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UIA | URBAN INNOVATIVE ACTIONS

The Urban Lab of Europe !

The Co-City Project
Zoom-in N°2

*Project led by the **City of Turin***

URBAN POVERTY

European Union
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Région
Hauts-de-France

The Turin Co-City project

Co-City - The collaborative management of urban commons to counteract poverty and socio-spatial polarization

The Co-City project pursues the transformation of abandoned building or assets and vacant land in hubs of neighborhood residents' participation in order to foster community spirit as well as the creation of social and solidarity-driven entrepreneurial activities contributing to the reduction urban poverty in economically distressed areas of the city. It does so by implementing "pacts of collaboration" pursuant to the Regulation on the urban commons. These "pacts of collaboration" between residents or associations and city departments in most of the cases focus on the civic maintenance of public spaces or on the civic reuse of abandoned urban spaces and structures. The creation of new forms of commons-based urban welfare will promote social mixing and the cohesion of local community, transforming residents into actors of urban development while the local authority acts as facilitator of an innovation process already ongoing in the urban context.

The use of innovative ICT platforms, such as the urban social network First Life under development by the University of Turin, and the active collaboration of the network of the Neighborhood Houses (Case del Quartiere) are contributing to combine the virtual and physical dimension, involving different types of users in the central areas of the city as well as in the suburbs in this wide action of urban regeneration to fight poverty and social exclusion.

The regeneration of abandoned or underused spaces in different areas of the city aims at contributing to the creation of new jobs in the social economy sector through the possible establishment of entrepreneurial activities leveraging residents' participation triggered and facilitated by the city of Turin together with the network of the Neighborhoods Houses.

The definition and the implementation of several pacts of collaboration will improve the participation of residents in different parts of the city, fostering the commitment of the citizens towards a more inclusive and cohesive city.

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Partnership:
- Comune di Torino – City of Turin.
- Università degli Studi di Torino - University
- Fondazione Cascina Roccafranca – NGO
- ANCI - Associazione Nazionale Comuni Italiani - National Association of Italian Cities

For further information:

Co-City UIA website: https://uia-initiative.eu/en/uia-cities/turin.

Co-City Facebook: https://www.facebook.com/cocitytorino/; @cocitytorino

Co-City Twitter: https://twitter.com/cocity_torino; @cocity_torino.

Co-City Medium: https://medium.com/@cocitytorino.

Co-City 1st journal: https://uia-initiative.eu/sites/default/files/2018-03/Turin_CO-City_UIAExpertJournal1(Jan2018).pdf

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1. Introduction

The purpose of this 2nd Zoom-in is to provide a concise and accessible overview of the analytical grid construed through the UIA Co-City journals and Zoom-in to measure the developments of the pacts of collaboration as legal tools for public-community partnership. The zoom-in #2 will do so by synthetizing the qualitative and quantitative descriptive indicators used to assess the pacts of collaboration's capacity to implement urban co-governance within the framework of an urban policy aimed at building a "Co-City" starting from the city's priority neighborhoods. The zoom-in #2 will also present an updated analysis of the five thoughtfully selected pacts of collaborations. The data to assess those pacts were collected at the beginning of the project's implementation phase (October 2018) and at the end of the implementation phase (February 2020). The assessment presented in this zoom-in will discuss the progress made by the pacts during this crucial phase and will stimulate a lesson-drawing type of policy learning for the urban commoners as well as for the City of Turin on how exactly urban co-governance can be implemented.

2. Assessing the priority and complexity of the neighborhoods object of intervention

The proposals are distributed across Turin's districts, although the municipality specified that the peripheries should receive special attention. The pacts' proposals foreseeing complex urban regeneration interventions (defined by the Call for Collaboration proposal's measures A and B) are concentrated in Districts 3, 4, 5 and 6. Within those districts, the urban areas where the regeneration interventions provided by the pacts are located are densely populated (above the City average) and present indexes of unemployment and of social and economic vulnerability within the average of the City of Turin or higher.

Amongst the pacts that went through the co-design and co-implementation phases, we identified six significative pacts with regards to their advancement. We will assess these pacts in relation to the priority and complexity of the neighborhoods[1]. It will enable us to understand if these objects of intervention can be considered peripheries and how the pacts might impact these areas.

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[1] Assessing institutionally-enabled collective action for urban commons requires the crafting of an Index that is able to measure the conditions of the urban context, and in particular the neighborhood context before, during and after the creation of the urban commons institution. This is particularly true in the Italian system, characterized by strong differentiation across cities, and a polarized urban system Artioli F. (2016) "Cities in the Italian political system: incomplete actors and objects of policies", in (Cole A. & Payre R.) Cities as Political Objects. Historical Evolution, Analytical Categorisations and Institutional Challenges of Metropolitanisation, Edward Elgar Publishing, Cheltenham. The index would be able to a) support the City in the selection of urban areas where there is a major urgency of an intervention, identified by indicators of neighborhood complexity from an inequality and social - economic fragility perspective, as well as infrastructural decay. b) to measure the impact of the policy intervention in terms of quality of democracy at the urban level. See Calafati A. (2014), "The unknown Italian cities in The Changing Italian Cities: Emerging Imbalances and Conflicts", in GSSI Urban Studies - Working Papers 6; Laursen K., Masciarelli F., Prencipe A. (2011), "Regions Matter. How localized social capital affects innovation and external knowledge acquisition". *Organization Science,* vol. 23, 1. Le Gales P., Vitale T. (2013), "Governing the large metropolis. A research agenda", *Working papers du programme Cities are Back in Town*, Science Po Paris.

From a methodological perspective, an index would allow to overcome the risk of biases posed by action research and urban experiments Font J., Della Porta D., Sintomer Y. (2012), "Methodological challenges in participation research", in Revista International de Sociologia, 70, 2; de Moor T. (2012), "What Do We Have in Common? A Comparative Framework for Old and New Literature on the Commons", International Review of Social History, Utrecht University, no. 57, pp. 269-290; Poteete A, Ostrom E. (2004), "In pursuit of comparable concepts and data about collective action", in Agricultural Systems no. 82, pp. 215–232.

The six pacts are distributed as such:

Pact	Measure	Neighborhood	District
Via Cumiana	A	Borgo San Paolo	3
Casa Ozanam	B	Madonna di Campagna / Borgo Vittoria	5
Centro Interculturale	B	Regio Parco	6
Falklab	B	Falchera	6
Habitat	B	San Donato	4
Parco del Fantastico	C	Borgo Vittoria	5

The six pacts are spread across the city of Turin, with only two of them in the same area, namely *Casa Ozanam* and *Parco del Fantastico*. Most of them are concentrated in complex urban areas, with indicators lower than the city average in terms of employment rates or index of creative and cultural workers and higher regarding unemployment rates and index of social and economic vulnerability. The index of creative of cultural workers highlights a lack of resources for cultural aggregation of the community in these neighborhoods. However, two urban areas stand out with better scores in the chosen indicators: San Donato and Borgo San Paolo. The latter is a former industrial area, but it has seen several urban renewal projects, making it one of the neighborhoods embodying the reconversion of ex-industrial areas often enhanced through the presence of contemporary art. San Donato is a rather central area, in which the *Habitat* pact was developed specifically because the object of intervention is a building where the Health services already offer services.

