



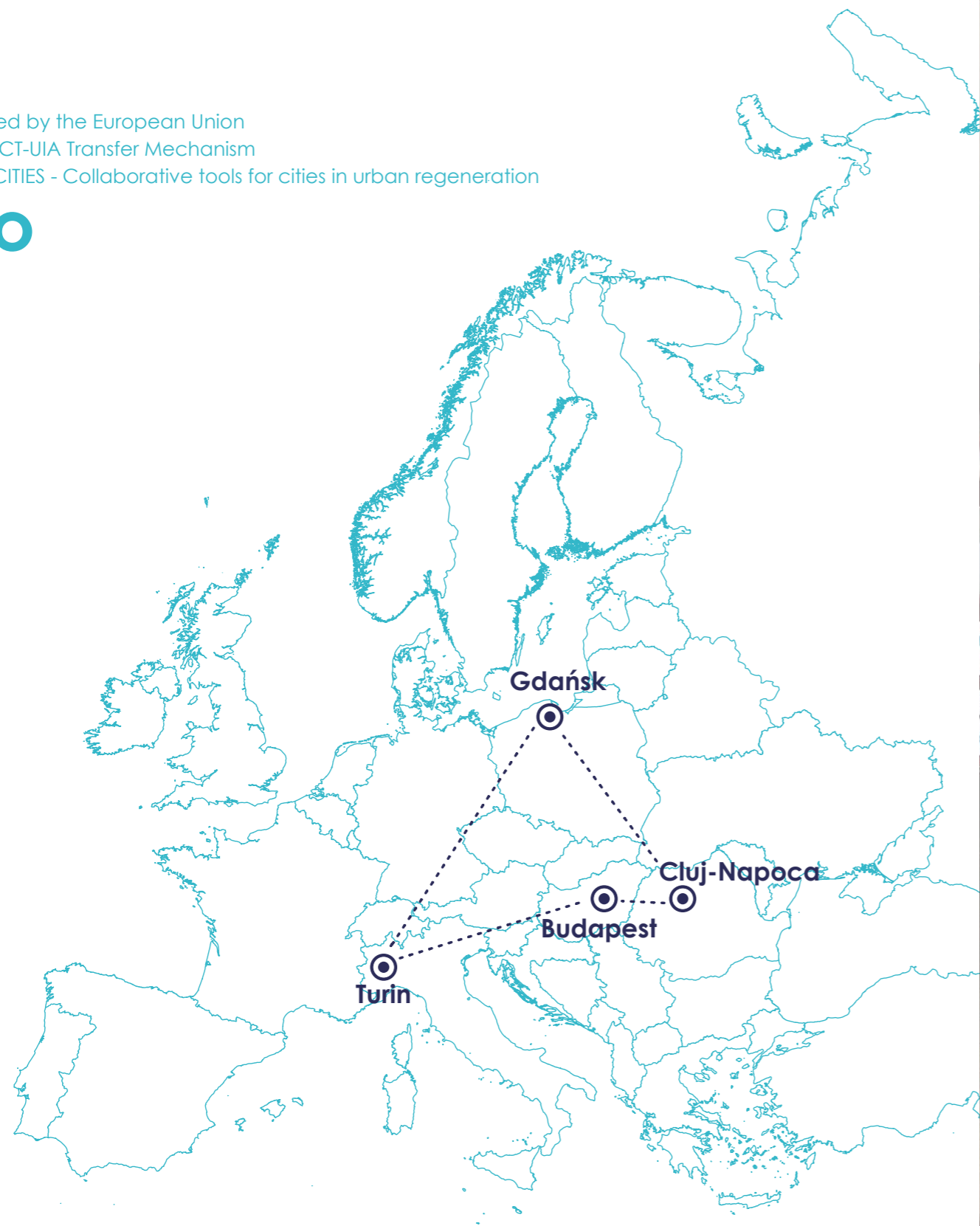
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COLLABORATIVE TOOLS IN URBAN REGENERATION

 The CO4CITIES Springboard Plan

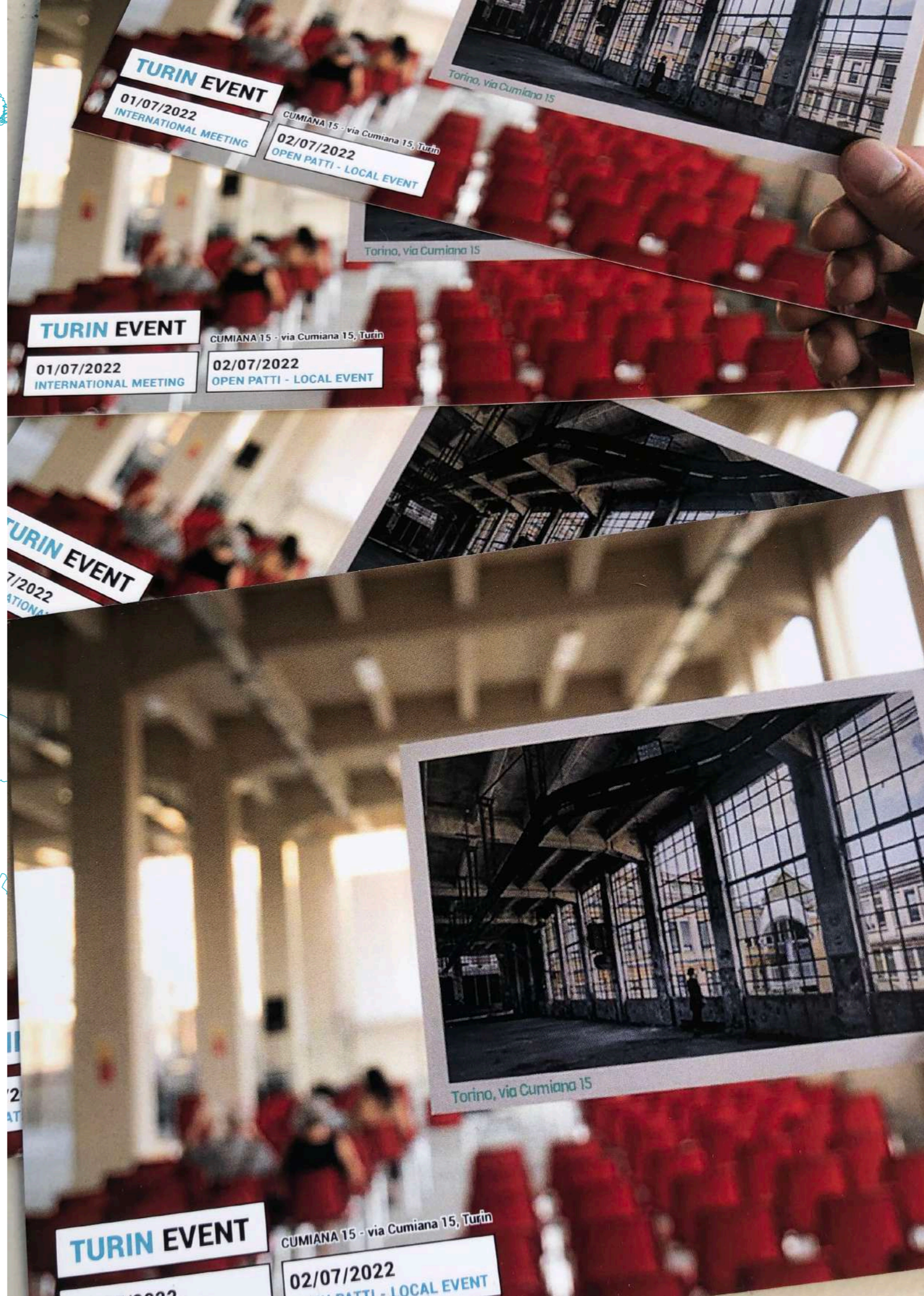
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COLLABORATIVE TOOLS IN URBAN REGENERATION The CO4CITIES Springboard Plan

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Foreword

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Turin has long experimented with urban policy tools and initiative which allows its inhabitants to utilize and maintain public spaces in innovative ways. More than 60 pacts of collaboration are the demonstration of an active commitment to civic protagonism and participation that needs hybrid opportunities and contexts to emerge. They tell us something about a desire for involvement that is essential for social cohesion, especially after the physical distancing imposed by the pandemic.

The governance of the urban commons is a challenge for the administrative and operational flows of local government. The institutional framework - the Regulations, the Technical Board or the Permanent Council - allows for expanded fields of action and collaboration amongst people, self-organized groups, City and District offices. In addition, European initiatives such as UIA and URBACT offer valuable opportunities to broaden the types of commons, to test new models of shared governance and to share these paths with other cities. Like other European cities, Turin designs and reinvents public space as a common, both in terms of public policy building and civic participation in reclaiming public and collective spaces.

There is more: the pacts of collaboration allow us to overcome the loneliness one can sometimes feel when walking through a public space. While walking in our neighborhoods, we can find the signs of a lively city that takes care of public space and makes it hospitable. Citizens do bring skills, creativity and resources to the community. Institutions have a key role in helping these resources to emerge by recognizing citizens as protagonists of social change.

> Neighborhood dinner at
Bagni Pubblici di via Agliè, Turin.
Photo Laura Cantarella



00

URBAN
COMMONS
AND
URBAN
POLICIES

01

01

In recent decades, the notion of urban commons has entered the public debate in European countries through heterogeneous initiatives and practices, started and managed both inside and outside the public administration by formal and informal actors. While the absence of a regulatory framework has allowed the autonomous initiative of heterogeneous social organizations, it has also progressively raised crucial questions about their implementation and sustainability.

This section investigates the governance of urban commons in the European context exploring the co-governance of tangible, intangible and digital commons, as well as, forming new partnerships which challenge traditional public-private dichotomies in city management.

From ownership and co-governance to solidarity networks.

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Lead Expert CO4CITIES

In recent years, the notion of “the commons” - as a sphere of goods and resources distinct from the private and public spheres - has been applied in a multitude of contexts across the globe. A common denominator amongst varying fields of activist, the concept of the commons has also found its way into policy discussions and the institutional vocabulary.

The commons as a principle has become a key reference for marginalised social groups and displaced communities resulting from a rise in housing prices, property speculation or mass privatisation. The loosening of public administration control on urban development processes combined with the degeneration of welfare state policies and services led to an increasing distrust between citizens and the public administration. As a result, many social groups have begun to lose confidence in publicly managed resources (i.e. spaces and properties). Within the past decade, the notion of the commons has re-emerged as a means to repair and improve public-private relationships and highlight the importance of ensuring public services and policies are beneficial to their impacted communities.

The commons have become an important policy tool and framework for public authorities – especially those in municipalities – to engage with bottom-up initiatives that run community spaces and services. As opposed to entirely outsourcing responsibilities in the spirit of David Cameron's “Big Society” concept in the United Kingdom (UK), the commons framework allows municipalities to co-manage resources and share responsibilities with citizen groups and communities.

Finally, the commons has also become a buzzword, opening the doors of institutions and funders. The elasticity of the notion of the commons that can include all kinds of community venues and public spaces as well as various types of solidarity services, has allowed for the instrumentalisation and eventually, cultural reappropriation of the concept. Presently, the

institutionalisation of the commons as a framework, by activist groups, universities and research organisations, municipalities and government bodies and European Union (EU) institutions continues to pave the way toward a broader acceptance of the commons framework, slowly shifting the focus of European cities and their networks from neoliberal policies toward more inclusive and cooperative policy frameworks.

As a result of this heterogeneity of contexts where the notion of the commons is used, there is currently no clear definition of what the commons are and how they may be created. Commons-focused discussions range from practices to secure spaces for community activities in forms of community-owned or co-managed assets to solidarity networks and services provided by non-governmental actors.

Space is a crucial component of community organising, social cohesion and cultural exchange. Civic spaces are utilized to accommodate social, educational and recreational gatherings and events. The buildings reclaimed for community functions across Europe vary in their profiles from "civic spaces" or "free spaces" through "houses of culture" to "co-working spaces," and differ from each other in their organisational and management principles, accessibility, financial sustainability and political dimension. What links these spaces is that they all address the lack of existing facilities for social activities, welfare services, independent work and cultural exchange.

Participation in the discourse about reusing vacant spaces for community purposes calls for skillsets related to the renovation, management and governance of formerly empty buildings, the generation of processes to foster cooperation and mitigate conflict between public and private property owners, and the sharing of practices, models and tools through the multifaceted movement of "space pioneers," "spatial entrepreneurs," "city makers" or "commoners."

Resulting from pressure by citizen groups, or from municipal ambitions to outsource services or share resources and responsibilities, there have been many attempts in recent years to create legal and organisational frameworks to regularize citizen access to publicly (and in cases, privately) owned real estate. One of the most important of these attempts is the discourse of commons, that is, a more participatory form of governing access to resources including spaces. While in the past decade, the commons discourse inspired a variety of citizen initiatives as well as policy proposals both from outside and inside public administrations, it also raised many questions about the financial and economic dimensions of "commoning."

Protecting the commons from land speculation

For over a decade, civic initiatives across Europe have been working on securing their venues through shared ownership or long-term lease contracts. In this process, the rediscovery of models based on shared ownership and non-speculative real estate development in the field of collaborative housing has been a source of constant inspiration for community spaces. Besides policy innovation enabling citizens to buy assets of community value before any private bidders are allowed to enter, ethical finance foundations, social banks and land trusts have been leading the way to help civic initiatives establish a long-term presence in the buildings they use.

In Switzerland and Germany, ethical finance foundations such as *Stiftung Edith Maryon* or *Stiftung trias* have been working on taking properties out of the speculative market and eliminating the debts attached to land. In Berlin, when two artists mobilised their fellow tenants to save the listed 10.000 m² Rotaprint site (a former manufacturing site for printing presses) in the district of Wedding, they turned to these foundations. While the complex was bought and is renovated with the help of an affordable loan by the *CoOpera pension fund*, the land was bought by the *Maryon and trias Foundations* and is rented to *ExRotaprint*, a non-profit company, making it impossible to resell the shared property. With its sustainable cooperative ownership model, *ExRotaprint* provides affordable working space for manufacturers as well as social and cultural initiatives whose rents cover the loans and the land's rental fee. As a space protected from speculation and secured for productive, social and cultural uses, *ExRotaprint's* financial model has been replicated across Germany and beyond, and is seen as a prototype for a legal and financial arrangement that provides long-term affordable spaces and ensures that profit created by renting out space to users is not extracted from the site but is kept among the community of users.

> ExRotaprint, Berlin.
Photo (CC) Eutropian



> Homebaked Community Land Trust, Liverpool.
Photo (CC) Eutropian



Creating community ownership over local assets and keeping profits benefit local residents and services is a crucial component of resilient neighbourhoods, which are able to withstand difficult conditions through sustainable and participatory driven methods. In various countries of Northwest Europe, specific organisational forms like Community Land Trusts (CLT) or development cooperatives have been instrumental in helping residents create inclusive economic ecosystems and sustainable development models. In Liverpool's Anfield neighbourhood, a community bakery is the symbol of economic empowerment: renovated and run by the *Homebaked Community Land Trust* established in April 2012, the bakery – initially backed by the Liverpool Biennale – offers employment opportunities for locals, and it is the catalyst of local commerce and the centre of an affordable housing project that is developed in the adjacent parcels. Similarly, a few kilometres east, local residents established another CLT to save the Toxteth neighbourhood from demolition. The *Granby Four Streets Community Land Trust*, with the help of social investors and a young collective of architects (winning the prestigious Turner prize), organised a scheme that includes affordable housing, community-run public facilities and shops.

CLTs have been an inspiring model in Northwest Europe. Following the UK implementation of the original American model, CLTs have been spreading across Belgium, the Netherlands, France and Germany, also with the help of structured knowledge-transfer mechanisms such as the Interreg project SHICC. Adapted to the different legal and political contexts, CLTs appear as a community-owned asset building on land donated by a public administration (CLT Brussels) or community-led projects developed on publicly owned land (Organisme de Foncier Solidaire, Lille). Despite their different arrangements, Community Land Trusts all share the characteristics that the ownership of land and buildings are separated, enabling the community (or public) land owner to establish a long-term control over the uses and values of the buildings on the land, protecting them from pure real estate speculation.

Co-governing the commons

While special purpose foundations and other shared ownership models are effective tools to protect the commons from speculation and secure long-term community use, such arrangements are often seen as privatisation mechanisms that move common assets out of the public domain and therefore make their protagonists (and co-owners) unaccountable in democratic terms. Besides financial independence created by community ownership models that are connected to private ownership, a certain degree of autonomy can be obtained through forms of shared governance where civic actors are protected from political or economic pressures of various nature. In contexts where local development is hijacked by flagship projects of national governments, [cooperation between local administrations and civic initiatives need to focus on existing resources that can be mobilised by opening up municipal spaces for civic use or by channelling local economic flows into civic spaces.](#)

Community spaces vary in the ways they are run, financed or maintained. There are, of course, many cultural or civic centres that operate according to a straightforward top-down logic, fully financed by public authorities, local or national governments. While most of our public venues are dominated by a single public authority or private business, with their respective codes of conduct attached to them, the commons, are characterised by a multitude of efforts, thoughts and gestures invested in their daily operations and have their set of rules co-designed and constantly re-negotiated by their communities. [In order to be able to resist coercion and bring about social change, common spaces need a certain degree of autonomy.](#)

There is a great variety of relationships between the public and civil sectors. This diversity is at the core of the debate about public-civic cooperation across Europe: different constellations to run spaces, deliver services and build communities represent different ideas about the role of the public and civil sectors, as well as about the ways resources and responsibilities need to be shared. While citizen participation has been on the agenda of European cities for a while now, according to many observers, participatory processes should go beyond the classic ambitions defined by Sherry Arnstein's Ladder of Participation. [There is a principal difference between participation – interpreted as desire without responsibility – and co-governance.](#)

Concepts for the shared management of spaces in services are not equally widespread in all parts of Europe. The ambition of opening spaces for social economy projects and civic initiatives, where public institutions and civil society organisations can better cooperate, presents itself in a different way in every city. The conditions and resources available in some cities to run public structures and related networking

events, funding programmes and capacity-building activities, as well as to develop more complex governance models and cooperation frameworks are far from being available everywhere. Cities in different parts of Europe all represent different welfare state models, with different possibilities of sharing resources and responsibilities with their local civil society as well as different capacities on the side of NGOs and social economy organisations.

In Barcelona, a city known for its progressive policies, the commons have been on the municipality's agenda for a number of years. Building on the experience of decades of civic activism, occupied spaces and community-managed venues, the municipality, together with activist groups, designed a series of principles for the community management of "urban common goods." These principles, defined in the municipality's Citizens Assets Programme served to develop a mechanism to access these commons. In order to guarantee an open, transparent and democratic use of the limited common resources of spaces, the Network of Community Spaces (XEC - Xarxa d'Espais Comunitarios) was asking for a new set of indicators that would help evaluate the work of communities managing spaces, with particular attention to dimensions of social cohesion, gender equality, sustainability and democratic participation. The Community Balance, including a variety of parameters ranging from the number of events and visitors to the level of volunteering involved in the monitored organisations, allows to understand better their impact and make it more visible and tangible. Besides a more transparent cooperation between the municipality and civil society and social economy organisations, the Community Balance also serves as a powerful argument demonstrating the importance of community-run common assets.

In Croatia, the public foundation Kultura Nova has been engaging local cultural actors in processes of participatory governance. Building on the Yugoslav traditions of socialism, self-determination and cooperativism, Kultura Nova has been investing knowledge and financial resources in various Croatian cities, helping various cultural initiatives to develop synergies with each other, as well as to share spaces and other resources. In programmes like The Participatory Governance of Culture, the foundation has supported these local actors to develop co-governance mechanisms and formats, to effectively co-manage their assets. Such spaces include Rojc, a 16,000 m² former military complex in Pula, Istria or Lazareti, a former quarantine facility in Dubrovnik, where a great variety of NGOs and social economy initiatives cooperate in running these spaces.

> Filodrammatica.
Co-managed theatre in
Rijeka.
Photo (CC) Eutropian



Transitory commons towards new networks of solidarity

Protecting land and buildings from speculation or developing elaborate governance models to help civil society initiatives co-manage spaces with public administrations are undoubtedly require long-term perspectives. Although in many contexts, securing community spaces for long-term use is a key element of most commons movements, in other settings the focus of commoning is less space itself as a permanent asset than the networks and services enabled by these spaces with a shorter term perspective.

While some temporary use initiatives are generally seen as engines of gentrification, others are referred to as transitory uses where experiments of new activities help define future activities on a site or help a community grow and continue its trajectory at another site. In these spaces, the interactions between various groups reflect the diversity of potential uses, with different degrees of privacy and publicness, and lead to a heterogeneity of relationships a space can engender.

In Paris, the transitory use project Les Grands Voisins has become a symbol for urban development based on unusual partnerships and unforeseen synergies. Using the area of a former hospital before its redevelopment into a new residential neighbourhood, Les Grands Voisins has provided space for a variety of civic activities and start-up companies, helping the development of new relationships between these initiatives. The scheme was created by three organisations, Aurore (an emergency housing association), Yes We Camp (an architecture collective) and Plateau Urbain (a temporary use agency). Aurore has state funding for its emergency housing services, and the association chose to invest this budget into a broader concept of co-existence between housing units for homeless people, vulnerable families and refugees as well as NGOs and small companies. The association's investment in the spaces is returned by rents.

On one hand, Les Grands Voisins is seen as an urban laboratory, a strategy for incubation and experimentation around new ways of working and new spaces of work. Access to space, even for a restricted period, allows people to build and test initiatives while developing a community around it or identifying a market for it. On the other hand, protagonists of Les Grands Voisins see themselves as commoners who build new values and new connections in a disused asset defined as a temporary commons. In this understanding, the focus of commoning is the creation of new relationships and a new community that also generates new skills among and services towards the broader community.



> Les Grands Voisins, Paris.
Photo (CC) Eutropian

Commons and resilience

The Covid-19 pandemic, similarly to the economic crisis of 2008 and the various peaks of the refugee crisis, demonstrated the importance of the commons in helping cities endure difficulties. In the context of these crises, commoning became connected with the ideas of providing food, shelter, educational, sports and cultural activities to people in need while also offering spaces for sociability and strengthening social cohesion and a sense of solidarity.

One characteristic that connected many community-run common assets in crises is their capacity to adapt to new challenges. Through strong connections with their communities and neighbourhoods, protagonists of these spaces understand the changing needs emerging around them. With shared decision-making structures, commons initiatives are governed

through a multitude of voices that enables the integration of new ideas and information from a broader knowledge pool. Supported by a variety of economic activities and resources, these structures are capable of diversifying their revenue streams in order to better adapt to their changing economic context and reduce their exposure to crises. By sharing resources among members of their local ecosystems, commons initiatives are also capable of reducing the thresholds of social and economic initiatives to be viable, while creating a stronger local organisational tissue.

In various crises, commons initiatives have proven to be more resilient than publicly-run cultural venues or social services. In the Covid-19 crisis, self-organisation once again confirmed its strength: in Dubrovnik, arts and crafts organisations connected to Lazareti were producing protective masks for the city while the Paris municipality reached out to Les Grands Voisins to help in food distribution efforts. The capacity to connect with neighbourhoods, integrate multiple voices in decision-making, diversify revenue streams and share resources make commons initiatives more capable to adapt to changing circumstances: this resilience makes the commons even more important for future urban development in European cities.

The Urban Commons Project Finance

Financing Communities as Partners in Public-Community and Public-Private-Community Partnerships

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In various crises, commons initiatives have proven to be more resilient than publicly-run cultural venues or social services. In the Covid-19 crisis, the paper aims to investigate innovative forms of partnership, specifically highlighting how community-public-private partnership is a valuable tool for addressing urban challenges in sustainable city development. It identifies the cause of such occurrences and investigates the actors of the quintuple helix: civic actor (communities/inhabitants, social innovators and active inhabitants); Social actor (third sector organizations); cognitive actor (cultural institutions, schools and universities); Public actor (public institutions); and private actor (responsible companies and industries that build on local vocations). This paper examines the heart of present day European policies – the need to promote new forms of cooperation.

The proposed public-private-community partnership aims to rethink financing schemes capable of supporting new legal mechanisms. Our analysis examines the financial instruments of the European Structural and Investment Funds, the role of the European Investment Bank, the different modes of civic financing, and impact finance; and delves into the role of legal instruments in the management and birth of utilities for the delivery of essential services (e.g. transportation, ultrawideband, housing, energy).

The emergence of innovative legal and social instruments must be supported by science and research, which operate by offering scientific knowledge support to government and private entities. Cognitive institutions assume a central role through implementing a language of science, technology and business. Emblematic of this are the Science Parks – open innovation hubs where science and entrepreneurship are intertwined to support start-ups, private and public companies for the birth of innovative projects.

The public-community partnerships (PCPs), public-community-private partnerships (PCPPs), and public-private-science-social-community partnerships (5Ps) are new forms of partnerships designed to overcome the public-private dichotomy in managing urban resources (i.e. assets, networks, and infrastructures) necessary to address the challenges brought about by ecological and digital transitions, particularly the divides and inequalities resulting from these transitions (Foster & Iaione, 2019). This entails reframing these resources as urban commons and recognizing the role and dignity of urban populations as partners in the public, private, social, and knowledge sectors in their use, management, and ownership (reference levels of cogovernance).

As scholars, Elinor Ostrom and Charlotte Hess underline in their "commons" research, throughout history, common resources require an institutional framework to oversee the production, use, management, and/or conservation of diverse types of resources (Ostrom & Hess, 2007). This includes both tangible and intangible shared resources, such as knowledge or cultural commons and infrastructure. Thus, the term "commons" refers to more than just a shared resource or a community that benefits from said resource; rather, the commons are the institutional arrangement that provides for the coordination and sharing of resources, as well as contributing to their accessibility and sustainability for a wide range of users (Madison, Strandburg, & Frischmann 2016).

The Co-City model (Foster & Iaione, 2016) imagines the city as an infrastructure in which a range of urban players cooperate and collaborate to control and steward constructed, environmental, cultural, and digital commodities through contractual or institutionalized a specific type of PCPs, PCPPs, and 5Ps.

This method and its explanations represent a new way of thinking about urban co-governance, a shift away from hierarchical and top-down management of public goods and services (government) towards the decentralization of decisionmaking and acknowledgment of how different actors, decision-makers, and institutions can shape policies and deliver goods and services (governance) (Mayntz, 2017; Iaione, 2015).

The advent of this governance paradigm heralded the dominance of public-private partnerships (PPPs) and, more broadly, the widespread usage of forms of negotiated decision making between public and private players throughout the 1980s (Freeman, 2000). At the national and municipal levels, this kind of governance transformed the state's position in and interaction with markets. It is distinguished by the state's withdrawal from direct provision of public goods and crucial

services. PPPs, on the other hand, have significant limitations, including the absence of local community participation; they risk paying less attention to local requirements and foregoing community support that might be vital for effective implementation (Harman et al., 2015). One attempt to emphasize inhabitants and communities is to incorporate a fourth P, for people, into the classic PPP model in order to build public-private-people partnerships (4Ps). 4Ps are official or informal agreements formed between three types of actors: public bodies, private corporations, and local people. They have been conceptualized in relation to a wide range of initiatives, including real estate service delivery, city resilience in crisis management, and smart city projects (Marana, Labaka, & Sarriegi 2018; Irazábal & Jirón, 2021). Some researchers distinguish between the 3Ps and the 4Ps by focusing on city inhabitants and identifying the difference between public sector-people ties and private sector-people connections (Majamaa, 2008).

Successful 4Ps can be difficult to form, however they promote process legitimacy by increasing access to information and creating chances for inclusive participation of all actors concerned, assuring a successful partnership (Marana, Labaka, & Sarriegi 2018, 46).

The community-centered partnership, which promotes community members and leaders to play crucial roles, is a somewhat different and, perhaps, more complex approach to 4Ps. Community-based public-private partnerships (CBP3s) have been recognized as possibly beneficial in the supply of infrastructure products and services such as water, as well as being more accountable to diverse metropolitan populations.

Another effort to purposefully include citizens and communities as coproducers of critical public services (e.g. childcare, senior care, education, food supply) is the formation of bilateral partnerships without the participation of the private sector. Residents, neighborhood committees, nongovernmental organizations (NGOs), and others in the civic sector can collaborate with the local government through a variety of organizational structures and arrangements in so-called public-public, public-citizen, or public-community partnerships (PCPs) realising the quintuple helix ecosystem (Iaione et al., 2019). According to one description, a PCP is "an organizational structure of the collaborative provision of public services by towns and their inhabitants based on cooperative principles" (Lang et al., 2013). If public-private-people partnerships are an alternative to typical PPPs, building public-private-science-social-people partnerships (also known as "P5s") that allow for direct citizen engagement is a further step.

These alliances refer to legal and, more importantly, economic arrangements in which:

- Communities are the main partners as the only true holders of stewardship of local or urban ecosystems;
- Civil society organizations and science or knowledge institutions support and coalesce with local communities to negotiate on an equal footing with public and private actors;
- Social, science, and community actors are shareholders, not just stakeholders. These collaborations are thus intended to facilitate resource pooling and cooperation among at least five possible categories of actors: the key player—communities, commoners, innovators, future generations, or more broadly the unorganized public—and four other key actors—public authorities, businesses, civil society organizations, and science or knowledge institutions—of the urban commons' "quintuple helix governance" (Iaione & Cannavò 2015).

These partnerships are often formed with three major goals in mind: boosting community involvement in urban welfare, supporting collaborative economies as a driver of local economic self-development, and promoting inclusive urban rehabilitation of degraded urban real estate (Patti & Polyák 2017). However, not every partnership envisions each component playing an equal role. Rather, they are a collection of loosely related legal, economic, and institutional frameworks.

The most significant aspect they must have been that they are designed in such a manner that communities control the process and immediately see the economic benefits of the partnerships. To begin, members of these communities provide work in exchange for due and proportionate outputs, whatever they are assessed. Second, the community captures a portion of the value created (Lazonick & Mazzucato 2013; Mazzucato et al. 2019) through specific contractual and business arrangements that ensure that all or a significant portion of the revenues generated are redirected toward the local community, typically through some specialpurpose vehicle (e.g. community co-ops, community land trusts, or participatory foundations) that is designed and set up to reinvest any economic surplus into community welfare.

Public authorities serve as institutional platforms, facilitating the creation and maintenance of the 5Ps envisaged by the Co-City. They can provide the space for actors to convene and connect; hold information and data critical for the development and implementation of cogovernance projects; and provide seed money and other tangible and intangible resources to enable collectivities to engage and self-organize (Foster & Iaione, 2022). This kind of engagement must be linked

to another notion of primary importance that of benefit sharing. This notion maximizes this idea of deep engagement and empowerment because is rooted in the idea that those who either hold stewardship rights of an essential resource or contribute to the development of any kind of intangible or tangible resource are entitled to benefits connected to its use, reuse or development.

From a governance perspective, this notion can be implemented through benefit sharing agreements which imply an exchange between local communities or institutions granting access to a particular resource and business operators providing compensation or reward for its use (Foster & Iaione 2022).

Thus, benefit sharing arrangements if engineered as 5Ps can involve social watchdogs and science or knowledge institutions. The presence of these two other actors might further contribute to increase accountability, transparency and above all the ability of local institutions and communities to negotiate more equitable, community-driven, collective benefitsharing agreements (Morgera, 2016). In any case even 5Ps benefit sharing agreements should be designed and negotiated in such a way as to effectively enable collective benefit sharing and foresee investments on human capital through reskilling processes as well as to include real and equal governance and economic rights for the unrepresented or underrepresented interests in local communities.

In order to avoid races to the bottom, 5Ps should therefore be designed as a tool to enable multi-stakeholder cooperation and strike a fair deal for communities; the presence of social, science and knowledge institutions might be particularly critical to support communities in negotiating better terms with public and private actors (Foster & Iaione 2022).

In this perspective it's easy to understand the importance of this tool because it allows the involvement of public institutions, a great flexibility of action, the possibility of collecting and activating resources of the territory that were then reinvested in the territory itself, directly benefiting the target community.

The importance of partnership is central to European policies that highlight how this legal instrument is crucial to enable cities to face the urban challenges that will emerge in the next century. The climate crisis and the social crisis, most exacerbated by the Covid-19 pandemic, have impacted many sectors. From urban studies, the pandemic then is one of the many challenges that cities will face in this century if we do not change course (Iaione, 2022). The European Union (EU), therefore, promotes innovative forms of partnership, directed at fostering collaborations among actors in the quintuple helix: civic actor (communities/inhabitants, social innovators, and

active inhabitants); social actor (third sector organizations); cognitive actor (cultural institutions, schools, and universities); public actor (public institutions); and private actor (responsible companies and industries that build on local vocations) (Iaione, 2015).

