datasets	Promotion of open data culture and transparency Creation of contests and initiatives for open data set creation and data disclosure Promotion of the ODL activities by different institutional channels and actors Activities and initiatives of citizens driven service innovation through open data Creation of a diversified and active network of supporting partners being owners and/or consumers of data	The ODL will host workshops on data, hackathons and offer any possible support coming from the link with existing teaching or research activities	The ODL will be open to Politecnico di Milano students and to external partners, such as Citizens, start-ups, local companies, public administrations
	Key Resources **Knowledge/location:** The will use internal expertise from Urban Design, Industrial and Service Design, data management and other relevant academic areas. Furthermore the ODL will link with the activities of existing centres and research units, such as data@ter, Polifactory, Polihub, Density Design Research Lab **Tools**: The ODL will combine the use of the O4C tools with other specific tools coming from the areas of expertise (e.g. urban design) of the organisers.		**Networking** The ODL will be part of an interdepart-mental research units (DATA@TER) representing an internal network, including different researchers and research group working with/for data for/from territories The ODL will be linked to, and possibly support, ongoing and future research projects that have some relevance for the publication or re-use of open data.	

Rules	Organisational structure	Perspective (in 3 years)
Politecnico di Milano and the Municiplality of Milano will be the owners and promoters, the specific role of the supporting partners will be defined with ad hoc agreements	The owners will be supported by a scientific board, representing different interests and expertise	At the time of editing this deliverable, a formal agreement is being finalized to start the activities of the ODL. The future activities will be based on incoming project funding. The ODL is meant to become a model for building analogous centres in other cities.

Cost Structure	Revenue Streams
The structure of the ODL is *lean* and based on existing activities. Further activities will possibly generate new personnel costs, which should be covered by the funding for those activities.	At the moment the ODL does not receive specific funding. The plan is to generate revenues from incoming projects and possibly consultancies.

Table 4 ODL in Milano

2.5   The ODL in Rotterdam

The Open Data Lab Rotterdam will be a co-located and co-owned virtual community, without one specific physical location. In this vein, the ODL will be embedded in the network of the active civic community of the city, with the primary aim to support civic initiatives to flourish towards their visions.

Key Partners	*Key Activities*	*Value Proposition*	*Support*	*Reference community*
The ODL would be co-owned by the member of the community, with the initial governance by TU Delft. Later on, the administration will be passed over to the members of the network.	Activities organized for the ODL community will be workshops, hackathons, data sprints through Fa-eBook and Meetup groups. By graduation students, co-design sessions will happen as well.	The ODL Rotterdam propose a virtual community to support civic initiatives around open data, participatory design and empowerment through designerly approaches.	The ODL will offer support to local citizens' initiatives, initially in the area of Delfshaven. The ODL can create support to democratic co-creation processes promoted by local com-munities of citizens.	The ODL will support local civic communities. In achieving this, the ODL will connect design students interested in social transformations with local communities, that are open for co-design and participatory design approaches.
	Key Resources **Knowledge:** **Knowledge:** The involvement of TU Delft design students will be a resource to support civic engagement through co-design, designers acting as change agents and facilitators of social innovation. **Location:** The ODL will have no specific location and rely on a strong community activism in Rotterdam.		**Networking** The ODL will operate on a network of institutional and civic initiatives at the local level. Locally, strategic partners have been WIJ Delfshaven (and through that, multiple civic initiatives in parks and healthcare do-mains), as well as the Municipality of Rotterdam. Nationally, open data com-munities can be found, and they are contact with national institutes (such as national statistics bureau).	

Rules	Organisational structure	Perspective (in 3 years)
At the moment the ODL will be formed as an informal entity, which may easily become a formal entity, should the need emerge to apply for funds.	This would be a light organization, in which each member is equally represented. The organizational structure can easily change to a more concrete configuration, should the need emerge for it (official entities are easy to create for volunteering groups, if it becomes necessary).	The present leadership of TU Delft would be passed over to the local community, as soon as some enthusiastic members of the network emerges to take this role.

Cost Structure		Revenue Streams
The light structure of the organization would not require major costs; however extra funds will be needed for the organization of events, workshops, facilitation, etc.		At the moment no extra funds have been guaranteed to support the ODL. The revenue will depend on the participation of the ODL to local or international projects. Subsidies from the Municipality of Rotterdam are potentially available to cover activities and ~0.2 FTE for facilitation, event organization and so forth.

Table 5 The ODL in Rotterdam

3 Conclusions

This deliverable sets the framework for analysing the business, organisational and community-related conditions that would ensure a short and medium term sustainability of the ODLs in each location.

Different political and organisational circumstances are giving shape to quite different instances of ODLs, some of which were not even included in the business scenarios outlined in D4.9. In particular the ODLs are emerging as the result of existing or foreseeable alliances between public administration and universities (as in Denmark or in Milano) or between universities and local communities (as in Rotterdam) or between private and public organisations, as in Barcelona and Karlstad.

The need for consolidating this alliance implies long times to develop the right and the most sustainable configuration for the ODL, a time span that exceed the funding period of the O4C project. For this reason, the O4C team has already activated other possible funding sources or opportunities to widen the network of partners, thus increasing the chances for further funding and activities.

4 Bibliography

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