Urban area	n. inhabitants
Borgo San Paolo 33	22.486
Borgata Vittoria 42	14.789
Falchera 77	7.220
Madonna di Campagna 45	12.244
Regio Parco 40	9.118
Borgo San Donato 16	20.070
	Average n. Inhabitants per area: 9.183

Table 1 Data adapted from ISTAT, Report on security and decay of the outskirts (2017)

Urban area	Employment rates	Unemployment rates	Index of social and economic vulnerability	Index of creative and cultural workers
Borgo San Paolo	47,5	9,8	99,2	8,0
Borgata Vittoria	45,5	12,2	102,6	4,3
Falchera	35,7	8,4	116,6	6,0

Madonna di Campagna 45	45,2	11,5	110,4	2,0
Regio Parco	37,9	16,4	106,7	2,1
Borgo San Donato	49,0	9,7	99,8	4,3
	City average: 47,3 range [35,7;77,3]	City average: 8,8 Range [1,7;18]	City average: 100,3	City average: 6,7

Table 2 Data adapted from ISTAT, Report on security and decay of the outskirts (2017)

The neighborhoods are often former industrial areas that were interested in previous years by processes of urban regeneration policies. We find as well formerly rural areas turned into high-density residential neighborhoods. The typical case is the Falchera neighborhood, in District 6, that was already subject to urban regeneration policies in the nineties to improve living conditions. The Falchera neighborhood is composed of two main areas, the Old Falchera built in the fifties and the new Falchera built in the seventies as part of a development project of the "INA-Casa" program, a state-level housing program which resulted in the creation of an isolated residential area for factory workers. The pacts proposals designed the urban regeneration interventions starting from an analysis of the problems of segregation related to the urban context. For example, the *Via Cumiana* pact's object of intervention is a building located in the Borgo San Paolo neighborhood, a former industrial area. The *Casa Ozanam* proposal is in District 5, one of the largest and most populous districts of the city of Turin, historically rural and agricultural until the beginning of the nineteenth century, when factories were built. As the urban context analysis behind the different pacts' proposal show, the area currently presents conditions of urban, environmental and social degradation translating this situation into one strong lacking in aggregation spaces.

Whereas no data is available yet to measure the impact of these pacts of collaboration on their respective neighborhoods, and no direct correlation can be established due to the absence of a control group, we can foresee some positive evolution with respects to the city average in the next years. In particular, pacts such as *Via Cumiana*, *Centro Interculturale – Corso Taranto 160, Casa Ozanam, and Falklab* could participate in enhancing cultural events and aggregation in their neighborhood, potentially increasing the index of creative and cultural workers. *Habitat*, which provides social welfare and professional training, should facilitate the return to the labor market of vulnerable populations, thus improving the employment rates. Overall, through the rehabilitation of public spaces co-governed and geared towards the community, social vulnerability could be reduced in each of these urban areas.

3. Achieving urban co-governance: an analytical grid for pacts of collaboration

The analytical grid for empirical analysis of urban co-governance through the pacts of collaboration is composed of descriptive and evaluative criteria. The descriptive criteria analyze the pacts partnership, the goals achieved, the object of intervention and the resources implemented.

The call launched by the City of Turin in the context of the Co-City project to stimulate the presentation of pacts of collaboration proposals had a high rate of civic participation, with a total number of 115 proposals submitted. Among them, 63 proposals were admitted to the co-design phase following a

selection carried out by a committee composed by a member of the Department for Decentralization, Youth and Equal Opportunities; Social services; Cultural and administrative service; Environment, green spaces and civil protection; Heritage and public procurement. In the call addressing the regeneration of public schools, the committee was composed by a member of the Department of decentralization, youth and equal opportunities; Social services; Educational services and I.T.E.R.; Heritage and public procurement. Out of the 63 proposals of pacts of collaboration admitted to the co-design phase, one single proposal falls under measure A, peripheries and urban cultures. There were four pacts under measure B1 proposals, addressing underutilized infrastructure for public services, twelve under measure B2 "schools", and forty-six falling under measure C, addressing the care of public space. The distribution is different among the 6 pacts of collaboration evaluated with the analytical grid, which were chosen based on their level of advancement in the co-design and implementation phases: one pact falls under measure A, four under measure B, and one under measure C.

Evaluated pacts

- Care of public space
- Platforms of public infrastructures
- Peripheries and urban cultures
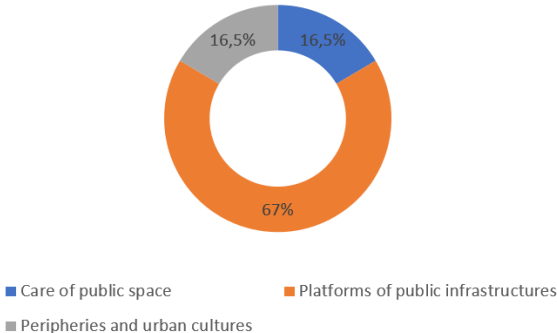
The predominant object of intervention is buildings. This result is to be interpreted considering that a large majority of the evaluated pacts, up to 67% of them, consists in pacts addressing platforms of public infrastructures. Considering the complexity of interventions on public buildings, such as those addressing schools or urban regeneration of underused public buildings such as health agencies, evaluating pacts addressing buildings enables to analyze the entire process of co-design and implementation, along with its challenges.

Object of intervention


- Urban public space
- Buildings
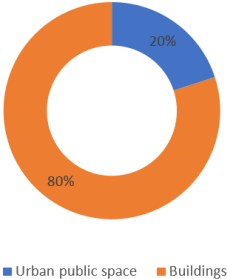
Whereas the pacts proposals were characterized by a majority of bilateral pacts, the six evaluated pacts have all been signed by multiple actors. However, half of them are mono-stakeholder, often signed by a group of associations and NGOs in partnership with the municipality.

Type of pact

■ Multi lateral mono stakeholder   ■ Multi lateral multi stakeholder
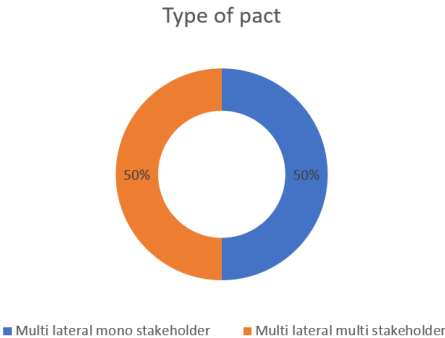
Regarding the type of actors, pacts coming from or involving primarily NGOs are prevalent. Only two of the pacts of collaboration are proposed by a mixed partnership gathering NGOs, citizens and knowledge institutions. Private actors, knowledge institutions and city inhabitants are not the main actors of any of the selected pact, which is linked to the stronger civic engagement of associations that are able to carry out such projects faster. Moreover, while there are social entrepreneurship or cooperative enterprises and knowledge institutions among the proponents of mixed pacts, we can observe the absence of private investors, businesses or foundations. This aspect can entail challenges in the implementation phase of the pacts, in particular those providing complex urban regeneration processes.