In particular, innovative forms of partnership, of which the Public- Private- Community Partnership could be an answer, are promoted by the European Green deal program: a plan to make Europe climate neutral by 2050, proposing new strategies for more innovative, digital, green and inclusive European growth through public- private interaction. Similarly, the European program "Horizon Europe" for 2021-2027, approved by the Council of the European Union in 2021, aims at pursuing an economic, social and eco- sustainable transition of the EU, promoting innovation, sustainability and industrial competitiveness. Under Horizon Europe is the Mission "100 Climate - Neutral and Smart cities by 2030," which aims to fund the pursuit of climate neutrality in 100 European cities by promoting the adoption of multi- level, multi-stakeholder governance mechanisms and a participatory approach to the implementation of integrated sustainable urban development strategies through collaboration between nonprofits, universities, communities, the public and private sectors, incentivizing citizens to contribute to decisions that will directly impact the territories in which they live.

The international and European investment framework

Collaboration among local governments, communities, and important stakeholders is becoming more ingrained in policy at the local, national, regional, and global levels.

The importance of this method has been strongly highlighted within the United Nations 2030 Agenda for Sustainable Development, through two of the seventeen objectives.

The first is Goal 11, which aims to make cities and human settlements inclusive, safe, resilient and sustainable. This is inclusive of target 11.3: *"By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries"*.

The second, Goal 17, points out the need to *"enhance the global partnership for sustainable development, complemented by multistakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries"* (target 17.6) and to *"encourage and promote effective public, public- private and civil society partnerships, building on the experience and resourcing strategies of*

partnerships" (target 17.17).

Contextually, the New Urban Agenda (NUA) of Habitat III, which contributes to the implementation and localization of the 2030 Agenda for sustainable development, promotes *"the systematic use of multi-stakeholder partnerships in urban development processes, as appropriate, establishing clear and transparent policies, financial and administrative frameworks and procedures, as well as planning guidelines for multistakeholder partnerships"*. It also recognizes the importance of city dwellers as urban actors. It refers to "citizen-centric" digital-governance tools for implementing technology advancements, and it highlights the role that urban rejuvenation initiatives based on urban resources, such as cultural heritage, may play in increasing citizenship and participation ("New Urban Agenda", para. 149).

At the European level, these concepts have been incorporated into the Amsterdam Pact ("Urban Agenda for the EU", 2016) which states, *"In order to address the increasingly complex challenges in Urban Areas, it is important that Urban Authorities cooperate with local communities, civil society, businesses and knowledge institutions. Together they are the main drivers in shaping sustainable development with the aim of enhancing the environmental, economic, social and cultural progress of Urban Areas. EU, national, regional and local policies should set the necessary framework in which citizens, NGOs, businesses and Urban Authorities, with the contribution of knowledge institutions, can tackle their most pressing challenges"*.

In other words, member states are called upon to make systematic use of multi-stakeholder partnerships in urban development processes, establishing transparent policies, relevant administrative frameworks, procedures and guidelines.

One of the paths pursued by the EU's Urban Agenda is the implementation of a multistakeholder approach to sustainable urban development via the Agenda's Urban Partnerships.

The EU Urban Agenda recognized this potential and designated responsible and creative public procurement as one of twelve key areas around which partnerships were formed among various governmental levels and stakeholders.

There are allusions to a multistakeholder approach in a number of collaborations. For example, the cooperation on sustainable land use and nature-based solutions focuses on natural resource protection and sustainable land use while addressing the phenomenon of urban development. This is a critical issue in urban planning, and the NUA accords a unique operability to it, stating that in order to prevent urban development, communities must encourage sustainable land use and social and economic mixed use. (New Urban Agenda).

One of the actions identified by the TP DAction Plan, "Identification and management of underused land" ("Sustainable use of land and nature- based solution partnership", 2019), specifically calls on cities to encourage the formation of collaborative partnerships among public, private, social, and other stakeholders who may be interested in the process. Above all, the "Partnership on Innovative and Responsible Public Procurement" seeks to encourage the creation and execution of a bold procurement strategy as an integrated management tool and governance support. In this regard, the EU Urban Agenda emphasizes the strategic relevance of public procurement and public procurement for innovation as management instruments that cities may employ to solve social and environmental concerns.

Finally, the European Commission, through the EU Green Deal, asks for rethinking governance structures in order to achieve a more sustainable EU.

This policy roadmap strives to transform environmental concerns into opportunities for innovation across all policy domains, with the goal of making the continent's economy climate neutral.

One of the most relevant policy initiatives is the creation of the Just Transition Mechanism, making the transition just and inclusive for all. In the words of Ursula von der Leyen, *"people are at the core of the European Green Deal [...]. And it will only work if it is just - and if it works for all"*. This mechanism will give financial assistance to the cities and regions most affected by the green transition to carbon neutrality. The Just Transition Platform will give technical help to both Member States and investors to *"make sure the affected communities, local authorities, social partners and non-governmental organizations are involved"* ("Financing the green transition", 2020).

According to the EU perspective, the targets of the European Green Deal – reducing emissions by 55 percent by 2030 and becoming the first climate neutral continent by 2050 – will be impossible to achieve without cities in the vanguard of concerted efforts.

This is clear in the EU Mission on Climate-Neutral and Smart Cities (the "Cities Mission") that aims to reach "100 climate-neutral cities by 2030". Within the mission has been pointed out that *"to deliver accelerated climate neutrality, local governments, academia, private sector and civil society organisations need to form cohesive partnerships, as no single piece of the puzzle, however innovative or impactful, can accomplish all the transformational change alone"* and also that *"to manage the costs required to achieve the transition, cities can establish climate neutrality investment units where climate action plans can be integrated with other city priorities (e.g. transport, energy efficiency, waste management, job*

creation/ entrepreneurship). With this integration process, synergies can be harnessed together with investment opportunities. A climate neutrality investment unit can be a publicprivate partnership with a mandate for promoting investment, facilitating access to financing, engaging with citizens, and tracking progress towards climate goals" ("EU Commission working document, 100 Climate-Neutral and Smart Cities by 2030", 2021).

In other words, , the creation of multistakeholder partnerships is essential to reach climate neutrality because this kind of transformation cannot be accomplished alone; further, this approach can be useful to promote investment and engaging with citizens to accomplish climate goals.

Financing communities

The perspective proposed in the preceding paragraphs also makes it essential to rethink new funding schemes that support the new legal mechanisms of the PPCP. Given the pressure on public funding and the lack of access to private capital by many poor populations, common institutions and co-governance in the urban environment must be financed by alternative schemes; "pooling economies" is one example (Iaione & De Nictolis 2017). Urban pooling is understood as a design principle for a new economic, legal and institutional framework for the city. The principle recognizes the right of quintuple helix urban actors to create partnerships to manage or own urban assets and resources. In connection with the principle of urban pooling, the concept of pooling economies is developed. Pooling economies are formed by the attraction of resources, in this case funding, from different actors or segments of society. These collaborative economies support the efforts of residents and others to cooperate around new forms of infrastructure and services. The main financial instruments that reflect the pooling of economies and support the production and co-creation of urban commons are of a different nature.

Financial instruments of the European Structural and Investment Funds

Resources under the European Structural and Investment Funds (ESI Funds) are transformed into financial products (socalled "financial instruments") such as loans, guarantees, equity and other risk mechanisms, which can be used to support economically viable projects that promote EU policy objectives. Financial instruments (IFs) are therefore different from grants because they must be repaid. EU Member States receive funding from the ESI Funds and then appoint a national body known as the Managing Authority (AIC) to oversee the use of available resources and financial instruments.

While grants still have a crucial role to play, IFs can offer significant benefits. Among the most important are: the revolving effect, that is, Structural Fund investments through

financial instruments are repaid and therefore can be invested over and over again, providing more results for each euro committed in this way; and leverage means the ability to attract additional public and private resources, which implies that actors can use relatively small amounts of structural funds to mobilise other resources, both public and private.

In addition, financial instruments can also help to improve the impact, because they are managed by independent fund entities, which express the same assessments of the risk that one might expect from a bank in terms of the profitability and success of the project.

Finally, IFs lead to "bankable" projects, projects that generate revenue, cost savings or growth in the value of equity investments. The rule that in future Member States should choose the instruments to be used to invest their Structural Funds should be when a project is bankable and which financial instruments should be used, allowing the use of subsidies where there is no commercial market.

European Regional Development Fund (ERDF) and the Cohesion Fund (REGULATION (EU) 2021/1058) are Structural and Investment Funds where the partnership principle is a key feature of their implementation. This principle is based precisely on a multi-level governance approach and ensures the involvement of regional, local, city and other public authorities, civil society and the economic and social partners, and where appropriate, research organisations and universities. The implementation of both Funds should ensure coordination and complementarity with the ESF+, the Fair Transition Fund, the EAGF and the European Agricultural Fund for Rural Development (EAFRD).

Financing Options through the European Investment Bank

The European Investment Bank (EIB) is a non-commercial bank owned by all EU Member States. Indeed, the EU through this utility governs and manages its policy with 20 percent of EU urban loans. The main purpose is divided into three categories of investment: inclusive, sustainable and smart growth. Following the countless problems of today, certainly the most important of all, concerning climate change, the EIB has become the EU climate bank, with investments in sustainability representing 50 percent of the investment portfolio, financing, promoting only high quality projects.

Nevertheless, the following four tools or products could be used for urban commons projects that the PPC aim to realize:

- 1) Investment loan: allows the city can obtain a loan for a larger project;
- 2) Framework Loan: allows the city to obtain a loan to implement a broad strategy over a specified period of time.
- 3) Intermediate framework loan: permits the EIB to finance

more smaller cities and requires the EIB to partner with local commercial and specialist banks as intermediaries to provide a line of credit for a range of projects.

4) Equity Fund: this is a fund of funds that uses the European Social Impact Bonds: (SIB) investment funds. SIBs have been mainly used to encourage innovation in the provision of public services.

Crowdfunding and civic funding

Crowdfunding (through online platforms or person-to-person fundraising) can raise awareness and mobilize the local community as a first step towards the regeneration of degraded urban areas (Patti & Polyak 2017). In addition to pooling monetary resources, crowdfunding can also be the means to enable different actors to join their efforts in a campaign to activate urban commons projects.

The Trias Foundation

Stiftung Trias (Trias Foundation) is a nonprofit foundation established in 2002. The name "Trias," comes from the Greek language, and indicates the three pillars on which the foundation stands:

- Land issue: creation of commons that prevent speculation, land grabbing and land devastation;
- Sustainability: use of sustainable and health-friendly building materials; energy conservation; shared facilities;
- Housing cooperatives: support for housing projects and circular economy.

Its main feature is to enable the financing of self-organization, circular economy, co-housing models, land use and sustainability projects in collaboration with civil society. To date, it boasts net assets of about 12 million euros and about 43 projects, including 16 real estate projects.

The foundation is developing 1 projects mainly in Germany, Austria and Switzerland. Entities that collaborate with the Trias Foundation are non-profit groups, associations, cooperatives, co-housing housing camps (e.g. Mietshäuser Syndikat-Building, non-ownership-oriented housing), which share the same idealistic goals as Trias.

Groups collaborating with the Foundation must have a democratic structure, and at the same time must be a commercially sound and stable entity, as otherwise collaboration would be difficult.

Projects are financed by the Foundation mainly in two ways: The first involves "Land Ownership". Specifically, the Trias Foundation acquires Lands in order to maintain their ownership and protect them from speculation. Any land acquired belongs to the foundation and cannot be sold. To acquire the land, the foundation uses a fund consisting of different financial sources: donations, assets and loans accumulated over time (Civic Estate, 2021).

The second way consists of "Building Financing". The Foundation has to purchase not only the land but also the building and its renovation. The Foundation then enters into a lease agreement for the land, which makes it possible to safeguard the original objectives of the project and ensure its nonprofit orientation. The lease agreement is entered into with the entities that want to implement a project, which pay the land rents (as part of their rent) to the Trias Foundation, which, at the same time being the owner of the land oversees the compliance with the original objectives of the project during the process for its implementation.

Thus, the same investment is made that a private individual or a company would obtain, with 25 percent equity and another 75 percent from a third party (e.g. a bank).

Part of the income thus obtained by the Foundation is reinvested in the nonprofit activities involved in the project. The remainder is used for the work of the Trias Foundation and to support future projects. It is essential for the foundation to realize a surplus to avoid blocking capital and ensure that other projects can benefit from its support. In this way, Trias helps projects in the establishment phase and the projects themselves help fund future initiatives.

The mechanism implemented by the Trias Foundation comes about because the aforementioned entities that want to carry out a construction project need liquidity and therefore ask the Trias Foundation for help in purchasing the land on which they want to build. However, the Trias Foundation often does not have sufficient liquidity due to its previous investments. Therefore, a collaboration between the foundation and the group in question arises to raise new liquidity. To start a collaboration, the Trias Foundation seeks a solid proof of concept and a fairly stable team of people. In addition to having the expertise to evaluate groups, the Trias Foundation also controls the land or construction site. Trias requires these conditions to make the project more attractive for additional funds from a third party (usually a bank, another foundation, or a private entity).

Examples of Trias-funded projects are:

a) StadtGut Blankenfelde, a housing complex in the northern part of Berlin that houses nearly 1,000 people in a multigenerational living space. The land is owned by the foundation and a Berlin-based cooperative holds the lease;

b) Leuchtturm, a new building in central Berlin for multigenerational living, focusing on sustainability and energy conservation;

c) KunstWohnWerke in Munich, which combines housing and work for artists (ateliers and living spaces), ensuring affordable rents for all¹ (civic estate, 2021).

¹ For more information: <https://openheritage.eu/project/stiftung-trias/>

Social bond and impact investing

Urban commons being able to constitute some forms of social infrastructure - places for the care, reception and education of local inhabitants - also Social Bonds (SB) and Social Impact Bonds (SIB) can play a role of primary role in the implementation of funding programs for these resources. The main function of SB and SIB is to attract private capital to finance innovative solutions in welfare services (Fransen L., Del Bufalo G., Reviglio E., 2018) through public-private- community partnerships they regenerate urban spaces. The application of these SB and SIB in local communities is widely reflected in the good social, economic and cultural practices found in the city. (ICMA 2017) or support the reimbursement of the SIB (Zheng Lu et al., 2015).

Social Outcome Contracting

Another financial tool is Social Outcome Contracting (SOC). It is an innovative form of provision of social services as the remuneration of the service provider is related to results rather than specific tasks. The characterizing element of SOCs is that they appear as a partnership between a public authority and a service provider, which in turn works to convince the beneficiaries to achieve these results which are often evaluated by an external evaluator aimed at verifying the final completion of the project. and o of the financed activity (Iaione, C., 2021; URBACT Co4Cities Learning Log, n.d.).

Sustainable finance: The social taxonomy

When speaking of new financing mechanisms, the future seems to be brighter for communities willing to claim their co-governance rights on the urban commons.

At European level, the EU is recently considering how to integrate social and sustainability considerations into its financial policy framework in order to mobilise funding for sustainable growth.

Sustainable finance refers to the process of taking environmental, social and governance (ESG) considerations into account when making investment decisions and leading to more long- term investments in sustainable economic activities and projects (EU Commission).

The EU has expressly acknowledged that, in order to meet the EU's climate and energy targets for 2030 and reach the objectives of the European Green Deal, it is vital that EU direct investments towards sustainable projects and activities (EU Taxonomy, 2022)².

To achieve these objectives the EU created a common classification system for sustainable economic activities, or an "EU taxonomy": a classification system that establish a list of environmentally sustainable economic activities.

Within this background has been adopted the EU Taxonomy

² For more information: https://finance.ec.europa.eu/sustainable-finance/tools-and-standards/eu-taxonomy-sustainable-activities_en

Regulation, on the establishment of a framework to facilitate sustainable investments (Regulation (EU) 2020/852).

Secondly, the EU understands that dialogue and close cooperation among a wide range of stakeholders from the public and private sector will be crucial to deliver on the aims of the EU Taxonomy Regulation and ultimately of the European green deal and the EU climate targets for 2030 and 2050.

In other words, if in 2020 the Taxonomy Regulation established a general framework to guarantee environmental sustainability, in 2022 the EU also extended the EU Taxonomy to social objectives. So, in line with the Article 20 of the Taxonomy Regulation (EU 2020/852), the European Commission has set up a permanent expert group, the Platform on Sustainable Finance. The Platform on Sustainable Finance has the task of assisting the Commission in developing its sustainable finance policies, notably the further development of the EU taxonomy playing a key role in enabling such cooperation by bringing together the best expertise on sustainability from the corporate and public sector, from industry as well as academia, civil society and the financial industry join forces.

The Platform is divided into different subgroups: the aim of subgroup 4 is to advise the Commission on extending the taxonomy to social objectives³ ("Draft Report by Subgroup 4: Social Taxonomy", 2021).

To fulfil this purpose the group produced The Social Taxonomy Report (Platform on Sustainable Finance, 2022) that introduces an objective very coherent with the cogovernance approach: making basic economic infrastructure available to certain target groups. This objective focuses on people in their role as members of communities. The document aims to direct its policy efforts toward co-governance in particular, with reference to certain subgoals, which include recognizing land rights vis-à-vis communities and ensuring accessibility to economic infrastructure and services such as energy, clean water and gas (Foster & Iaione, 2022). In fact, among the objectives of the Report there is one referred to the need to guarantee "*Inclusive and sustainable communities and societies*"⁴. This objective focuses on people in their role as members of communities. The sub-objectives under this objective will emphasise issues such as: (1) land rights; (2) indigenous people's rights; (3) human-rights defenders; and (4) improving/maintaining the accessibility and availability of basic economic infrastructure and services like clean electricity and water for certain vulnerable groups or groups in need (Foster & Iaione, 2022).

³ For more information: https://ec.europa.eu/info/sites/default/files/business_economy_euro/banking_and_finance/documents/sf-draft-report-social-taxonomy-july2021_en.pdf

⁴ For more information: https://ec.europa.eu/info/business-economy-euro/banking-and-finance/sustainable-finance/eu-taxonomy-sustainable-activities_en

Epiphanies of PCPs, PCPPs, 5Ps

The international and European regulatory framework stresses the importance of enabling the following elements: bottom-up solutions and experimentation, participation between different actors, increased civic engagement, new forms of partnership for co-design and cocreation. The legal instruments for implementing an urban co-governance system and implementing the above objectives are based on the evolution of the Public- Private Partnership (PPP) in publiccommunity partnerships (PCPs) and publiccommunity- private partnerships (PCPPs) which aim to involve the actors of the quintuple helix and are expressed in different legal devices. PCPs and PCPP'S are applicable to a range of urban resources, ranging from urban heritage to public services, transforming them into shared goods and shared governance between at least three or five different actors in the urban environment. The main legal instruments representing forms of PCPs and PCPPs allow to meet the needs of local communities, making these resources more available, accessible and affordable for the urban community.

Facts of Collaboration and Citizenships Agreements

PCPs are an alternative option to traditional PPPs, allowing for direct participation of city residents in both the procurement and the delivery/implementation process.

The use of this legal instrument for urban commons has been highlighted by the Bologna Regulation on collaboration for the care and regeneration of urban commons. In particular, the Regulation established "collaboration pacts", a co- designed partnership between public administration and local communities to share regeneration and management of a variety of urban resources. These resources can range from public spaces and urban parks to abandoned buildings and urban services. As part of the European project UIA Co- City, the City of Turin through its project "Co-City" has established a procedure of "collaborative dialogue" providing for the co-design of the content of the partnership construction and creating the possibility of replacing the collaboration with competition as a design principle of the tender procedures. Through the legal instrument of the so-called "collaboration pacts", citizens and the administration cooperate for the care, shared management and regeneration of urban commons. The introduction of 'collaboration pacts' could therefore be considered "as the first example of public-people or public-private partnerships driven by social innovation" (Iaione, 2018).

Another tool to analysis is the one that embodies the most intense degree of facilitation of urban collective action: the sharing of the political- administrative direction, or the signing of governance pacts or neighborhood agreements for planning urban development. The case study that exemplifies this approach is that of Reggio Emilia, which introduced in 2015 the instrument of "citizenship agreements" in a Regulation also containing the discipline of neighborhood laboratories (the phase of co-planning and regulation prior to the approval of citizenship agreements) through a "Regulation of Laboratories and Citizenship Agreements" approved in December 2015.

In other words, this kind of agreements summarizes the comparison and dialogue that takes place within the laboratories, through a participatory deliberative method. The Agreement is thus born at the end of the process of confrontation and dialogue that takes place within the laboratories. Like the pacts, the citizenship agreements are different depending on the complexity of the projects and the type of activity.

The agreements are then divided according to whether they concern the care of the city or the care of the community. The aim of the first group of agreements is to guarantee services or works for management, reuse, regeneration, constant care, maintenance of urban spaces; the latter, instead, are signed for the performance of services to the person, to generate also intangible and digital common assets. To be specific the goal of community care agreements is to produce social innovation, that is, new forms of response to the social need of the community.

The instrument of citizenship agreements and the discipline of neighbourhood workers, in the case of Reggio Emilia, are part of a wider public policy of administrative innovation launched by the Municipality of Reggio Emilia from 2015 to make the administration a facilitator of collaborative pathways and practices and to place the inhabitants of the city at the centre of the decision-making and management of the city (Iaione, 2020).

Civic collaboration can generate a strong tension between the rigidity and division that characterize the functioning of public administration and the strong flexibility and interconnectedness typical of the reality in which we live.

In order to be able to create a dialogue with civil society, public administration must undergo a transformation and have to work horizontally and be more flexible.

Being aware of this framework allows you to fully understand the innovative processes activated by the city of Reggio Emilia in recent years.

The main institutional innovation projects to facilitate the collaborative management of urban common assets are the "Quartiere Bene Comune" and "Collaboratorio Reggio Emilia" projects, which have shown the ability of the administration to innovate its structures and organizational methods.

The project "Quartiere Bene Comune" was born thanks to the intersection of two fundamental institutional variables: the neighbourhood dimension and the stimulation of civic collaboration. The project was born as a reaction to the confusion caused by the approval of the reform of the districts that came into force in 2010. The reform provided that cities with less than 250,000 inhabitants organize their territory into districts. The city of Reggio Emilia has used this law as an opportunity to ponder new forms of decentralization and management of the city.

The common good district policy was implemented between 2015 and 2019 in all districts of the city, giving rise to 25 Citizenship Agreements in 16 neighbourhoods throughout the city. These agreements resulted in 154 projects involving more than 2,000 subjects in the design phase and over 700 actors (e.g. citizens, associations, schools and social centres, public institutions, businesses and productive activities). They also involved in the implementation phase as co-managers of the services provided (signatories of the Citizenship Agreements).

The experimentation of Reggio Emilia in the context of the construction of the conditions enabling the formation of neighbourhood agreements, through which the municipality and urban civic actors can share the political- administrative direction for the planning of urban development, was also implemented through the POR-FESR 2014-2020 funds of the Emilia Romagna Region.

In particular, the funds identify Axis 6 "Attractive and Participatory Cities", with the aim of implementing the Urban Agenda in reference to Article 7 of EU Regulation No. 1301/2013 and, as part of the investment priorities, three specific implementing actions whose frame of reference is the "Sustainable Urban Development Strategy" that the Urban Authorities have developed and submitted to the Managing Authority and whose implementation they are responsible for. Axis 6 actions are aimed at the enhancement of a cultural asset capable of initiating development processes, to which digital technological solutions contribute, born and tested within an "Open Laboratory", which finds its physical location within the same reclaimed cultural heritage, identified in this case in the Cloisters of San Pietro.

In the strategy of sustainable urban development of the city of Reggio Emilia have been identified several trajectories for the Open Laboratory: i) develop and spread the values and objectives of the policy "social innovation", that is, to build the strategic governance system of the policy making sure that the Open Laboratory becomes not an additional element to the existing ecosystem, but a point of coordination of existing activities and an institutional space; ii) developing and disseminating new solutions in the field of personal services through co- design methodologies with particular reference to the areas of welfare, culture and education generating jobs and opportunities for businesses and at the same time supporting the Public Administration in the design of services and territorial policies (Iaione, 2020).

Urban Civic Uses and Civic Deals

The UK's Localism Act, which grants local communities the ability to keep buildings or other assets of use value to the community, is an example of national or local law that may represent enabling state and communal governance, as well as experimentalism. Similarly, the City of Naples explicitly acknowledges as "civic uses" abandoned or underutilized public properties that are exploited and changed by citizens into community uses or "commons" in a 2016 Resolution. The city permits their usage without passing ownership or even leases to people and has formed a multi-member advisory committee to investigate, evaluate, oversee, and monitor the administration and conservation of these communally utilized sites and locations. URBACT honoured Naples in 2018 for its concept of "civic uses," a policy instrument that empowers groups of citizens to govern and care for public resources. Naples recognized the "Urban Regulation of Civic Use" of common assets in the city itself, and due to the best practices governance model, more than 250 initiatives have come to life, cutting production costs via the use of free and shared places, resources, knowledge and skills (Iaione, 2021).

Land and Data Community Trusts for Housing Finance

The legal mechanism that is often employed to support commons-based institutions in the urban environment is the community land trust (CLT) (Foster & Iaione, 2019). The CLT is particularly useful where there is a speculative real estate market. Land owned by a CLT is removed from the real estate market and placed into a legal structure that is democratically governed by a diverse membership of public and private actors and inclusive of residents of the community in which it is based (Iaione, C., 2021). The board of directors of a CLT is most often "tripartite": an equal number of seats represented by users or people who lease land from the CLT, residents of the surrounding community who do not lease land from the CLT, and the public and private sectors (usually public officials, local lenders, non-profit housing or social service providers, and others). CLTs are also membership organizations, composed of voting members of the surrounding community served by the CLT (CIVIC eSTATE, 2021).

Urban Data Trusts

CLT is primarily implemented in the area of living, but the trust mechanism can also be used in other areas of application, for example to ensure ownership of data such as urban data trust.

A data trust is an independent institution; it can help balance conflicting opinions and encourage data sharing and accessibility. A data trust could help organizations eliminate some of the benefits that better access to data can bring (Iaione, 2021).

A data trust could be used to reduce the costs and skills needed to manage and share data or be designed to

generate revenue. Data trusts have the potential to create new opportunities for start-ups and other businesses to access and innovate with data, and create new technologies, such as artificial intelligence, that help people make more informed decisions, create jobs and stimulate growth. A data trust could check the most representative data of the existing data. In particular, data trusts could be used to determine how data that is captured by sensors in the environment is used and shared to make cities smarter (Tusikov, 2019). Data trusts are therefore a possible way of data governance that can be implemented in smart cities.

Data trusts can involve different agreements of actors, be they private or public organizations, or a combination of the two with access to data in both directions. The data trust figure is often associated with the idea of public data supervision, in which data administrators are responsible for determining who has access to the data, under what conditions and who can benefit from it.

One of the most well-known data trusts, Urban Data Trust, was designed by Sidewalk Labs, a Google affiliate that deals with urban innovation for managing urban data in a neighborhood in Toronto. This neighbourhood was to become the city's newest smart district following an innovative urban renovation by Sidewalk Labs (O'Hara, 2020).

The company suggested entrusting data collected in the smart city to a trust, as administrator of urban data and public interest. The Urban Data Trust⁵ was supposed to protect residents' privacy, establish standards of responsible data sharing, and provide people with a share of the profits derived from the data collected about them. For Sidewalk Labs, urban data consisted of data collected in the physical environment of the city, including public space (e.g. streets and parks), spaces accessible to the public (e.g. shops or courtyards of buildings) and some private buildings (it refers to data from private spaces not controlled by the occupier, such as office thermostats).

The main feature of this data is that it is anchored to physical spaces as opposed to data collected via websites and mobile phones, defined by Sidewalk Labs as "transaction data".

Sidewalk Labs predicted that the Urban Data Trust would enter into contracts with all entities, institutions, and organizations authorized to collect or use urban data in the district. Urban Data Trust contracts are similar to data sharing agreements or data licensing agreements and include several parameters governing collection, disclosure, archiving, security, analysis, the use and destruction of urban data (Lau, Penner, & Wong, 2020).

Sidewalk Labs hypothesized data sharing as a way for citizens to be compensated for their data in the form of licensing rights and intellectual property rights.

⁵ For more information: <https://datatrusts.uk/urban-data-trusts>

All parties who would like access to this data, must submit a request to the trust, which examines the application and evaluates whether the application provides a net benefit to the public. The Trust would therefore approve provided that the profits from the sale of the data are shared between the company Sidewalk Labs, the city and the trust (Austin, 2021).

Housing finance

At the European level, the housing sector is moving beyond forms of social housing based on public management or public-private partnerships to public community and public-private-community partnerships for the provision of affordable housing.

For example, the Abita Giovani project in Milan is formed by a partnership composed of regional authorities, philanthropic foundations and a real estate fund. It responds to the housing needs of young residents by offering them access to newly regenerated housing throughout the city and creates a collaborative network of apartments through which tenants are connected in co-working workshops and a digital platform (AbitaGiovani 2017).

In Barcelona, Spain, the nonprofit housing cooperative La Borda also enables a high degree of self-management and relies on self-construction of buildings by its members. A novelty of the La Borda model is that it uses a "grant of use" lease for the allocation of housing units (Cabrè & Andrés, 2017). The land belongs to the city of Barcelona and the cooperative pays a 75-year lease. Funding for the project is provided by a hybrid scheme of social economy, ethical banking, and voluntary contributions from individuals and groups (La Borda, 2017).

In addition to co-housing, innovation in collaborative housing comes precisely from legal innovations such as community land trusts (CLT). A CLT as it has been defined is different from the traditional housing cooperative in that it separates land ownership from land use and transforms that might otherwise be a collection of individuals owning property (in the typical housing cooperative ownership model) into a collaboratively governed institution that manages collectively shared goods in a way that ensures their long-term affordability. Residents in the CLT lease the land but own the building and their housing units. The affordability of the housing (or other uses) is secured through lease covenants (contractual promises) which restrict the resale price of the building (or housing units) and thus the amount of profit that can be extracted from the building or unit by any individual owner (Iaione, 2021).

The first cities in which co-housing and housing cooperatives spread, proving to be a central pivot in social and economic policies, are the American and European cities.

Among the objectives of those who live in these common spaces, in addition to economic facilitation and the expansion

of relational dynamics, there is also that of determining a lower impact on the environment, and above all being able to better access social services or create collaborative economic activities.

At the European level, the housing sector goes beyond forms of social housing based on public or public-private partnerships. To better explain what is happening in Europe, it is useful to report the Abit @ Giovani project in Milan which is formed by a partnership made up of Regions, philanthropic foundations and a real estate fund. It responds to the housing needs of young residents by offering them access to newly regenerated housing throughout the city and creates a collaborative network of apartments through which tenants are connected in co-working laboratories and a digital platform (AbitaGiovani 2017).

Noteworthy is what happens in Barcelona, Spain. In fact, the non-profit real estate cooperative "La Borda" brings a high degree of self-management. In other words, he entrusts the members of the housing units with the possibility of selfbuilding the buildings, by means of a "concession of use" lease. The land belongs to the city of Barcelona and the cooperative pays a 75-year lease. (La Borda, 2017).

At the basis of this new process, aimed at new forms of co-housing, there are legal innovations such as CLTs. It separates land ownership from land use and transforms what might otherwise be a collection of individual property owners into a collaboratively governed institution, where CLT residents rent land but own the building and properties. their housing units (Iaione, 2021, URBACT Co4Cities Learning Log).

Project Finance - Urban Commons

When referring to innovation in public procurement and more generally to social innovation, it is important to address the increase in new financing instruments aimed at investing in projects with a social impact (Bornstein, 2007; Cheng & Mohamed, 2010): "Social Finance (SF) defines the set of alternative loan and investment approaches for the financing of projects and initiatives, which require to generate both positive impacts on society, the environment or sustainable development, both financial returns" (Rizzi, Pellegrini & Battaglia, 2018). Social Finance tools are key tools for the development of the social innovation sector.

The multiple financial instruments used in the Social Project Finance sector, depending on the sector are: Social Investment Bank, Social Impact Bonds and Development Impact Bonds. (Iaione, 2021, URBACT Co4Cities Learning Log).

Utilities

The public service, in the objective sense, is the service directed at satisfying the interest and needs of the community, regardless of the public or private nature of the provider.

European law regulates services of general interest (TFEU Procolle No. 26), which can be provided by the public and private entity, and which must meet certain public service obligations, as they are directed to meet the need of communities.

Services of general interest are for example: education, health service, social protection, social security system, justice, post, communications, scheduled transport, electricity, gas, social housing, the systems to promote employment and the social services concerning social housing.

Services of general interest, are composed of three categories : noneconomic services of general interest that are not subject to internal market and competition rules; services of general economic interest that are provided upon payment of a fee and are therefore subject to European competition and internal market rules, unless exempted; and social services of general interest that are aimed at protecting vulnerable citizens in implementation of the principle of solidarity and partisan access.

