

## УРБАНІСТИЧНІ СТУДІЇ

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## CREATING “TEPLE MISTO PLATFORM”: HOW NGOS FORM IVANO-FRANKIVSK URBAN SPACE

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**Purpose of the article.** The article is devoted to the important topic: the impact of NGOs on the creating of urban space. We focused on the case of the Charity Organization Teple Misto Platform (which means “Warm City”) in Ivano-Frankivsk. This city is one of the province Ukrainian one where live about 200 000 people. However, with the help of initiative people who united around NGOs it became a progressive pleasant for investment city with creative projects and remarkable possibilities for the citizens.

**Methodologically,** the study is based on Actor Network Theory the process of forming the urban space was investigate as the result of interaction different actors including NGO. From the point of view that every city has his own logic of development, “Teple Misto Platform” became an important element in the network, which form Ivano-Frankivsk urban space. The actor-network theory urges us to observe the principle of symmetry and consider the influence of different actors equally.

**Academic originality.** The role of the non-government organizations in Ukrainian city has not traced correctly according to the real level of their influence. Many authors mixed the political parties and NGOs ignoring their differences and main points. However last searching (for example, by Zagoriy Foundation) showed the increasing role of NGOs in the Ukrainian society.

**Conclusions.** During the research, we observed how important it is to have a common platform that acts as a ground and support for other, smaller initiatives. It is shown how from the activities of a few activists a force grows that is able to influence the formation of the development strategy of the entire city. This case and experience could be use with other cities from all over the world.

**Keywords:** urban space, NGO, Ivano-Frankivsk, actor network theory.

**Мета статті.** Стаття присвячена важливій темі: впливу громадських організацій на формування міського простору. Ми зупинилися на кейсі Благодійної організації Платформа «Тепле Місто» в Івано-Франківську. Це одне з обласних українських міст, де проживає близько 200 000 чоловік. Проте завдяки ініціативним людям, які об'єдналися навколо громадських організацій, воно стало прогресивним привабливим для інвестицій містом з креативними проектами та неабиякими можливостями для містян.

**Методологічно** дослідження ґрунтується на Акторно-Мережевій теорії, процес формування міського простору досліджується як результат взаємодії різних акторів, включаючи НУО. З точки зору того, що кожне місто має свою логіку розвитку, «Платформа Тепле Місто» стала важливим елементом у мережі, яка формує міський простір Івано-Франківська. Теорія актор-мережа спонукає нас дотримуватись принципу симетрії та однаково розглядати вплив різних акторів.

**Академічна оригінальність.** Роль неурядових організацій в українському місті не простежується коректно відповідно до реального рівня їхнього впливу. Багато авторів в своїх роботах змішують політичні партії та НУО, ігноруючи їхні відмінності та мету діяльності. Проте останні дослідження (наприклад, Zagoriy Foundation) показали зростання ролі НУО в українському суспільстві.

**Висновки.** Під час дослідження ми спостерігали, наскільки важливо формувати спільну платформу, яка виступає ґрунтом і опорою для інших, менших ініціатив. Показано, як із діяльності кількох активістів виростає сила, здатна вплинути на формування стратегію розвитку всього міста. Цей випадок і досвід можна використати в інших містах України та світу.

**Ключові слова:** міський простір, НУО, Івано-Франківськ, Акторно-Мережева теорія.

In recent years, the so-called representatives of the third sector, the independent volunteers initiatives that are represented in Ukraine by public organizations and charitable foundations, have made a huge contribution to the development of Ukrainian cities, solving various social problems, and developing culture. Despite their role, there are currently no comprehensive studies, which would summarize this experience, determine the level of its impact and the place of similar projects in the process of forming the urban space. This topic is still the field of public administration specialists and lawyers, however researchers in the field of cultural studies and urban planning are almost ignored it, although most non-profit projects implemented in these areas. The Ministry of Justice estimates that there were registered 4,285 non-governmental organizations in the country in 2020, and their number will only increase. The role of public projects in improving the investment climate and economic activity should be studied separately. Thus, the study of the practical activities of non-profit organizations will help to identify effective ways to solve urban problems. The actors working in cities, both public administration and NGOs would use practical advice gained from this study.