Main actor

■ Mixed: NGO + city inhabitants + school   ■ NGO
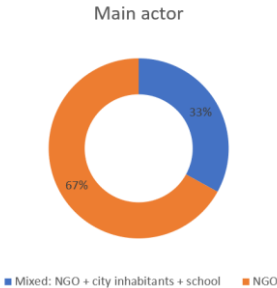
The analytical grid is based on an empirical measurement of five design principles of the governance of urban commons, specifically designed by LabGov.City to adapt the urban commons the Nobel Prize Award winning economist Elinor Ostrom theories on how to govern the commons [2]. In order to identify potential fertile grounds for a city transitioning from a governance model of various urban commons towards that of the city as a commons or Co-city it is, in fact, useful to offer a gradient, which captures the most relevant characteristics of that transition. This gradient consists of 5 design principles, that when present at their maximum level entails the presence of the design principle of a Co-City: urban

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2 This empirical analysis methodology relies upon research featured in prominent scientific journals and publications. See for example C. Iaione, *The Co-City*, in *American Journal of Economics and Sociology*, Vol. 75, No. 2 p. 426; S. Foster, C. Iaione, *Ostrom in the City: Design Principles and Tools for the Urban Commons*, in B. HUDSON, J. ROSENBLOOM & D. COLE, *Routledge Handbook on the Study of the Commons*, ROUTLEDGE, New York. (2019); S. Foster, C. Iaione, *The Co-Cities*, MIT PRESS, (forthcoming 2020).

co-governance; enabling state; social and economic urban pooling; urban experimentalism; tech justice.

1. *Co-governance* refers to the presence of a governance approach based on multi-stakeholder collaboration. Co-governance is based on varying degrees of self-governance, shared, collaborative and polycentric[3] organizations in the management of urban assets, resources and services in the city[4].

2. *Enabling State* is the design principle that expresses the role of the City[5] acting as a platform for facilitating and enabling collective action. It represents a key factor for the success of community initiatives aimed at the co-management of the urban commons.

3. *Social and economic urban pooling.* Many kinds of urban commons exist as a product of what we call "social and economic urban pooling"[6] which produces co-economies based on co-production and distributive/solidarity and social justice concerns.

4. *Urban experimentalism* is the adoption of a methodology approach for designing institutional processes built to enable scientific discoveries, social and economic innovations, testing of new technologies and true solutions for challenges related to the urban context in which the commons are inserted, such as environmental sustainability[7].

5. Finally, *Tech Justice* [8] highlights the potential of digital infrastructures and of access to technology, in particular for vulnerable people and communities, as an enabling factor of collaboration, local development and social cohesion.

The empirical analysis was based on two sources:

a) archived data: draft of the pact of collaboration; storytelling on the pact published on the Medium channel of the Co-City Turin project.
b) in-person, on-site semi structured interviews with the pacts' proponents (February 13th, 2020)

The coding of the pact was realized using an ordinal qualitative scale (weak-moderate-strong). The results are summarized in a table and visualized through a graph, available at the end of the following paragraph.

3.1 Co-design and implementation processes

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3 S. Foster & C. Iaione, *The City as a Commons*, in *Yale law and policy review*, 34:2, 2016.
4 C- Iaione, E. De Nictolis, *The role of law in relation to the New Urban Agenda and the European Urban Agenda – A multi-stakeholder perspective*, in *Law and the New Urban Agenda,* Edward Elgar, 2020.
5 S. Foster, *Collective Action and the Urban Commons*, 87 Notre Dame Law Review 57 (2011) (voted one of the 5 best law review articles on land use for 2011-12 year and republished in the Land Use and Environmental Law Review); see also Christian Iaione, *The Right to the CO-city*, in *Italian Journal of Public Law*, 2017, 1.
6 C. Iaione and E. De Nictolis, Urban pooling in Forhdam Urban Law Journal, Vol. 44, No. 7, 2017; see also C. Iaione, M. Bernardi and C. Prevete, Home Pooling, Sociologia del Lavoro, 152 (4), pp. 155-173, 2018.
7 C. Iaione and E. De Nictolis, *Vita Activa,* in V. Tassinari and E. Staszowski Designing in Dark Times. An Arendtian Lexicon, Bloomsbury 2019.
8 C. Iaione, E. De Nictolis and A. Berti Suman The Internet of Humans (IoH): Human Rights and Co-Governance to Achieve Tech Justice in the City., in Law and Ethics of Human Rights, 37:13, 263-299, 2019.

<u>Via Cumiana Pact under measure A</u>

Through the *Cumiana* pact, Co-City intends to promote the launch of new services and activities in an abandoned car manufacturing plant , also requiring significant physical redevelopment and renovation interventions. Through the pact of Collaboration "*Futurbòita*" co-designed by a group of NGOs and informal groups with the city, the former factory of the Italian car manufacturing industry *Lancia* in Via *Cumiana* will be transformed in a semi-covered urban public space to organize cultural and creative activities. The building object of the intervention is located in District 3, in the Borgo San Paolo neighborhood, a former industrial area of the City of Turin.

The Via *Cumiana* pact's proposal, originally named *Futurboita,* was presented by a rather large network of NGOs (sports NGOs, cultural NGO) social enterprises, informal groups of the neighborhood, composed of twelve realities. The idea behind the initial proposal was to create a green Neighborhood House, with a vertical garden on the two floors of the building. The first floor was supposed to be dedicated to sport / adventure disciplines (skate park, climbing etc) and the second was to be geared towards cultural activities, open to the neighborhood with a modular space looking outwards.

The proposal received an enthusiastic response from the City, bringing the group of associations to begin working with them. This led to an increasingly concrete, practical, and interesting phase of the work, but also brought about the realization of the limits of the *Futurboita* project. In particular, they realized that the budget was insufficient for both the renovation initially designed and the security-guarantee needed for the rest of the building. A period of intense deliberation and exchange followed. The co-design phase resulted in the understanding that the ground floor (initially devoted to sports activities) could not be restructured. The project would have to be realized in an open space, smaller than the *Futurboita* project had initially imagined. That's when the definition of "*piazza coperta*", translated as a covered square, emerged as a new identity for the neighbourhood space.

Renovation/refurbishment works in via *Cumiana* finished at the very end of the project, in February 2020.

Figure 1. Via Cumiana structure. Source: medium Co-City Turin.

Figure 2. Via Cumiana structure. Source: medium Co-City Turin.