These services are at the heart of the functioning of a city, in the paragraph, we report experiences of utilities born from innovative forms of partnership to give evidence of the importance of the interaction between the public entity, private entity and the community for sustainable urban development.

Ultrawide Band - Community Wi-Fi

As part of the European City Science Initiative (Csi) program, promoted in 2019 by the Joint Research Center of the European Commission, to discover how science, research and technology can be a supportive tool to address urban challenges (Iaione, 2022), in Italy, the city of Reggio Emilia has promoted the first Community Wi-Fi. Embracing a tech and justice approach, the city decided to develop an urban co- governance model based on cooperation among public, private, knowledge, social and civic actors regulated through a public-community partnership agreement for the provision and management of ultrabroadband service in the Coviolo neighborhood. The city has thus recognized ultrabroadband as an urban commons managed by the interested community to combat the digital divide in the neighborhood and the problem of connectivity in the city's gray areas (i.e., those areas not covered by public or private connectivity).

Community Wi-Fi makes it possible to benefit from Wi-Fi service in the chosen area by setting up a radio base station that uses the wireless network to spread the signal in a star mode through signal repeaters and receiving points. The project was developed as part of the Citizenship Agreement of Rivalta, Coviolo and San Rigo signed in 2015 and proposed by the "Coviolo in festa" social center, which noted the

plight of most residents and businesses to access connectivity in the Coviolo neighborhood. As a result, a memorandum of understanding was approved in 2016 between the municipality of Reggio Emilia, the social center and Lepida S.p.A. (an in-house providing company of the Emilia- Romagna region licensed for the exclusive use of telecommunication networks) to implement the Wi-Finetwork. The municipality and Lepida S.p.A. provided access to public ultrawideband, while, the social center initiated a popular shareholding and financed the purchase of the wireless infrastructure, becoming the neighborhood's provider and citizens its partners. The social center is committed to ensuring that the municipal resources disbursed to support the project are actually allocated to the planned expense items such as: installation, maintenance and operation of the facility, insurance, and to any other type of service or activity related to the provision of connectivity. (Aquila, 2021).

For the development of such projects and the study of new legal and social instruments, in implementation of the City Science Initiative program, Reggio Emilia has established a Chief Science Office, a research center where researchers led by a Chief Science Officer support the municipality in prototyping projects that improve the city, highlighting the importance of the role of science and the University in the development of innovative urban policies.

Energy - Energy Communities

The energy communities model appears to be a cutting-edge tool for cocreating and co-managing of energy and local and diffuse energy supply chains. Energy communities can play an important role in the energy transition and stimulate the development of sustainable energy technologies, with benefits for local communities and the entire European Union.

European policies aim to ensure financial support mechanisms for this type of energy and to invite local and regional authorities to identify local/ regional energy collectivities that can contribute to the achievement of energy objectives at the territorial level, in addition to social policy objectives. In particular, local and regional authorities have an important role in the energy transition through taking responsibility for what concerns local energy distribution networks, as well as their ownership or management through subsidiaries that provide services, including utilities. They play a key role in raising citizens' awareness of opportunities for participation in the sector at local level (Iaione, 2022).

There are many benefits associated with the creation and promotion of energy communities. Of these, it should be remembered that energy creation at local level implies that energy profits and costs do not extend beyond regional/local boundaries and can contribute to reducing the cost of energy in the long term, at the same time inducing the emergence of new value chains at local level. One of the greatest benefits is to increase the acceptance and awareness of renewable energy, also helping to overcome the resistance to infrastructure development thanks to the involvement of citizens.

Moreover, if public administrations decide to play an active role in an energy community, or if they give a mandate to the community to produce energy, they can benefit from less expensive energy for the same public utilities (e.g. Street lighting or charging of electric vehicles).

At European level, the formal recognition of energy communities took place with Directive 2018/2001/EU, c.d. RED II. The Directive defines the "renewable energy community" as a legal entity which, in accordance with applicable national law, is based on open and voluntary participation, is autonomous and is effectively controlled by shareholders or members who are located in the vicinity of renewable energy production facilities which belong to and are developed by the legal entity in question, whose shareholders or members are natural persons, subject matter experts or local authorities, including municipalities and whose main objective is to provide environmental, economic or social benefits at community level to its shareholders or members or to the local areas in which it operates, rather than financial profits.

Directive 2019/944/EU (IEMD) has instead introduced the Citizens' Energy Communities (CEC), intended "a legal entity which: is based on voluntary and open participation and is effectively controlled by members or members who are natural persons, local authorities, including municipal administrations, or small enterprises; has the main purpose of offering its members or members or the territory in which it operates environmental, economic or social benefits at community level rather than generating financial profits; and may participate in generation, including from renewable sources, distribution, supply, consumption, aggregation, energy storage, energy efficiency services, or charging services for electric vehicles or provide other energy services to its members or members".

The directives provide that the energy communities can carry out as energy activities: the generation, production, distribution of energy; management of the energy needs of consumers in relation to their consumption, for example by using smart meters or entering into supply contracts with dynamic prices; storage which may consist of the accumulation of energy produced and not consumed, for example by using storage batteries, or by converting energy into another form, as in hydrogen, methane or compressed air, and that can be stored.

One case of an energy community is Banister House Solar, developed to promote energy efficiency and social housing in the United Kingdom. The project involves the installation of solar groins on the roofs of 14 buildings that are a polar house complex run by the district of Hackney, near London. The project was born within the framework of the UK government's Community Energy Strategy, Hackney Council, as a local public entity, triggered collaborative processes and created the conditions for the emergence of an ecosystem in which to implement the energy project.

Hackney Local Council entered into a 20-year lease agreement

with Repowering London, a not-for-profit organization, and a local association, Hackney Energy. The technical expenses for the construction of the power generation facility were supported by government funds allocated by the Community Energy Strategy. In addition to energy production, Repowering London created the Community Benefit Society to empower citizens and develop a social investment scheme.

Mobility Service

In order to be able to achieve climate neutrality by 2050, a goal that became binding under the European Climate Act of June 30, 2021 (EEC/EU Regulation No. 1119 June 30, 2021), it is necessary to rethink the mobility system in an innovative way.

It is necessary to intervene in three key aspects in the cities and neighborhoods of reference: technological innovation related to infrastructure and means (products); process innovation (i.e. Community collaboration between private, public and citizen actors); and governance innovation, which includes ways to implement the first two types of innovation and enable their management over time. In this context, it is crucial to ensure at the same time the coparticipation of citizens in choices about the sector in order to reduce inequalities and inequities. (Kappler, 2021).

Current urban mobility policies aim to change citizens' behavior to transform them into producers of the mobility service through their involvement in decisions and sharing of means and data. New spaces, so-called living labs, are thus developed, a space in which businesses, researchers, public authorities and citizens collaborate to rethink and redesign the urban system by implementing public-private-community partnerships that implement ideas developed at the city and neighborhood level. Mobility innovations can relate to transportation planning; the urban design of the transportation infrastructure or public space that provides accessibility and usability; as well as relate to the behaviors of specific social groups (Kappler, 2022).

For example, The city of Tampere, Finland, with companies and universities, has developed the "Green light optimized speed advice" (Glosa) project, aimed at road traffic efficiency. Analysis of baseline data on driving behavior collected from buses has enabled the construction of a sensor system that provides drivers with information on optimal speed to avoid superfluous stops that would result in increased energy consumption. Additionally, as part of the City Science Initiative, the city of Cluj-Napoca, Romania, is a virtuous example of developing a sustainable transportation system directed at meeting the needs of the city community along five lines: accessibility, safety and security, climate change mitigation, economic efficiency, and quality of the urban environment. Cluj-Napoca has integrated big data analysis into the metropolitan area's condition monitoring mechanisms to assess the accessibility that public transport provides to public services in order to improve mobility (Kappler, 2022).

The CLT tool enables community solutions in the housing sector in order to strengthen social relations and address local needs. Boston's CLT, Dudley Street Neighbourhood Initiative (DSNI), is an example of the virtuous use in the housing sector of the Community Land Trust. This initiative was established in 1984 to limit real estate speculation (Medoff & Sklar, 1994). In 1988, the CLT obtained 4,000 meters of land from the city of Boston, which resulted in the transformation of the entire neighborhood, in which new forms of social organization and methods of urban regeneration are developed. The neighborhood is currently inhabited by 3,600 members and contains 400 new homes, shared gardens and children's spaces, community facilities (including a school) and new businesses. The redevelopment of the area has followed and is following three directions: 1) community empowerment; 2) opportunities and development for youth; and 3) sustainable economic development. The main actors who collaborate with the DSNI represent the quintuple helix actors, are in fact: Tufts University, involved with the Department of Urban and Environmental Policy and Planning), Community Development Corporations such as Nuestra Comunidad CDC, Dorchester Bay Economic Development Corporation, Madison Park Development Corporation, organizations such as Project Hope, and foundations such as the Riley Foundation and the Ford Foundation. Then within the DSNI there are several groups that operate pursuing different goals: the Resident Development Institute (RDI), the DSNI Sustainable and Economic Development Committee, the FCC - Fairmont Cultural Corridor, the Dudley Real Food Hub, the Dudley Youth Council (DYC), the Greater Boston Community Land Trust Network, the Community Development Children, the College Bound and the Boston Parent Organizing Network, as well as initiatives such as the No Child Go Homeless Campaign, the Dudley Workforce Collaborative, the GOTCHA (Get off the Corner Hanging Around) Youth Jobs Collaborative, and the Neighborhood Safety and Beautification (Bernardi, 2017).

Science Parks are formed at the intersection of science and industry. Cognitive institutions (e.g. research centers, universities, schools) are taking on a crucial role in the world in setting up sustainable development processes at the urban level leading to accelerating the link between the right to the city and the right to science (Iaione, 2022). The role that cognitive institutions can play within the city and in urban governance is shown below, a role that accentuates the spirit of entrepreneurship and innovation.

The University of Oxford has ventured into research and innovation, developing the Oxford Science Park in Begbroke, a science park that hosts researchers, spinouts, research companies, academics, and companies working in different fields to build a research and innovation community.

There are about 30 companies and more than 20 research groups in the park. Experienced researchers in different fields work in interdisciplinary groups (in labs or workshop spaces) to solve emerging issues. Researchers to develop the idea connect to companies thus creating business relationships to give their research work concretely a real impact on society. This intermingling of cognitive institutes and companies creates new ideas that inspire new approaches to innovation. The companies are both university spin-outs connected with the University of Oxford, research-based organizations and other companies with which a collaborative environment is created in which entrepreneurs, Researchers local and national parties exchange ideas and knowledge to create new projects. The park also helps start-ups companies support the difficult early stage by also providing various real estate spaces. In the park itself is the Center for Innovation and Enterprise (CIE), which provides a professional environment with flexible office and laboratory space and services to start-up companies. Those who are part of the CIE have the unique advantage of having access to Oxford University's research programs and the opportunity to talk with experts in the field⁶.

The Southampton Science Park is an innovation center located in southern England. It covers 72 acres and consists of commercial offices, laboratories, meeting and conference facilities for new start-ups and leading technology companies. The University of Southampton very active in research owns the Southampton Science Park. Through the Park, researchers can exchange ideas with the commercial sector to drive future innovation, productivity and

competitiveness. The Southampton Science Park hosts the Southampton SETSquared. SETSquared is a corporate partnership between the universities of Bath, Bristol, Exeter, Southampton and Surrey with the aim of strengthening the entrepreneurship and commercial potential of the five universities. It has been ranked as the world's top business incubator, helping to enrich the UK economy with nearly £9 billion and supporting 6,500 companies since 2002.

SETSquared in fact provides advice on business planning, business review, market identification and investment programs, with the opportunity to access the knowledge of other entrepreneurs, academics working in the Park thus creating networking activities⁷.

⁶ For more information: <https://www.begbroke.ox.ac.uk/>

⁷ For more information: <https://www.science-park.co.uk>

Amsterdam Science Park

Amsterdam Science Park is a hub that offers research institutes, universities and about 170 world-class companies thus creating intersections between research, innovation and entrepreneurship. The main fields in which the Park engages are data technology, applied research, use of advanced equipment, sustainability and digital innovation. Amsterdam Science Park is the product of a collaboration between the City of Amsterdam, the Netherlands Organization for Scientific Research and the University of Amsterdam. It is also currently home to the University Innovation Exchange Amsterdam (IXA, the combined technology transfer office of the University of Amsterdam, the VU University of Amsterdam and the University of Applied Sciences Amsterdam) and the Amsterdam Center for Entrepreneurship (ACE). The Amsterdam Science Park shows how fundamental it is that knowledge and business cooperate together to co- create new solutions, new products and companies. Each company can be supported by advice from researchers and innovative start-ups to solve problems and improve business development and innovation⁸.

Kendall Square

Kendall Square, located in Cambridge, MA, stands on an industrial site that has now been regenerated and has become an internationally recognized innovation district. Kendall square is surrounded by life science and information technology companies, research institutes that now exchange ideas.

Kendall community leaders launched the Kendall Square Association in March 2009 with the goal of forming Kendall Square into a global innovation hub to reinvent a more resilient and inclusive future⁹.

Concluding Remarks

The paper shows the innovative direction being developed at the urban level subject to international, European and national policies and the result of experimentation in cities.

The main areas being addressed are: business model innovation, service innovation, and innovations in legal and governance instruments. The promotion of new forms of partnership, the need for innovative forms of procurement and the new figure of the innovation broker, capable of ensuring systemic integration, reducing the complexity of transactions and relationships between communities, social organizations, public and private actors, are key to this.

City Science and Innovation Brokering

PPCPs also require facilitators such as innovation brokers. They are the third party that offer support to public administrations by acting as moderators between private, public and civic actors.

This figure is necessary because the literature on PPPs shows that the public sector lacks the skills, incentives, and resources to experiment with and change its traditional service delivery

⁸ For more information: <https://www.amsterdamsciencepark.nl/>

⁹ For more information: <https://kendallsquare.org/>

system through partnerships with city residents and other civil society actors (S.A. Ahmed & S.M. Ali, 2006).

Innovation brokers at the urban level can manifest themselves in the form of public officials in charge of research and innovation (i.e., Chief Science Officers, Chief Innovation Officers, etc.) or in the form of entities such as Urban Laboratories, Living Labs, or Competence Centers.

The role of an intermediary aimed at pushing the public sector to invest in innovative partnerships with private and civic actors has proven effective in promoting innovation in procurement processes. Innovation brokers help overcome the barriers inherent in public sector service delivery.

In conclusion, the idea of this new form of partnership is designed to overcome the dichotomy between public vs private in managing the commons goods and to give relevance to civic, private, public, cognitive and social actors (universities and knowledge institutions, local businesses and enterprises that implement corporate social responsibility, single urban inhabitants, informal group and micro commoners and hyper local communities) and to the possibility for them to work together in order to build the new governance tools (URBAN AGENDA FOR THE EU, 2020).

Innovation and Responsible Public Procurement

One of the twelve priority themes of the Urban Agenda for the EU is the promotion of responsible and innovative public procurement in order to promote the development and implementation of an ambitious procurement strategy as an integrated management tool and support for the governance. The Urban Agenda for the EU emphasises the strategic importance of public procurement and public procurement for innovation from a governance perspective, as management tools that cities can use to address social and environmental challenges.

European Innovation Partnerships

European Innovation Partnerships support projects that aim to achieve systemic impact at the European level through the ability to disseminate project results on a European scale and/or transfer them to different thematic or geographic contexts. The thematic areas they focus on are strategic to Europe's growth, competitiveness, and social cohesion.

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SPRINGBOARD
PLAN

02

> Via Cumiana 15 before CO-CITY, Turin.
Photo Laura Cantarella

02

The Springboard Plan aims to disseminate the innovative practices experimented during the Co-City project - in terms of actors involved, procedures, tools and approaches used - and to develop new tools for governance and participation in the care and regeneration of Turin's urban commons.

The plan focuses on the feasibility study for the establishment of a Urban Common Foundation, an instrument of self-governance provided by the City Regulation No. 391 (Article 17), and the development of an Action Plan for Beeozanam that can hybridize tools and skills for strengthening the role that the Community Hub has in the community development process.

Beyond the Co-City project

The Co-City project

In 2016, the City adopted an [Urban Common Regulation](#) in order to encourage new forms of alliances and collaborations between administration and citizens in the care, co-management and regeneration of the [Urban Commons](#). The intention was to substantiate the principle of horizontal subsidiarity enunciated in art. 118 of the Italian Constitution for which "*State, Regions, Metropolitan Cities, Provinces and Municipalities favour the autonomous initiative of citizens, both single and associated, to carry out activities of general interest, on the basis of the principle of subsidiarity*". Moreover, the integrated approach of urban regeneration programs has found in the [Urban Commons](#) a key to experimenting with the rules of administrative law, building new synergies and involving citizens' organisations in the construction of public policies.

In order to test the implementation of the [Urban Commons Regulation](#), the City of Turin (in partnership with the [University of Turin](#), [ANCI](#) - National Association of Italian Municipalities, and [Cascina Roccafranca Foundation](#) - Leader of the local network of Neighborhood Houses) conceived the project "[Co-City - The collaborative management of urban commons to counteract poverty and socio-spatial polarisation](#)". The project started in March 2017 and ended in February 2020. Its total budget was 5,1 million Euros – 80 percent funded by ERDF.

Thanks to the Co-City project more than [50 Pacts of Collaboration](#) have been signed between the City Administration and different citizens' organisations.

The issues addressed by the Pacts of Collaboration signed could be broadly divided in six main topics:

1. *care for green areas and public space*: improvement of the quality of urban green areas with the adoption, restoration

- and maintenance of small gardens, playgrounds, portions of urban vegetation in public spaces, squares, streets, etc.;
- 2. *sports in public places*: promotion of sport and outdoor physical activities, especially for young people in marginalised areas;
- 3. *arts, culture, creativity*: improvement of the quality of urban areas through the use of creative tools, cultural installations and placemaking;
- 4. *socio-cultural animation*: stimulation of the integration and the participation of individuals to encourage development and integration of the local social life;
- 5. *community welfare services*: provision of services and support to disadvantaged people (e.g. the elderly, disabled, homeless and unprivileged groups);
- 6. *youth protagonism*: participation and socialisation opportunities for young people.

The project supported also the creation of the *Attrezzoteca*, a **Library of Tools (LoT)** which allows a free loan of gear and tools for the people that operates within the Pacts of Collaboration (eg. battery lawn mowers, video system, portable gazebo, cargo bikes, etc.). The LoT is managed by 4 Neighborhood Houses, thus tools and gear are stored in different locations all over the city.

Strategic Vision

The constitution of cohesive and resilient communities requires a paradigm shift that overturns the traditional ways of making cities and being citizens. The City Administration has the will to systematize the experiences inherited from Co-City and proceed, according to a medium-long term vision, in the **strengthening of citizen participation in public policies and in the processes of community empowerment**. The social and urban challenges that the City intends to work on are:

- Strengthen the Public/Community relationship:
 - Increased communication activities and accessibility of information;
 - Rooting the role of Community Hubs and Neighborhood Houses in the processes of accountability and empowerment;
- Understanding the boundaries related to economic and financial sustainability of the activities carried out by the Pacts of Collaboration;
- Development of new governance tools able to promote urban regeneration through social innovation.

> *During the Transational meeting
in via Cumiana 15, Turin.
Photo Laura Socci*



Towards the Springboard Plan

The vision is realized in the Springboard Plan (SP) in two main topics:

1. Understanding the role of **Community Hubs and Neighborhood Houses** in community empowerment processes and in strengthening the collaborative approach through the **hybridization of tools**;
2. the elaboration of a Feasibility Study for the establishment of a **Urban Commons Foundation, a new administrative tool provided by the City Regulation on urban Commons**.

The municipality has interpreted the SP as a **collective work**, a book written by the ULG, in which content is designed by all off its members to allow for different perspectives. Therefore, the ULG plays a central and proactive role in all phases. The perspective is the design of a **multi-stakeholder working method** that is meant to be a highly contextual, scalable, and replicable process.

The goal is to define actions to be taken, learning from Co-City and from the local ecosystem of social innovation and urban regeneration, in order to **improve collaborative practices for a more cohesive and inclusive city**.

Urbact Local Group

The Urbact Local Group (ULG) is a **key element of the URBACT methodology** through which the integrated and participatory approach to urban policies is realized. The ULG of Turin involved several stakeholders active in the local and supra-local dimensions and interested in the policy challenges undertaken by the City through the Co4Cities project.

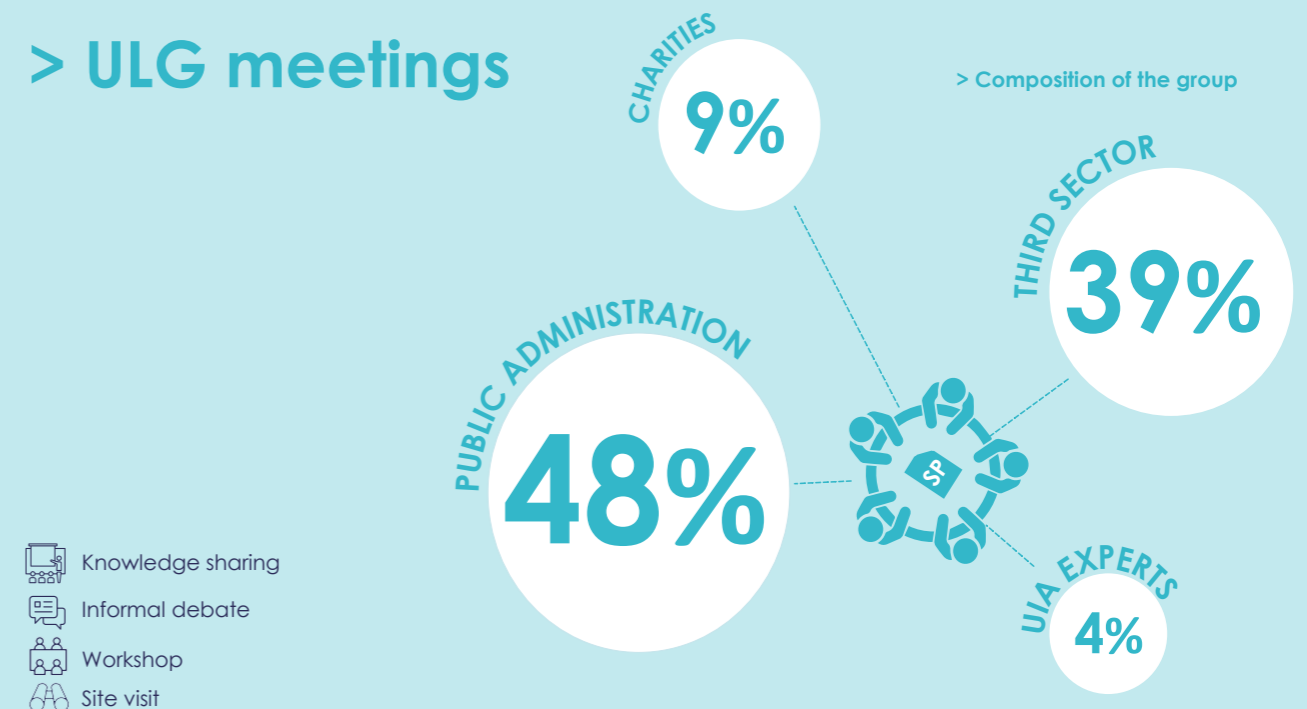
A **flexible working group** with variable geometries has been set up, according to the topics discussed, progressively reaching about 40 people. As expressed by systems theory, the establishment of creative and innovative solutions was founded in group dynamics (system) and the relationships, either spontaneous or guided, between individual elements (ULG members).

The public administration has interpreted this opportunity for discussion and work forming a local group with a double task:

- **Knowledge sharing** through conversations based on on the experiences, projects and research conducted by each ULG member;
- **Implementation and development of working strategies** based on project goals.

The ULG met monthly, and the coordination focused on two critical issues that generally arise in time-defined working groups. The first concerns the trust of individuals in the group while the second concerns the constant repetition of the sense and meaning of the work and goals.

> ULG meetings



- Transnational Meeting (Turin, 10/05/2021) - online
- 1 10/09/2021 Urban Lab Presentation of **CO4CITIES. Citizens do it better** (Icons: person with speech bubble, speech bubbles)
- Transnational Meeting (Gdansk, 16-17/09/2021) - hybrid
- 2 28/10/2021 Beeozanam The central elements for establishing a **Commons Foundation** and a new **Neighborhood House** (Icons: person with speech bubble, group of people)
- Transnational Meeting (Budapest, 25-26/11/2021) - online
- 3 14/01/2022 Online The **role of philanthropy** in the urban regeneration process and the **Spaccio di Cultura project** (Icons: person with speech bubble, speech bubbles)
- 4 18/02/2022 Via Baltea Innovative public policies: the micro urban regeneration of **CasaBottega project** (Icons: person with speech bubble, binoculars)
- Transnational Meeting (Cluj-Napoca, 21-22/02/2022)- online
- 5 17/03/2022 Beeozanam Hybridizing tools and models at **Beeozanam** (Icons: person with speech bubble, speech bubbles)
- 6 14/04/2022 Urban Lab The **socio-cultural infrastructure** to contrast **urban loneliness** (Icons: person with speech bubble, speech bubbles)
- 7 11/05/22 Municipality **Monitoring Pacts of Collaboration** in Turin: critical issues and working perspectives (Icons: person with speech bubble, speech bubbles)
- 8 21/06/2022 Online The Springboard Plan's advancement (Icon: speech bubbles)
- Transnational Meeting (Turin, 30/06, 1-2/07/2022) - in presence
- 9 15/09/2022 Online Beeozanam **Action Plan** (Icon: speech bubbles)
- Transnational Meeting (Cluj-Napoca, 13-14/10/2022) - in presence



Action Plan and hybrid models in Beeozanam Community Hub

EMANUELA SAPORITO*, GIULIA MARRA**

*Architect and Community Planner of OrtiAlti association, **Architect and Consultant of Labsus ULG members

Beeozanam is a Community Hub located at 14 Via Foligno in Turin, between the Borgo Vittoria and Madonna di Campagna neighborhoods. It was born inside the ex Simbi factory, an industrial complex dating back to the 1930s, one of the rare examples of futurist architecture, in the shape of a "ship-machine".

In recent years, thanks to the funding of the City of Turin, with the Co-City project, the Compagnia di San Paolo Foundation and other private donations, its spaces have been involved in an important urban regeneration process that redefined the building in terms of environmental sustainability and urban art, creating a new aggregative and cultural space, a shared courtyard, a vegetable garden and roof garden, and an apiary.

The path began in 2016 when OrtiAlti association and Meeting Service cooperative created a [community garden on the roof](#) of the restaurant Le Fonderie Ozanam, ran by the cooperative. This new intervention acted as a [trigger for the regeneration of the complex and the involvement of other associations in Via Foligno](#) (Minollo association committed in youth protagonism initiatives and European Research Institute-ERI association for the management of a temporary housing center). The roof garden is an opportunity to involve [other local realities, from schools to other third sector organisations](#), but also [individual citizens](#) in activities of territorial animation, care of green areas, environmental education on vegetable gardening, job placement and training of fragile subjects.

Regenerating an urban common: from ex foundry to community hub

After these experimental collaborations, in 2017 the *OrtiAlti*, *Minollo*, *ERI*, *Impresa e Territorio* associations and *Meeting Service and Dinamo* cooperatives, applied to the *Co-City* project with a proposal for the regeneration of *Via Foligno* complex through the establishment of a *Community Hub*.

The successful proposal goes through a process of co-design with the *City offices*, leading to a number of important redevelopments of the building, with attention to the environmental sustainability of the architectural solutions adopted. The courtyard has been recovered with a new draining paving and green flowerbeds; the recovery of the parts of the building allows the redevelopment of 500 square meters of workshop space and extends the garden space on the roof with the creation of a melliferous garden and an apiary.

The co-design phase of the *Pact of Collaboration* ends in 2019, with some proposing associations deciding to leave the path (*Impresa e territorio association and Dinamo cooperative*) and new associations (e.g. *Pigmenti association*) deciding to join the promoting group, participating also to the cultural initiatives that were put in place in the meantime, in order to accompany the worksite and continue to weave relations with the neighbourhood.

2019 is the start-up year for the *Community Hub*, based on an action-research work aimed at actively listening to the needs and desires of the neighborhood and building an initial cultural programme. With the *Urban Laboratory*¹⁰ project, but more importantly with its participation in the *CiviCa*¹¹ 2019 call for proposals issued by *Compagnia di San Paolo* Foundation (Culture and Civic Innovation Projects), *Beeozanam* set the course for a series of projects that would become part of the hub's regular programming. Due to the Covid-19 emergency, the activities came to halt. However, in the summer of 2020 the keys of space were finally handed over to the associations that signed the *Pact*.

> Co-City building site
Photo Beeozanam



Responding to local need: a socio-cultural facility for community welfare

Turin's District 5, the territory in which *Beeozanam* was born and materialized, shares its characteristics with many Italian suburbs. A peripheral area not as much for its infrastructural condition of isolation and inaccessibility or its physical distance from the urban center, but rather for the scarcity or absence of urban opportunities and spatial resources (e.g. Cultural centers, places of aggregation, public green areas of proximity,

¹⁰The socio-territorial survey work "*Urban Laboratory*" of 2019, promoted by *OrtiAlti* and supported by the *Compagnia di San Paolo* Foundation (<https://www.beeozanam.com/post/laboratorio-urbano>).

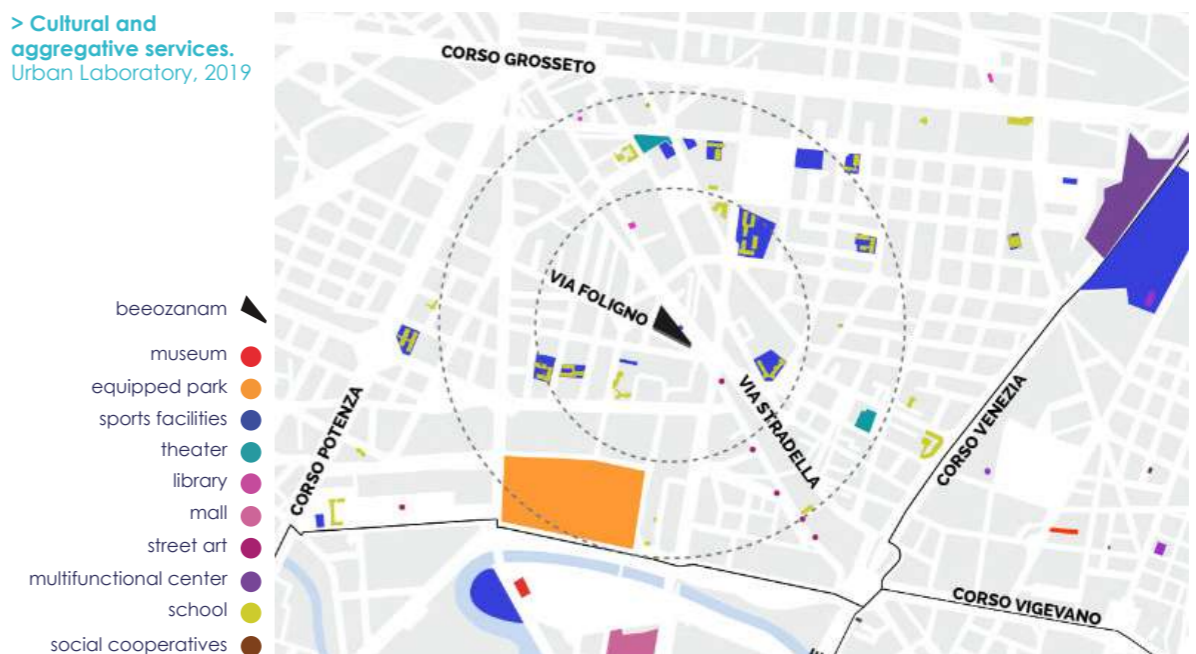
¹¹*CiviCa* is a call for proposals promoted by the *Compagnia di San Paolo* Foundation. It was created in 2017 as part of the Mission "Promoting Active Participation" to encourage civic activation of citizens through the fundamental role that culture can play with experimental community-based designs (<https://www.compagniasanpaolo.it/it/progetti/civica-progetti-di-cultura-e-innovazione-civica/>).

non-commercial services) typically diffused in urban fringes.

According to the most recent data¹², 123,239 citizens live in the large territory of District 5, about 60 percent of whom in the historic neighborhoods of *Borgo Vittoria* and *Madonna di Campagna*. Places rich in history, where a rooted sense of community belonging can still be found and animate the associative network. A history that certainly concerns the older generations, but hardly catches younger or newer inhabitants, that in these territories do not find reference points, places of aggregation and belonging that can trigger processes of civic engagement and social protagonism. Data confirm *Madonna di Campagna* as one of the neighborhoods with the highest number of young residents up to 24 years old (second only to the *Barriera di Milano* neighborhood), with an incidence of 22.7% of the total number of residents, while in *Borgo Vittoria* the presence of young people stands at 22 percent of the total number of residents. Moreover, almost one-third of the young people residing in *Madonna di Campagna* come from other countries.

