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UIA | URBAN INNOVATIVE ACTIONS

The Urban Lab of Europe !

The Co-City project Journal N° 5

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

URBAN POVERTY

European Union
European Regional
Development Fund

Région
Hauts-de-France

The Co-City project

The Co-City project pursues the transformation of abandoned structures and vacant land in hubs of neighborhoods residents' participation in order to foster community spirit as well as the creation of social and solidarity 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 focus in most cases 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 cohesion within 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) is 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.

The content of this journal does not reflect the official opinion of the Urban Innovative Actions Initiative. Responsibility for the information and views expressed in the journal lies entirely with the author.

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

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1. EXECUTIVE SUMMARY

Through the Co-City project on collective management of urban commons to counteract poverty and socio-spatial polarization that started in mid-2017, the City is investing in the urban commons as a lever for addressing key urban governance issues such as poverty, aiming to target the most vulnerable of the city's communities. The UIA Co-City project is carried out through a partnership with the Computer Science Department and Law School of the University of Turin, the National Association of Municipalities (ANCI) and the Cascina Roccafranca Foundation as the of the leaders of the Neighborhood Houses Network. It aims at coordinating the efforts of different urban actors in promoting the implementation of the Turin Regulation. The project provides the renewal of real estate and public spaces considered as urban commons, as an instrument of social inclusion and part of the fight against poverty in many of the deprived areas of the City. The project is coordinated by the City Department for Decentralization, Youth and Equal Opportunities. The Neighborhood Houses is a policy and network the city of Turin has been implementing since 2006 to promote the diffusion of community spaces all over the city. It represents a key platform for the project's implementation. In the Neighborhood Houses Network, city inhabitants find information on the Co-City project and the different opportunities it offers. They will find there the necessary support for drafting proposals of pacts of collaboration as well as the opportunity to meet other city inhabitants interested in cooperating in taking care of or regenerating these same urban commons.

The first Co-City journal, published in January 2018 (available at http://www.uia-initiative.eu/en/cocity-journal-1-hear-projects-uia-expert-how-it-implementing-its-bold-solution) retraced the overall architecture of the project and provided an overview of the challenges posed by its implementation to the City of Turin. The second UIA Co-City journal, published in June 2018 (available at https://www.uia-initiative.eu/sites/default/files/2018-06/Turin_01-051%20Co-City_Christian%20Iaione_Journal%202_June%202018.pdf) thoroughly looked into the results of the calls for proposals for pacts of collaboration and the first steps carried out by the City of Turin in the pacts' co-design phase. The journal also provides an update on the other project's activities that are tackling the challenge of innovation of public procurement at the local level: the participation of the City of Turin and the UIA expert Christian Iaione to the Urban Partnership of the Urban Agenda for the EU on Innovative and Responsible Public Procurement and the process of learning and exchange activated at the Italian level. The third UIA Co-City Journal, published in February 2019 (available at https://www.uia-initiative.eu/sites/default/files/2019-02/Turin-CO-City-Journal%203_0.pdf) provides an update on the project's activities at the local, national and EU level and takes a deeper look at the basket of pacts of collaboration that are more advanced at this stage of the process. A first zoom-in has analyzed empirically and in depth the proposals of pacts of collaboration (available at https://www.uia-initiative.eu/en/uia-cities/turin). The fourth Journal, published in September 2019 (available at: https://www.uia-initiative.eu/sites/default/files/2019-10/Turin_COCITY_Journal%204.pdf)

shed light on the ways in which the Co-City Turin project has been making impactful progress at the local, national and EU level. At the local level, the first pacts of collaboration were officially approved.

This fifth journal will provide updates on the main news surrounding the project. It will contain an update of the recently approved pact of collaboration "Via Cumiana". The Via Cumiana pact is the very first pact under measure "A" implying the regeneration of an abandoned building to be reactivated as a social infrastructure. A new version of the Regulation for the Urban Commons, reshaped also thanks to the knowledge generated by the Co-City project was approved by the City in December 2019 (Zoom-in is dedicated precisely to the analysis of the new Regulation's version). The journal also explores the challenges faced during the implementation of the project and the lessons drawn from this experience at the local level. At the national level the Co-City project is offering an important contribution to the debate between cities and national institutions such as ANCI in terms of the importance of conducting

urban experimentations through innovative forms of partnership and public procurement. At the international level, the City of Turin's participation to the Urban Agenda for the EU through the Urban Partnership on In novative and Responsible Public Procurement is working in the direction positioning the pacts of collaboration as the first generation of *urban innovation partnerships*.