Figure 3 Via Cumiana structure. Source: site visit on February 13, 2020)

Pacts under measure B

The *Casa Ozanam* Community hub pact was designed by city inhabitants who already revitalized the structure with the aim of turning into a new Neighbourhood House. This pact gathers NGOs and social cooperatives in order to transform this previously abandoned space via Foligno. They want to create an open community garden, offer stable and safe sport grounds, and organize cultural events and workshops. With regards to the pact, it was already well structured and therefore saw no major change since the co-design phase, apart for the departure of a few proponents that were not as involved as the others or lacked financial and human resources to continue the project. However, the proponents of the pact were able to work closely together to better define the aim of the pact, namely in creating a territorial network of associations grounded in the neighbourhood. They also specified their target population. They would like their activities to be mainly geared towards teenagers and young adults in order to become a meeting point for them. A very successful project was developed, Cucina del Borgo, to involve the local community and the school. The idea and purpose of this initiative is to create cooking recipes with inhabitants of the neighbourhood, enabling them to recount their own stories. Recipes are accompanied by pictures, narratives of the residents, and the food is then served in the restaurant. It helps to shape the identity of the place and to revitalize the territory by highlighting the richness of the neighbourhood culture and history. Cucina del Borgo is a fruitful collaboration between the associations confirming the engagement of each proponent and participant.

The *Habitat* project will offer childcare via support to parenthood and shared spaces. It will also organize activities to help alleviate economic distress and support job research, including through networking meetings, training sessions and workshops. This pact is creating a space where innovative support services and new forms of urban welfare will be offered to city inhabitants grappling with the experience of parenting or themselves trapped in a complex working situation, all within a single building structure already the host of Health Services. The construction work is coming to an end on the floor that will be occupied by Habitat. Proponents have been involved in the design and restructuration work. The main challenge at this point is involving the inhabitants of the neighbourhood, thus Habitat is working to meet their demands and expectations. In that aim, a theatre festival for families was created with the community. The first step for Habitat is to publicize the project via their own channels as associations and cooperatives, to make sure that their activities are known and to become a true reference point in the neighbourhood. They chose to target vulnerable populations, in particular those who receive the *reddito di cittadinanza*. This well-defined target will enable them to experiment a collaborative process for urban welfare.

In *Corso Taranto 160,* the project aims at expanding the activities of the City-owned Intercultural Centre of Turin. It will generate a network of actors in the neighbourhood and regenerate an unused wing of the facility to create a cultural and creativity hub able to gather a diversity of actors. It aims at becoming a reference point for the city for intercultural dialogue and promoting a sense of belonging to the neighbourhood's community. One of the associations, ActionAid, unfortunately left the pact before its signing because the scale of the project was not suitable for their organization. However, the rest of the proponents consolidated local synergies and developed intercultural activities for the community. An abandoned aisle at the third floor of the building was restructured with the involvement of young teenagers who helped renew the place. The *Centro Interculturale*'s impact on the neighbourhood is growing, as they develop new partnerships with institutions and stakeholders of the area. They have also won an Urbact call for a regeneration project around civic libraries.

The *Falklab* project has been designed to renovate an underused building within a school complex and use it to offer artistic workshops for teenagers. Learning laboratories and networking events will connect diverse neighbourhood inhabitants. This pact aims at creating a social aggregation space in the complex urban area that is Falchera. The restructuring of the place is coming to an end, which constitutes the main update. They are now gathering propositions from inhabitants of the neighbourhood and growing strong links with institutions such as schools and libraries. They have already started to organize artistic laboratories with renowned artists of the area and yoga classes. They are working to become a reference point in the neighbourhood, not only for teenagers but for their families as well.

Park of the fantastic pact under measure C

In front of the MUFANT and a school, the *Park of the fantastic* will take care of a public space composed of a green area named Riccardo Valla, and parking. The pact designed cultural activities and a scientific theme park echoing the Museum's offer in collaboration with universities and cultural associations. It is a type C pact aiming at the transformation of the square to gather neighbourhood inhabitants around the themes of fiction and fantasy. For this end, proponents will organize public outdoor events and activities for different age groups. They have almost completed the square, with every installation

implemented involving various communities, including vulnerable populations, and associations that have continued to work together. The implementation of the Fantasy Park brought more life to this public space and to the events that have been organized.

3.2 Coding pacts of collaboration

Via Cumiana

Co-governance

After the co-design phase ended and an agreement on the new organization and use of the space was achieved, many of the NGOs and informal groups that initially joined the project decided to leave. Two of the NGOs of the initial network stayed in the project, while others joined later on. The NGOs / social enterprises currently committed to the via *Cumiana* project are the following:

- UISP, Unione Italiana Sport Per tutti, national association related to sports and social issues (the Turin branch);
- A student group association which manage study rooms and promote cultural and political events;
- Bloomingteam, association on smart city and smart community. They organize digital events and have *Plato*, an architectural office thinking new modes of living in cities;
- Primary school Mother Mazzarello nearby, interested in interacting with the space;
- There is a dialogue with university but no concrete partnership yet.

The actors worked intensely to try to build potential scenarios. While there is no tangible outcome of these relationships for the moment, they have built some robust relationships. The *piazza coperta* of Via *Cumiana* is a place that does not exist yet and has never existed as such, therefore it does not yet have a tangible identity. As its ambassadors, these organizations are trying to build the piazza's identity. The co-design lab carried out by the Co-City partner Social Fare, the "Co-City lab" was a good tool in the process of achieving such a result. The Co-City lab took place on May 31st 2019, as the last co-design meeting after a series of six, between the 'Commoners' and the City. The co-design meeting was focused on making viable options emerge for the space design, considering the structural feasibility of the interventions. Additional actors potentially interested in this space where also involved in this Co-City lab, such as: the social Cooperative *Esserci*, *Laboratorio* São Paulo among others.

Eight key ideas emerged from this lab: (1) a neighborhood front office; (2) a neighborhood library; (3) a space for sports activities and urban games; (4) a place for families (5) a space for intergenerational exchange; (6) a space to build self-representation of the neighborhood; (7) a space for a new cultural fruition; and (8) a space for active citizenship and new socialization activities[9].

Enabling state

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9 See https://medium.com/@cocitytorino/otto-idee-per-ridare-vita-allex-stabilimento-lancia-di-via-cumiana-d7ca8a39f243.

The role of the City of Turin as an enabler city is recognized by the Via Cumiana actors as well as by the other civic actors involved in the pacts of collaboration. The intense process that anticipated the start-up of the pact of via Cumiana has shown that the actors involved still do not have clear enough idea of how they should use this designated space. This is not to underestimate however the richness of ideas having emerged through the co-design process and the efforts invested by the variety of actors involved in this complex project. They continue to work on the final output, and this requires a strong collaboration with the City. The actors involved are willing to take the time necessary to collectively and progressively define the identity of the space as they work to create it. The pact of collaboration itself will be used to define the identity of the space. They want to become a reference point for the neighborhood and a hub for any cultural event in the city (e.g. jazz festival, literary salon). The organization seeks to be a reference for future events. Through this, they look to meet a variety of potential partners / people that share their goal and to gather new and innovative ideas. They would like to work with the Scuola Holden in collecting different stories and tales of change, as well as needs of those living in the area. On the issue of sustainability, the Via Cumiana pact is still working on a conceptualization of a sustainability mechanism shared by the City and the civic actors involved. The city is expected to embrace their vision once the community has defined it and they will be able to support the operationalization of the business plan.