During studying the latest publications on this topic, it is necessary to highlight the papers of the place of charity in Ukrainian society, which were provided by the "Zagoriy Foundation" [2; 9]. This is a Ukrainian charity foundation, which was built by the Zagoriy family. The fund identifies the development of patronage as one of the priorities of its activities, so they regularly study how often Ukrainians donate money to charity, in which areas, how the percentage of donations changes according to regions, social status, religion and more. In addition, Zagoriy Foundation has translated numerous foreign studies on this topic. Many works agree that the level of charity in different countries is strongly influenced by religiosity [9; 16]. World rankings show that Ukraine is rapidly moving up, the scale of charity in the middle of the country is growing, in 2021 it was in 20th place [4, p. 9]. Nevertheless, in the middle of Ukrainian society there is a somewhat skeptical attitude to the so-called "institutionalized charity", what means the activities of foundations [432, p. 4]. People sacrifice more for the acute needs of low-income groups than for the development of sustainability projects that will solve a specific social problem for years and small towns had better feel the contribution of business to charity.

Among the researchers of the role of NGO in the formation of civil society, it is necessary to mention the papers of Doctor of Science in Public Administration O. G. Pukhkal [18], Candidate of Law Kravchuk V. M. [13], and Candidate of Political Science Okunevskaya Yu. [17] and Nahornyak T. L. [15], sociologists Gonchar L. K. and Dmytruk N. A. [5], employees of the State Higher Educational Institution "University of Education Management" O. Hosteva [8]. Thus, representatives of many scientific fields study the charity and activities of NGOs. These works focus on the legal aspects of NGOs, the peculiarities of their interaction with local authorities; describe the low self-awareness and the impossibility of civil society without a developed third sector. It is important to single out the monograph edited by Professor V. P. Bekh, Doctor of Philosophy "Public Organizations in the Discourse of Democratization of Society" [1]. The team of researchers set a serious goal of a comprehensive study of the relationship between NGOs and the processes of democratization of society, covering the components of the legal framework, mentality, history and tradition. However, the text of the monograph lacks specific examples of NGO activities in Ukraine, which deprives the work of a practical conclusion.

It should be noted an incredibly miserable amount of papers about NGO compared to the role played by such organization in society. An analysis of these publications gives the impression that NGOs are studied only as passive actors. In some works, there is a lack of understanding that there are

different types of NGOs, so they are all mixed, and even together with political parties and formal unions that existed in Soviet Union times and whose activities remain purely formal and sometimes corrupt. However, researchers agree that the existence of NGOs is an important lever of social counterweight to the state [17]. In addition, it noted that NGOs do not have strong support from the population, but rather face distrust [1].

Interestingly, the topic of philanthropy and charity researchers study separately from the NGOs' activities, allegedly these are completely different areas, however no NGO can exist without financial support from society. Studies up to 2013 note a critically low level of Ukrainians' participation in charity, but the Revolution of Dignity significantly changed this situation. It is now necessary to begin the process of understanding the experience of NGOs, because the relevance of the topic is growing every day, and the number of scientific publications remains insufficient. And researchers do not feel the current state of situation. Sometimes it seems that the role of charity and volunteering in modern Ukraine feet as relevant, but researchers do not know from which side to approach it. Thus, in 2019, the Izmail State University for the Humanities held a conference "Charity in the modern world: origins, problems, prospects" [3]. Despite the title, the vast majority of published theses relate to the history of charitable movements from the nineteenth century. Authors for whom charity is not the main subject of scientific interest wrote works on the current state of affairs.