If we analyze all of District 5, we find data on urban poverty among the most worrying in the city of Turin, not exclusively in the economic sense (the average income in *Borgo Vittoria* and *Madonna di Campagna* neighborhoods is between 9.901 and 12.750 euros, with an unemployment rate between 9.9 and 12 percent, significantly higher than the city average) but above all in the cultural, educational and relational ones.

> Cultural and aggregative services.
Urban Laboratory, 2019



¹² Here the reference is to the "*Urban Laboratory*" of 2019 and the more recent historical-demographic research carried out by the *Ciomedica* Public History Association, as part of the "*BeeO_Ingredients of Community*" project (<https://www.beeozanam.com/post/bee-ingredienti-di-comunit%C3%A0>). Demographic data are based on 2019 statistical basis.

An initial mapping of the cultural and aggregative services in District 5 brings out the **schools as the main socio-cultural facilities**; the only two libraries present have limited opening days and/or inadequate capacity, as do the two active theater spaces. The percentage of college graduates in the Borgo Vittoria and Madonna di Campagna neighborhood ranges from 6.5 percent to 8.3 percent. The only existing **aggregative services** are related to **sports activities** and parishes. However, many sports facilities present are mostly spaces attached to schools, which cannot be used outside school hours.

In this socio-territorial context, Beeozanam community hub was created to stimulate the growth of a "sustainable generation", targeting young people in order to **counteract cultural poverty and social disgregation in the area**. In the face of often inadequate public services, Beeozanam intends to experiment with proximity welfare actions, activating a network of services based on local needs and resources, on relationships and ties, in a generative perspective, and to create a platform of socio-cultural opportunities.

**Co-management:
systemizing
expertise**

Beeozanam opens in July 2020 thanks to the collaboration between **District 5** (the public institution that signed the Pact of Collaboration), the associations **OrtiAlti**, **Minollo**, **ERI**, **Pigmenti associations** and **Meeting Service cooperative**, five realities of the third sector active in the field of **urban and environmental regeneration, youth leadership, hospitality, training, urban art and social catering**. The community hub is based on the different missions and activities of the five subjects, a hybrid space that addresses the neighborhood and the city as a space for **cultural co-production and reception, with the aim of forming a "sustainable generation"**.

The associations are also part of **networks at different scales**, that intersect in the hub project. In particular, the **OrtiAlti** and **Pigmenti** associations are not formally based in the Via Foligno space and are mainly active on a metropolitan, national and international scale, so much so that initiatives, opportunities and collaborations converge in Beeozanam, as in the case of the Civica project carried out by **OrtiAlti association** or in the case of artistic residencies curated by **Pigmenti association**. These are supported by entities that have much deeper roots in the territory in which the community hub is located, such as the **Meeting Service cooperative** and **Minollo association**, which have been active in the space since 2008. More hybrid is the role of **ERI associations**, which became the manager of the **beeozanam SAC** (a temporary housing facility) in 2016, but which at the same time is a training provider on a regional scale and coordinator of european projects on an international scale on the themes of environmental sustainability and interculture.



Beeozanam is a plural space where ideas and community are produced; it is a community hub, a hybrid space, between production and services, open to citizen participation in use and management, designed to build itself, leveraging the short networks of adjacent neighborhoods and to grow, strengthening city, national and international long networks.

Beeozanam's challenge is to counteract cultural poverty and social disgregation in the area, and its goal is to stimulate the growth of a "sustainable generation" through the co-production of cultural, educational and aggregative activities.

The first coordinating tool is the Pact of Collaboration, that aims to define the general objectives of the project, the mission of the community hub, the types of activities allowed and the roles of the signatories in the care of the space (both the hub premises and the courtyard and green areas) and in the promotion of the animation activities. The Pact of Collaboration also traces a path for the possible forms of governance of the community hub, which envisages a two-level management:

- A more strategic one rooted in the steering committee, in which a representative of the associations, one of the District 5 and one of the City of Turin participate;
- A more operational one that flows into the establishment of an association of associations, as the managing body of the space.

All the entities continue to be promoters of individual projects with repercussions on Beeozanam, contributing to the cultural programming of the hub, and proposing variable-geometry collaborations with the other signatories of the Pact and with the second-level association "Beeozanam".

The second-level association has been set up in 2021 precisely with the purpose of managing the spaces of the community hub and to be the promoter of fundraising initiatives, to ensure coordination on the management costs of the complex.

> Beeozanam presentation
Photo Beeozanam



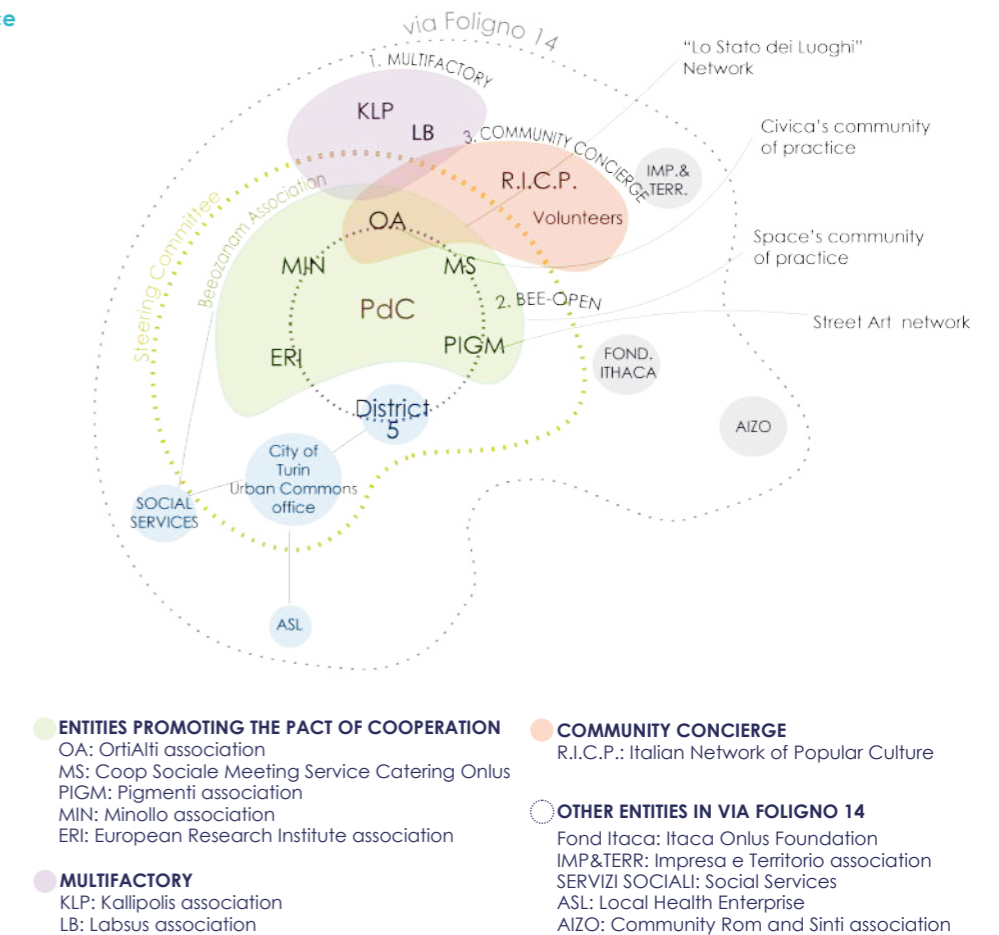
Evolution of Pact of Collaboration in post-pandemic: hybridizing models to achieve goals

Following the closure imposed by the health emergency, the activity of the community hub focused on defining and refining the governance model and the creation of the second-level association "Beeozanam", as stated in the Pact of Collaboration. In parallel, due to the impossibility to fully open the space to the public, the group worked on a gradual space activation strategy that allowed the hub to host activities of general interest (e.g., through the structuring of a "multifactory"), while at the same time studying a mechanism for the economic sustainability of the space.

As a result, we took care of the functionality of the spaces, through safety, maintenance and interior design interventions, and defined their use by third parties on a continuous and/or occasional basis.

In addition, fundraising and networking actions have been carried out, strategic projects have been defined, and relationships with schools, associations and entities in the area have been established.

> Diagram of governance of Beeozanam



Networks and strategic projects

With the establishment of the "Beeozanam" association in March 2021, it was possible to join officially supra-local networks and strategic projects, which allowed the community hub to be recognized and included in funding and support opportunities. This is not only the case for the participation in the permanent round table of territorial associations (Borgo Vittoria Round Table), but also the network *Lo Stato dei Luoghi*¹³ and the *Torino Social Impact*¹⁴ platform. Also relevant is the participation in the community of practice of Space (*Spaces of Participation at the Center*), funded by the *Compagnia di San Paolo Foundation* and aimed at cultural and civic places and actions in the Piemonte, Valle d'Aosta and Liguria Regions. In the same months, "Beeozanam" also participated in the training course "Social Artisans" and "Let's put up house" promoted by the *Neighborhood Houses Network*, which began an ongoing discussion on the management and governance aspects of

¹³ Lo Stato dei Luoghi network consists of more than 100 organizations and individuals acting on place activation, space management or involved in culturally-based regeneration experiences in Italy, promoted and managed by private or private social actors, often in collaboration with public institutions and local authorities (<https://www.lostatodeiluoghi.com/>).

¹⁴ Open Ecosystem, an alliance of businesses and public and private institutions to make Turin one of the best places in the world to do business and finance by intentionally and jointly pursuing goals of economic profitability and social impact (<https://www.torinosocialimpact.it/>).

similar spaces. The activation of an inclusive space, open to citizen participation in its use and management, as conceived for *Beeozanam*, is indeed in line with the experiences of *Neighborhood Houses*. In this regard, the strategic actions developed in order to ensure the collective and shared use of the space were:

1. THE CREATION OF THE COLLABORATIVE MULTIFACTORY with the participation to the community hub of *Labsus* and *Kallipolis* associations, partners who use the space on an ongoing basis, with the aim of bringing value and strengthening the mission of the space; involvement of associative entities for the temporary use of the spaces; activation of collaborations with schools, associations and entities in the area;

2. SOCIO-CULTURAL PROGRAMMING (beeOpen) with the launch of courses, workshops, and events on the hub's key themes: urban art, environmental sustainability, and food responsibility with a special focus on the youth target, as well as welcoming and inclusion (Italian language alphabetization courses, gymnastics for senior citizens, and more cross-cutting courses, such as one on digital citizenship);

3. THE CO-DESIGN OF THE COMMUNITY CONCIERGE, in agreement with the Italian Network of Popular Culture, to extend the model of the Community Concierge in the territory of District 5 around the community hub, expanding the range of proximity welfare services and create relational opportunities, precisely from the mapping of disseminated skills and needs, carried out through the collection of residents' life stories (Knowledge Portal).



> **BeePOP, inauguration space.** Photo Beeozanam

> **SAT_Street Art TOuRINO.** Photo Beeozanam

> **Co-design of the community concierge.** Photo Beeozanam

Thematic areas and coordination tools

Through these three strategic lines, the community hub develops actions and projects that fall under four main thematic strands that are strongly interconnected: **YOUTH, GREEN, WELFARE, FOOD**.

These thematic areas are based upon the mission of the hub - to help raise a "sustainable generation"- and the skills and specificities of the associations that signed the Pact of Collaboration. In its cultural program and service proposals, the community hub has decided to expand the range of educational workshops aimed at younger people on art, environmental sustainability, horticulture and beekeeping, and food responsibility.

In addition, the hub enters the Social Inclusion Plan of the City of Turin, in collaboration with the *Italian Network of Popular Culture* association, with initiatives to support and train fragile citizens and actions to support food fragility.

Among the strategic projects, *Beeozanam* continues its path of ecological transition, with the design of an urban micro-forest in the courtyard near to that of the community hub, through a depaving intervention and a path of monitoring impacts.

In order to support this complex process of co-designing services and content, the "*Beeozanam*" association has built several facilitation and coordination tools between actors and proposals to work on the shared use of space, but also on the shared planning of initiatives. The tools are:

- The **shared calendar**: periodic definition of space use with the scheduling of initiatives open to citizen participation;
- The **co-design meetings**: periodic in-depth appointments on the definition of the activities of the partner entities and the network, the planning of the shared calendar, the design work for initiatives and participation to calls of the network active in the community hub, general interest activities open to the community, and relationship building.

Let's make a Pact. From co-managing spaces to co-producing services

Beeozanam is a hybrid, multifunctional and flexible space that aims to encourage people to get together and build meaningful relationships of different kinds: social, work, neighborhood. As mentioned above, the sphere of action is that of proximity welfare, that is, the process that transforms individual needs, interests and desires into collective issues around which to act collaboratively to find common and shared solutions.

Unlike other community hubs (e.g the *Neighborhood Houses* and other experiences active in Turin and beyond), *Beeozanam* starts from other assumptions: it is born from the signing of a Pact of Collaboration. The theoretical framework of the shared administration of urban commons defines, on the

one hand, the **public use of the spaces** - the spaces are (or should be) accessible and usable by all - and, on the other hand, the organizational model. Beeozanam does not want to only be a space for public use open to the protagonism of citizenship, but aims to create a **model of shared management**, in which its users can have an active role in the planning and taking charge of the initiatives, activities and functions of the space.

A community hub arising from a Pact of Collaboration. What advantages and disadvantages?

The Pact of Collaboration, as an implementation tool of the urban commons Regulation of the City of Turin and of the principle of subsidiarity of the Italian Constitution (art. 118), defines a **horizontal structure** in which the public administration stands on an equal level with the other signatories. This entails collaboration, in terms of **co-design and shared responsibility**, among all the actors involved, for the entire duration of the Pact.

The establishment of a **Steering Committee** as a tool for constant debate and dialogue between all parties favors the proponents not only in economic terms - the agreements signed with the municipality provide for the use of facilities on a free loan basis - but also, as a **systematization of local resources and knowledge**. The active participation of the public actor (in this case, the City and District 5, first and foremost) is strategic in **co-programming activities** in the space that more easily intercept the neighborhood's territorial needs and fragilities and that enhance the networking with the local projects and actors.

However, establishing a new community hub from a Pact of Collaboration is a process that inevitably adds **complexity in terms of governance**. In fact, co-design with the City does not finish with the initial phase but affects the entire duration of the Pact, requiring a **greater public presence** than other types of administrative tools, as well as a series of vertical steps between central body and decentralized structures and horizontal exchanges between sectors that, if not designed, risk to slowing down the whole process.

Poor relations between the City and the associations seem to have affected the path and the outcomes themselves. In fact, **the main critical issues that have emerged in the co-design process concern the relationship between the associations, the City and the District** as the territorial reference body for the Pact of Collaboration. The **sporadic meetings of the Steering Committee** (also due to the pandemic) did not allow for the building of relational trust nor the exchange of information that could have enriched the advancement of the projects. **Dialogue with the public body has remained formal**, in contrast to the intense internal work conducted by the third sector entities promoting the Pact.

In their various forms, the active involvement of local

communities - in their various forms, whether organized or not - also seems to be a weakness of the community hub. The heterogeneous management of the space through an **articulated network of actors with different levels of engagement, involvement, and responsibility** (the second level association that channels content, networks, and planning from five different actors into the space; the realities outside the Pact that collaborate sporadically on activities; the other actors that gravitate around the facility) has probably confused residents and local actors with respect to the identity of the space.

- Activating a **closer relationship between associations and the Public Administration and fostering the process of becoming rooted in the neighborhood** seem to date the most urgent issues to be addressed in order to make Beeozanam an **effective socio-cultural infrastructure**, communicated, perceived and recognized by the local context as an **urban common**;
- It remains then to figure out **how to involve the other actors in a unified project** that looks at the **sustainability** (economic, social, environmental) of the whole complex, over time.

Action strategies to respond to the critical issues raised

Co-design paths define the terms of collaboration between signatories. With respect to Beeozanam, starting from the potentials and critical issues found so far, **two main strategies** emerge for future perspective.

1. The first strategy relates to the **construction of a policy that hybridate different tools and models**, starting from the Collaboration Pact, to rebuild community ties by facilitating civic collaboration. The **integration of multiple participation devices** - the projects that attract and enhance the use of Beeozanam spaces on the 'centripetal' model of the Neighborhood House, which welcomes and becomes everyone's home, and the 'centrifugal' relationship work of the Community Concierge, which exits the space and goes to intercept and map communities and needs of the territory offers new scenarios in terms of proximity welfare.
2. The second strategy requires the political will to **develop a governance model that facilitates multi-scalar relationships** among different actors.

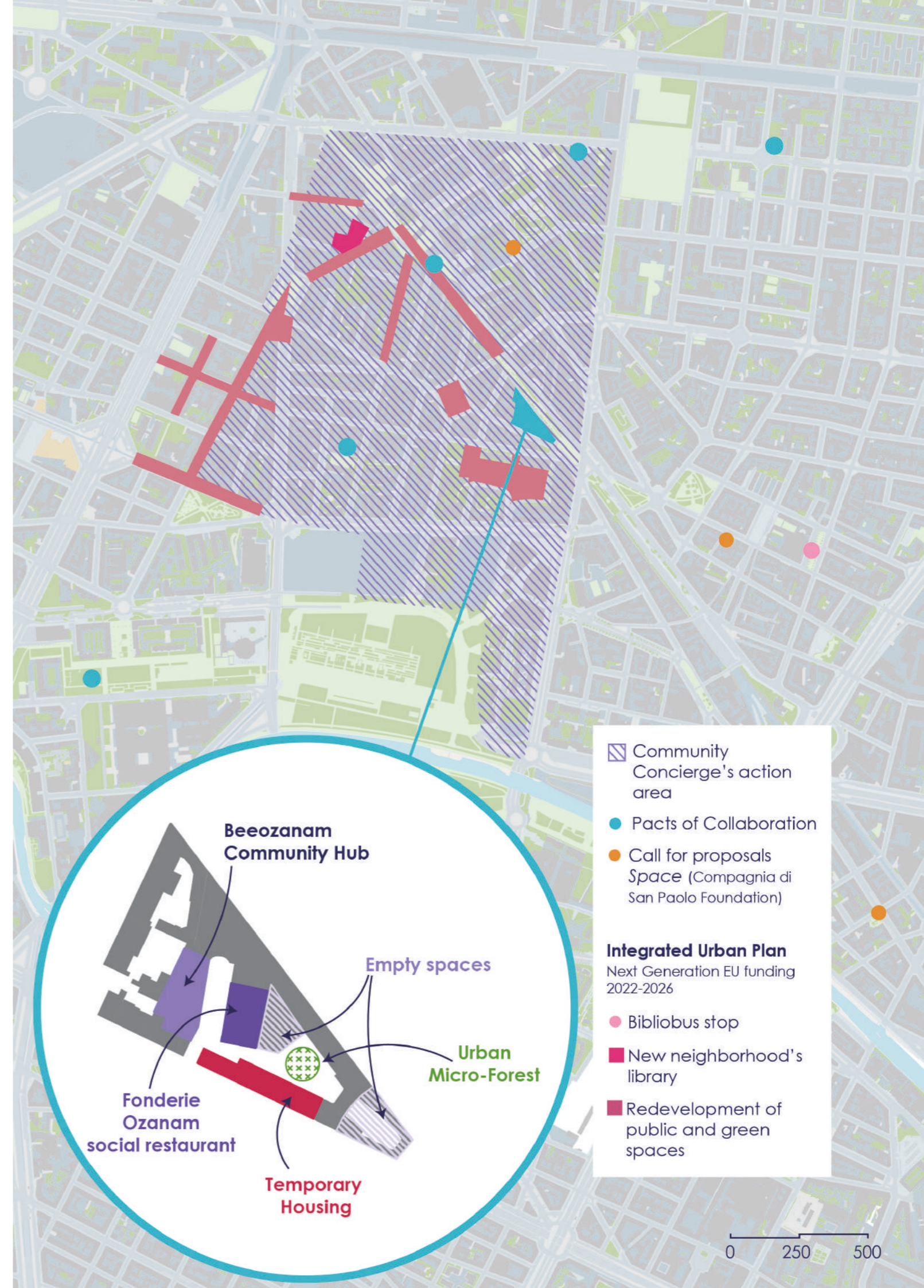
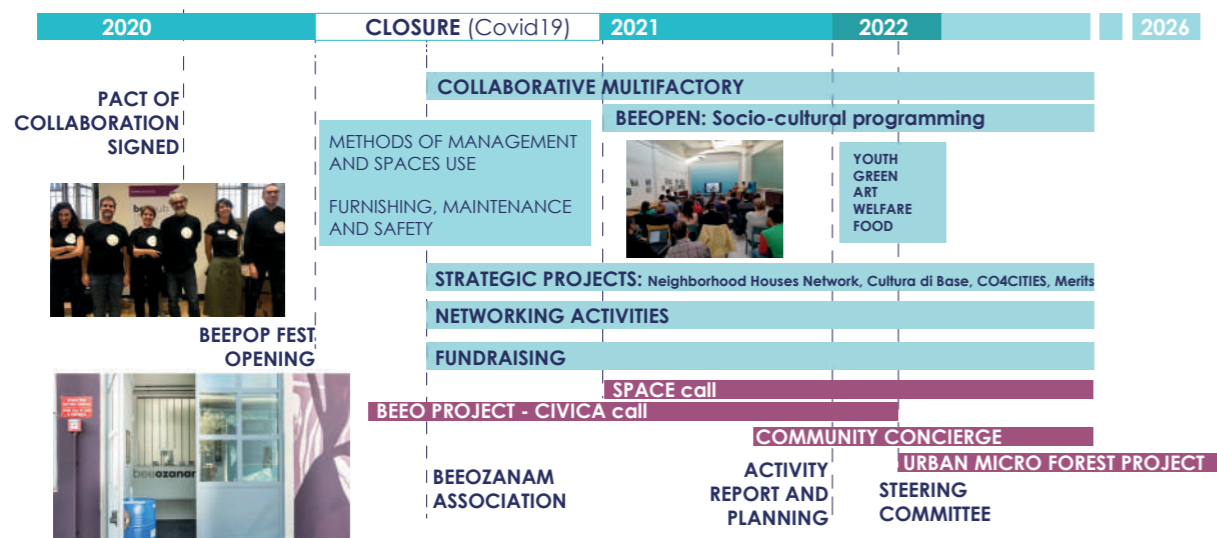
A first line of action concerns the Pact of Collaboration. *How to ensure the accessibility of (and stimulate the active participation of all the entities present in the complex? Can the Pact of Collaboration become the management tool shared by all actors, be they formal entities, but also, possibly, voluntary citizens? How might the Steering Committee evolve at this point?*

A second line of action concerns the purpose of the Pact of Collaboration.
If in Beeozanam the Pact, today, is oriented toward the co-management of the physical space, is it possible to think a pact that regulates the service co-production?

Thinking in unitary terms about all the currently empty spaces within the complex (the three large spaces to be given in concession and the wing that will host a new temporary housing facility thanks to the NextGenerationEU funding) would allow the settlement of functions adhering to the logic of the Pact Collaboration and the activation of synergies and collaborations among the subjects that constitute the potential network inhabiting the space. The framework of co-design would thus become an opportunity not only to decide which spaces to recover (and now) but also to define the co-production of services from the needs of the area and the co-programming of cultural, educational and aggregative activities that improve the quality of life in the neighborhood.

Involving the present realities in the construction of a common and shared vision is a key factor for the process of care and co-management of the former factory spaces to be lasting and sustainable. On the one hand, this would help outsiders understand the identity of the space and its potential and guide the innovative strategy of co-management, social inclusion and neighborhood welfare.

> Beeozanam Community Hub timeline.



> Action Plan

CRITICAL ISSUES	ACTIONS	TOOLS (T) AND RESOURCES (R)	INDICATORS
C1 <i>Limited relations between the associations, the City and the District 5 (signatories of the pact)</i>	<i>Short term</i>		
	a1.1 Schedule regular Steering Committee meetings	(T) Coordination with budgeting schedule	i1.1 At least 2 meetings per year
	<i>Medium/long term</i>		
	a1.2 Consolidate drafting and sharing procedure of the Annual Report of the BeeOzanam Association Executive Committee	(T/R) Monitoring and Evaluation Working Group	i1.2.1 Annual Report of the BeeOzanam Association Executive Committee i1.2.2 Report of the Monitoring and Evaluation Working Group

CRITICAL ISSUES	ACTIONS	TOOLS (T) AND RESOURCES (R)	INDICATORS
C2 <i>Low involvement of local communities</i>	<i>Short term</i>		
	Hybridise different participation models:	(T) Co-design focus groups with local communities	i2.1.1 Multifactory participate to network projects (inside/outside Beeozanam)
	a2.1 the 'centripetal' model which attracts and enhances the use of Beeozanam spaces	(T) Actions and services provided by the Portineria di Comunità (Community Concierge)	i2.1.2 At least 10 socio-cultural events
	a2.1.1 Multifactory a2.1.2 Program of socio-cultural events	(R) Synergies with the actions of accompaniment and participation provided by the Integrated Urban Plan (NextGenerationEU)	i2.2.1 At least 100 subjects benefit of the Community Concierge services within 1 year
	a2.2 the 'centrifugal' model which exits the space and goes to intercept and map local communities' resources and needs		
	a2.2.1 Portineria di Comunità (Community Concierge)		
	<i>Medium/long term</i>		
	a2.3 Rebuild community ties by facilitating civic collaboration	(T) Co-design focus groups with local communities	i2.3 New initiatives of civic collaboration are activated
		(T/R) Fundraising	
	a2.4 Extend the number of signatories of the pact of collaboration	(T) Urban Commons Regulation	i2.4 New subjects signs the pact
		(R) Synergies with the implementation of the Integrated Urban Plan (NextGenerationEU): - a new library in the neighborhood - public space renewal - accompaniment and participation	

CRITICAL ISSUES	ACTIONS	TOOLS (T) AND RESOURCES (R)	INDICATORS
C3 <i>Limited interactions with other stakeholders that operates in the same building</i>	<i>Short term</i>		
	a3.1 Structure the role and competencies of the operative staff	(T) Call to recruit an Event and cultural manager	i3.1 A new Event and cultural manager is recruited
	a3.2 Define a communication campaign that focuses on the different activities in the different areas of the building	(T/R) Fundraising	i3.2 People that know what happens at BeeOzanam, and where inside the building (Survey)
	a3.3 Activate variable-geometry synergies and collaborations among the subjects that constitute the potential network inhabiting the space	(T) Co-design meetings (periodic in-depth appointments on the planning of the shared calendar, the definition of the general interest activities open to the community, the co-programming of cultural, educational and aggregative activities that improve the quality of life in the neighborhood)	i3.3.1 At least 2 new activities i3.3.2 Co-design meetings are scheduled
	a3.3.1 New functions adhering to the logic of the Pact Collaboration a3.3.2 A co-designed shared calendar	(R) Synergies with the implementation of the Integrated Urban Plan (NextGenerationEU): - new temporary housing - accompaniment and participation	i3.4 A management agreement between all the building users is defined and operates
	a3.4 Define a management agreement between all the building users	(T/R) Concessions of empty spaces by the District 5 administration	
	<i>Medium/long term</i>		
	a3.5 Extend the number of signatories of the pact of collaboration to all the entities present in the building	(T) Urban Commons Regulation	i3.5 The Pact of Collaboration become the management tool shared by all actors in the building
		(T/R) Fundraising	
	a3.6 The pact defines and regulates the whole co-production of services		

> Billboard of a CO-CITY event, February 2020



FOTO: LAURA CANTARELLA

TORINO, CITTÀ DEI BENI COMUNI
LA COLLABORAZIONE CIVICA IN FESTA IL 14 E 15 FEBBRAIO 2020



www.comune.torino.it/benicomuni

14 FEBBRAIO 2020
CONVEGNO | 9.00 - 18.00 | CECCHI POINT, VIA CECCHI 17

15 FEBBRAIO 2020
TOUR NEI LUOGHI DEI PATTI DI COLLABORAZIONE
| 10.00 | PARTENZA PIAZZA DON ALBERA

Feasibility study of a Commons Foundation

EMANUELA CASULA*, ANTONIO VERCELLONE**

*Urban Commons Office - City of Turin, **President of the Permanent Board on Urban Commons
ULG members

Using the resources of the Co-City project, implemented between 2017 and 2020 and funded by the European Union as part of the *Urban Innovative Actions* initiative, the City of Turin had the opportunity to experiment with the Regulation n. 375. Formal and informal communities, solicited by public calls aimed at collecting proposals of regeneration of public properties and spaces in a state of partial or total disuse or decay through the tool of the Pact of Collaboration, have, over the years, signed with the Administration about n. 70 Pacts of Collaboration.

The Pact of Collaboration regulates the shared management of a urban commons according to principles of inclusiveness, non-discrimination, and democratic decision-making.

The experience of Co-City leads the Administration to the approval of a new "Regulations for the governance of urban commons in the City of Turin" approved by the City Council on December 2, 2019.

Two new types of civic negotiations are introduced in Regulation N. 391¹⁵ - the urban collective civic use and the civic collective management - reinforcing the assumption of parity between the Administration and citizens. They are configured as regulatory tools of self-government of the urban commons by the communities of reference recognized as such.

A Feasibility Study

Regulation No. 391 also provides for a third case of self-government of urban commons, *the Commons Foundation*. These questions are fundamentally intended to be answered by the study.

- In case of a clear will, expressed by a community of reference, could the patrimonial contribution to a

¹⁵ For more information: <http://www.comune.torino.it/benicomuni/bm-doc/regulation-on-urban-commons.pdf>

Foundation of a given urban common be a guarantee of management of the common in the interest of all?

- Could it also rise to the status of a management tool for the purpose of protecting it for the benefit of future generations?

The Foundation: legale nature and its applicability to Urban Commons (**)

A foundation is a nonprofit entity of private law with legal personality, the main characteristic of which is the allocation of assets to a purpose of significant and collective interest. It differs from the statute association, defined as a group of people pursuing a common purpose: in the association, the personalistic element prevails over the patrimonial one.

In the more traditional approach, the foundation coincides with the grant-making foundation, an entity responsible for distributing its (restricted) patrimony for the realization of its institutional purpose. However, the last few decades have witnessed a metamorphosis of the institution, which has been "rediscovered" as a flexible tool to be resorted to in all circumstances in which it is necessary to set up a stable structure to coordinate and plan long-term initiatives, allocating one or more assets to them. In this sense, foundations with more sophisticated and complex asset allocation schemes have emerged. These include foundations whose purpose is to develop urban properties of particular artistic, architectural, cultural or social value (e.g. theaters, former brownfield sites, museums).

This trend has also involved innovative elements in terms of governance. Increasingly, we are witnessing foundations that, alongside the Board of Directors (the only actor expressly provided for in the Italian Civil Code), have additional entities (e.g. assemblies, supervisory boards, executive committees) in accordance with guidelines recently adopted also by some special disciplines, first and foremost by the "Third Sector Code" (Legislative Decree No. 117 of July 3, 2017). The transfer, by the administration, of a property compendium to a foundation whose the Administration is participated in represents a possible way of managing an urban commons. Through the foundation, the property is in fact earmarked, theoretically in perpetuity, for the collective purpose envisaged in the Articles of Association. In this way, it is protected from possible acts of a speculative nature that could be deliberated both by the public administration (which would no longer own it) and by the organs of the entity themselves (which, as will be seen, are bound to managing it in compliance with the purpose inscribed in the deed of foundation). At the same time, the foundation allows to structure an open and participatory model of governance that is sufficiently flexible to be adapted to the specific needs of each property compendium and to ensure that the relevant administration has adequate participation in its management and control institutions.

Costitution and Assignment

Legal prerequisites of a foundation are an Articles of Association and a Public Recognition by public authority. For the purpose of valid establishment of a foundation:

- The Articles of Association must include the name, locations and purpose of the entity, as well as an indication of the assets that will be allocated to it, being able to draw up the remaining contents at a later date (prescribed by art. 16 of the Civil Code). In the Articles of Association, the founder declares his or her willingness to give life to the entity and to bind the assets to the pursuit of a specific purpose (of collective interest). The Articles of Association is perfected by the manifestation of will on the part of the founder, ritually expressed in the form of a public deed (as prescribed by Article 14 of the Italian Civil Code. The Articles of Association takes the form of a formal, unilateral and nonrecurring legal transaction. From a civil law perspective, the rules on the general part of the contract can be applied, insofar as they are compatible;
- The Public Recognition and its procedural process must take place in the form and manner prescribed by the special regulations (Presidential Decree No. 361 of February 10, 2000). Unlike the association, the foundation that is not recognized does not possess legal personality and has no subjectivity: in the absence of recognition, therefore, the foundation is legally nonexistent and cannot stand as an autonomous center of imputation of rights and obligations;

Concurrently with or after the constitution phase, it is necessary for the founder(s) to execute the Assignment.