Social and economic pooling

The use of part of the infrastructure of *Via Cumiana* could be enough in itself to constitute a fixed presence of cultural events in the city, but the actors involved have continued to stress the importance of including the need for innovation as well. With the process including people from both the public and private sector, it remains important to remind the organizers of the importance of innovation in such projects. The financial equilibrium that the actors envision so far would be ⅓ private funding (donors, philanthropists), ⅓ public (the City), ⅓ self-produced resources and services.

Tech Justice

The actors involved in the *Via Cumiana* pact don't know about First Life, or barely, and they are not currently using it for their activities. The tech justice element here is to first make the available resources known to the resident.

Urban Experimentalism

The experimentalist capacity shown in this pact so far is strong, notably with what concerns the renovation. The issues of responsibility have slowed down the process, with the space being without doors or windows. It was important to spend the right amount of time thinking about its final structure. The pact is still under review and has not yet been signed because there are some key issues on which the City and the pact's civic signatories are still working on, specifically security. The civic actors are willing to share the responsibility with the City, proving a certain degree of civic entrepreneurialism. The ideas emerged from the co-design for the use of the infrastructure are close to the scientific / research approach including the idea of a working lab. The process has foreseen several steps, rather than starting immediately at large scale. The importance of evaluation and measurement is clearly understood by the project's participants, themselves able to see what works and what does not. An

important step in terms of urban experimentalism was the survey conducted in the Mazzarello primary school, which involved teachers, students, families as well as the civil servants from the 3rd District, with the goal of collecting ideas and inputs on possible uses for the *Via Cumiana* infrastructure. In addition to the many ideas having emerged from the survey, from the creation of study areas and sports spaces dedicated to outdoor cinema (proposals partly already present in the initial project or taken over the course of the co-design process), the perception that the respondents have about the infrastructure: it is not seen only as a failed/dismissed factory or an example of urban decay but above all as a large container with enormous potential, a piece of the neighborhood and city identity. In an area that represents a link between the center and the city outskirts, the reactivation of places that can act as a connector for energies and interventions capable of completing the functionality of the structures already existing in the neighborhood, such as the Mazzarello school or the main offices of District 3, we observe the importance of creating of new centralities where the need arises[10].
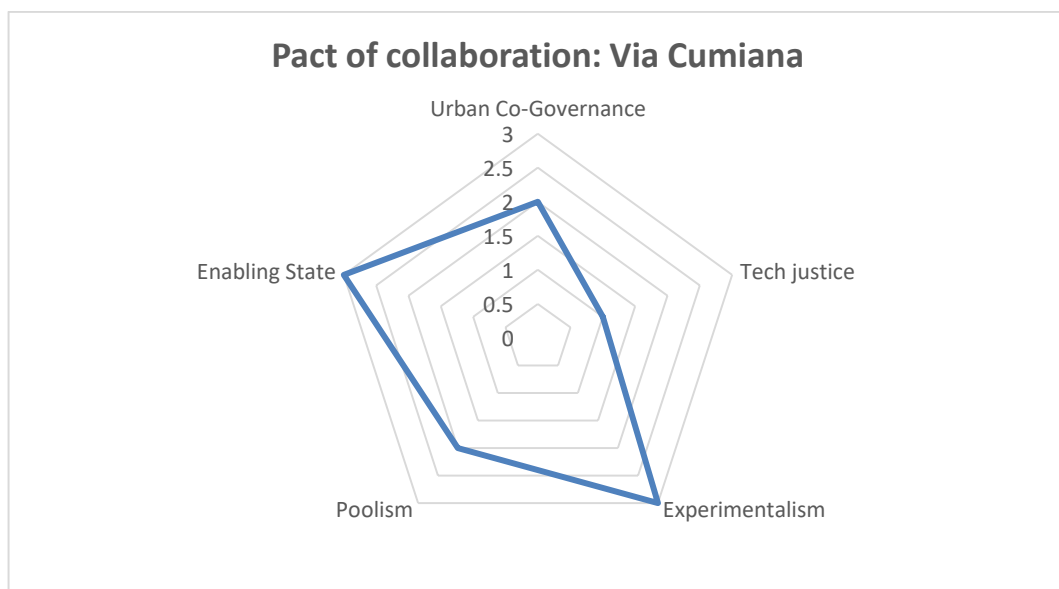
Casa Ozanam

Co-governance
Despite the departure of some proponents of the pact, it is a very strong partnership with groups that are now used to working together. The NGOs and social cooperatives are very involved and develop fruitful ideas, especially when it comes to concrete actions. They cooperate also with the school, with artists and inhabitants of the neighbourhood. However, the length of the project has made it difficult to maintain the level of interest throughout the duration, making the co-governance assessment moderate at best.

Enabling state
The enabling state criteria is measured as moderate because proponents of the pact highlighted the absence of policy in the project. The stress was put on the fact that public authorities were not present enough in the co-design phase, despite their involvement on crucial issues such as security.

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10 https://medium.com/@cocitytorino/otto-idee-per-ridare-vita-allex-stabilimento-lancia-di-via-cumiana-d7ca8a39f243.

Social and economic pooling

Social and economic pooling is strong, as Casa Ozanam aims at launching a new dynamic in the neighbourhood revitalization. They are working on sustainable initiatives, such as creating an artistic residency that could generate revenues through the exhibition of the artworks. They are also in contact with entrepreneurs, for instance a company that regenerates clothes, even though it is a challenge for them to attract merchants because of some neighbourhood rivalry.

Experimentalism

Experimentalism is moderate because the associations involved felt like the slowness of the project made them lose the sense of the experimentation at times. They are still testing, and they did not yet properly define their own model, but they are in contact with other projects to get inspiration from their work.

Tech justice

Casa Ozanam is involved in the Blockchain created by Co-City, in particular through the restaurant. Indeed, the creation of a virtual currency should enable inhabitants of the neighbourhood to pay for services in the space. These tools are still in the creative process, which is why tech justice is still assessed as only moderate.

Pact of collaboration: Casa Ozanam
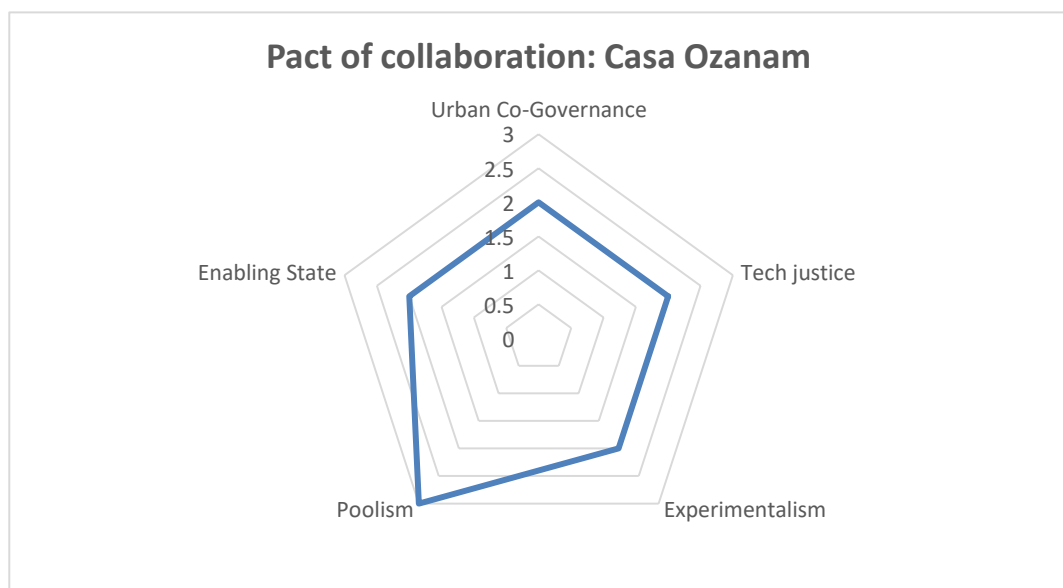
Centro interculturale **– Corso Taranto 160**

Co-governance

The co-governance is assessed as strong because despite the departure of ActionAid, the proponents of the pact have built a stable partnership and they are used to close collaboration.