If we take English-language works, then here we find more texts devoted to the actual study of the effects of charity on society. They differ in qualitative generalizing conclusions. There are calls for cooperation between academia and NGOs in the collection of health statistics, there is an understanding that NGOs not only provide assistance in specific cases, but can also be involved in long-term solutions to social problems. It is worth noting that European and American communities of scientists have much more sociological data, so they can build more realistic concepts. Thus, researchers use the term "generalized trust", indicating that in societies with a higher level of trust in NGOs, the new initiative will be easier to find support and audience [7]. Education and wealth levels thought to influence donations: people with higher education are more likely to support animal welfare initiatives, while people with higher wealth donate to culture [16]. Of course, such theses are relevant only to a particular country (in this case, the United States) and they could not blindly copied in another region. There is a growing need for local research on third sector activities and related processes. Researchers emphasize the versatility of such a phenomenon as philanthropy and draw attention to the extremely rapid pace of its spread in recent year. In general, there is an attempt in scientific articles to combine economic, historical, philosophical and other components of charity and consider it as a complex.

Despite the relatively weak study on the current activities of NGOs in Ukraine, we have enough sources to analyze them. This article based on the researching of the sites of third sector organizations, publications in the media, including interviews with representatives of NGOs selected for the study of the city, Facebook profiles of individual figures and communities, official statistics, and the results of their own field research in January 2021. Consider in more detail each group of sources. The sites of Teple Misto Platform Charitable Foundation, the MetaLab Platforms, and the Urban Space 100 Public Restaurant are modern, beautiful, and meaningful. A cursory glance at these pages allows you to get immediately the mission and main direction of the projects. The website of Teple Misto Platform regularly updated, it contains financial reports from 2014. Excel spreadsheets with the financial report appear immediately after the end of the month.

Ivano-Frankivsk's projects attract the attention of local and all-Ukrainian media, mainly thematic on culture and society: Kufer, The Village, Zaxid.net, and The Ukrainians. Therefore, despite the unique experience and practical benefits for society, these stories remain the domain of individual media and have not become on the general agenda. It is worth noting that these publications seem too positive and seem deliberately bypass the description of the complex pages of Frankivsk projects. Of course, their goal is to inspire others, not to analyze the development of the third sector, but they create the misconception, for example, that cooperation with the city administration is fast and completely conflict-free.

A separate source was the personal pages on Facebook of Yuri Filyuk, Maria Kozakevich,

Ruslan Martsinkiv and other representatives of the city administration and the community of Frankivsk. It is worth noting that in the profiles of public figures you can read the daily stories of their projects, which allows you to make a picture of the fundraising process, the reaction of society, the results of the implementation of certain ideas.

Statistics provided by state and city administrations often reflect a lack of understanding of the practical diversity of community projects. NGOs and political parties are presented in the same context, although they have very different specifics, NGO representatives do not always seek to "come to power", and grant competitions clearly define the inability to fund political organizations. In general, publications on official websites reflect the government's attitude to the third sector rather than the real state of affairs among non-profit projects [11].

In January 2021, I went to Ivano-Frankivsk to visit Urban Space 100, where I was able to talk with the project manager of the Warm City Platform. In these spaces, the conceptual unity of related projects and their functional difference very much felt at the same time. Both spaces are best combined with other NGO initiatives by selling souvenirs (it was through magnets that I learned about the project "Frankivsk which needs to be protected"), providing office space, information support (Urban Space Radio is located in a separate room of the restaurant, thanks to glass walls you can watch what happens in the mini studio). Later, I met the staff of the MetaLab Platform, who helped me to form meaningful connections between the initiatives and understand their values.

Of course, for a qualitative study, it was necessary to select an appropriate method that would help track the effects of nonprofit projects, but not overestimate their role, while maintaining the principle of symmetry. We took as a basis the concept of the own logic of urban development, which is based on the idea that each city has its own individual set of actors who determine its development at one stage or another. Thus, each city has its own network of actors, so it is impossible to borrow mechanically one or another experience. In our opinion, in some cases, non-profit projects can become markers of this individual or its creators, or act in both roles at the same time. For example, the Lviv Educational Foundation is an expression of purely local markers: religiosity, emphasis on mutual assistance and work in communities. At the same time, the charity foundation is creating new structures in the city that even extend to the whole of Ukraine, but still retain local flavor (such as their subsidiary project "Building Ukraine Together", which became famous in connection with the reconstruction of Ukrainian cities after the Russian invasion in 2014 or sponsorship of the VilKha hub in Kramatorsk).