The final steps of the Co-City Turin project will go in the direction of accompanying the projects realized through the Pact of collaboration towards their first phase of implementation. At the same time, the Co-City project team will work to ensure that the knowledge and policy capacity on governance of urban commons produced is transferred to another UIA project is about to start in Turin, "To-Nite". The project aims at improving the livability of the areas along the Dora river through the improvement of public spaces and the activation of social inclusion processes with the technical and financial support of new welfare proximity services.

2. THE CO-CITY PROJECT PROGRESSES AT THE LOCAL LEVEL

2.1 The start-up of via the Cumiana pact: regenerate the former car manufacturing *Lancia* factory

At the local level, the main development is the start and completion of the public works foreseen by the first - and only, for the moment - pact of collaboration approved under measure "A" (WHAT IS MEASURE A WE DO NOT SAY). This project involves the renovation of city-owned buildings with complex collaboration projects.

Through the Cumiana pact, Co-City intends to promote the launch of new services and activities in a dismissed industrial complex, that requires significant physical redevelopment and renovation interventions, the former car manufacturing Lancia factory located in Via Cumiana. The 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 pact of Collaboration, originally named "Futurbòita", was co-designed by a group of NGOs and informal groups along with the city. It foresees the transformation of this large complex in a semi-covered urban public space to organize cultural and creative activities.

The project underwent an intense co-design process redefining the identity and purpose of the space to comply with administrative and budgetary constraints. The Cumiana pact partners (UISP, Longboard Crew Italia, Blooming Team, ACMOS) involved have been working to establish relationships with neighborhood inhabitants and local public and social institutions, as well as build

potential scenarios for the use of the space and a sustainable business model, while renovation/refurbishment were taking place. Renovation works were completed in February 2020.

The co-design lab carried out by the Co-City partner Social Fare, the "Co-City lab[1]" was an important step 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 pacts signatories 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*, cultural NGOs, *Oratorio* San Paolo among others.

The second Co-City Zoom-in describes more in-depth and analyses the Via Cumiana project along with five other pacts of collaboration, using the analytical grid previously used in the third Co-City journal. It is based on an empirical measurement of the five design principles of urban collective governance of co-governance of the urban commons, elaborated by LabGov.City, an international research platform co-directed by Sheila Foster (Georgetown University) and Christian Iaione (Luiss Guido Carli and the UIA Co-City expert), to evaluate policies and projects that aim at introducing collective governance mechanisms in

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

the use, management, ownership of critical urban infrastructure, assets and services[2]. The analysis of the Via Cumiana pact reveals in particular the need to carry out more work on defining and designing a mechanism of sustainability on which the different actors involved agree and contribute to. The experience of this pact also shows the importance of running cyclical iterations of these experimentations and the time such projects require in order to reach economic independence from the city and therefore transform urban commons in autonomous and decentralized centers of public value production. As a matter of fact it is only by instantiating true self-sustainability that polycentricity as the ultimate level of co-governance is realized[3].

Anyhow, this pact of collaboration is currently the most complex of the ones implemented by the Co-City project due to the renovation works it required and the bold actions the pacts foresee, pacts signatories and the city committed to. Its analysis has a special relevance for the project and therefore a Zoom-in is dedicated to it.

2.2   The new Regulation for the Urban Commons

Also building on the experience of the Co-City project, the City of Turin approved an updated version of the Regulation for the Urban Commons, approved on May 14th, 2019 with Deliberation of Turin City Government 2019 01609/07. The Regulation was produced through joint efforts and close collaboration of several Departments of the City of Turin and the University of Turin, coordinated by Professors Ugo Mattei and Roberto Cavallo Perin. The redrafting process was kick-started by a nation-wide seminar with professors of administrative law, judges from the Council of State and the Court of Auditors co-designed and co-organized by the UIA expert and ANCI[4]. Three years after the approval of the first version of the Regulation on the Urban Commons, the City of Turin has drawn a picture of the critical issues and opportunities for improvement, both on the basis of the experiences conducted by the City through the pacts' co-design phase initiated pursuant to articles 9 and 10 of the Regulation and on the basis of a comparison started with other Italian and EU institutions and programs that are addressing the issue of urban commons. The new Regulation, named "Regulation for Governing the Urban Commons in the City of Turin" was approved by the City council on December 19th 2019, and an overall, preliminary analysis of its content was introduced in the fourth Co-City journal.