Enabling state

The public administration works as a facilitator for the Centro interculturale. The proponents of the pact were given a lot of freedom to use and develop the space, as well as the resources necessary to

improve both the building and the services offered. However, they also emphasis some bureaucratic challenges and a lack of dialogue with the authorities, therefore the enabling state is measured as moderate.

Social and economic pooling
The social and economic pooling criteria is assessed as strong. The *Centro Interculturale* has a positive impact on the territorial development of the neighbourhood. This pact is characterized by an entrepreneurial approach. The associations are willing to generate revenue and they structured their organization accordingly, meaning one of the members is specifically in charge of looking for suitable calls and applying for increasing funds for the project.

Experimentalism
Proponents developed an incremental approach for the pact, and they started to scale up. They are building partnerships to develop new projects and even more significantly the *Centro interculturale* won an Urbact call in partnership with civic libraries, showing strong features of experimentalism.

Tech justice
Tech justice has improved in the *Centro interculturale*. It is assessed as moderate because there is no official digital tool to this day. Nevertheless, a platform was created by one of the associations to gather data on activities and participants, aiming at being used to improve the services offered. In addition, within the Urbact call, the *Centro interculturale* will establish computer rooms in libraries.

Pact of collaboration: Centro Interculturale Corso Taranto 160
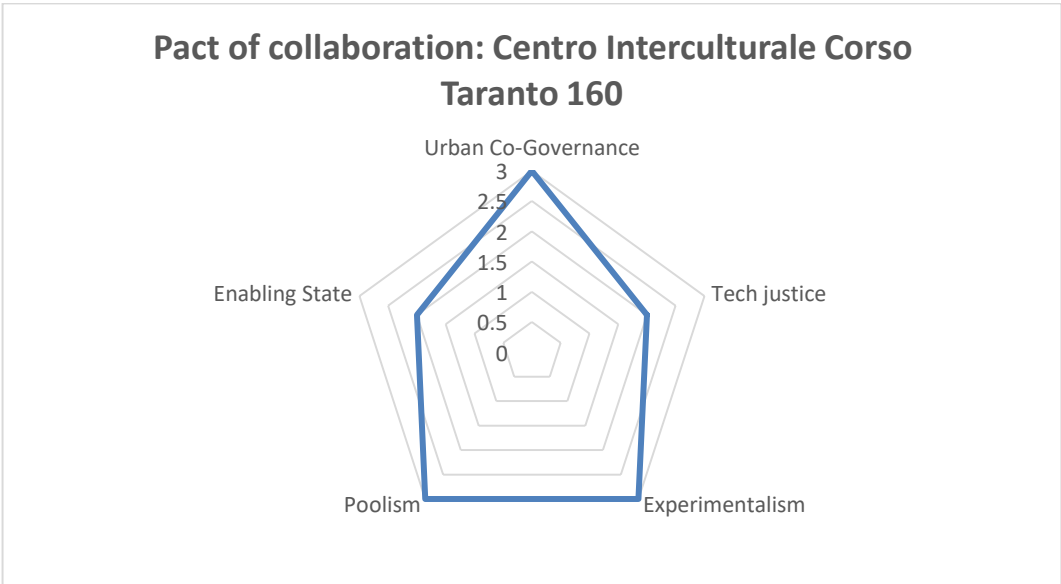
Falklab

Co-governance
The strength of the co-governance has not changed. The pact is characterized by a robust partnership because it composed of an already-existing aggregation of associations and individuals that already worked together.

Enabling state

The enabling state is assessed as strong, because Falklab work closely with the administration, which is part of the social table of the neighbourhood along with other public institutions, namely the school and the library. The project received a great support from public servants. Proponents are very satisfied with their relationship with the municipality and the district.

Social and economic pooling

Activities carried out in this space do not generate revenues at this point, but the proponents are looking for a way to self-finance. They did not activate resources from the private sector because it is not the only way in which they had envisioned generating flux. There is an opportunity for this space to become a driver of economic activity in this neighbourhood characterized by important socio-economic difficulties. This makes the social and economic pooling moderate.

Experimentalism

Experimentalism is assessed as moderate. Falklab started a series of projects in the neighbourhood in general, in order to test what could be done in the space once totally restructured. They are creating synergies with other places or organizations, for example with the educational garden that they also manage or with the Barrio, the other aggregation space of the neighbourhood.

Tech justice

Despite the willingness to include tech justice, nothing has been done regarding digitalisation of services to this day, and there is no research specifically dedicated to this subject within the laboratory for the moment. Therefore, this dimension is assessed as weak.
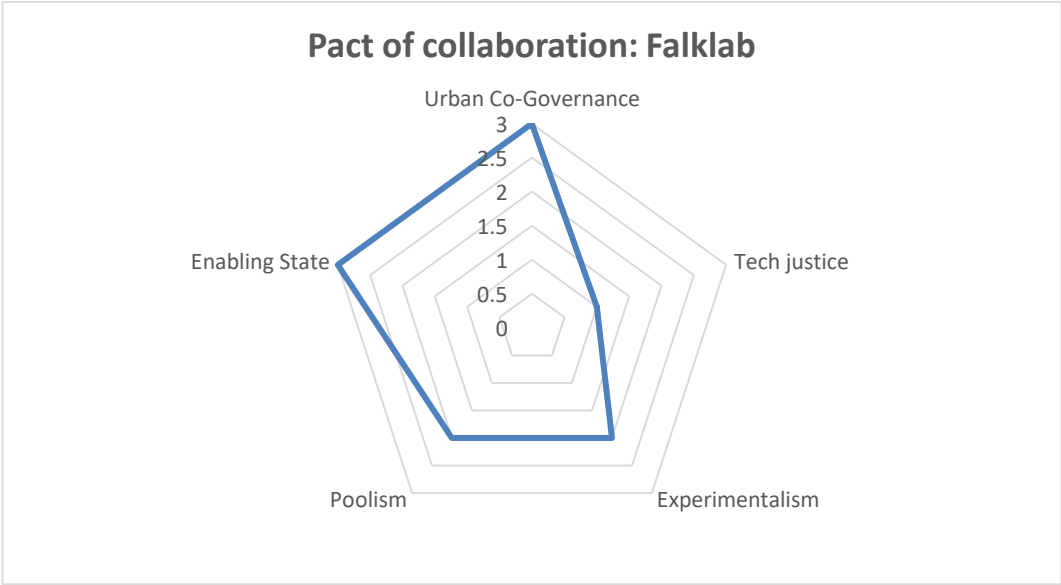
Habitat

Co-governance

The co-governance is characterized by a strong private-social partnership with cooperatives and associations that were used to work together, supported by institutions. The pact arose from the emanation, birth and growth of the Neighborhood House, meaning it is based on the strength of the

network of territorial actors. They are able to carry their knowledge of the community and the territory inside the pact.