Thus, we present a non-profit project as an actor in a network of interaction. This classic actor-network theory first voiced by Bruno Latour, but it periodically revived and rethought to this day, which allows us to talk about its relevance. According to the AMT methodology, we present the chosen city as a network of interaction, and trace the role of the actor in it under the name "NGO". At the same time, the joint actor of the NGO revealed as the interaction of founders, patrons, volunteers, administrative team, and all this creates separate projects of the organization. The individual network of interaction creates its own development's logic of the chosen city.

The city of Ivano-Frankivsk and the role of Teple Misto Platform related projects in its urban space have selected for the study. This choice is due to several factors. First, it is the compactness of the Frankivsk case in time and space; all projects are somehow interconnected and appeared after 2014. Second, we see a clear impetus for the deployment of social projects through the activities of businessperson and public figure Yuri Filyuk. Third, almost all of the projects that mentioned are to some extent related to urban issues, and even an institution has already established that focuses on urban processes. Finally, Ivano-Frankivsk became the birthplace of the unique for Ukraine projects Urban Space 100 and Promprylad: Renovation, which made the city famous not only in Ukraine but also in the world, and very attractive to investors. At least both projects regularly receive delegations from other cities to share their experiences.

It is worth starting the research of the topic with a brief description of Ivano-Frankivsk. The city consistently ranks first in the rankings of the most comfortable cities in Ukraine from various publications, is considered the capital of gastro tourism and a place where travelers stop before climbing the Carpathians, and its social projects like inspire activists from different regions. As of

January 1, 2021, the city has a population of 237,855 people, an area of 83.73 km<sup>2</sup>, and a population density of 2,826 people per km<sup>2</sup>. Therefore, in the ranking of Ukrainian cities by population, the city ranks 26th (and its population is growing), and by area it is 28th. The city has many images of its own identity (as well as many other settlements of Ukraine), proud of the Austrian pages of its biography [6]. In informal communication, the name "Stanislav" may sound, but according to official statements of the city authorities, there are no plans to return the old name of the city. Meanwhile, for convenience, residents are reducing Ivano-Frankivsk to "Frankivsk" (for example, the community dedicated to the protection of historical heritage called "Frankivsk which needs to be protected"). Citizens are skeptical about the Soviet period of its history. During the years of Independence of Ukraine, Ivano-Frankivsk suffered the fate of many provincial towns of Ukraine people went en masse in search of work in larger cities. In this regard, the biography of Yuri Filyuk, the founder of the "Warm City" Charitable Foundation, which we will consider below, is indicative.

First, we need to present the networks under study. Schematically, the network will build around Teple Misto Platform, which has three major branches: projects related to Urban Space 100 and Promprylad. Renovation and with Metalab. All of them are closely connected. Urban Space 100 brings profit, which is distributed among the projects of the Teple Misto Platform, MetaLab is located in Promprylad and conducts urban research, residences, who give life to new projects that will come again for grant funding to a charitable foundation. However, each of them has a separate site and its own, albeit consonant, positioning. Teple Misto Platform has the slogan "City space is formed by its inhabitants". Urban Space 100 creates a public space where people can voice and discuss ideas. Metalab describes itself as a "platform for the development of spaces in which we live", while Promprylad is a business, but with the idea to unite investments, commerce, local government and the third sector in one space.

There are also separate people in our network. Yuriy Filyuk, as the founder of all the mentioned projects, who still actively develops and inspires them by the example of others. Maria Kozakevich is the founder and main person of "Frankivsk which needs to be protected" and at the same time one of the investors of Urban Space 100. Also on the Urban Space 100's site we can find portraits and positions of investors and partners of these funds. Many of them combine two identities at once, a successful professional who earns money in a particular field and a public figure. It turns out that they also sponsor the activities of the above-mentioned organizations, but then come to them for funding for their own initiatives.