- With the Assignment, the founder confers the foundation title to the property or assets to be used for the purpose inscribed in the Articles of Association. The Assignment assigns (with immediate effect) the asset to the foundation, imprinting on it the patrimonial destination envisaged in the Articles of Association. When the Assignment is stipulated inter vivos, it is irrevocable and the asset can no longer retrocede into the founder's estate, who therefore divests himself, definitively, of its ownership. If its object is real estate property, the Assignment must be drawn up in writing, in accordance with the requirements of Article 1350, first paragraph, of the Civil Code, and is subject to transcription (Article 2643, first paragraph, No. 1, Civil Code).

Where a municipality intends to organize the administration of urban property by resorting to a foundation, it will have to formalize the establishment of the entity, apply for its recognition then endow it with the real estate by means of an

appropriate *Assignment*.

Considering the public qualification of the owner of the property, in the *Assignment* executed by the municipality, the civil law rules are intertwined, necessarily, with the rules of administrative public law that oversee the transfer of publicly owned real estate compendiums in favor of private law entities. For the purpose of the correct application of these rules, certain elements must be kept in mind:

- The *Assignment* is not referable to a donation. This issue is much debated: the most widely accepted view is that the *Assignment* should be properly framed as a unilateral act of patrimonial destination qualified by a collective interest.
- It should be noted that the "divestment" of proprietary ownership of an asset, by the municipality, stated by the *Assignment* does not imply that the public entity abdicates all legal prerogatives over its administration. Indeed, the *Bylaw* may provide rules that ensure that the municipality has an important presence in the entity's decision-making processes, for example by stipulating that part of the *Board of Directors* be appointed by the public entity. In other words, a municipality that transfers a property to a foundation in order to ensure its participatory administration is not donating an asset to a private entity.
- It should be said that if the typical content of the *Assignment* is the transfer of ownership, there is nothing to prevent the municipality from assigning the property in the availability of the foundation through a different title, which allows the public entity to retain formal ownership of the property. An example, in this sense, could be the establishment of a right of use in favor of the foundation. Options of this kind, however, are generally to be discarded, except in cases of legal impossibility of transfer.

Participation in the constituent phase

The participation of the community of reference (and, more generally, of the local community) in the elaboration of the rules of administration of the asset is an indispensable prerequisite for any model of governance inspired by the criteria of the commons.

The public entity will have to guarantee adequate forms of participation of the community of reference by ensuring that it has a say in the preparation of the institutional architecture of the entity.

Obviously, these forms of participation can, in the first place, take place in informal ways. The municipality can, for example, set up a working group, within which to negotiate, with the community of reference, the content of the memorandum of incorporation and *Foundation Bylaw* and, once the negotiations are concluded, proceed to the establishment of

the entity in accordance with what has been jointly established. The opposite case can, of course, should also be envisaged. Since it is not necessary that the deed of incorporation and the *Assignment* come from the same entity, it may be the community of reference itself, constituted as an association or committee, that sets up the foundation (in the second case, this could also be done by executing a direct transformation of the committee into a founding entity). It will therefore be up to the municipality to execute the *Assignment* in favor of the foundation established by the community of reference.

It should be mentioned, however, that in the foundation, the participatory element can be endowed with a legal status as early as the stage of its establishment. Where the community of reference enjoys legal subjectivity, the deed of foundation may therefore be stipulated in the forms of a joint deed in which both the municipality and the community concur.

But, above all, the rule that the minimum content of the deed of incorporation is reduced, in essence, to an indication of the purpose of the entity and the property that will be bound to it, comes to the fore. The *Bylaw* can also be drafted at a later date, either by a third party (indicated in the *Articles of Association*) or by the foundation bodies themselves.

This is a rule that, for our purposes, assumes fundamental importance. It opens the possibility for the municipality to execute the charter, possibly together with the community of reference, and provide the rules and procedures for the participatory drafting of the *Bylaw*. This can be contracted out to a provisional entity of the foundation, constituted ad hoc (and thus destined to dissolve once its function has been exhausted) and provided with a discipline that ensures that the process of drafting the *Bylaw* involves all stakeholders (first and foremost the community of reference) and that it is carried out in accordance with the democratic principle.

Finally, it should be mentioned that multiple *Assignment* may contribute to the establishment of the foundation's earmarked assets.

This is an interesting notation for at least two reasons. First, estates often benefit from a unitary vocation but, in terms of ownership, are divided into different portions, each belonging to different parties. In this kind of situations, the foundation could be the instrument to bring the destination of the entire property back to unity, balancing the different needs of the property being recognized and administered in respect of its unitary vocation (a need often claimed by the communities of reference) and the owners of the individual portions maintaining a role in its management.

Administration, institutions and participatory governance

The regulations on foundation governance are contained in the most significant part of the *Articles of Association*, which is called the *Bylaw*. The general principle that guides the administration of foundation is that of the altruism of the interest pursued. Indeed, the foundation pursues a predetermined purpose that cannot be altered even by its own entities, which, with respect to it, thus assume a *servant function*.

The procedure that leads to the drafting of the foundation's purposes thus assumes a function that can be called "constituent," in the sense that it fixes the perpetual destination of the property, the limits of the conduct of the governing bodies as well as the parameters of the legitimacy of their acts.

The Civil Code provides for only one actor in the governance of a foundation: the Board of Directors. Indeed, traditional doctrine states that the foundation cannot technically have "members," only administrators. Consistent with this approach, the Civil Code assigns control over the administration (typical prerogatives that in associations belong to the assembly) to the public sector and, specifically, to the controlling authority.

However, in recent decades practice has seen an increase in "mixed structure" foundations, which also provide for the presence of an *assembly* in addition to a *Board of Directors* as the provision of additional entities (e.g. executive committees, supervisory organizations).

Both doctrine and jurisprudence have made clear that, in our system, it is possible to establish foundations whose *Bylaws* design a governance model that provides, in addition to the *Board of Directors*, additional entities, such as an *assembly*. In particular, it is believed that the limitation linked to the foundation is not so much the presence of a particular organizational structure but, rather, the foundation's purpose. In other words, *the purpose of the entity serves as a guide and a limit to the management powers of all components of the legal entity*.

These characteristics make the foundation consistent with the needs of an urban commons. Indeed, it makes it possible, on the one hand, *to allocate an asset in perpetuity to collective needs and, on the other, to construct its governance according to open and participatory mechanisms*. The atypical nature of the organizational set-up means that foundational entities are flexible structures, whose governance can also be constructed creatively, to be easily adapted to the specific needs. Because of this flexibility, it is difficult to draw an unambiguous *governance model for an urban commons*. Rather, *the organizational structure of the foundation should be one of the main nodes of a participatory debate between the public administration and the community of reference*.

In any case, the governance adopted must ensure

adequate representation of both the public administration and the community. It is essential to provide the foundation with an assembly, with a deliberative role of policy direction. It should be ensured that anyone can become a member of the *assembly* to ensure that any citizen can formally join the community of reference. The *assembly* should be entrusted with the central decisions on the life of the entity, to include: election of at least a part of the *Board of Directors*, budget approval, decisions on the allocation of space, removal of social organizations and deliberations on their responsibility.

The *Board of Directors*, it can also be appointed by external stakeholders. This body can be the place to ensure adequate representation of both the target community, the municipality, and other stakeholders. Finally, the meetings and deliberation procedures of each entity must be structured in a manner which ensure the greatest possible participation.

Purpose, activities and allocation constraints

There is a debate on whether the purpose of the foundation must necessarily coincide with the satisfaction of collective interests. The foundation is a *nonprofit entity*. According to the prevailing thesis, the organs of the foundation can only change the normative part of the deed of incorporation and thus the bylaws, intervening at most in the organizational structure of the legal entity.

It must be said, however, that the distinction between purpose and organization is not always easy. There may be patrimonial destinations that presuppose compliance with certain organizational criteria, which, therefore, also take on the character of unavailability.

The typical case is precisely that of urban commons. If the purpose of the foundation is embodied in the democratic and participatory management of real estate, *the elements of the bylaws designed to ensure democratic and participatory decision-making are to be considered consubstantial with the purpose and therefore unchangeable*. Therefore, the legality of the resolution to amend the *bylaws* should be assessed on a case-by-case basis per the principles of participation and democracy.

Why a Foundation?

The benefits that the foundation offers in managing an Urban Commons can be summarized as follows.

- **STABILITY AND LONG-TERM APPROACH.** The foundation ensures the stability of the destination of the property as a common, excluding it from the market, and managing it for the satisfaction of collective interests;
- **SHARED ADMINISTRATION.** The governance of an "Urban Commons Foundation" allows for the legal construction of the co-management of the asset by the public administration and the relevant community (both of which

- are adequately represented in the bodies of the legal entity);
- **FLEXIBILITY.** The flexibility of the model allows it to adapt the structure of the Foundation with respect to the needs of the particular case, giving representation to all potential stakeholders and changing needs;
- **ECONOMIC SUSTAINABILITY.** The obligation to re-invest profits produces a virtuous mechanism of valorization.

> The partners of CO4CITIES visit the Casa nel Parco Neighborhood House, Mirafiori Sud, Turin. Photo Laura Soggi



Pioneering experiences and examples of shared management and participatory governance: three foundations in Turin (*)

In Turin, the Mirafiori Community Foundation, the Cascina Roccafranca Foundation and the Porta Palazzo Community Foundation are unique experiences, pioneers of innovative and community-based philanthropy. These new entities are linked to the changes within the society and the parallel change of community living within large urban centers.

In this context the Community Foundations, which operate on a local scale and have as their objectives the promotion of a culture of "gift" and horizontal solidarity in a given community that, often, is in a condition of economic, social and environmental fragility, align with the framework.

> **A comparison of three Turin Foundations**



1 ESTABLISHMENT	2 GOVERNANCE	3 SOCIAL PURPOSE
<p>COMMUNITY FOUNDATION OF MIRAFIORI was established in 2008 after major interventions in urban regeneration that involved the neighborhood of Mirafiori on the initiative of: Third Sector; Compagnia di San Paolo Foundation; Miravolante association.</p>	<ul style="list-style-type: none"> • President; • Board of Directors; • Secretary General; • Executive Committee; • Unique reviewer. 	<p>The Foundation is a nonprofit, is inspired by the principle of subsidiarity and pursues exclusively purposes of social solidarity toward improving of the quality of life in the Mirafiori community.</p>
<p>CASCINA ROCCAFRANCA, in September 2002, thanks to funds from Urban II was purchased by the City of Turin. In 2004, the first interventions of renovation of the property. In 2006, the City of Turin approved the establishment of the Foundation.</p>	<ul style="list-style-type: none"> • Founding Member (City Council of Turin); • Participating Members; • Board of Directors; • President; • Board of Participants; • Director. 	<p>Promotes process to well-being and of social cohesion among the citizens, encourages social aggregation, and contributes to the development of formal and informal networks.</p>
<p>In 1998, the Gate project started with the goal of redevelop the neighborhood. In 2019, associations and committees undertook a work of collaboration and in 2020 is established the COMMUNITY FOUNDATION OF PORTA PALAZZO.</p>	<ul style="list-style-type: none"> • Territorial Council • President • Steering Council • Executive Committee • Board of Control 	<p>Improving the quality of life of those who live, work and hang out in Porta Palazzo by promoting beauty, equity, freedom, social cohesion, equal opportunities, solidarity and social responsibility.</p>

Similarities and differences

In recent years, the crisis facing welfare systems has become evident. Development policies do not seem able to provide adequate responses to the problems of changing communities that are increasingly heterogeneous and complex. Social and income inequalities are more acute, which has made the need for a paradigm shift.

Community Foundations are able to fit into these processes of continuous transformation and change, virtuous examples capable of creating a network between public institutions and Third Sector entities. The analysis of the Turin Foundations revealed similarities and differences. What they have in common is certainly the goal, namely, to improve the quality of life of the community: redistributing resources, promoting the culture of giving and solidarity. In addition, Foundations in Turin were formed as a result of urban regeneration processes in residual areas, specifically those of Mirafiori and Porta Palazzo.

The main difference concerns the multiple types of actors: communities, institutions, economic actors and Third Sector entities representative of a specific community. Regarding the organizational model, Community Foundations must have three main bodies: the assembly, in which all members have the right to vote, the managing entity and the controlling entity.

The Foundation for self-government of the Urban Commons in Turin as provided by Regulation n.391 (*)

The Urban Commons Foundation is regulated in Article 17 of Regulation N. 391. The procedure can be divided into four steps:

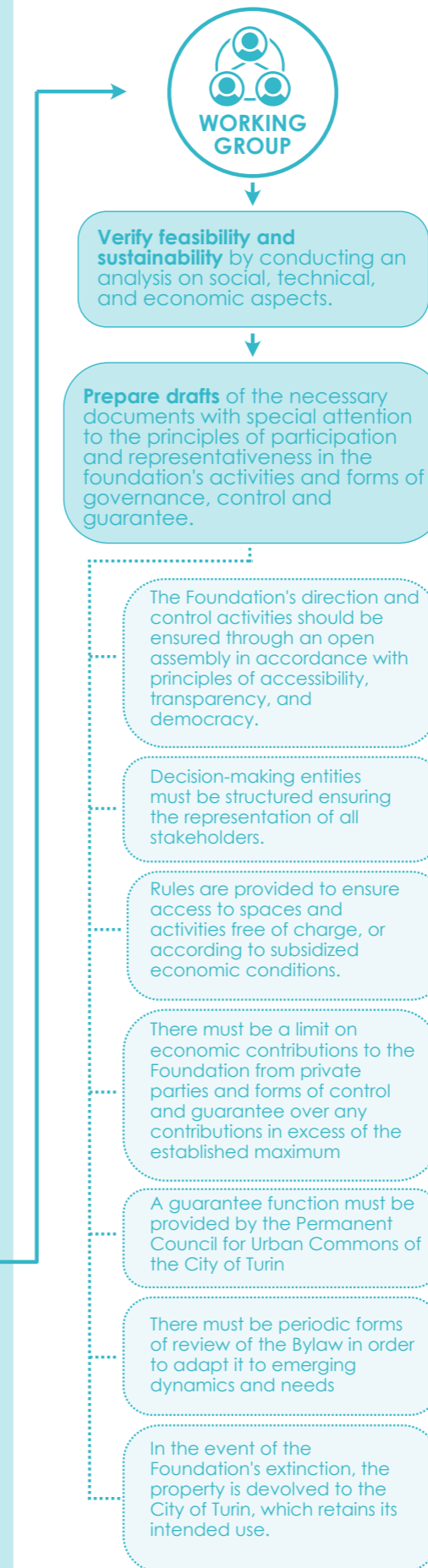
- checking the existence of a community of interest;
- starting the process of establishment;
- feasibility check and preparation of *Articles of Association* and *Bylaws* of the foundation;
- establishment of the foundation by the City Council.

> The process of establishment of an Urban Commons Foundation

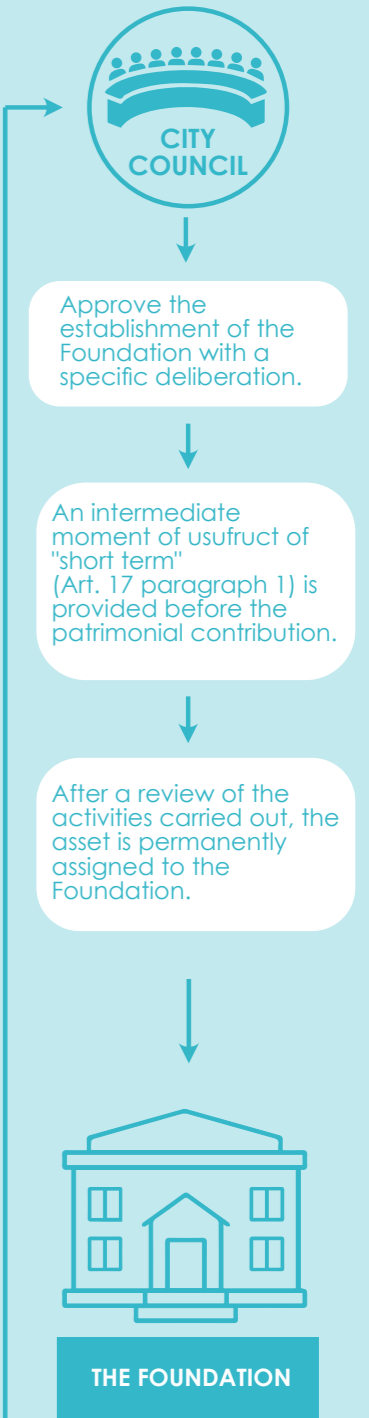
STAGE 1 INITIATIVE



STAGE 2 FEASIBILITY CHECK



STAGE 3 ESTABLISHMENT FOUNDATION



Experiences of governance of the Urban Commons in Italy (*)

In many Italian cities, urban commons have become a topic of great interest in local institutional debate. Some of these experiences have proved successful, resulting in incentives for citizens involved in implementing projects on the ground and for local institutions that have implemented policies to stimulate such initiatives.

Three ways of managing urban commons can be observed in the Italian cities of Naples, Bologna and Verona. Their similarities and differences with Turin are highlighted as follows.

> The case of the Asilo Filangeri, Napoli.



At first it was intended for the Benedictine Convent and then, after the war, used as an orphanage by the will of Giulia Filangeri. In 1995, it was declared a UNESCO World Heritage Site and the first redevelopment works began. Later, the structure was occupied by a collective of entertainment workers called **La Balena** which made it a suitable place for all citizens through the promotion of multiple activities, cultural and artistic initiatives. In 2015, it was approved by the community drafted **Declaration of Civic and Collective Use**. This document outlines a **set of roles regarding collective use of the property**. For example, the activities carried out are nonprofit and are supported through voluntary contributions from participants. Additionally, **the Municipality of Naples, which has remained the owner of the property, monitors the activities and provides crucial financial support.**

> The Regulations of Urban Commons, Bologna.



The City of Bologna approved the **Regulations on Citizen-Administration collaboration for the Care and Regeneration of Urban Commons** in 2014. The Administration has identified the **Pact of Collaboration as the best tool to promote co-responsibility** of the institution and citizens for the care of an urban commons.

The Municipality of Bologna has introduced a series of tools:

- The **Urban Innovative Foundation**, which promotes moments of discussion, activities and workshop between citizens and the PA on the topics of urban transformation;
- The **Civic Imagination**, an office composed of a multidisciplinary team that focuses on identifying new solutions for the care of urban space.

> The Regulations of Urban Commons, Verona.



On March 2, 2017, the Municipality of Verona approved the **Regulations for the Implementation of Horizontal Subsidiarity** in order to promote the signing of Pact of Collaboration (called Pact of Subsidiarity) for the care and management of urban commons. Specifically, citizens, associations, foundations can decide to take care of urban common by proposing initiatives and projects to the municipality. **The Administration, after analyzing the proposals, decides whether to enter into a Pact and may also provide forms of financial support.** The fundamental tools for coordinating the many proposals that come to the City of Verona (nearly a hundred Pacts have been signed since 2017) are:

- The **Laboratory for Subsidiarity**, a discussion space where interventions and initiatives on the ground are planned;
- The **Administration Referent** who has the role of coordinator and mediator between two main actors, the citizens and the municipal office involved in the interventions.

Turin comes to address the issue of urban commons with its first regulation, similar to that of Bologna, with the focus on participation in the shared care and management of the urban commons, and then moving to an even broader conception of the governance of the commons by providing new forms of self-governance alongside forms of shared governance.

Compared to Verona, Turin uses private law, which offers forms and concepts that allow two actors, active citizenship and the municipality, to be placed on the same level.

In particular, Turin, with its new regulations, recognizes an autonomy of government to citizens' organisations that self-organize to manage an urban commons, and it does so by providing three forms of self-government with well-defined procedures that allow for effective control over the purposes and compliance with the principles of urban commons matters and a double passage in the City Council.

The case of Bologna is certainly the most similar to that of Turin on the issue of shared management and thus on Pacts of Collaboration. The administration of Bologna, is not limited to the evaluation of proposals but supports all along the way individual citizens, associated groups or informal ones in the implementation of the Pacts of Collaboration: from the stipulation of the contract, to the dissemination of information material about the project, to the reporting of expenses incurred.

In Verona, the Pacts are the result of an administrative procedure, so the relationship between active citizens and the Public Administration remains on a concessionary and authorizing level. The institution recognizes the possibility of carrying out activities and proposing initiatives in a space recognized as a collective good. Also in the case of Naples, regarding the Civic and Collective Use of the Former Ex Asilo Filangeri, the City maintains a strong role from inception to management in terms of control, monitoring and economic support.

However, these experiences are the result of a very important political, cultural and social evolution that has allowed active citizenship and, collective management to be placed at the center in a constant dialogue between public and private.

Beyond the Foundation. The other tools of asset allocation for the governance of Urban Commons: the Trust and the Community Land Trust ()**

The experiences of urban commons also point to the very creative and orchestrated use of existing tools of private law to create new and sophisticated ownership regimes capable of directing the utility obtained from the goods towards the satisfaction of fundamental rights.

In this respect, the American example of the community land trust (CLT), a model invented in the United States in the 1970s, but mostly developed during the years of the recent economic crisis, is paradigmatic. In its traditional definition, the CLT is a non-profit organisation, whose aim is to

promote access to housing for low to medium income people, through the sale of property at a price below market value, and to create a participatory governance of the urban space, combining the interests of the owner with the wider needs of local communities and the territory. The structure of the CLT is based on three elements: 1) the dissociation between the title of ownership of the land and the title of ownership on the improvements; 2) a strong conformation of the property rights of the home-owner; 3) an open associative model, based on participatory mechanisms involving not only those who have rights over the assets placed in the trust, but also other stakeholders.

An essential element in the creation of a CLT is the ownership of land by the non-profit organisation. The position of the CLT in relation to the land it owns is, generally, that of trustee, who must administer it for the purposes of the trust and in the sole interest of its beneficiaries. These bonds can be either created by establishing an actual trust, and thus through a deed of trust, or by relying on specific clauses contained in the bylaws and articles of association of the non-profit corporation. These acts impose several limitations on the CLT, the first of which is a lien of inalienability on the land held in trust. Similar to what happens in the foundation, here too the permanent subtraction of the land from individual appropriation and from the dynamics of the market, is combined with the advantage of an instrument that removes the good from the possible mercantilist choices that could come from public administration, given the private nature of the owner. If the CLT retains ownership of the land on a permanent basis, it will, functionally, sell the houses which stand on it. It is precisely this subjective dissociation of the title of property (ownership of the land/ownership of the improvements) that allows that mechanism of socialization of land rent that is at the heart of the model. Such a mechanism permits the CLT to generate resources to be invested in reducing the costs of access to housing and in the redevelopment of the area. In fact, the CLT, while retaining ownership of the land, can legally intervene to shape the property interests on the improvements.

The homeowners are in fact bound to the CLT by a ground

lease. The ground lease not only legally allows the inhabitants of the CLT to maintain their construction on the land belonging to the CLT, but also establishes a series of rights and obligations of the owners towards the trust, as well as certain limits on the exercise of its property rights, which thus appear conformed in such a way as to reconcile – even in a diachronic way – the needs of individuals with those of the community.

The ground lease provides that the homeowner cannot re-sell the improvement at any price other than the fixed price resulting from the application of the criteria contained in a specific clause (the so-called resale formula clause), and grants the CLT a purchase-option. The objective of the formula is to divide the land rent among all the participants in the transaction (the dynamics of which will be discussed shortly), allowing the seller to obtain, in addition to the capital, an adequate return on their investment and, on the other hand, the buyer to buy the property at a price below the market value of the good.

The most common formula applied in the American CLTs provides that the lessees cannot sell the home at a price higher than the sum of the amount they paid to purchase it, revalued in line with inflation, and a fixed percentage (usually 25 percent) of the increase in value the estate had acquired between the purchase and the selling. Both elements of the equation deserve some clarification.

The price at which the seller bought the good was also below its market value. This is because if you go back through the chain of sales of a CLT-home, you always come to a first purchase in which the price had been reduced through the payment of a subsidy, usually public. Since all buyers in the chain are bound by the ground lease. Therefore to the resale formula, under normal macroeconomic conditions all purchases after the first one will be made at a price below the market value.

The market value of the home is not, however, completely exempt from the equation, but rather is part of the calculation of its second term; that is, the appreciation acquired by the improvement over the time between the two sales. This variable, in fact, is obtained by subtracting the market value of the good at the time of the first purchase, revalued in line with inflation, from that estimated at the time of its sale. However, it should be noted that both these values, of course, are determined by

deducting the value of the land from the market price of the property unitarily considered (land plus improvement), since the seller has a fee simple interest only in the building while, as we have seen, with respect to the land they have a mere leasehold interest for a limited time (usually ninety-nine years, renewable).

Of the plus-value thus identified, the seller is entitled to obtain only 25 percent, the remainder being distributed between the buyer and the CLT. The buyer is usually allocated 70 percent, in the form of a reduction in the purchase price, and the CLT the remaining 5 percent, which is used to cover the transaction management costs and, above all, is invested in the redevelopment of the area. An example may better clarify how the model works. Taking the inflation variable out of the picture, for simplicity's sake, let us take the case of a newly formed CLT, which has acquired ownership of an estate (land plus home) with a market value of \$120.

In order to start its operations, the CLT obtains public funding for \$20, an amount which is linked to the reduction in the price of the first sale. Having identified the prospective home-buyer (A), the organization, at time T1, decides to sell the house to her. Since, however, the CLT retains ownership of the land, the price of the sale will be determined by subtracting not only the public subsidy (\$20) but also the value of the land (say, another \$20) from the purchase price sustained by the CLT. The first sale will, therefore, take place at a price of \$80, allowing A to access a home that, on the market, would have required a payment of \$120.

Let us assume, now, that A, at time T2, decides to resell the property, and that for this purpose a new low-income buyer, B, has been identified. In order to determine the resale price, it will first be necessary to establish any increase in the value acquired by the good between time T1 and time T2, and then subtract the relevant market prices, net of the value of the land.

Let us suppose, at this point, that, at the moment of T2, the entire estate is valued, on the market, at \$200, of which \$170 is the value of the building and \$30 is the value of the land. The plus-value acquired by the improvement alone, which is the subject of the transaction, will therefore be equivalent to $\$170 - \$100 = \$70$. We can, at this point, calculate the resale price to which A is bound. It is equal to \$80 (the first purchase price) + 25 percent of \$70 (= \$17.50) and, therefore, adding up to the total amount of \$97.50.

When the purchase option is exercised, A will then be obliged to sell the good to the CLT for a sum equal to \$97.50. It will then be up to CLT to formally sell the improvement to B, for a price equal to the resale price + 5 percent of the plus-value (5 percent of \$70 = \$3.50) and, therefore, at \$101. B will thus find himself in a situation similar to the one in which A found herself at that time, having bought, for \$101, a property with a market value of \$170, and having had access to a housing solution that on the free market (where, usually, the land is sold together with the building) would have required a payment of \$200. This logic is destined to reproduce itself endlessly, in a chain pattern. If, in

turn B, wanted to sell the improvement, whose market value has meanwhile increased by another \$50 (from \$170 to \$220), C could buy it for \$116 ($\$101 + 30$ percent of \$50); then, D could access the property, which in the meantime has appreciated by another \$30, for the price of \$130, instead of \$250... and so on. In this way, a virtuous circle is created, permitting the CLT to permanently subtract the properties from the speculation of the real estate market and which fosters, in the wake of a single initial investment which surplus value is constantly distributed, a system of permanent affordable housing (lock-in effect of the initial investment).

The ground lease then imposes on the inhabitants of the CLT obligations relating to the ordinary maintenance of the building and the care of the surrounding space. Further clauses are also designed to curb absentee ownership and to hinder the use of market mechanisms that could distort the ultimate purpose of the institution. From this last point of view, the contractual practice reveals a tendency of the ground leases to set rules that commit the owner to inhabit the property personally, in a constant and stable way, and provide binding limits to the lease of the property in favour of third parties.

The legal structure of the CLT allows it to enjoy a certain economic and financial stability. First, by appropriating part of the plus-value produced by each re-sale, the CLT can keep its equity stable. In addition, the ground lease requires the homeowners to pay the organization a fee, commensurate with the income and economic capacity of each inhabitant, thus ensuring the entity a concrete financial autonomy.

It is for the articles of association to determine, in general terms, how the CLT's economic resources are to be allocated and the decision-making procedures to be followed to support the investments. In any case, the distribution of profits is excluded. Any revenues shall thus be invested in the pursuit of the institutional purposes of the entity. In the traditional model, the CLT employs its revenues in two different ways. Resources are invested in the extraordinary maintenance of all improvements as well as in the (ordinary and extraordinary) maintenance of CLT spaces that are not subject to individual use. However, the largest proportion of the CLT's revenues are generally allocated for development plans of the area: renovation of buildings for public use, redevelopment of green areas, cultural initiatives, the construction and management of social gathering places (e.g. theatres, small sports fields).

In general, it is up to the CLT to determine which spaces should remain open to all and which, on the other hand, should be allocated for residential purposes. With regards to the former, access must be guaranteed to everyone, in accordance with the usage restrictions established by the trust, and can never be limited to CLT members only. It is also up to

the trust, according to the criteria set by the bylaws, to determine whether and to what extent some properties can be rented to other private actors, so that they can establish productive, recreational and commercial activities. There are examples of CLTs which, for instance, host urban gardens, youth hostels, workshops, co-working offices and cultural spaces which are managed by associations, cooperatives, and the like, all linked to the trust by a contract of lease. Moreover, while the contract binds the lessee to respect the values and fundamental principles of the CLT, it generally also fixes the rent at current prices, given the essentially commercial nature of the activities carried out. In the traditional CLT model, the governance of the territory is therefore accompanied by the need to respond to the housing crisis, as a further element that qualifies the model. This is a participatory and open form of governance, guaranteed by precise institutional mechanisms. The first consists of the open membership which characterizes the non-profit entity that supervises the CLT.

Anyone (and not only the homeowners) can become a member, as it is sufficient to share the values, ideals and scope of the organization. The CLT's homeowners, as well as those who participate in the cultural initiatives it promotes and run their own business on the common land and citizens of the surrounding districts, can all be members of the CLT. These individuals and groups are all linked by a common interest in and commitment to the care and collective enjoyment of the spaces. In most CLTs, membership gives the right to vote in the assembly, which is the highest decision-making body of the organisation. Decisions are taken by a Board of Directors with a tripartite structure: it is composed, in equal measure, of representatives of the homeowners, representatives of the public interest and representatives of the inhabitants of the surrounding areas. The organs of the CLT adopt, in a democratic manner and following the procedures provided for by the organisation's bylaws, all decisions relating to the governance of the territory (e.g. use of space, investments, usage restrictions, cultural initiatives).

In light of this, the CLT cannot be regarded as just a system of social housing, one of the many solutions developed to stem the shelter emergency. It represents an articulated paradigm, which opposes the extractive logic of traditional (private and public) tools of urban governance, a generative and sustainable ownership regime.

The success of the model in ensuring, thanks to the lock-in effect, perpetual affordable housing with fewer resources than any public social housing programme and in promoting a territorial redevelopment able to stem the pressures of gentrification, has contributed to its widespread diffusion. This diffusion has not been limited to the United States. The CLT has

been transplanted into many other jurisdictions, where activists, public administrations and local housing organizations have relied on their domestic law to recreate the model. It is interesting to note that this phenomenon of legal transplant from "the bottom up" has not remained confined to common law jurisdictions (such as the United Kingdom, Australia or Canada, all countries where the institution of the CLT is quite widespread). Important experiences of CLT have now also taken place in civil law countries: the most relevant example, in this sense, is the CLT of the city of Brussels, commonly considered as one of the most relevant best-practice of participatory social housing in the EU.

Although no CLT has yet been established in Italy, the model has been much debated as a paradigm for the management of urban commons, and some municipal regulations mention the institution as a possible model of governance. In a manner not too dissimilar to what is happening in Belgium, the CLT can be translated into Italian law, where results similar to those pursued in the US can be obtained by coordinating a foundation together with the establishment of a *diritto di superficie* (a sort of a ground lease).

Conclusion

The foundation is an institution that is well suited to the management of urban commons. It makes possible to ensure stability to the destination of the urban common in perpetuity, for a purpose such as the satisfaction of collective interests, through a non-profit institution, where the patrimonial element is fundamental because it becomes the founding member's endowment, useful and bound, and whose income is to be committed to the established purposes.