Enabling state

Habitat is collaborating closely with institutions, namely the social services engaged since the beginning. The proponents have been involved in the design process despite bureaucratic constraints, therefore the enabling state criteria is measured as strong.

Social and economic pooling

Social and economic pooling is assessed as moderate. One of Habitat's goals is to create a generative mechanism to foster activities and production, which would enable them not to rely only on municipal funding. They will experiment with social services to imagine this second step. In order to generate flux, they would also like to become a co-working space for the neighbourhood, but they do not have a precise business model yet.

Experimentalism

In *Habitat* project, the strength of experimentalism lies mainly in the idea of creating a new system of welfare. Rather than having the public sector offering services to those in need, Habitat in partnership with social services will offer a second-generation welfare system aiming at providing keys to independence rather than assistance through help and capacity building to allow for vulnerable populations to (re)enter the economic system. It is a cultural challenge for social services to experiment this type of welfare, but the process allows for a progressive transformation. The co-design space offers an approach and confrontation of perspectives that enables social services to see how the project could be an opportunity and bring about positive change.

Tech justice

The proponents would like to create innovative pedagogical formats, in which everyone will bring its own competence/skill, and they recognize the importance of the digital component. However, there is no perspectives or projects in terms of smart solutions for the moment, meaning the tech justice criteria remains weak.

Pact of collaboration: Habitat
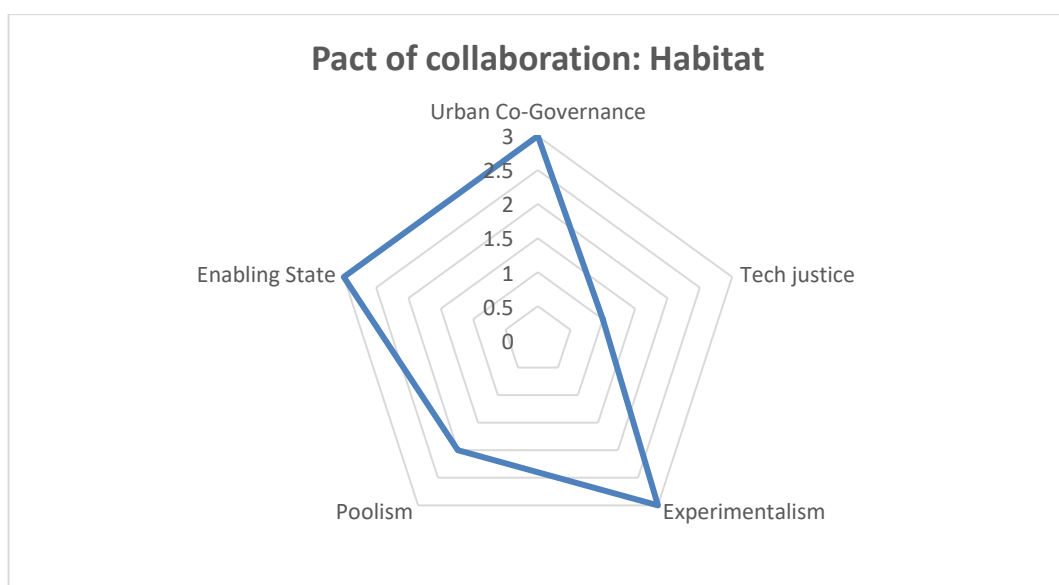
Park of the fantastic – Mufant

Co-governance
The co-governance of the pact is strong, the partnership enabled to gather interests and activate even more collaborations than expected. The Park of the fantastic is even planning to change their legal structure to be able to act under one common name, which is both a material and symbolic necessity.

Enabling state
Proponents highlighted the importance of the enabling state, especially the desire from public authorities to facilitate any kind of intervention, regarding hardware, handling, but also in the gardens to enable the cohabitation of infrastructures with nature in the park. The municipality has always managed to make compromises even in case of bureaucratic challenges, making this dimension a strong feature of the pact.

Social and economic pooling
The pact has already organized some productive laboratories in scenography, woodworking as well as plastic processing. They have also found services that they could manage and are involved in a regeneration project led by IREN in collaboration with the Politecnico university. However, social and economic pooling is assessed as moderate, because they still need major investments both in terms of human and financial capital.

Experimentalism
The experimentalism criteria is strong in this pact, and proponents are already in the process of scaling up, to make the production of collaborative projects systematic. They worked together on propositions emerging from the neighbourhood work tables, specifically to participate to the call of the Civic Foundation of San Paolo di Torino. Proponents are also starting to build new collaborations and partnerships in order to face the expansion of the project.

Tech justice
Despite being in the process of creating an alternative reality game, tech justice is still only moderate because the Park of the fantastic pact does not offer any digital tools or services for the moment. The project offers sci-fi learning laboratories to schools.

Pact of collaboration: Park of the fantastic Mufant
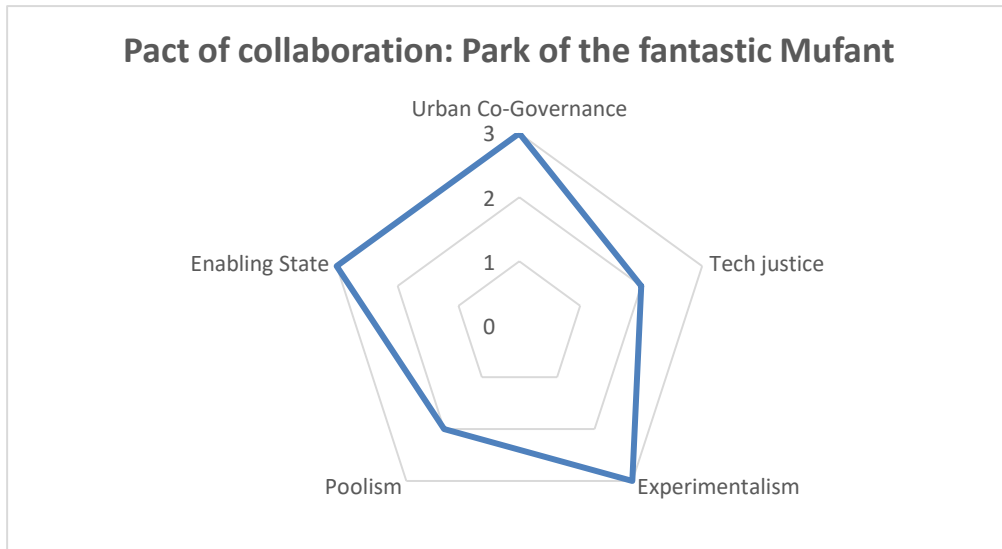
4. Comparison and conclusion