Teple Misto Platform initiated many charitable projects, which eventually separated into independent organizations, and the activities they carry out fully meet the criteria of sustainability and strategy. An important feature of their activities is that they combine different fundraising strategies including the help of patrons, donations from the community, and profits from social business. Thus, their activities do not depend on the variable success of grant writing. A database with a list of all programs and individual projects of the platform created to study this topic. Each program accompanied by a description with quantitative impact results, a classifier and subprojects, which in turn sorted by impact areas and budgets. The developed database shows us that the city presents and promotes primarily projects related to the urban environment, ecology and history, while helping vulnerable groups in the media sounds less. This may be because the such projects are providing by the church (both Greek Catholics and Protestants). After all, we need to keep in mind that we may miss some projects simply because they poorly presented in the information space.

The Metalab arose from Teple Misto Platform as the research institute with a practical component. For example, they provided studying of the Frankivsk's urban space and presented a paper "Planning and design of public spaces in Ivano-Frankivsk: an analysis of approaches based on the principles of the circular economy" which include conclusions how to make Ivano-Frankivsk really ecological, sustainable, safe, green and modern technical city. Another direct of their work are residencies which helps urbanists, architects and other have all the necessity for searching and public the results of their work. Different workshops attract to the urban studies broad groups of people and popularize modern attitude to the city. The Metalab is an example of qualitative institutions who not only create a scientific paper in closed cabinet however immediately implement all the results to

improve an urban space.

For the completeness of our study, it is necessary to dwell in more detail on the biography of Yuri Filyuk, who initiated Teple Misto Platform. Therefore, according to Filyuk himself in an interview with *The Ukrainians* [24], he was born in Bender, but after the Transnistrian conflict, his parents returned to their homeland and chose Ivano-Frankivsk. As an active person, he moved to Kyiv, where he and his friends founded the business. However, the crisis of 2008 ruined their organization, and Yuri returned home. By the way, in his personal Facebook profile, he mentions only Frankivsk as his place of birth and residence, which emphasizes his special connection with this city. In his hometown, Filyuk not only started a new business, but also founded the Teple Misto Platform. The first public project to bring together proactive business owners was the creation of an urban design code. Together with the marketing company, they developed what signs and advertisements on the facades of buildings should look like so as not to create additional noise. Therefore, in this case, Yuri Filyuk will become an actor who launches a whole network of actors. By the way, must note that this social project built on the business principle, but with social profit.

Analyzing the media reports about the initial activities of Filyuk and Teple Misto Platform, one can identify a pervasive idea, the desire to return residents to the city, and to create a competitive and attractive market and projects that activate residents. Media Kufer positions Teple Misto Platform as a platform for bringing active citizens back to the capital or major cities home [25]. The idea of creating a platform for interaction that provokes social transformation is already sounding on the website of Teple Misto Platform. Finally, the founder of the project notes that he sought to create an environment that would change the city with its initiatives.

Almost immediately, Yuriy Filyuk set a course for cooperation with the city government. *The Ukrainians* characterizes this with the following quote: “The case when the face, mood and philosophy of the city are not thought of behind the high walls of the city government, but here, at the level of the usual middle class. The city administration has to agree” [24].

However, it should be noted that this quote is too positive and does not always correspond to reality. The activities of the current mayor Ruslan Martsinkiv often criticized by public activists. Interestingly, the mayor is copying some of the initiatives after the volunteers: this is how the city government started the restoration of the authentic doors of the city, although they cannot compete with the scale of the public initiative. According to activists, Promprylad has a department of the city administration that deals with investments. My own visit to Promprylad confirms this information, but a search for contacts on the Internet does not mention any mention of any administrative institution on Akademika Sakharova Street.