It is important to note how the use of the asset for collective purposes is preserved by its unavailability, for which no contrary action can be taken. It is up to individual cities to provide themselves with regulatory instruments, and the City of Turin has introduced the foundation in its latest Regulation as a form of self-government by establishing a procedure whereby it is the City Council that initiates the procedure and defines the essential contents of the future foundation, and this in order to ensure the widest possible representativeness in the constitutive phase.

The hypothesis of a foundation takes the form of the possibility of democratically administering in a participatory way a real estate that, by initiative of a community of reference or the Public Administration can be earmarked in perpetuity for the satisfaction of collective interests.

What role does the City play, what guise does it take in the process of establishing a Common Goods Foundation and in

the life of the new entity?

In the Pacts of Collaboration, the Administration stands in terms of parity with the citizens and co-manages the urban commons, divesting itself of its role by shifting to a private sphere. The City loses the role of an entity that grants, authorizes, issues permits, provides services to citizens and protects them, and stands instead as a private entity that, through a pact-based mechanism, establishes with the citizens the way to collectively manage an urban common.

In the foundation the situation is different and the role of the City is double folded:

- The public role characterizes the entire first decision-making phase of property allocation, property transfer and drafting - albeit with participatory mechanisms - of the constituent acts of the new entity;
- The introduction of an equal role occurs only at the time when the foundation is established and is embodied in a co-management of the asset with the Community of Reference, through representatives in the Board of Directors.

The opinion on the applicability of the foundation is essentially positive, particularly if we contextualize it in the context of the city area of Turin. The strong awareness of urban commons and the diffusion of a social and administrative culture in this sense can only provide an ideal framework for experimenting with an innovative form of management of an urban common by a legal entity that arises from the union of the City and the communities of reference.

Although with significant differences, the foundations already established in Turin have played a crucial role in community life, with the ultimate goal of redistributing resources and creating a culture of solidarity, almost as precursor elements of a form of management that we are addressing.

We have seen how in different Italian cities the issue of urban commons has been approached with different legal approaches; ours offers instruments of self-government that should see us carefully committed to the respect of principles that are typical of the subject and that are expressly stated in our Regulations. The first is the principle of non-subrogation whereby the administration of the property can never fully pass to the community. It is the very legal construction of the foundation, the governance of which provides for

co-management, that enables compliance with the above principle, preventing the management of the urban commons from taking the form of a delegation of the public administration tasks to the community.

THE ULG
KNOWLEDGE
SHARING

03

03

This section collects the papers presented and discussed during the monthly meetings by the ULG members. Each reality involved shared experiences, projects and research from multiple points of view, triggering discussion with respect to potentials and obstacles to overcome in urban regeneration and social innovation. The definition of a heterogeneous group in which the third sector, charities and public administration coexist has allowed us to define useful action strategies for the implementation of collaborative approaches in city management.

Mapping social infrastructures

CHIARA LUCCHINI

Territorial development - Urban Lab
ULG member

The engagement into the Co4Cities project offered Urban Lab the possibility to join a reflection about social and cultural infrastructures in Turin. It was a challenge for the organization, calling into question its methodologies and approaches, offering the possibility to experiment new forms of representation, description and storytelling of urban phenomena.

Having as its mission the spreading and dissemination of knowledge concerning metropolitan Turin (the course of its development, its dynamics of change) Urban Lab has ripened a robust experience in producing infographics, cartographies and geographic descriptions of the urban system, based on spatial representation and on the physical organization of the built environment.

The work on data collection and mapping, combines with policy and territorial analysis, desktop research, inquiries, interviews and on site investigation. Attempting to combine different sources of knowledge, this activity aims at providing the clearest information about urban processes, understandable also by non expert audiences, finally producing cultural initiatives and products aiming at expanding the collective awareness of citizens about urban matters. In the case of Urban Lab's contribution to the Co4Cities conversation, the challenges were manifold and intertwined.

Between others:

1. **Introducing new categories and taxonomies.** Preparing the maps became an occasion to explore the threshold between innovative social and cultural infrastructures and traditional services for citizens. With repeated and intense exchanges between the two, and quite a good territorial distribution of the first ones (e.g. schools, libraries), innovative social and cultural services in Turin are originated by a constellation of different

policies, programmes and institutions, combining bottom-up and top-down interaction, intercepting different communities and organizations, and producing different kinds of management models;

2. Incorporating intangible processes in a cartography. Many of the initiatives brought about in the field of social and cultural infrastructures have a strong intangible character and very little physical footprint in the city; at the same time, these initiatives are rooted into communities and territories, having as one of their main features the capacity to establish new bindings and relationships between people. How to represent relationships between people and organizations, became a way to learn more about the local impacts of single actions and/or more complex initiatives;

3. Unfolding specific initiatives over time. The vicissitudes of the "Case del quartiere" - the way this innovative model was firstly imagined, tested and further replicated in the different city neighborhoods, etc.- is a complex story combining super local circumstances, public policy processes at city level, european policy frameworks, contextual conditions (and much much more). The timelines representing the story of each "Casa del Quartiere" aim at keeping track of this richness, saving the uniqueness of each pathway, highlighting milestones and key moments in their development process, showing commonalities and differences, underlining the role urban regeneration policies at EU and city level had in promoting these initiatives.

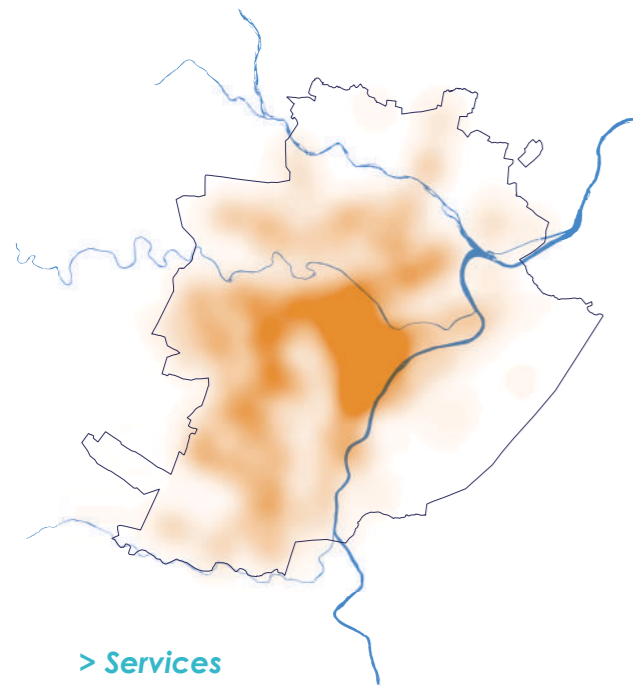
Far from being a concluded exercise, the contribution given by Urban Lab to this publication represents a step in the pathway the organization is undertaking to produce information and shared knowledge about urban regeneration policies, cultural and social infrastructures, and more in general Torino's process of change.



> Sixth ULG meeting "Mapping social/cultural infrastructure of Turin".
Photo Laura Socci

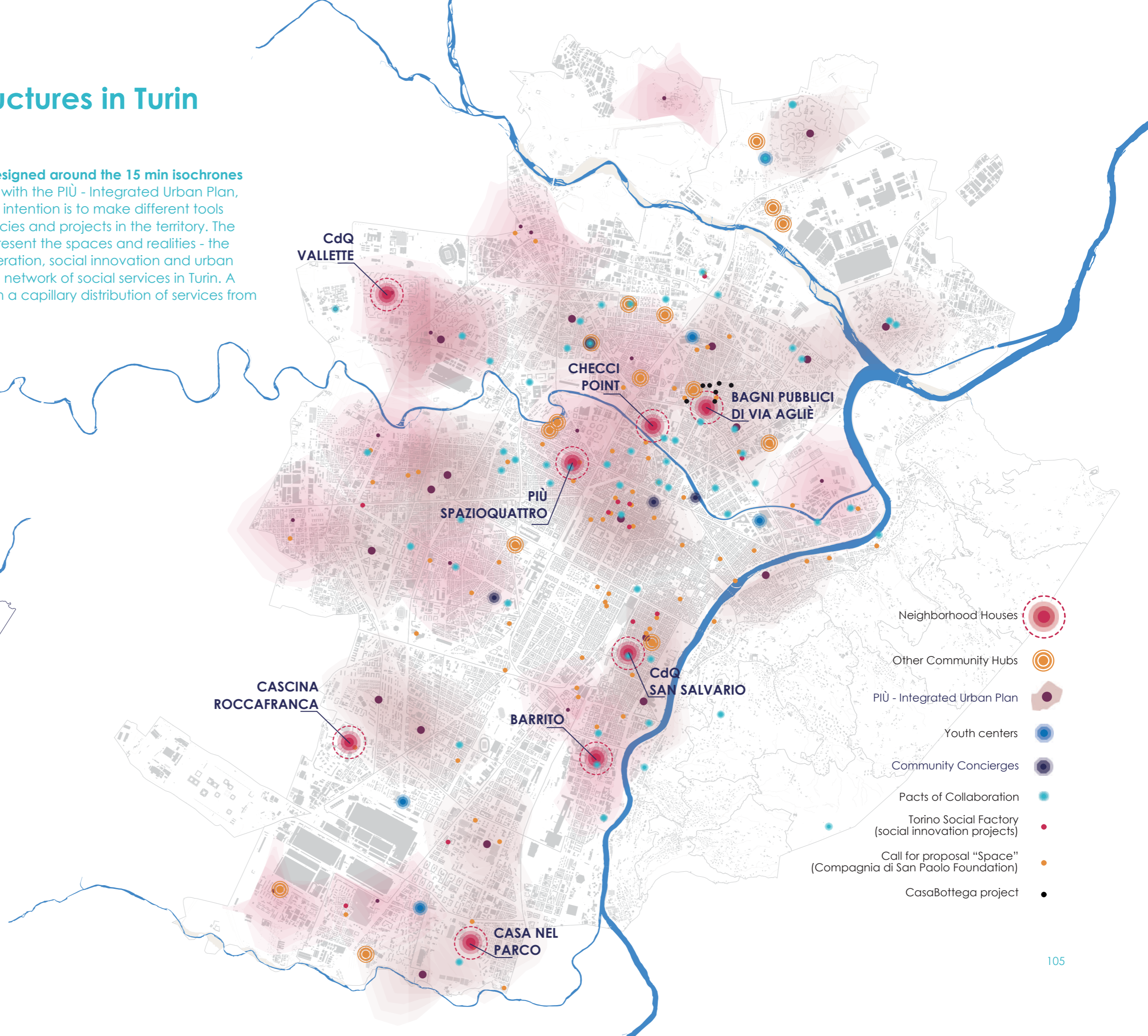
> Social infrastructures in Turin

This **social infrastructures map** is designed around the **15 min isochrones from the civic libraries** (coherently with the PIÙ - Integrated Urban Plan, approved by the City in 2022). The intention is to make different tools interact for a higher impact of policies and projects in the territory. The elements included in the map represent the spaces and realities - the result of processes of urban regeneration, social innovation and urban common - that today expand the network of social services in Turin. A new representation of the City with a capillary distribution of services from the center to the suburbs.



> Services

The image is **designed around density of proximity services in Turin** and their distribution on the territory. The representation includes schools, libraries, theaters, museums, cinemas, social housing, public sport facilities, hospitals, and other activities of social and cultural interest in the area.



- Neighborhood Houses 
- Other Community Hubs 
- PIÙ - Integrated Urban Plan 
- Youth centers 
- Community Concierges 
- Pacts of Collaboration 
- Torino Social Factory (social innovation projects) 
- Call for proposal "Space" (Compagnia di San Paolo Foundation) 
- CasaBottega project 

> Piazza Gabotto - OPEN PATTI 2022
Photo Laura Socci



Public space as urban common

LAURA SOCCI

Urban Commons Office - City of Turin
ULG member

> The Urban Commons Office

The City faced a new organizational process to support the dissemination of the local Regulation on Urban Commons. An essential role in the shared management is played by the **Urban Commons Office which coordinates and monitors the shared care and management activities**. Together with other offices of the City, more technically and sectorially oriented, **it examines the proposals of collaboration** received from citizens' organisations, **evaluating their consistency** with the principles of the Regulation and **providing support to civic subjects and other City offices**.

The Co-City project

The public call of Co-City received more than **120 proposals**, further supported by the extensive work done on the territory by the **Neighborhood Houses**. The proposers were accompanied in the participatory process, followed in the initial and subsequent phases, dedicated to the realization of the proposals.

Co-design

The variety of proposals and places chosen presented a challenging learning curve for the public administration (PA). Though the PA was able to share its resources and experience in the implementation phases of the proposed projects and, this the experience called for a new way of relating with citizens.

The City started to build a new relationship with its inhabitants founded in mutual trust, the exchange of ideas and direct communication.

The **co-design phase** follows the positive evaluation of the proposal. It is an **important moment of discussion between PA and civil subjects: the real feasibility of the proposal is assessed, and the forces deployed are measured**.

The outcome of the co-design is not always positive. The path to signing the pacts is often very long. In addition to **analyzing the technical and economic feasibility of the proposals**, it is



> OPEN PATTI 2022 poster

necessary to address safety and responsibility issues.

The awareness and responsibility assumption by both the civic subjects and the PA are a key moment in the drafting of the pacts and require in-depth information and training of the people involved. The will and enthusiasm of the proponents typically lasted through the entirety of the Co-City process in the majority of cases. However, sometimes the PA is perceived as distant and absent by the citizens, causing distrust and fatigue.

The Urban Commons Office tries to face this criticality by the culture of urban commons within the administration. It organizes training, and gives administrative and organizational support, with the contribution of the Civil Service projects activated for this purpose and involving young volunteers over six years.

Today, with **about 70 signed Pacts of Collaboration and six years of experience, the Urban Commons Office** cannot only be an activator of collaboration proposals, but must **implement new strategies for the "maintenance" of the pact**, find new human and economic resources to support the equal relationship and mutual trust with citizens.

The Pacts of Collaboration today

Many pacts were signed between the end of 2019 and the first months of 2020. However, due to the pandemic, they were unable to carry out the actions they had foreseen. The most penalized projects were those involving the schools - which remain closed for months - and providing for sports and socio-cultural activities.

With people was fundamental to understanding how the pacts of collaboration were impacted by the pandemic, this resulted in the formation of new relationship. To keep communication lines strong, many participants of the pacts' actions adopted new modes of communication through utilizing tools, such as Whatsapp groups and e-mail networks.

In the year following the 2020 pandemic, we saw an increase in participation. **The renewed view of public space has trasformed them into cherished spaces, attracting and welcoming the community.**

In June 2021, the Urban Commons Office organized a public event called **Open Patti**, to highlight the urban commons and the people who take care of them. This openness and experience exchange between different pacts had a positive impact. The Office is planning the second annual Open Patti event this year; it is greatly anticipated and expected to have an even greater audience turn out than the year prior. With the contribution of the volunteers of the Civil Service, the pacts' storytelling continues. Interviews, photos and videos are spread on the Turin Urban Commons website, as well as on social media, bringing many people closer to the theme of urban commons.



> **Mufant Pact of Collaboration, Turin.** Photo Laura Socci

Strolling in one of the most peripheral streets of the city, an image of the urban fringe, we find a place, where the space for parking and some green. Here we meet Frankenstein, Capitan Harlock, a Werewolf, and Sailor Moon: we are approaching **the Museum of the Fantastic** that has populated this space with fantastic creatures.



> **Lo Russo e Cutugno Pact of Collaboration, Turin.** Photo Laura Cantarella

Flowers and essences for the neighborhood's flowerbeds are growing, inside the **Lo Russo and Cutugno Prison**. The inmates, together with an association of young volunteers, are increasing their knowledge in gardening and horticulture. The volunteers are promoting a different relationship between the prison and the neighborhood.



> **Cumiana15 Pact of Collaboration, Turin.** Photo Longboard Crew

An abandoned industrial building has become an open space managed by three associations. **CUMIANA15** hosts open meetings of longboard, skateboard or surfskate training, video-maker set, silent cinema with live music. And an association regularly distributes unsold food items collected at the nearby neighborhood market.

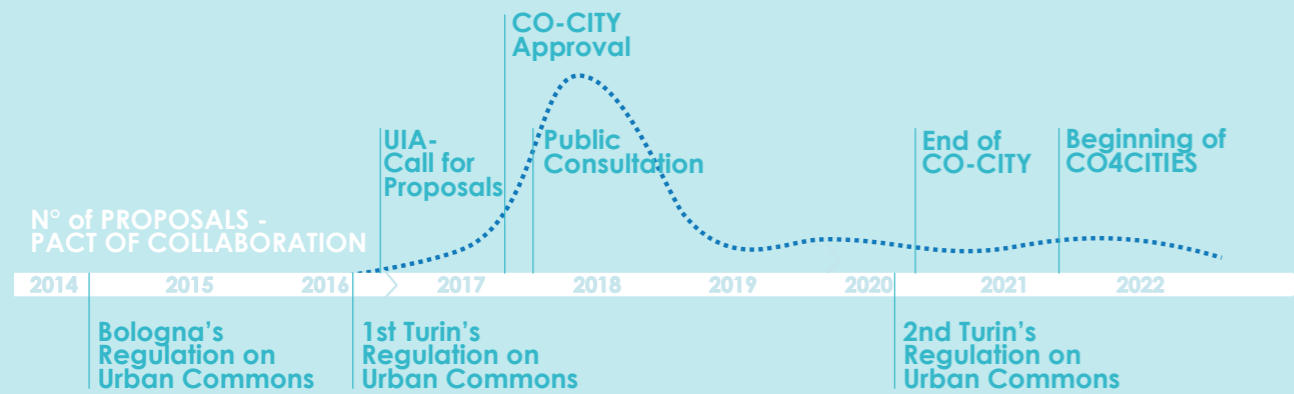
The urban commons placemaking

The health emergency and consequent restrictions, the new rules on coexistence and the widespread feeling of uncertainty, presents many challenges most notably with relations.

The desire to inhabit the environment outside of our homes is increasing. Therefore, **the use of public space has become central to the creation of opportunities for socializing.** The potential for isolation has increased, however, so have opportunities for solidarity. One of the challenges is to consolidate positive experiences and reduce the causes of exclusion.

In this framework, the concept of public space as a common is fundamental. This idea is at the center of the recent reflections regarding public policies and citizens' action to reclaim public and collective spaces. We think that looking at public space as a urban common, through supporting shared management, presents an important opportunity to promote inclusive processes and urban regeneration.

> Pacts of Collaboration in Turin



19 green areas

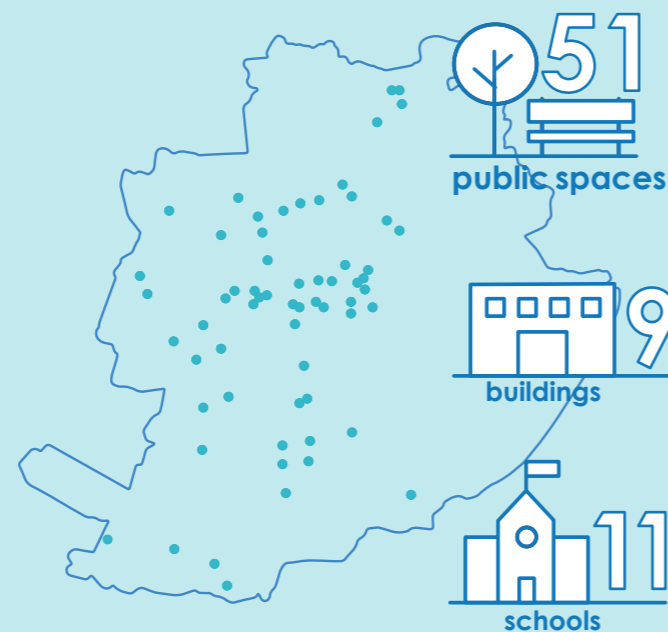
4 sport

12 art and culture

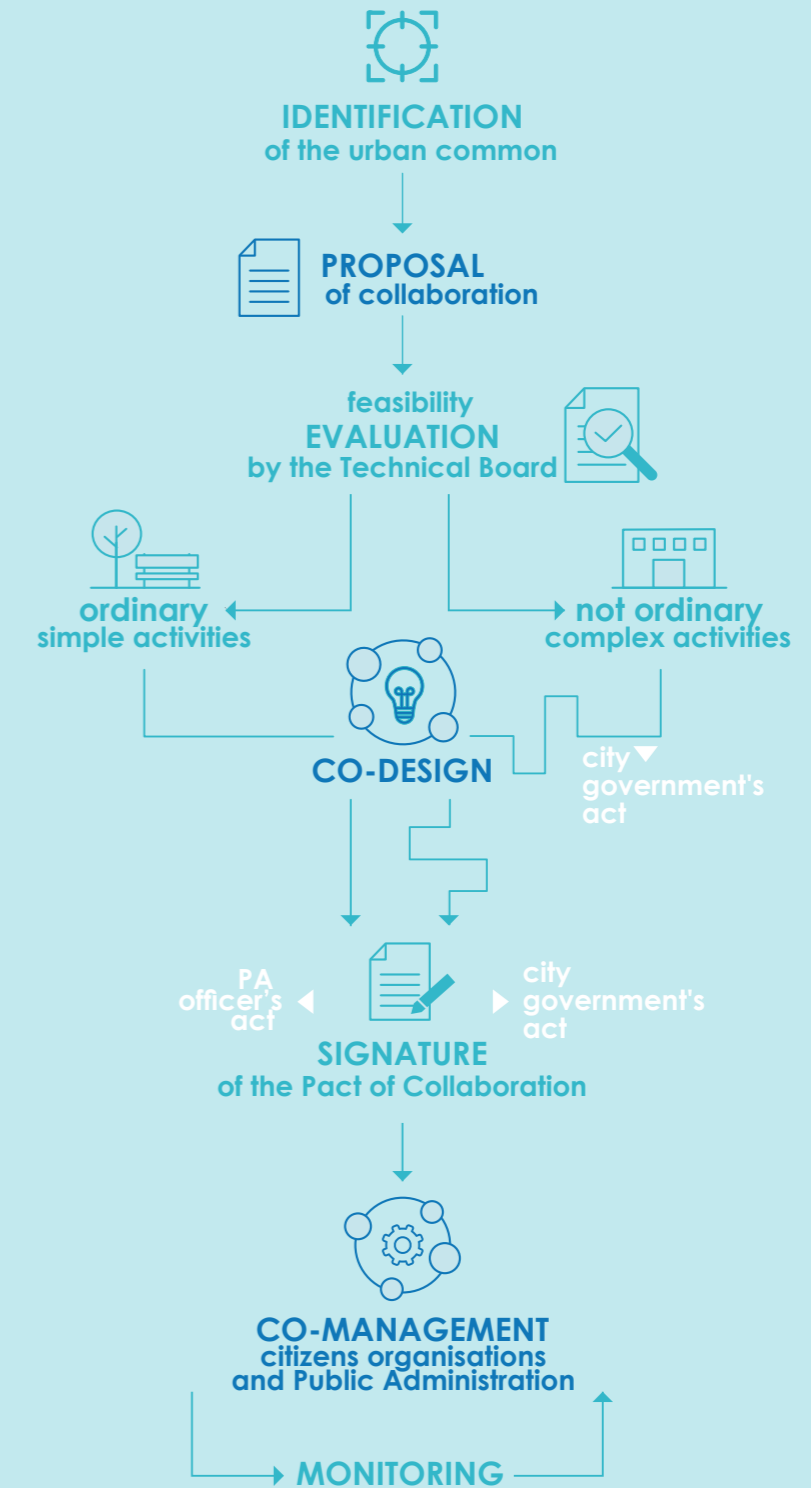
18 socio-cultural animation

12 community welfare

6 youth protagonism



> The Co-design process



> The co-management of Pellegrino Garden: a Pact of Collaboration

To understand what a pact of collaboration really is, and to share it with all the partners of the CO4CITIES project, we translate in English the contents of the pact between the Community Foundation of Porta Palazzo and the City of Turin for the shared management of the Pellegrino Garden, signed on the 17th of January 2022.



WHEREAS:

1. Article 118(4) of the Constitution, in recognizing the principle of horizontal subsidiarity, entrusts the constituent entities of the Republic with the task of fostering the autonomous initiative of citizens, both individual and associated, to carry out activities of general interest;
2. Article 2(1)(q) of the Statute of the City of Turin identifies, among the purposes pursued by the municipality in the exercise of its powers: "to recognize, including for the purpose of protecting future generations, common goods as functional to the exercise of the fundamental rights of the person in his or her ecological context and to ensure their full enjoyment within the scope of municipal powers."
3. The City of Turin by City Council Resolution No. mecc. 2019 01609/070 of December 2, 2019 approved Regulation No. 391 for the Governance of Urban Commons in the City of Turin (hereinafter: Regulation);
4. on 13/12/2020 by e-mail message (protocol no. 1043 1-40/1 Periphery Transformation and Common Goods Area), kept on file, the Porta Palazzo Community Foundation, based in Turin, via Cottolengo 4, CF 97861380018, submitted a proposal for shared governance;
5. The Cardinal Michele Pellegrino Garden in Borgo Dora Square is a green area that houses a playground. The garden was created in 2001 by the City as part of the urban regeneration project The Gate, with the creation of an area dedicated to children's play and a large amphitheater area, surrounded by trees that now provide shade and protection. In 2012, a large part of the garden was designated for the Turin Eye, the braked balloon for tourist use, which was decommissioned in 2018; since then, the garden has remained closed, but continued to house the artifacts that were used to operate the balloon. After the first lockdown due to the pandemic emergency in spring 2020, the neighborhood community expressed the need for outdoor spaces to regain safe socialization; the

Cardinal Pellegrino Garden was identified as a suitable space for such a use; thanks to a memorandum of understanding between the Porta Palazzo Community Foundation, the Fuori di Palazzo association and Circoscrizione 7, the opening of a portion of the garden dedicated to a children's play area was guaranteed. At the same time, an awareness and crowdfunding campaign was launched by the Porta Palazzo Community Foundation to secure the area, and Circoscrizione 7 carried out maintenance of games and plants. Subsequently, a sponsorship procedure was initiated following a proposal submitted by a business operator, based on the Public Notice for Seeking Sponsorships to Support Activities and Initiatives Related to the Maintenance, Enhancement, Promotion and Care of the Municipal Public Green Years 2020 - 2021. Through this sponsorship, work to remove concrete blocks to secure the area was carried out in autumn 2021. The Porta Palazzo Community Foundation, with Stranaidea s.c.s. and Association CO.H APS also participated in the Call for Contributions to improve the livability of Turin's Lungo Dora as part of the European project ToNite, presenting the project USANZE PELLEGRINE, a project of "proof of use" of the Pilgrim Garden, with social theater activities, experiential art workshops, reading groups, cultural mediation, and games for the youngest children. The project was selected and accepted for funding.

6. the Urban Common Technical Table, referred to in Article 10, paragraph 1, of the Regulations, on January 19, 2021, examined the proposal, evaluating its consistency with the principles of the Regulations and identifying District 7 as the service with prevalent competence. Subsequently, in agreement with District 7, and with the Technical Table's acknowledgement, it was decided to assign competence to the Suburban Transformations and Common Goods Area, because of the possible interactions with other projects of city relevance, such as the TONITE project and the National Innovative Program for Housing Quality;
7. by Resolution of the City Council No. 431 of 25/05/2021, the co-design phase was initiated to define the program of shared care and management, pursuant to Article 12, paragraph 5, of the Regulations. The co-design was attended by the proponents and officials from the Periphery Transformations and Common Goods Area, Technical Offices and District 7;
8. At the outcome of the co-design activity, the report of which is published in the appropriate section of the website, the proposal therefore includes, in its final drafting, the implementation of an intervention to transform the Pilgrim Garden from an enclosed and abandoned space to a usable and welcoming place.
9. At the conclusion of the co-design activity, by Resolution of ..., no. mecc. ... the City Council proceeded to approve the outline of this Covenant.

All of the above stated and accepted,

BETWEEN

The City of Turin, Fiscal Code and VAT No. 00514490010, headquartered in Turin, Piazza Palazzo di Città No. 1, in the person of Valter Cavallaro, Manager Area "Trasformazioni Periferie e Beni Comuni", born in Turin on 26/01/1964, who is speaking not in his own right, but as a representative of the said Entity in accordance with the provisions of a resolution of the Municipal Council (...) of the City of Turin (hereinafter: City);

E

Porta Palazzo Community Foundation with headquarters at 4 Cottolengo Street, Turin, C.F. 97861380018, in the person of XXXXXXXX born in XXXXXXXX on XXXXXXXX and residing in XXXXXXXX, C.F. XXXXXXXXXXXXXXXX, as the Legal Representative of the aforementioned Entity; (Hereinafter: Civic Subjects)

Hereinafter jointly referred to as "the Parties."

THE FOLLOWING IS DEFINED

Art. 1

OBJECT, OBJECTIVES AND ACTIONS

1. This Collaboration Agreement (hereinafter: Agreement) is for the shared management of the Cardinal Michele Pellegrino Garden located on Borgo Dora Street.
2. The premises form an integral part of the Covenant.
3. The goals of the Covenant are:
 - a) transforming the Pilgrim Garden from an enclosed and abandoned space into an attractive place that can be enjoyed by all citizens: the garden as an opportunity for different target populations to meet and be included and experienced at different times of the day;
 - b) return the garden to the community, not only to entice people who frequent or live in the neighborhood to return to use it, but also to perceive it as a place on which citizen* and/or associations can imagine and design together, a place where civic sense and activism for the commons is experienced;
 - c) Activate networking with entities and citizen groups to design and implement activities that enable the reappropriation of space by communities, thus holding and promoting organized moments and moments of free use;
 - d) Promote the use of outdoor public space even for activities that used to take place indoors, but which today would be safer to take outside (meetings, essays, after-school programs, classes,...);
 - e) Participatory design of the uses and functions of the garden together with all the people who live in or frequent the neighborhood, with a view to maximum inclusiveness;
 - f) Promote the establishment of a permanent management and planning committee that can be expanded over time;
 - g) Expand the pact to other parties and experiment with shared management;
 - h) Activate pathways for accompanying fragile and/or homeless people who frequent the area to the relevant services in order to foster dialogue and encounters with institutions and maintain attention to their situation;
 - i) Initiate a participatory planning process involving the fragile and/or homeless people who frequent the area to design services and activities that the garden and local associations/entities could offer them.

The planned actions and interventions are:

- a) care and presiding over the space, observing, listening to and interacting with those who frequent the place, and inviting them to participate in participatory design activities;
- b) Animation activities: recreational and citizenship education, artistic, sports or musical activities especially with youth and children;
- c) Implementation of an open bookcrossing library dedicated especially to/for the youngest children;
- d) Making drawings on the ground, in the manner to be agreed upon;
- e) Involvement of other local entities in the care and animation of the space;
- f) adoption of some flowerbeds, identified by the Foundation, by neighborhood schools - with the understanding that routine maintenance of horizontal and vertical garden greenery remains the responsibility of the city, as part of regular city and district planning;
- g) Making educational games for boys and girls;
- h) participatory design activities to identify uses, functions, potential of the place and to define possible design solutions for the redevelopment of the area and the division into

implementation phases;

- i) Experimentation by adults and children with direct active citizenship experiences;
- j) management of the container used for the sheltering of material and equipment functional for covenant activities - the container is purchased by the Foundation within the framework of the USANZE PELLEGRINE project selected by the Call for Contributions of the European project ToNite;
- k) contact with services that deal with fragile and/or homeless people, to foster dialogue and encounters and activate a network that takes an interest in the issue;
- l) Involvement of organizations and associations in the neighborhood for the implementation of activities or pathways for fragile and/or homeless people.