Pact	Urban Co-Governance	Enabling State	Poolism	Experimentalism	Tech justice
Via Cumiana	Moderate	Strong	Moderate	Strong	Weak
Casa Ozanam Community Hub	Moderate	Moderate	Strong	Moderate	Moderate
Centro Interculturale	Strong	Moderate	Strong	Strong	Moderate
Falklab	Strong	Strong	Moderate	Moderate	Weak
Habitat	Strong	Strong	Moderate	Strong	Weak
Mufant	Strong	Strong	Moderate	Strong	Moderate

Pacts of collaboration - comparison
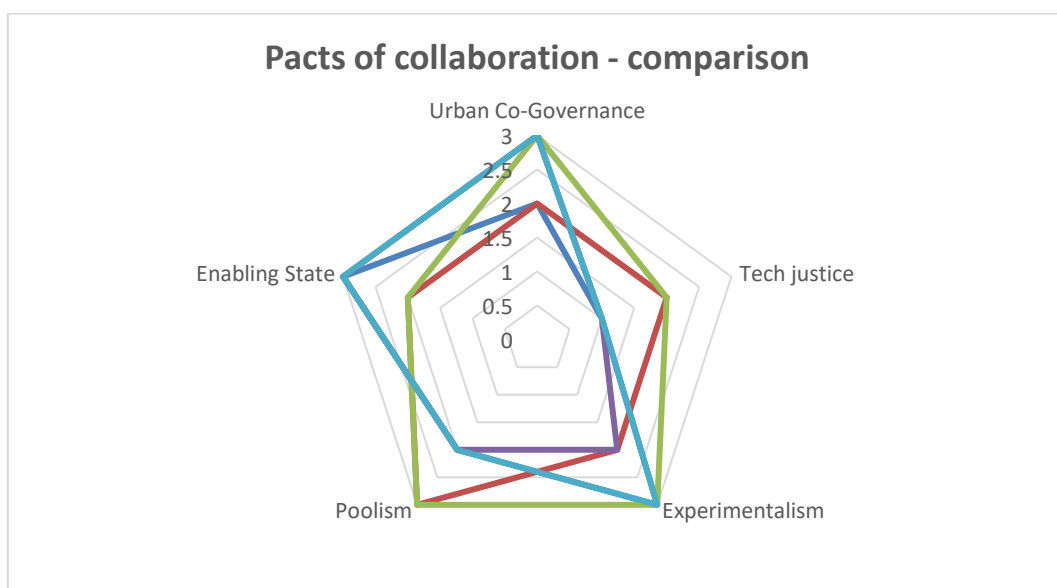
When analyzing the table combining the six pacts of collaboration studied and the five design principles, we notice that the urban co-governance and enabling state dimensions are the strongest,

with very few pacts of collaboration evaluated as moderate, and none as weak. It is quite significative as these are the design principles for which the municipality, which is really the project initiator for UIA Co-City, could have more impact. The enabling state criterion is particularly relevant for public authorities, but the strength of the urban co-governance also shows that they did not monopolize the process. On the contrary, the pacts of collaboration developed thanks to the UIA Co-City project enabled a multi-stakeholder collaboration at the various stages of the process, which is a key step towards the Co-City.

Social and economic pooling as well as experimentalism appeared to be more mixed in the first analysis of the pacts of collaboration, but some progress led to the re-evaluation from moderate to strong for several pacts. These dimensions require more initiative and risk taking from the various urban actors involved, a deep and comprehensive understanding of the goal of the projects as well as a paradigm shift in the way urban actors understand the role of each other. It can take a bit more time than other design principles, as communities will tend to rely on the public sector for funding or on the private sector for income creation, and path dependency might limit the opportunity for experimentation. However, it is a positive sign that shows the impact of the UIA Co-City project to see that there were some important progresses in these dimensions. It indicates that working together over time and understanding better the stakes of collaborative projects, the diverse stakeholders were able to develop and improve these dimensions through trial and error. They became more proactive, tested, and adopted new methodologies, whether it was for institutional processes, innovation or to define a business model. This process allowed them to get closer to sustainability.

Lastly, we notice that the Tech justice design principle is the most contrasted. Despite an apparent willingness to include digital solutions, the pacts of collaboration struggled to implement such innovations. One of the main reasons is that many urban actors do not feel comfortable enough in this field, as it seems to require more technical skills, even though simple solutions can be set up without extensive knowledge of digital tools. It shows that there is a real need to support and accompany the digitalisation process, to familiarize urban actors with technological tools and demystify them, thus making them more accessible and inclusive. This is crucial because the use of digital tools and processes as well as the analysis of data to improve the services offered can considerably enhance such projects in every fields.

Overall, the analysis of the six pacts of collaboration unveil some key progresses and promising projects, in particular the Via Cumiana pact, which is the most complex one as it includes renovation and refurbishment works that really allow for the inclusion of various urban actors from the very beginning of the process. The analysis showed that the project played a role in enabling co-governance through the Turin Regulation on the urban commons that structured opportunities to build multi-lateral, mono-stakeholder for the shared government of spaces and buildings. This is particularly evident when we look at the intense co-design phase. At the end of the implementation phase, the projects at the core of the pacts of collaboration are still in an initial phase and it is not possible to measure outcomes yet. The pacts developed brand new projects, so we can expect to measure an impact on the Index of priority and complexity only in the middle term, not in the short term or right at the end of the implementation phase. But the main feature that we are already able to observe is that the project supported processes of capacity building for urban communities and policy capacity building for the City that are likely to produce an institutional change in the different policy domains of city governance that the urban commons affect. We can expect to observe an impact on the Index of priority and complex neighbourhoods, under the condition that the pacts are supervised in the phase following the end of the project, to ensure a proper implementation of the sustainability plan

and that the tech and digital features of the projects are strengthened. The experimentation of shared government through the pacts of collaboration allowed the City to learn how to engage in an innovative, collaborative form of dialogue and interaction with urban communities. It also allowed the social actors usually involved in the urban commons in the City ecosystem to acquire governance and economic capacity as tools to become develop civic autonomy while balancing the tension between sustainability and public value of the urban commons.

Urban Innovative Actions (UIA) is an Initiative of the European Union that provides urban areas throughout Europe with resources to test new and unproven solutions to address urban challenges. Based on article 8 of ERDF, the Initiative has a total ERDF budget of EUR 372 million for 2014-2020.

UIA projects will produce a wealth of knowledge stemming from the implementation of the innovative solutions for sustainable urban development that are of interest for city practitioners and stakeholders across the EU. This journal is a paper written by a UIA Expert that captures and disseminates the lessons learnt from the project implementation and the good practices identified. The journals will be structured around the main challenges of implementation identified and faced at local level by UIA projects. They will be published on a regular basis on the UIA website.