The parameters of cooperation between the city administration and the community should be reflected in the “Ivano-Frankivsk Development Strategy”, which had adopted in 2017 and should determine the directions of the city's development until 2028 [22]. The introduction does not mention local civil society organizations in any way; only the general community (so-called “hromada”) appears. Although mentions of international donors, including those who contributed to the creation of the city's strategic plan, are present. In a brief description of the city [22, p. 6] mentioned industrial enterprises, theaters, as well as the number of sports schools in the city, however in no way mentioned NGOs. We see the first mention of them in the SWOT-analysis of the city: strong internal resources include “active public organizations, including those working in the field of gender equality and ecology” [22, p. 11-13]. The question arises as to why there is a particular emphasis on these two areas; however, this seems to be due to the desire to meet the expectations of international donors. The relevant point of the analysis of Opportunities directly suggests necessity to mention the point of establishing further cooperation with representatives of the public sector, but there is nothing similar in the text.

Interestingly, among the strategic goals of Group A in the Strategy, NGOs work at least in terms of attracting investment, developing small and medium-sized businesses, and developing tourism potential (3 out of 5 sub-items) [22, p.3]. Then, finally, in the paragraph on small and medium business among its goals, the city administration prescribes “Creating a new format of educational and creative platform on the basis of the plant Promprylad, which will combine cultural, educational

and practical business elements” [22, p. 24], however it is not clear from the text what exactly they should do. In general, if you did not know the history of Promprylad, from the text it might seem that the city government created it. The existence of NGOs in the field of historical heritage preservation ignored. On the other hand, Teple Misto Platform mentioned among the partners. Thus, the analysis of media publications and interviews with public figures shows that the representatives of the NGOs are aware of the need to cooperate with government agencies and are taking concrete steps in this direction. As of 2017, the administration had to reckon with the existence of, for example, Teple Misto Platform, however did not feel the third sector as an influential actor in urban life. Researchers note that interaction with the state strengthens NGOs [17], but in the context of urban space, it seems that the city administration needs NGOs, but it almost ignores this resource.

However now the situation is changing. In December 2022, Teple Misto Platform initiated creating a new Strategy for the city's development, which implemented from 2024. It is not yet clear how it will correlate with the existing document; at least mayor Ruslan Martsinkiv has already announced support for this initiative. Moreover, they plan to raise funds for its implementation through crowdfunding. A Strategy's website has already created, and the main slogan “Everyone can join” corresponds to the philosophy of Teple Misto Platform. The video presentation states quite bold theses, that Frankivsk is a unique city that can afford to create a truly innovative strategy that will become a real social contract. Time will tell whether the community will be able to realize what it has planned, but the existing achievements show that there is a high chance of success. In any case, this experience will be unique for Ukraine.

Therefore, public organizations in Ivano-Frankivsk set a good example in the development of relations with the city administration, even if the city administration itself is moving slowly in this direction. United by the main active actor Teple Misto Platform they clearly adhere to the goal of making the city attractive to residents and stop the outflow of young people to the capital and other cities. In addition, the ideologues of the new strategy refused to make Ivano-Frankivsk look like abstract European center, instead trying to emphasize its identity. One of the slogans of the new strategy of the city to provide residents with “high quality of life in small towns and metropolis”. An important element of the work was to unite citizens for social purposes in the public space Urban Space 100. Another good example is the organization's fundraising strategy, which based on community activities and local partnerships.

An important feature of Teple Misto Platform is their fundraising strategy. The main source of funding is grants, which account for more than 70 percent of the annual budget. However, the fund actively attracts local businesses and donations through the site, which give more than one million UAH or 25 percent of the budget per year. Up-to-date financial reports are available on the organization's website, which clearly state the sources of livelihood and expenses. A community of businesspersons has formed around the fund, which is constantly replenishing, so in December 2022, two more organizations joined it. All logos of business partners and grant-making organizations appear in the report booklet. Thus, the idea of joint work and tangible contribution of each citizen reflected in the financial strategy.

Part of this image and its physical embodiment is the public restaurant Urban Space 100. Residents of the city, who comes to the institution, clearly understands that having paid their order here, they join the implementation of social projects for the benefit of the city. In the same space is Urban Radio, which positions itself as the voice of Frankivsk. Moreover, here one can buy without any additional commission souvenirs sold in favor of various charitable initiatives. Thus, the physical embodiment of the common space reinforces the idea of community involvement.