Art. 2

ROLE OF THE PARTIES AND MODALITIES' OF COLLABORATION

1. The Parties, in implementing the Covenant, are guided by the general principles in Article 3 of the Regulations: trust and good faith, publicity and transparency, inclusion and access, equal opportunity, sustainability and ecological regeneration, proportionality, appropriateness and differentiation, informality, civic autonomy, territoriality, non-subrogation, training, awareness, and anti-discrimination.
2. Civic Subjects commit to the following actions:
 - Guarding and monitoring the space and reporting to District 7 and the City for any necessary maintenance;
 - Activities to listen to those who live in or frequent the area and involve them in the participatory design process;
 - Creation of opportunities for dialogue and mutual understanding among those who live in and/or frequent the area;
 - Promotion of animation activities aimed primarily at the youngest children and youth;
 - management daily opening and closing, if the working group referred to in paragraph 4 below deems it necessary to close it at night;
 - conducting a participatory planning process of the uses and functions of the garden and with the goal of bringing the outcomes to the attention of the City and District;
 - enlargement, through the above-mentioned shares, of participation in the covenant of cooperation;
 - Evaluation of the possibility of reactivating the existing water point, with utilities (for agricultural use) paid for by the Foundation.
3. The City is committed to the following actions:
 - Activities, interventions, capital and consumer goods:
 - Provision on free loan of equipment and consumables in the Equipment Library established under the Co-City project and managed by the Neighborhood Houses;
 - Verification of the possibility of activation of separate collection for the garden;
 - activities, actions and interventions, within the limits of available resources, carried out as a result of reports of malfunctions or maintenance needs that come from the signatories of the pact.
 - Exemptions and concessions:
 - Exclusion from the application of the fee for the occupation of public spaces and areas, pursuant to Article 12, paragraph 2 (c) of Regulation No. 395 for activities carried out under the Covenant that require the occupation of public land.
 - Communication and information activities:
 - Information to the public about the activity and content of the Covenant;

- creation of an information channel with covenant signatories, disseminating the opportunities offered by the City's information channels regarding initiatives and services active in the area;
4. In accordance with the principle of civic autonomy, as set forth in Article 3(1)(i) of the Regulations, the Parties will make use of the following tools to coordinate shared management activities:
 - working group coordinated by the Foundation and composed of a representative of the Foundation, a representative of the Suburban Transformations and Common Goods Area, a representative of District 7, representatives of additional parties that will join the pact in the future, as a tool for coordinating, monitoring and evaluating the actions envisaged by the pact and the participatory planning paths. The group will meet at least quarterly. The Working Group will also consider requests from other stakeholders to join the pact;
 - Annual monitoring and evaluation reports made by the Working Group.
 5. Civic Subjects may carry out self-financing actions in accordance with Article 24 of the Regulations.
 6. During the course of the planned activities, collective enjoyment of the common goods covered by the Covenant will be ensured.

Art. 3

LIABILITY, SAFETY AND INSURANCE COVERAGE

1. The Civic Subjects are responsible for the actions that they have committed themselves to with this covenant and related activities and in any case in relation to the provisions of Article 2, paragraphs 2 and 4.
2. The City is responsible for the actions that with this covenant and related activities it has committed itself to carry out and in any case in relation to the provisions of Article 2, Paragraph 3.
3. In exercising the actions described in Article 2, the City does not assume the role of employer and/or principal with respect to Civic Subjects. The Civic Subjects operate without any relationship of dependence on the City. The Parties are responsible for compliance with the provisions on prevention, protection, safety, health and hygiene at work, each in relation to the actions described in Article 2.
4. Attached to the Covenant is the document required by Article 27(4) of the Regulations, containing:
 - a) Description of the site and site condition and communication of general and specific site-related hazards and possible risks from interference with concurrent activities;
 - b) Identification of the specific risks of the planned activities and prevention measures identified by the Civic Subjects;
 - c) Shared security measures and technical prescriptions for the implementation of activities under the Pact.
5. The Civic Subjects identify the person of XXXXXXXXXXXXX as the supervisor who is responsible for verifying that what is contained in the aforementioned document is complied with. Should a different contact person be identified during the implementation of the Covenant, the Civic Subjects agree to notify the City in a timely manner.
6. The City guarantees appropriate insurance coverage for Civic Subjects who enter into the Covenant. The stably organized social formations that enter into the Covenant undertake in each case to guarantee insurance coverage for their own/their associates.
7. As provided in Article 27 paragraph 6 of the Regulations, the City, as a form of support, may make available personal protective equipment and provide informational documents also related to the provisions of Title III of Legislative Decree No. 81/2008.

Art. 4

INTERVENTIONS AND WORKS ON THE PROPERTY

1. The implementation of maintenance, restoration and redevelopment is governed by Article 9, paragraphs 3 and 4 of the Regulations.

2. The Civic Subjects undertake the following maintenance, restoration and redevelopment works:
 - Installation of an information board to be placed in the garden;
 - Purchase and installation of a container for equipment useful for the intended uses of the garden. The container, purchased by the Foundation under the project PELLEGRINE USANCES selected from the European project ToNite's Call for Contributions, is functional to the covenant's activities and managed within the framework of the covenant;
 - other interventions outcome of participatory planning paths, coordinated by the Working Group.
3. The City commits to the following maintenance, restoration, and redevelopment:
 - Provision of an information board to be placed in the garden.
4. In the course of the collaboration, any implementation of interventions and/or works must be agreed upon between the Parties.
5. The Parties shall also determine, at the time of agreement on their implementation, how they are to be removed or retained, at the conclusion of the Covenant.
6. At the end of the Cooperation Agreement, if it is not renewed, the Foundation agrees to remove the container referred to in Paragraph 2 at its own expense and restore the area, unless otherwise agreed by the parties.
7. Any acquisitions of works and interventions by the City are always free of charge.

Art. 5

PUBLICITY OF THE AGREEMENT.

1. All documentation related to the Covenant shall be published on the website www.comune.torino.it/benicomuni in order to acquire proposals and comments from all interested parties, if any, in accordance with the provisions and for the purposes of Article 10, paragraph 4, of the Regulations.

Art. 6

MONITORING AND EVALUATION

1. In accordance with the general principles of clarity, comparability, periodicity, and verifiability described in Article 26 of the Regulations, monitoring and evaluation of the actions under the Pact are carried out through the following methods:
 - a) Periodic meetings of the Working Group;
 - b) Annual monitoring and evaluation reports, produced by the Working Group.

Art. 7

TERM AND EXPIRATION OF THE COVENANT

1. The covenant has a term of five years, starting from the date of signing. Upon expiration, upon verification of its timely and proper execution, the Parties may renew it by express agreement in writing.
2. Civic Subjects where they have contributed materials and equipment instrumental to their activities have the right to remove them at the end of the Covenant, unless otherwise agreed by the Parties.

Art. 8

EARLY TERMINATION OF THE PARTIES

1. The City may withdraw from the Covenant for circumstantial reasons of public interest.
2. Civic Subjects may withdraw from the Covenant for just cause, providing adequate reasons.
3. The right of withdrawal referred to in the preceding paragraphs shall be exercised by written notice or electronic mail to the other Party and posted on the City's website. The withdrawal shall take effect after a notice period of not less than 45 days from the receipt of the notice.

Art. 9
ATTEMPT AT CONCILIATION

1. If, regarding the execution, termination or renewal of the Covenant, disputes arise between the Parties or between the Parties and any third parties, an attempt at conciliation will be made.

Art. 10
CONTRACTUAL EXPENSES AND REGISTRATION TAX IN CASE OF USE

1. Contractual, related, incidental and consequential expenses shall be borne by the Civic Subjects. The deed is not patrimonial in nature and therefore, for tax purposes, the Registry Tax in case of use pursuant to Article 4 of the Tariff Part Two of Presidential Decree No. 131 of April 26, 1986 shall apply.

Art. 11
INTERPRETATIVE PROVISION.

1. The Covenant should be interpreted and applied in the sense most conducive to the opportunity for Civic Subjects to participate in the shared management and care, regeneration and governance of urban commons.

Art. 12
PROCESSING OF PERSONAL DATA.

1. Pursuant to EU Regulation 2016-679 (GDPR - General Data Protection Regulation), personal data related to Civic Subjects and contained in the Covenant will be processed and published in compliance with the provisions of the Regulation, to the exclusion of any further processing purposes. The Data Processor is the City of Turin, which may also operate through its own officers formally entrusted with the processing.

Done, read and signed for acceptance.

Turin,

For the civic actor
.....

For the City
.....

Minutes of coordination and cooperation preliminary to the conduct of activities.

Site Description.

1. Description of the site and site condition and communication of General and Specific Risks related to the site and possible risks from interference with any other concurrent activities.

The Cardinal Michele Pellegrino Garden in Borgo Dora Square is a green area that houses a playground. The garden was created in 2001 by the City as part of the urban regeneration project The Gate, with the creation of an area dedicated to children's play and a large amphitheater area, surrounded by trees that now provide shade and protection.

The City reports:

a) The following **General Risks** related to the site and activities in public open spaces:

- coexistence of cars and pedestrians
- Green and tree-lined areas (falling branches, trees, surfacing roots, allergens)
- networks and technological systems
- Unexpected subsurface discoveries
- possible discovery of asbestos
- noise
- investment
- smog and microclimate
- solar ultraviolet radiation
- rain, strong wind, cold and frost
- Presence of insects, possible stings and allergic reactions
- Presence of domestic and wild animals, any bites
- proximity to waterways

b) [any **Specific Hazards** present at the site of performance of activities, to be evaluated on a case-by-case basis]

c) The following possible **Risks arising from interference** with any other concurrent activities or work at the site:

- In the area, in addition to the firms/entities contracted by the City for the maintenance of greenery and public grounds, both AMIAT, for emptying litter bins and other cleaning and waste removal activities, and contractors for the maintenance of the tree stock operate regularly on behalf of the City. In addition, other agencies (e.g., IRETI, SMAT, etc.) may need to intervene.
- The administration will, as far as possible, notify active citizens of the dates of planned interventions by companies/other agencies in order to properly organize supplementary activities and avoid joint interventions.
- Therefore, it is prohibited to carry out the activities under the Covenant at the same time as the activities of those in charge/authorized for maintenance by the Administration.

2. Identification of the Specific Risks of the planned activities and prevention measures identified by the proponents

The proposing parties shall identify the following **General and Specific Risks** of the activities under the collaboration agreement and the prevention and emergency measures taken or to be taken:

> **SMALL-SIZED GREEN AREAS**

Equipped garden, flower bed, urban gardens, educational gardens, play area, green axis, dog area,...

SOCIAL ANIMATION			
Activity Description: Organizing social activities with adults and minors			
General hazards and requirements			
Tripping			
- Pay attention to tree root systems - Check ground conditions and the presence of any obstacles - Do not intervene on terrain that is poorly visible and with dense vegetation			
Drowning in areas near rivers			
- Monitor water levels when planning activities - Provide for evacuation and emergency response procedures - Provide for the possible use of submersible jackets			
Specific risks indicated by the proponents			
Specific risks associated with proponents' activities	Possible damage	Specific risk mitigation prescriptions and interventions	Risk level High (H) Medium (M) Low (L)
Slipping/tripping	Impacts, blows, bruises and other physical injuries	- Pay attention to paths; - Avoid cluttering paths with equipment/objects; - Pay attention to any water slicks and spills of other liquids	L
Microclimate	Heat stroke, cold stroke, slipping, bumping, other physical damage	- Suspend work in case of adverse weather and/or atmospheric conditions (rain, strong wind, frost, fog, heat above 35 degrees, cold below 5 degrees)	M
PLANTING			
Activity description: Planting of small plants and shrubs			
Specific risks indicated by the proponents			
Specific risks associated with proponents' activities	Possible damage	Specific risk mitigation prescriptions and interventions	Risk level (H/M/L)
Allergens	Allergic reactions	- Avoid direct contact with substances/products that may cause allergic reactions; - Wear PPE (gloves, face mask, goggles where necessary); - In case of allergic reaction stop activities and go to the Emergency Room	M
Powders	Allergic reactions, respiratory problems	- Clean up work areas of debris materials; - Wear PPE (gloves, goggles where necessary)	L
Microclimate	Heat stroke, cold stroke, slip and fall, impact, investment, other physical injury	- Suspend work in case of adverse weather and/or atmospheric conditions (rain, strong wind, frost, fog, heat above 35 degrees, cold below 5 degrees)	L
Insect bites, cuts and abrasions	Allergic reactions and physical harm, anaphylactic shock	- Avoid direct contact with sharp and abrasive elements; - Warn in case of allergies; - Use appropriate PPE	L
Slipping tripping	Impacts, blows, bruises and other physical injuries	- Pay attention to paths; - Avoid cluttering paths with equipment/objects; - Pay attention to any water slicks and spills of other liquids	L

Manual handling of loads	Sprains, injuries, bruises, fractures, tripping	- Minimize manual handling of loads and use load sharing; - Handle loads following proper ergonomic procedure: knees flexed (possibly rest one knee on the ground), back straight, load close to the body; - Avoid twisting when moving loads	L
Description of activity: Planting of medium/large sized trees.			
There is no tree planting by active citizens; this activity is carried out exclusively by Public Green technicians.			
GREENERY CARE			
Activity Description: Irrigation, watering, fertilization, weed removal, mowing			
Specific risks indicated by the proponents			
Specific risks associated with proponents' activities	Possible damage	Specific risk mitigation prescriptions and interventions	Risk level (H/M/L)
Chemist	Respiratory problems, allergic reactions, skin and eye irritation, flame development, intoxication	- Use suitable products, agreed with the City, as described on the product itself; - Wear PPE (gloves and mask)	L
Organic	Infections, allergic reactions, intoxications	- Avoid direct contact with substances/products used for fertilization; - Use PPE (gloves, mask where necessary)	M
Allergens	Allergic reactions	- Avoid direct contact with substances/products that may cause allergic reactions; - Wear PPE (gloves, face mask, goggles where necessary); - In case of allergic reaction stop activities and go to the Emergency Room	M
Microclimate	Heat stroke, cold stroke, slip and fall, impact, investment, other physical injury	- Suspend work in case of adverse weather and/or atmospheric conditions (rain, strong wind, frost, fog, heat over 35 degrees)	L
Slipping tripping	Impacts, blows, bruises and other physical injuries	- Pay attention to paths; - Avoid cluttering paths with equipment/objects; - Pay attention to any water slicks and spills of other liquids	L
Insect bites, cuts and abrasions	Allergic reactions and physical harm, anaphylactic shock	- Avoid direct contact with sharp and abrasive elements - Warn in case of allergies; - Use appropriate PPE - If found to be necessary, use only simple hand tools (scissors, etc.), in good condition and efficiency	L

> **PUBLIC AREAS or subject to small public use**

Residual areas, squares, pedestrian streets, gray islands, axes,...

General hazards and requirements			
Running over and other traffic hazards - Report the activity and the possible presence of obstacles - Wear high-visibility clothing (vest) in case of roadside activities			
CLEANING Activity description: furniture cleaning, wall and wall cleaning			
Specific risks indicated by the proponents			
Specific risks related to the activities of proponents	Possible damage	Specific risk mitigation prescriptions and interventions	Risk level (H/M/L)
Chemist	Respiratory problems, allergic reactions, skin and eye irritation, flame development, intoxication	- Use suitable products, agreed with the City, as described on the product itself; - Wear PPE (gloves and mask)	L
Allergens	Allergic reactions	- Avoid direct contact with substances/products that may cause allergic reactions; - Wear PPE (gloves, face mask, goggles where necessary); - In case of allergic reaction stop activities and go to the Emergency Room	M
Powders	Allergic reactions, respiratory problems	- Clean up work areas of debris materials, limiting the emission of wood dust as much as possible; - Wear PPE (gloves, goggles where necessary)	L
Microclimate	Heat stroke, cold stroke, slipping, bumping, respiratory problems, other physical harm	- Wear PPE (face mask) - Suspend work in case of adverse weather and/or atmospheric conditions (rain, strong wind, frost, fog, heat above 35 degrees, cold below 5 degrees)	L
Slipping/tripping	Impacts, blows, bruises and other physical injuries	- Pay attention to paths; - Avoid cluttering paths with equipment/objects; - Pay attention to any water slicks and spills of other liquids	L
Insect bites, cuts and abrasions	Allergic reactions and physical harm, anaphylactic shock	- Avoid direct contact with sharp and abrasive elements; - Warn in case of allergies; - Use appropriate PPE	L
ARTISTIC ACTIVITIES			
Activity Description: Mural Painting			
Specific risks indicated by the proponents			
Specific risks related to the activities of proponents	Possible damage	Specific risk mitigation prescriptions and interventions	Risk level (H/M/L)
Chemist	Respiratory problems, allergic reactions, skin and eye irritation, flame development, intoxication	- Use suitable water-based paints, agreed with the City; - Wear PPE (gloves, mask, goggles)	L

Allergens	Allergic reactions	- Avoid direct contact with substances/products that may cause allergic reactions; - Wear PPE (gloves, face mask, goggles where necessary); - In case of allergic reaction stop activities and go to the Emergency Room	M
Powders	Allergic reactions, respiratory problems	- Clean up work areas of waste materials, limiting dust emission as much as possible - Wear PPE (gloves, goggles where necessary)	L
Microclimate	Heat stroke, cold stroke, slipping, bumping, other physical damage	- Suspend work in case of adverse weather and/or atmospheric conditions (rain, strong wind, frost, fog, heat above 35 degrees, cold below 5 degrees)	L
Slipping/tripping	Impacts, blows, bruises and other physical injuries	- Pay attention to paths; - Avoid cluttering paths with equipment/objects; - Pay attention to any water slicks and spills of other liquids	L
Insect bites, cuts and abrasions	Allergic reactions and physical harm, anaphylactic shock	- Avoid direct contact with sharp and abrasive elements- Warn in case of allergies- Use appropriate PPE	L

Proposing parties will use materials and equipment in compliance with current safety regulations. Proponents will provide themselves with personal protective equipment appropriate for the activities they carry out.

3. Shared security measures and technical prescriptions, for the implementation of activities under the collaboration pact

As stipulated in Article 27 of Regulation No. 391, the Parties are responsible for compliance with the provisions on prevention, protection, safety, health and hygiene at work, each of them in relation to the specific activities stipulated in the cooperation agreement.

Without prejudice to the responsibilities of the proponents, considering the general public interest of the subject matter herein, the City, as a form of support, may make available personal protective equipment and provide informational documents also related to the provisions of Title III of Legislative Decree No. 81/2008, as amended.

In case of opening and closing of the area it will be necessary:

- Avoid, unless prevented by impediments or adverse weather conditions, limitations/changes to the schedules agreed upon with the Administration
- Safeguard public enjoyment by allowing access to all citizens

In case of organizing social and aggregative activities it will be necessary:

- Report to the Municipal Police in advance the execution of the activity
- Avoid restrictions on free use of the area during activities

With reference to the planting of small plants and shrubs and related irrigation, watering, fertilization, and weed removal activities, subject to compliance with the City of Turin's Public and Private Green Regulations, the parties to the Covenant shall:

- Agree in advance with the Public Green Service or the District on the type and number of plants to be planted and the schedule of activities
- Visibly demarcate and mark the work area for the duration of these activities
- Use only hand-held equipment that is in good repair and efficiency

In reference to post pruning and mowing cleanup activities, it is recalled that such activity is performed by the City and/or District; therefore, the underwriters, upon agreement with the City, may perform

supplementary work, as directed by the City and in compliance with City Regulation No. 317.

The signatories to the covenant shall:

- Agree in advance with the Public Green Service or the District on cleanup activities
- Visibly demarcate and mark the work area for the duration of these activities
- Use only hand-held equipment that is in good repair and efficiency
- Avoid violent and/or sudden physical exertion

In the event of waste collection activities it will be necessary:

- Avoid violent and/or sudden physical exertion
- Submit waste in the appropriate containers. In the case of specific types of waste (e.g., syringes), request suitable collection tools and containers.
- Report to AMIAT or the company in charge the presence of bulky, toxic, special waste to be removed

Minor maintenance work shall be carried out in the following manner:

- Visibly demarcate and mark the work area for the duration of the activity
- Avoid violent and/or sudden physical exertion

Painting of street furniture elements shall be carried out in the following manner:

- Visibly demarcate and mark the work area for the duration of the activities
- Do not remove parts of the furniture elements or move them
- Use compatible, water-based paints in the color agreed upon by the PA
- Use only hand-held equipment that is in good repair and efficiency
- Protect the surrounding area with tarps/cartons
- Leave adequate signage of work performed (e.g., "fresh paint" sign)

Wall and wall cleaning and related wall painting shall be carried out in the following manner:

- Visibly demarcate and mark the work area for the duration of the activity
- Use only hand-held equipment that is in good repair and efficiency
- Avoid violent and/or sudden physical exertion
- It is forbidden to carry out work at a walking height of more than 150 cm.

Additional requirements for carrying out the activities are:

- Limit as much as possible behaviors that may disturb the public peace
- At the end of each activity cycle, clear the area of waste materials, garbage, used equipment
- In the case of activities in green areas, compliance with Article 80 of the attached City of Turin Regulations for Public and Private Green Areas is recalled.
- Avoid solo work
- Notify the contact person of any allergies of the participants in the activities

In case of allergic reaction stop activities and go to the emergency room

Biohazard

The observance of the current and extraordinary hygienic and sanitary measures, defined at the national and regional level for the protection of the population, with respect to the possible exposure of proponents and volunteers to the new biological agent is called for, raising the qualitative level of prevention and protection measures normally adopted.

Turin,.....

For the City of Turin

.....

For the proposing parties

.....

Neighborhood Houses: community spaces that generate proximity

ELEONORA GUIDI

Neighborhood Houses Network
ULG member

In order to describe a neighborhood house, it may be useful to recall the [Manifesto of the Turin Neighborhood Houses](#)¹⁶, a document drawn up at the end of a process of reflection on identity, which brings together in ten points the elements that characterize these spaces.

The Neighborhood Houses ("the Houses") are privileged [places of proximity, participation and construction of social ties](#), regeneration of urban commons, and promotion of active citizenship. Their daily action is aimed at: 1) encouraging active participation in the social and cultural life of both the neighborhood and the city; 2) accompanying subjects who intend to promote projects, events and activities within them; 3) providing skills, spaces, tools and resources to ensure that realization occurs in an adequate, satisfactory manner and with an ever-increasing level of autonomy and self-organization. The function of support and accompaniment 'to the doing of others' is one of the cornerstones of the philosophy of the Neighborhood Houses, characterizing them with respect to other community spaces, socio-cultural centers or meeting places.

In most cases, [there are no rooms dedicated to a single activity or granted exclusively to one subject so as to allow a larger number of people](#), groups and associations to use the spaces and contribute to the sustainability of the House. These spaces express management skills with the aim of being economically sustainable through a mix of ancillary commercial activities, fundraising actions, collective contributions and the search for funding. This not with standing, the support from public bodies and private citizens is necessary in order to preserve their social impact and the ability to offer many services for free. They [address a variety of targets and](#)

¹⁶ For more information: www.retecasedelquartiere.org

audiences of different ages, backgrounds and social conditions in an open and inclusive social dimension. While not always easy to maintain, the Houses are always open, offering a balance of accessibility, organization and economic sustainability.

The Houses are spaces that look 'outwards', contributing to the development of the neighborhood, interacting with civic society actors and organizations. Due to restrictions caused by the Covid-19 pandemic the Neighborhood Houses were either closed or severely limited in their operations. Its services became one of the pillars of the city's Torino Solidale network initiatives aimed at mitigating facing the effects of the pandemic and economic crisis on vulnerable citizens social fabric.

> Social desk at San Salvario's Neighborhood House, Torino.
Ph. Diana Bagnoli



The function of the Neighborhood Houses fully reflects the vision and the collaborative relationship fostered over the years with the Administration to support local policies and interventions in the areas of participation, cultural promotion, social cohesion, urban commons, community welfare practices and circular economy.

The Houses are the result of horizontal cooperation processes between the public and private sectors that began in Turin 15 years ago thanks to the joint commitment of city institutions, private individuals, third sector actors and citizens, which continues today. While it is true that the Neighborhood Houses have a common identity as set out in the Manifesto, this does not mean homologation or a 'one-size-fits-all' model, quite the contrary. One of the particularities of the Neighborhood Houses - if you like, one of their strengths - lies in the fact that they are heterogeneous realities in terms of structure, services provided



> Family activities at Bagni Pubblici di Via Agliè, Barriera di Milano, Turin.
Ph. Hakima Eljamaoui

Meanwhile at Neighborhood House...

> Who is the Community Manager?

A brief conversation between **Piotr Wolkowinski** (Urbact ad-hoc expert) and **Erika Mattarella** (Neighborhood House director) during a visit to the Barriera di Milano's Neighborhood House organized in the framework of the final event in Turin on 1 July 2022



Erika... what are the 3 most important characteristics of a community manager?

mmm...
I'll try to answer:
1. be veeeeery patient
2. have a vision!
3. be in the good mood for it

this is an attempt to translate the Italian slang 'presa bene'



and internal organizational and governance model.

The eight houses come from different origins, histories and development, and are managed by Third Sector organizations with different legal status such as associations, foundations and social cooperatives. There is one case where the space was opened from the outset as a Neighborhood House; however, for the others it was a path facilitated by the dense network of collaborations, elements of commonality and relations existing between these realities and the mutual recognition of 'a certain family air', which over time led to the choice of adopting a common name, drafting a common Manifesto and finally giving life to a second-level entity, the Neighborhood House Network.

Each House is different because the neighborhood in which it operates, creates links and builds welfare pathways is different. Whether we look at their common traits or specificities, the history and decades of experience of the Turin Neighborhood Houses represent a rich heritage of knowledge, skills and practices on how to contribute to local policies in which citizens are protagonists of social action to be shared and disseminated to other cities at regional, national and European level.

The process

From 2007 to 2012 these collective spaces were born between 2007 and 2012 out of innovative urban regeneration policies promoted by the City of Turin since the late 1990s. These innovative policies were rooted in two stimuli, which proved to be decisive for the success of the Neighborhood Houses. The first being the open-mindedness to include citizen contributions in the development of ideas and project during the processes accompanying the urban regeneration programs of the city. The second stimulus, both in the terms of view of process and resources, came from a shift in European institutions which supported the local governments overcome sectorial logic through tools and programs.

The City of Turin seized the opportunity and thanks to funds from the Urban 2 Initiative and the intense process of social accompaniment initiated in the Mirafiori Nord neighborhood, the first Neighborhood House was born: Cascina Roccafranca.

From 2010 to 2012, similar projects were developed in other neighborhoods throughout Turin. Presently, there are a total of eight Neighborhood Houses: Cascina Roccafranca, San Salvario, Bagni pubblici di Via Agliè, Casa nel Parco, Casa di quartiere Vallette, Barrito, Più Spazio 4 and Cecchi Point.

> The Neighborhood Houses Manifesto

Turin's Neighborhood Houses are open and public places; social and cultural laboratories in which collective thoughts and experiences are expressed; spaces that initiate experiences of participation, involvement, and self-organization.

These spaces are the result of **innovative urban regeneration policies** developed since the late 1990s thanks to the stimuli of European institutions and an attitude of the City to experiment and implement ideas and projects with citizen input. In 2007, the first Case del Quartiere was born in a suburban area of the city: Cascina Roccafranca. In the years that followed, new experiences were developed in other neighborhoods, through different paths and histories but with a common basis: spaces for public use redeveloped, thanks to the collaboration between public institutions, banking foundations, social enterprises, associations and citizens, places that became spaces for the population. Since May 2012, the **City of Turin**, together with **Compagnia San Paolo**, has invited the managing entities of the Houses to gather around a table with the purpose of coordinating their activities through the consolidation of a network to pool knowledge, experience and projects. The desire to build a direction of the Neighborhood Houses Network, became a concrete possibility in April 2014, with the "**Di Casa in Casa**" project winning the first prize (worth 100,000 euros) of the **national Call for Culture "Che Fare2"**. In February 2017, the social promotion association grouping Houses was founded to tell, support and foster the Neighborhood Houses model nationally and internationally.

To date, there are 8 Neighborhood Houses, each in a different neighborhood covering almost the entire city area: **Cascina Roccafranca (Mirafiori Nord), San Salvario Neighborhood House, Bagni Pubblici di via Agliè (Barriera di Milano), Hub Cecchi Point (Aurora), the House in the Park (Mirafiori Sud), +SpazioQuattro (San Donato), Barrito (Nizza Millefonti), and Vallette Neighborhood House.**

The "**Manifesto of the Neighborhood Houses of Turin**" is a product of this journey, a document that brings together in 10 points the elements that characterize these spaces.

The Manifesto is a working tool that allows the Houses to internally confront what they have accomplished to date and to chart a path to grow and develop in the years to come; at the same time, it is a useful tool to spread the experience to regional, national and European levels and contribute to a cultural policy where citizens are the protagonists of social action and territories are the local recourse.

1. Places Open to All Citizens

The Houses are organized to welcome, through intercultural activities, all citizens from toddlers to the elderly, without discrimination of gender, nationality, social background and religious affiliation.

The Houses strive to meet different needs, with specific attention to the different social and cultural levels of people; the Houses promote popular initiatives by taking care of the quality of proposals and combining culture with sociability.

The Houses do not refer to an ideology with references to symbols, flags and movements, but respect different cultural orientations. The Houses identify with universal values such as freedom of expression, the right to participate in collective and political life, equality among people, social justice, the spirit of solidarity and respect for human rights.

2. Spaces for Active Participation

The Houses promote participation in the social and cultural life of the Neighborhood through different forms of active citizenship and volunteerism.

The Houses are places where new ways of doing welfare are researched and experimented with, developing networks of proximity, the search for collective solutions to common needs.

The Houses are spaces capable of welcoming and supporting:

- the individual person, enhancing their skills and supporting getting directly involved;
- informal groups that develop common interests, fostering their emergence, growth and autonomy;
- associations, groups of associations, entities and institutions, strengthening their identity and mission.

3. Places that are accessible, welcoming and generative of encounters

Houses are welcoming, cared for, attractive and first and foremost accessible.

Accessibility is:

- **economic:** the Houses offer many free activities and charge popular and low prices;
- **organizational:** the Houses are organized in a "light" way, allowing free access to facilities, direct contact with operators and the possibility of getting information in a simple and non-bureaucratic way;
- **cultural:** the Houses have an open, non-ideologically aligned vision, respectful of different democratic political orientations, cultural and gender diversity.

The Houses are **places of everyday life**, allowing people to **feel at home**, in an open social dimension, where **it is possible to "stay"** by socializing and **where one can "do"** by participating in activities or becoming the promoters of projects and initiatives.

The Houses intentionally foster relationships between people, knowledge, meeting and confrontation between the realities that operate there, between the projects that are carried out, between different ideas, and create the conditions for synergies and collaborations to arise.

4. Everyone's Spaces but No One's Exclusive Seat

The Houses are open and hospitable places that welcome numerous organizations by giving them a space for activities and meetings with the care that an exclusive use of the same does not prevail.

The rooms and spaces are organized and structured to meet the different needs of the users.

The activities of the various groups take place in freedom and autonomy, contributing as a whole to the overall planning of the Houses and the construction of a community identity.

5. Containers of Multiple Projects

The Houses are containers, conceived and organized, capable of collecting and enhancing a mix of cultural, artistic, social and recreational activities and initiatives, information and advice desks, paid courses, free workshops, family services, shows, conferences, exhibitions.

The Houses accompany and support individuals who intend to promote projects and events within them, **providing skills, spaces, ideas and resources** so that these can be carried out in an adequate and satisfactory manner and with an increasing level of autonomy and self-organization.

The Houses are a point of artistic and cultural training and promotion, as they recognize creativity and craft expression as a powerful tool for generating community and the future.

The Houses find their strength in the elements that unite and diversify them, such as the specificity that arises from individual histories, territories and people.

6. The operators: competent Social Craftsmen

The Houses are managed by teams capable of carrying out **planning and organizational functions**, coordinated by responsible figures capable of taking care of the overall direction by activating participatory management models. Each team working for the House **includes skills in different areas: social, relational, cultural, organizational and administrative**. The Houses identify with universal values such as freedom of expression, the right to participate in collective and political life, equality among people, social justice, the spirit of solidarity and respect for human rights are able to welcome, listen, accompany, and motivate citizens to be protagonists in the socio-cultural life of the community.

The operators of the Houses are social artisans, who act and develop their professionalism through

the learning that comes from experience and its analysis, from training courses, from the activation of exchanges and experimentation.

7. Intermediate places between the Public and the Private

The Houses are the result of actions of "shared administration" for the regeneration of urban commons, the result of collaboration between Municipal Administration and active citizens. The Houses perform an important public function, being privileged places of citizenship development and social network building, whose actions, guidelines and working methods are shared by the Public Administrations. The Houses are **a tool for experimenting and building new "urban welfare"**.

The Houses are shared spaces where personal needs can be met in a collective way. Where participation and relationships are solicited and where the productivity of doing together is evident.

8. Spaces in search of the right balance between economic autonomy and public support

Neighborhood Houses aim to strike a balance between economic self-sustainability and public input. The Houses exercise entrepreneurial skills in managing their own resources, developing ancillary and functional business activities for the project, and involving citizens in achieving a balanced budget through fundraising and collective contribution initiatives.

However, the Houses are not interested in achieving complete economic self-sustainability, which would entail the risk of falling into market economic logic and distorting the popular and social vocation of the project. For these reasons and because of the public function that the Houses perform, support from public and private entities in financing part of the services that respond to the rights of equality and equal opportunity is indispensable.

9. Places rooted in the Territory

The Houses are part of the Territory in which they are born and determined. The Houses develop, within themselves and with the realities with which they meet, whether profit or non-profit, the capacity to generate bridges, compare thoughts and methods, activate new synergies.

They create the appropriate environment to build relationships and social ties; privileging the activation of networks through doing together, the development of common projects, the relationship between people, groups and projects in a simple and immediate way. With a view to broadening its action to the whole territory, the Houses seek collaboration with the realities and structures present in the neighborhood in a design perspective of **"diffuse House"**, capable of expressing itself beyond its own spaces.