In turn, charitable projects have had a positive impact on the urban space, making it attractive for investment; there is even a new term “comcooperation”, which combines the concepts of “competition” and “cooperation”. Among such projects it is worth mentioning the projects realized at the expense of Urban Space's profits “Crystal Tuning Fork” (classical music festival), “EcoCity” (air quality monitoring), “Circle of Care” (information campaign for doctors to teach them empathy for patients), “Workshop: art\_of\_learning” (weekend art workshops), “Stanislav calls” (interactive city guide).

Let us look at some of them in more detail. Such an interesting case is "EcoCity", created by businessperson Alexei Trelevsky, who is interested in the latest technologies, teenage boy Dmitry Obukhov, who loves programming and admires that his skills benefit people and other representatives of the IT industry and business. The idea of the project is to involve the community in air quality control and promote the development of technological skills among young people. As you can see, the project is very complex and connects different areas and different ages. It is important that citizens care about the condition of the urban nature by themselves. Another project on the border between ecology and technology offered installation of a network of charging stations for electric vehicles. Initiative "Cross-Border Green Transport Network" supported by not only Teple Misto Platform, but also partners organizations from Hungary, Romania and Slovakia. Therefore, there are many project in different areas, which provides by Teple Misto Platform for developing of Ivano-Frankivsk.

In addition, traditionally, profits from Urban Space go to support the restoration of authentic doors. The initiators of the project "Frankivsk which needs to be protected" teach residents to care for historical heritage, regularly participate in the struggle for the preservation of historic buildings. Reflection on history seems to go together with any civic initiative. At the same time, there are independent projects in the city that involve, for example, the church community. Protestant churches and a special council of the Ukrainian Greek Catholic Church implement the Mentoring for Orphans project. It must be noticed that their activities do not as much covered online as the work of projects related to Teple Misto Platform. Apparently, the good marketing strategy of the latter, which developed with the participation of business structures, is evident.

The example of the "Warm City" will be relevant for cities comparable in size to Ivano-Frankivsk, which also experience an outflow of population to larger urban centers. So how it works: an initiative group (initiative person) appears, which creates a community around itself that has a physical embodiment in space. In addition, other projects seem to be growing around this. The initiatives that have arisen in it inspire people from other cities. So Urban Space 500 recently appeared in Kyiv, a similar project arose in Odessa, but failed due to the Covid-19 epidemic, a group of Kharkiv businesspersons is carefully studying the experience of a public restaurant to create something similar. The idea of restoring authentic doors in the experience of Frankivsk found its activists in Mariupol, Lutsk and Kharkiv. However all these associate first of all with the special vibe of Ivano-Frankivsk and present the city. Teple Misto Platform have become an engine of unique Ivano-Frankivsk's logic of development and at the same time, it is a result of special interaction in the city.

During the studying of Ivano-Frankivsk network, it seemed that active citizens pushed the change's start. However, it was important to unite in Teple Misto Platform or other NGOs to provide the new projects with principles of sustainability and focus on the result. Necessary to admit that main actors built this network with business-oriented way of thinking. Instead of financial benefit they focus on social one, nevertheless they use the tools of marketing and management, which help their projects to become considerably effective and get the strong competition with other urban actors including city government.

Residents of large cities usually complain that it is difficult for NGOs to cooperate with the city authorities because of the "length of the corridors" what means a long physical and mental distance from the citizens and government. However, in recent years, the city authorities of most cities have become more open, and now the issue of cooperation is a matter of quality management and regular work towards the goal. Frankivsk's experience in this matter showed that the city authorities were not aware of all the possibilities of such a partnership, but forced to listen to the needs of the community and its ideas.

Thus, the experience of the NGO in Ivano-Frankivsk needs further reflection in order to identify effective schemes for urban development. Of course, given the individual logic of urban development, any method cannot thoughtlessly copied. However, the process of this study should involve specialists in various fields including public administration, marketing and, of course, urban studies. This is the only way to turn the fabulous history of the city into a list of clear cases that others can follow.

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