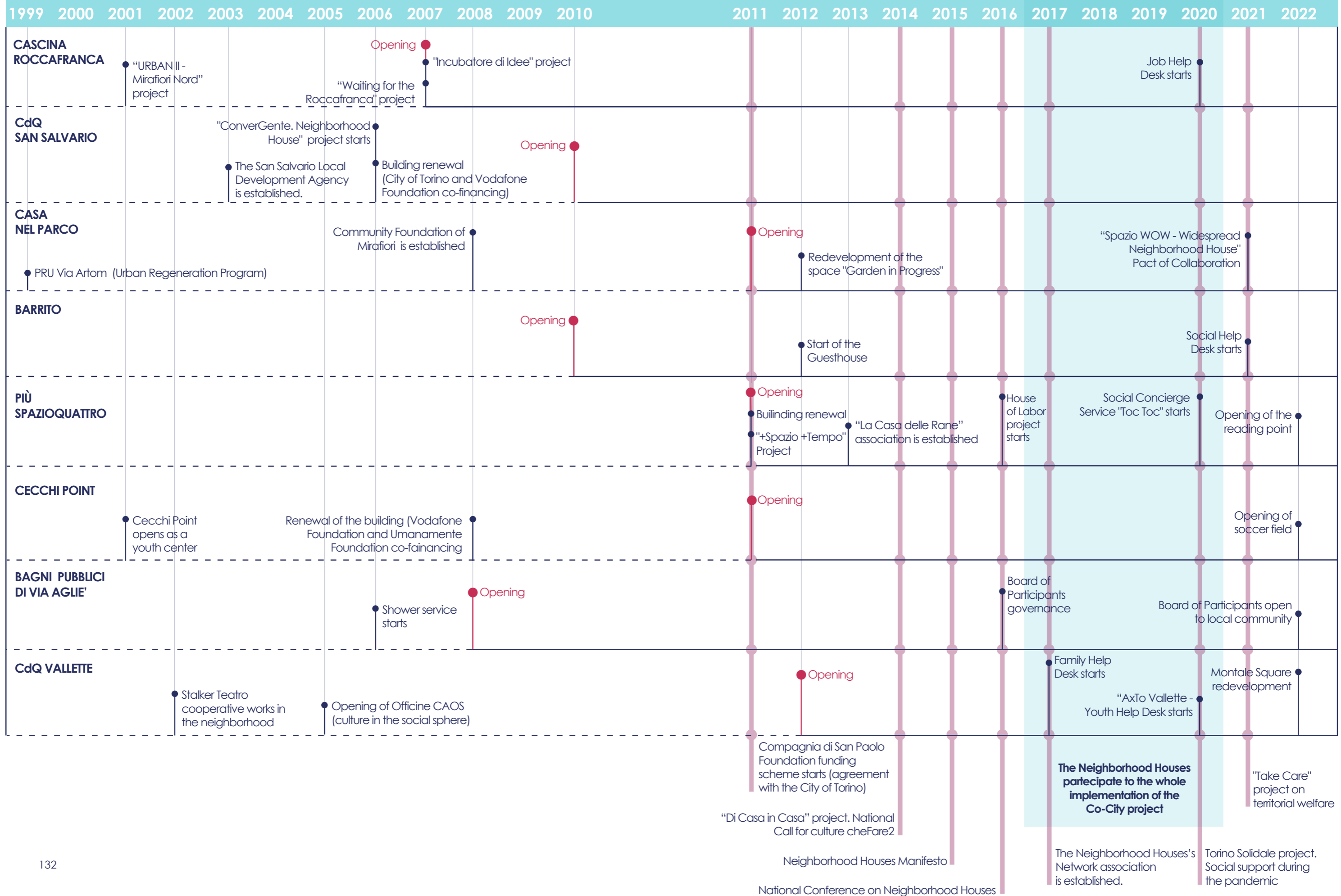
10. Structures with their own form of Governance

The Houses are managed by various entities rooted in the area: first- and second-level associations, foundations or cooperatives, in some cases the result of a true participatory process that involved numerous local actors in the establishment phase.

The Houses are organizational structures capable of contributing to the redevelopment of the neighborhood by involving the different local realities, enhancing their work, initiatives, and ability to relate to citizens, recognizing all this as an effective "asset" expendable to build in a co-responsible way a local response to improve and develop the territory.

The Houses are management models capable of learning from experience, of constantly verifying the responsiveness of the various initiatives activated, of grasping and analyzing needs and expectations, and of continuously updating their project by adapting it to new needs.

CO-CITY



> The courtyard of Cascina Roccafranca Neighborhood House. Mirafiori Nord, Torino. Photo Elisa Zenoni



The role of philanthropy in forging alliances for cultural and civic centres: from emergency response to systemic action

SANDRA ALOIA

Culture objective - Compagnia di San Paolo Foundation
ULG member

May 2022 marked the 27th consecutive month of social distancing. As research centres make ongoing efforts to highlight the psychological and social damage caused by the situation that has arisen, this same situation has shone a double spotlight on civic and cultural centres across our catchment area, whether long-established or recently formed. We are referring to the [New Cultural Centres](#), [Independent Cultural Centres](#) and [Civic Assembly Centres](#). On the one hand, these centres are taking on a new role in the process of rekindling neighbourly relations: however, on the other, they have paid a higher price than other organisations with respect to financial obligation and in terms of model stability - having had to reinvent the dynamics of its modus operandi and economic sustainability.

In its Multi-Year Planning Document 2021-2024, Fondazione Compagnia di San Paolo identified Active Participation as one of the 14 drivers of development for people and local communities, and assigned this mission to the "Culture Goal" – one of the three departments into which the Foundation's institutional activity is divided, alongside the "People Goal" and the "Planet Goal". The idea, therefore, is that culture drives active citizenship and vice versa.

This is why, in April 2020, the [Foundation launched Rincontriamoci](#), an emergency call for proposals aimed at providing immediate support for all Spaces established at the autonomous initiative of individuals or members of associations, that [local needs in cities, provinces, hinterlands and mountainous areas](#). Within the space of a single week, the call generated almost 500 applications from the three regions in the Foundation's catchment area: Piedmont, Liguria and Valle d'Aosta. This response led to offers of support to 150 participation spaces. With the aid of Associazione cheFare, the

Foundation conducted an initial analysis, on the basis of the data collected and with the aid of Associazione cheFare. The analysis¹⁷ revealed a lively scenario with considerable potential and new-found energy in terms of innovation, as well as an important civic, social and cultural role, characterised by micro-economic models and certain non-profit forms of enterprise. However, the sector has yet to be clearly mapped and systematically studied. We know that these facilities generate high-impact social value, and that the bodies that run them sometimes make private investments in activities of public utility, often involving public assets. These Spaces represent a response to collective needs that are not always visible to everyone who manages them, and their communities fulfil these needs, get citizens actively involved and contribute to mild forms of welfare. In other words, they help counteract rising inequality and re-establish social cohesion. [Compagnia di San Paolo has therefore decided not only to continue its support for this sector but also to invest in a three-year programme that puts these centres at the heart of its work on Active Participation.](#)

First tool: a multistakeholder working-group

CO-DESIGN BEYOND RHETORIC. Co-developing reflections, tools and analyses in conjunction with second-tier entities (Arci Torino, Rete delle Case del Quartiere and Labsus) that represent this context, plus a cultural innovation agency (cheFare), is proving to be a work method that amplifies the results of this programme: a network of 8 Neighbourhood Houses, a local association committee with 170 clubs and affiliated associations, a platform on the shared administration of common goods, and a change agency. Within a brief time-frame (just two years to date), the programme has already yielded tangible results, which are examined in the next paragraph.

Firstly, [working jointly gives the Foundation a clearer understanding of the terrain on which it intends to work](#) and a more realistic insight into the potential developments on which to focus, and secondly, [the joint approach helps both parties become part of a broader system and a collective learning experience.](#)

Second tool: a three-year call for proposals aimed at support and development

BEYOND THE "PROJECT-FACTORY". The two key features of this call for proposals are its three-year duration and the fact that the grant is not project-driven. This has enabled many organisations to overcome, or at least partly overcome the Non-Profit Starvation Cycle¹⁸, which forces voluntary organisations to invest all their efforts in project-driven calls for proposals, without ever being able to divert any resources into

¹⁷ You can download a summary of the report: [Call for proposals "Rincontriamoci"](#)

¹⁸ For more information: [Non-Profit Starvation Cycle](#)

growing as an organisation.

Thanks to this grant aimed at strengthening and developing their space, recipients were quickly able to adapt their structure to the uncertain situation caused by the pandemic, were able to open their facilities at a particularly important moment despite knowing that their finances were in the red, and were able to make minimal but strategic, innovation-led interventions on their infrastructure. [The three-year duration](#) (the 100 organisations selected in the first year continue to receive support in the subsequent two years) [is also making it possible to invest in the recruitment of strategic professionals](#) in some cases, thus helping forge better relationships by developing heterogeneous local networks and increasing collective visibility towards stakeholders. Importantly, it also enabling organisations to [extend their focus beyond the emergencies](#) that typically monopolise their attention, and to take a medium-term approach to their work.

Lastly, [focusing on a single set of centres over a period of three years means that the evolution of both quantitative and qualitative data can be monitored over time.](#) The quantitative data includes the numbers of volunteers, young people doing civilian service, members, average attendance of general meetings, private individuals contributing to the maintenance of the space, co-managed projects and collaboration agreements in progress – and that is only considering the degree of active involvement that these centres are able to generate. The qualitative data includes, for example, opening hours, services and proposed planning, taking account of their role as a facility provider.

Third tool: a Community of Practice for managing bodies

SKILLS AND NETWORK. It goes without saying that the situation of bodies that manage and co-manage Spaces is changing in response to changes in context. [Working on skills and offering hands-on support for complementary professionals is therefore more necessary than ever.](#) Most of them had never applied to the Foundation for a grant, many had never tried taking part in calls for proposals, either public or private; and with the exception of a few social enterprises and the more structured social promotion associations, the remaining organisations are often based on volunteering, donations and small revenue streams. All this is often associated with conditions designed to ensure that undeclared work is put on the books and properly paid, spaces are managed effectively and the impact of the facility's presence is evaluated, thus attributing an economic and, more importantly, a civic and social value to it.

It is worth emphasising that economic impact is not always easy to quantify in this sector: there are few cases in which the managing body has a budget for its centre that corresponds to its own financial statements. Cases of this type are rare

because Spaces are often cost centres of multiple managing bodies (sometimes the items are not even explicitly stated, making management difficult, without evidence of their operation), and in other cases they only represent a derisory part of the entity's overall activities, making this sector particularly complex to analyse and hence to deal with.

In some cases, this "first design exercise" has already led unexpectedly to participation in other calls for proposals (issued by Compagnia di San Paolo, but also others).

Communities of Practice also represent a useful environment/tool that can grow and expand with negligible marginal unitary costs and can therefore be recommended to entities that have not been awarded funding under the call for proposals, for newly established centres, and for entities that are drawn into the orbit of the programme and identify with its assumptions.

Fourth tool: related actions (international networks, exchange trips, integrated projects)

"STRIKE WHILE THE IRON IS HOT". When a foundation invests in local facilities, this can give rise to opportunities to meet with other organisations involved, to insist that they be strengthened. This is why the meeting with the *European Network of Cultural Centres*¹⁹ can provide certain managing bodies with a chance to *open the doors to international experiences*, sometimes as a means of sourcing new ideas, and sometimes simply to gain greater awareness of their own value. National study visits have been organised for the same purpose, as they can help organisations look beyond their local context in search of new ideas, solutions and relationships. Lastly, other tools have been introduced that borrow from previously tested formats. A good example of this is the Bottom Up project²⁰ by Fondazione per l'Architettura di Torino, which offers co-design pathways relating to public spaces between an architect specialising in co-design and the community concerned.

Fifth tool: mapping, research and analysis projects

RESEARCH FEEDS ANALYSIS. Ever since the beginning of the programme, the data collected from grant applications to Compagnia di San Paolo has provided the basis for an aggregated reading of issues and their trends. The discussion with the multi-stakeholder working team that we mentioned earlier revealed several topics of particular interest, which then became the focus of the second year's analysis and a series of qualitative interviews. These topics included forms of active participation, tools and resources perceived as necessary, relations with the Public Administration and the impact of the Covid emergency.

¹⁹ For more information: <https://encc.eu/>

²⁰ For more information: <https://www.bottomuptorino.it/>

Loneliness and urban policies

SILVIA CORDERO, WILLIAM REVELLO

Ufficio PIO - Compagnia di San Paolo Foundation
ULG members

The pandemic has underlined the phenomenon of loneliness, which not only affects the most disadvantaged and excluded people but involves all social categories. It is not a secondary component of a condition of poverty and exclusion but it deserves to be investigated as a problem of public health and democratic cohesion that depends on the organization and functioning of the city. Ufficio Pio has promoted some initial insights on the topic.

The dimensions of poverty

The concept of poverty recalls the idea of deprivation of income and assets, that is, in essence, of material deprivation induced by the inability to purchase the necessary goods and services. In reality, poverty has been considered a multidimensional phenomenon among specialists, the cause and effects of numerous deprivations. The outcome of these deprivations sometimes does not constitute a temporary condition but can even be inherited from one generation to the next.

The attention to the different components of this composite phenomenon has changed over the years. When the "Fund for combating child educational poverty" was established by the State and by foundations of banking origin in 2016, greater awareness and sensitivity spread, even outside the circles of specialists on the educational component of poverty. The recent signing of the Memorandum of Understanding of the "Fund for the Digital Republic" could go in the same direction, which aims to increase the digital skills of Italians, supporting projects to combat digital deprivation.

From social exclusion to loneliness

The pandemic has highlighted the phenomenon of digital poverty to everyone; it has affected the **perception of the relevance of social relations for individual and collective well-being**. The malaise produced by the deprivation of connections due to the lockdown has been felt by the entire world population, albeit on different levels. **Isolation caused destabilization of psychic balance, especially for people who could already rely on fewer relationships than they would have needed.**

The importance of relationships is not new for those who work in the social sector. Proximity, community welfare, social capital, and civic participation have been discussed in conferences and specialists reviews for many years. The correlation between material conditions of deprivation, scarcity of cultural capital, and insufficient quality of relationships within and outside the family is known. **One of the dynamics that produce relationship scarcity is that people in difficulty are too busy with crucial issues to devote themselves to anything else.** They have fewer personal, psychological, time, and serenity resources to cultivate their social relationships.

Social exclusion has generally been viewed as a consequence of poverty. However, with the explosion of this phenomenon some authors began to speak of "the century of loneliness". There is therefore a **need to investigate this problem as a stand-alone problem and not as a component of another one.** For these reasons, Ufficio Pio has begun to analyze the literature and statistics relating to the phenomenon of loneliness and has promoted some explorations to investigate the manifestations of relational poverty.

The evaluation of an experiment: "Tavole Allegre online"

In 2019 Compagnia di San Paolo, Slow Food and Ufficio Pio promoted "Tavole Allegre", a program to foster relational dynamics between lonely people around the theme of "food" with "neighborhood lunches" and "community lunches". The starting hypothesis was that the condition of isolation could be tackled by taking part in moments of conviviality. However, the people involved have sometimes shown significant difficulties in transforming participation in these occasions into social capital, to draw from in case of need.

In 2020, when it was not possible to organize meetings in person, Tavole Allegre was adapted to a "digital" form with the creation of Whatsapp groups. Volunteers animated the groups proposing, for example, recipes in the form of videos, providing information and inputs for discussion, they took care of the virtual space as a place to weave relationships.

This intervention, subjected to counterfactual evaluation in 2021, seems to have succeeded in positively affecting the satisfaction of relationships with friends and family, but less on

self-perception (self-esteem) and does not seem to have affected the perception of loneliness (lack of company of others, social exclusion, isolation, life satisfaction). **The results of this evaluation suggest that solely participating in online interactions is not enough to help reduce people's sense of isolation.**

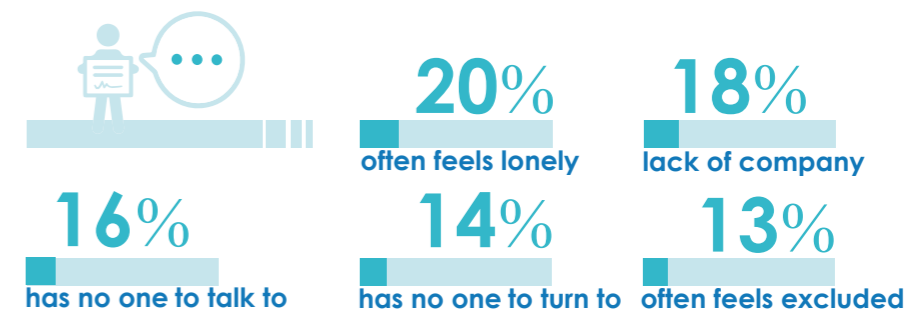
The research also measured, through validated scales, some characteristics of the volunteers who dedicated themselves to animating the chats. Volunteers have high overall well-being of life (on average 6 out of 7) and a satisfaction indicator of medium-high values. These data suggest that **playing an active role in caring for one's own and others' relationships can affect one's perception of well-being and life satisfaction.** On the other hand, this result is confirmed by the numerous studies conducted on the benefits of carrying out a voluntary activity.

A survey on loneliness for the beneficiaries of the Ufficio Pio

In 2021 Ufficio Pio conducted an online survey among 3850 poor beneficiaries of its programs. The self-selected sample that answered **the survey was made up of 1.750 people**, consisting mostly of young and adults with a few elderly people. Non-EU citizens constituted the majority of adult respondents.

From the survey emerge multiple meanings of loneliness with an average incidence from 13 percent -20 percent.

> Most significant survey responses.



The collected data, confirming international studies, show that educational qualifications and, above all, having a job are protective factors. Migrants and women were perceived to have a greater social isolation, especially if unemployed.

In general, an initial confirmation of **poverty as a risk factor for loneliness emerged from the data, as various authors specify.** Hertz, for example, writes explicitly that **"if it is true that even those who belong to the highest income brackets can feel lonely, those who have less in economic terms are enormously more"** (2021).

> The protective factors indicated in the survey.



A theory of change to prevent loneliness

To understand how to tackle the issue of loneliness, Ufficio Pio launched, in March - December 2021, a "Theory of change" process, functional to the design of a new program.

The process, which involved about twenty operators of the third sector and officials of public bodies, allowed us to take some further steps forward in the knowledge of the phenomenon and in the formulation of hypotheses, although it didn't come to define a satisfactory Theory. Lonely people characterized as those:

- Who haven't experience of participating in interest groups, movements, political parties, associations, and voluntary organizations;
- who aren't members of cultural, sporting or other paid activities because they cannot afford them;
- who don't know places and events to start and maintain relationships;
- who don't cultivate interests and hobbies with other people;
- who don't work or study;
- who don't have significant family relationships in everyday life;
- who have low self-esteem and awareness of their skill;
- who have emotional and relational difficulties.

Above all, lonely people are those who do not know how to, cannot, or do not want to actively cure their loneliness while perceiving a malaise linked to their condition of isolation.

It is not wrong to talk about care: loneliness has a profound and negative impact on health. For some researchers, the negative impacts are the equivalent of other causes of mortality (e.g. obesity, smoking) and increase risk of diseases, to include coronary heart disease, stroke or depression. **Loneliness still remains hidden and stigmatized.** Lonely people are ashamed to admit it, fearing that they will look bad in front of others. They often try to mask its presence, which emerges indirectly through irritability, anger, fatigue, depression or anxiety. **However, loneliness is not just an individual problem but is a collective problem that has strong repercussions on society:** the increase in isolation decreases social cohesion, reduces civic and religious participation, politics and above all increases the hostility towards others, perceived as strangers and threatening, undermining the foundations of democratic life.

The causes of loneliness are not to be found in the subjective characteristics: the organization of associated life, the spread of individualism, and the removal from the processes of political participation have contributed to producing the lonely society.

Loneliness is thus a public health problem and it is difficult to recognize, diagnose, and treat; it is produced by social dynamics that we are not fully aware of and has significant effects on the quality of democracy. Despite this, it is a theme absent from the public discourse.

Loneliness and the City

From an urban perspective, a policy that aims to contrast loneliness should deal with community infrastructure, reproducing shared physical spaces where people of all kinds can come together, interact and create bonds by learning to coexist peacefully.

Indeed, the existence of well-guarded public spaces in which social relations can develop and consolidate among people with different social and cultural backgrounds is fundamental. **The more we hang out with others, the more we learn to compromise and consider a point of view different from ours.** Loneliness inhibits the ability to feel the empathy and anonymity produced by certain cities, which increases feelings of hostility toward others.

Some studies show that those who declare to have frequent contacts with people from their own neighborhood generally tend to trust all people more than those who have little or no contact with their neighbors. Other relevant characteristics of the city are: those **who live in low traffic streets have three times as many social contacts, friends and acquaintances as those who live on busier ones.**

In conclusion, loneliness - is not only a state that produces subjective malaise, but rather it has influence on society as a whole; it is a collective cost and represents a threat to democracy. It is urgent that the Third Sector, companies and Public Institutions – as well as local level entities – join together to deepen the link between loneliness and the city by investigating this growing phenomenon to identify urban policies which allow for the production of more cohesive and - ultimately - happy communities.

> ULG site visit, CasaBottega project.
Photo Laura Socci



The CasaBottega project

FABRIZIO BARBIERO

European Projects and Innovation manager - City of Turin
ULG member

CasaBottega (translated as "HomeShop") is an urban regeneration project that involved the redevelopment and reuse and transformation of empty commercial spaces and their into art workshops and housing for seven, young artist collectives. Local commercial storefronts and shops are creatively, transformed into galleries to showcase young designers, artistic workshops and meeting places. The project was formed in response to the needs of young artists and those of local communities; contributing to the improvement of the neighbourhood's livability. CasaBottega encourages regeneration, economic development and active citizenship, and serves to transform young artists into change actors within the urban community.

Context

The project was launched at the end of 2019 in the historic neighborhood of Barriera di Milano, located on the northern side of Turin. It has a strong identity with a lively associative fabric characterized by actors equip with deep territorial knowledge and the capability to act as facilitators. The awareness from which the entire process begins is the increasingly widespread presence of vacant commercial premises, and the consequent impoverishment of the social fabric in terms of economic and relational liveliness. These unused spaces can generate a variety of problems for the entire neighbourhood. The historical architectural context of Barriera di Milano has favoured and acted as a catalyst for the realization of the CasaBottega project. A portion of its historic part has been identified: a central core with a high artisanal and commercial density.

Barriera di Milano has the historical identity of a working-class village. In the last twenty years it has been affected by multiple social and economic transformations. Recent migratory flows have changed the neighborhood's social composition into a

> The homeshop in
Barriera di Milano, Turin.
Photo Via Baltea



minority majority with high levels of foreign population, mainly of African and Eastern European origin.

Today, the neighbourhood is identified as a **marginal place**, characterized by complex social problems including: a high level of unemployment, a low schooling rate (with numerous cases of training drop-out), the presence of workers with low skills, numerous families accompanied by social assistance, the rise in poverty levels and the concentration of vulnerable groups (e.g. the elderly and single-parent families). Not withstanding, Barriera di Milano has a marked artistic vivacity, welcoming numerous artists and designers, network and experimentation animators.

Legislative framework

The project was initially developed in the absence of a **regulatory framework** to address the temporary use of buildings. Since 2018, several laws have arisen, specifically:

- Regional Law n. 16/2018, reuse and redevelopment of the built environment and urban regeneration;
- Regional Law n. 13/2020, measures to counter the Covid-19 pandemic;
- National Law n.120/2020, that modifies the Building Code (art. 23 quater).

The possibilities offered by the **Article 23 quater directives** have way to City's development of the **CasaBottega initiative**. The initiative's success has served to grant other city territories the ability to find more favorable feasibility plan and has become an important lever of community development. Its scope has expanded to include support for mixed economic-housing projects in the fields of art, social culture, tourism, crafts, creativity and design. A coherence analysis of the CasaBottega project was conducted by a City working group composed by the *Innovation and European Funds* department, *Urban Regeneration* department, *Youth and Equal Opportunities* department, *Urban Planning* department, with the support of the University of Turin.

With **Resolution no. 732 of 2 August 2021**, the City Council approved the **criteria and guidelines for the provisions implementation on temporary uses** and gave the City Council a **mandate to define the territorial areas of application and the approval of the related convention scheme**. The **convention scheme** has to specify:

- the duration of temporary use and the possibility of extension;
- the methods of temporary use of the premises, buildings and areas;
- the charges and deadlines for restoring the original conditions of the properties;

- the guarantees and penalties for any non-fulfillment of contractual obligations.

The agreement may also contain the definition of any minimal but necessary urbanization works, essential for the proposed temporary use, as well as references to the possible execution of adaptation interventions for accessibility, safety in the workplace and health protection needs.

Aim of CasaBottega

CasaBottega was born to test innovative cultural processes aimed at creating new forms of civic presence in socially and commercially fragile areas, characterized by problems of urban security. The objective is to support cultural territorial actions by leveraging unused commercial units, with the ultimate aim of promoting the conversion of vacant premises into spaces acting as territorial antennas and promoting community development. In the medium term, the project aims to provide sustainable employment opportunities for collectives of young artists.



> La scimmia in tasca at
Poetrification Festival,
Turin. Photo via Baltea

Implementation

The development of the CasaBottega is supported by start-up actions of small businesses, aimed at promoting the activation and empowerment of artistic and cultural facilities, in contexts that for history, building fabric, urban conformation, are characterized by being a living lab of innovation and experimentation. CasaBottega is realized through a strong collaboration between public, private and non-profit sectors, for the construction of an experimental and integrated model that includes different levels:

1. **Innovation**: regulatory aspects and municipal regulations;
2. **Culture**: cultural promotion and entrepreneurial development;
3. **Social impact**: involvement of citizens.

The process of CasaBottega

1. IDENTIFICATION AND MAPPING SPACES

- A territorial analysis, the identification and mapping of empty premises, available for rent;
- Establishing contacts with the owners;
- Strengthening contacts with condominium administrators;
- Planning of inspections aimed at a technical verification and identification of new possible interventions.

2. PUBLIC CALL

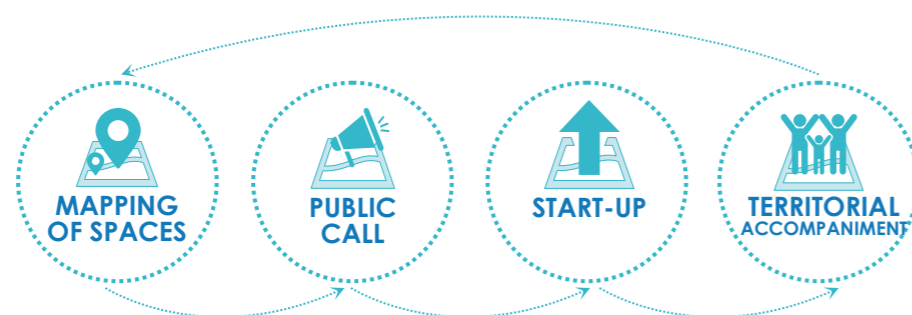
A call has been launched for artists and creatives. The call provided a grant (5,000 euros) for the start-up of artistic projects characterized by social and cultural commitment. 25 applications were collected; a jury made up of representatives of the project partners together with an artistic curator selected winning projects.

3. START-UP

The selected groups were supported in the search for available spaces, in relation with the properties, and drafting of the lease agreements, in the design of the necessary building adjustments, in the relationship with the City administrations for the use of the public spaces in front of the shops. Over 11 months, 7 CaseBottega opened.

4. TERRITORIAL ACCOMPANIMENT


The involvement of territorial partners (third sector) operating for a long time in neighborhood was a key element in the conception and implementation of the project, to connect it to territory and to intercept and stimulate the inclusion of citizens in the processes of cultural participation. The involvement of citizens and associations, commercial activities and artistic spaces accompanying the opening of the different "home-shops" has given life to various actions of community engagement necessary to the success of the experimentation carried out and give it sustainability in the long term, to promote a solid model of community empowerment and proximity.



> CasaBottega's numbers

 **€5.000**
minimum contribution for each group

€100.000
PROJECT COST

 **400**sqm
regenerated

CASEBOTTEGA
7

 **78**
realized events (open days)

MONTHS
project duration

18

 **27**
average age of creatives

ARTISTS INVOLVED

39

 **182**
actors intercepted (Inhabitants/associations)

160
REGULAR USERS

> Replicability elements

APPROACH: The collaboration and synergistic work to be carried out with the City offices involved;

LOCAL DIMENSION: Collaboration with organizations rooted in the local community to identify free spaces, select appropriate artistic initiatives and guide the consolidation of a network of local communities to promote collective action;

REGULATORY FRAMEWORK: The preparation of a regulatory framework favourable to the temporary use of urban living/working spaces (the Municipality of Turin has implemented the national regulations on the temporary use of vacant urban spaces);

TARGET: Collaboration with young people and collectives eager to innovate;

SUSTAINABILITY: The provision of financial and technical support for the renovation.



> The yellow-curtained newstand, Torino.
Photo Rete Italiana di Cultura Popolare

The Spaccio di Cultura. A community concierge

ANTONIO DAMASCO

Director of Italian Popular Culture Network

ULG member

Reaching the goal of identifying community welfare actions, calls for the identification of specific geographic areas in need of intervention, as well as the categorization and grouping of cultural, productive, and social homogeneities. The identification of specific targets allows one to measure actions and interventions and to communicate them.

The present historical moment is characterized by the increase in the complexity of data – driven by high mobility, demographic centralization – and the fragmentation of mutual aid relationships and growing inequalities. This context has been further shaped by transformations in human relations, difficulties in reading reality, and tools that borrow from the for-profit system the acquisition of "cold" data; all of which represent only a limited portion of the space under investigation.

The work of the Network

The cultural action of the Rete Italiana di Cultura Popolare (Italian Network of Popular Culture, "the Network") focuses on the territorial community in a deliberately arbitrary way, determining in collaboration with the actors of the territory, a community of proximity.

This work is done through a methodology that the organization's field-development methodology; occurring over the course of the last decade through studying the rituals, festivals and traditions that take into account participatory techniques, and performative involvements. All the social actors who share their everyday life in a given place, time and space, crossing it and being crossed, become the interlocutors of the process that is to be activated. They are protagonists in injecting the values of sharing the public good, mostly unconsciously, with an emphasis on existing relationships and individual aspirations: we act WITH and not FOR communities, so that time-limited experience can produce positive practices that need to settle and become a shared paradigm.

The Portale dei Saperi tool (Knowledge Portal)

The Network developed an online platform, the Knowledge Portal, which served to collect an individual's auto-narratives, formal and informal skills, knowledge, needs, self-perceptions within the social space and desires. This approach served to depict the flow of community interfaces and transformation, rather than a still snapshot.

The Knowledge Portal²¹ is a cultural innovation tool that aims to multiply individual participation. If we really believe that there is a relational heritage present and an engine of the community, all actors must understand what knowledge, life and mobility histories, productive capacity and desire for socio-economic development exist in the territory.

The Spaccio di Cultura (the culture shop)

The Network's community activation process, operated through the Knowledge Portal tool, among other things gave birth to the first "community concierge" in Turin's Piazza della Repubblica, in the neighborhood of Porta Palazzo: the Spaccio di cultura.²²

The Spaccio di Cultura serves as a cultural and social space to give voice to the needs of citizens, as well as respond to the small daily needs of inhabitants with proximity services (e.g. errands in public offices, home shopping, house cleaning and digital divide support). A place to meet and exchange where one can receive the help needed and at the same time a way to help others. Arisen by involvement in an ongoing process of co-design with active citizens, Third Sector entities, schools, public institutions, businesses, shopkeepers and artisans. This engagement method has given rise to some special programs:

- the Solidarity Buying Group (GASPI), activated in collaboration with local shopkeeper during the second closure of the pandemic at the request of the residents
- the School of the Spaccio di Cultura, to support students the "Gift Community"²³, a solidarity project to weave a network of mutual aid to families in (not only economic) need implemented thanks to 300 donors.

In 2021, the Community Concierge Network²⁴ was established: a community welfare model to be replicated in 7 different places in the region. The Spaccio di Cultura has been recognized among best practices by the European Social Fund of the European Community.²⁵

²¹ For more information: <https://www.portaledeisaperi.org/>

²² For more information: <https://www.spacciocultura.it/>

²³ For more information: <https://www.spacciocultura.it/comunita-del-dono/>

²⁴ For more information: <https://www.spacciocultura.it/rete-delle-portierie-di-comuni>

²⁵ For more information: [European Social Fund](https://www.esf.europa.eu/)



> Biennale Democrazia in the concierge - 2021.
Photo Rete Italiana di Cultura Popolare