The new Regulation is available in Italian here: http://www.comune.torino.it/benicomuni/bm~doc/governo-dei-bcu_391.pdf.

The English translation, curated by the UIA expert Christian Iaione in cooperation with LabGov.City, will be soon available on the Co-City project library, and the second Co-City Zoom-in will provide a reader of the regulation.

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[2] Foster, Sheila and Iaione, Christian, The City as a Commons (August 29, 2015). 34 Yale L. & Pol'y Rev. 281 (2016). Available at SSRN: https://ssrn.com/abstract=2653084 or http://dx.doi.org/10.2139/ssrn.2653084

[3] LabGov.city, *Co-Cities Open Book* in www.commoning.city

[4] The proceedings of the seminar are published in P. Chirulli. C. Iaione, *La Co-Città*, Jovene, Naples, 2018.

3. CHALLENGES AND LEARNINGS IN THE IMPLEMENTATION OF THE CO-CITY PROJECT

This paragraph will provide an overview on the challenges encountered by the Co-City project and on the solutions developed to face them as well as on the lessons learned by the City after the end of the implementation phase.

3.1. Overcoming implementation challenges

The challenges of the Co-City project have been mapped against the operational challenges identified by the UIA initiative. In the following table, the Zoom-in offers an overview of the seven UIA operational challenges and how the Co-City project faced them throughout the implementation phase.

TABLE 1: MAPPING Co-City AGAINST THE ESTABLISHED UIA CHALLENGES AT THE END OF THE IMPLEMENTATION PHASE

Challenge	Level	Observations
1. Leadership for implementation	Medium	The City of Turin and the public servants committed in the project adopted a positive and committed style of leadership to truly enable the co-governance of the urban commons also by seeking to get interest and commitment of a large variety of urban actors. The challenge for the public administration consisted in shifting from a command-and-control or outsourcing approach to an enabling mode disintermediating processes without retrieving from public duties and acting as a trustworthy broker among various social and civic actors in the implementation of the project. A key factor of leadership that facilitated the Co-City project implementation was the creation of an internal cross-departmental "Working Group for the implementation of the Regulation on the Urban Commons", including other external projects partners (i.e. the Co-City Steering Committee). The strong involvement of knowledge actors in the project's activities (the UIA expert with an academic and policy advice background; legal scholars and technology scholars from the University of Turin) allowed a robust scientific support to the innovations introduced by the City. Moreover, the constant outreach activities organized by or in cooperation with the Neighborhood Houses, Social Fare and Torino Social Impact with relevant stakeholders in the city was successful in terms of leadership as it created interest for the project and its social impact across political divides, thus ensuring its continuity.

Challenge	Level	Observations
2. Public procurement	**High**	The pacts of collaboration implemented by the Co-City project imply the building of a cooperation among urban actors (the public institutions, private actors, knowledge institutions, social and community actors). It required also the use of an innovative public procurement procedure. The Co-City project managed to inject innovation in procurement procedures through the co-design phase of the pacts of collaboration and the technical specifications of future tenders. This phase was characterized by a collaborative process using various tools, actions, and activities to collectively design the services that will be provided and the activities that will be carried out under the pacts of collaboration. It implied the adoption of a procedure of collaborative dialogue between the local public authorities, proponents admitted to the co-design phase and other interested parties. This process proved to be successful in the Co-City project as participants were able to equally share and contribute through written exchanges, meetings, on-site visits and public events. It reinforced the proposals and facilitated the collaboration of the urban actors involved for the next phases of the project, leading to the adoption of 58 Pacts of collaboration. In order to consolidate this approach and better overcome the public procurement challenge, cities must be provided with additional key tools (financial, institutional, learning and digital ones) to achieve Urban Science and Innovation Partnerships. The Co-City project joined the EU Urban Agenda Partnership on innovative and responsible public procurement to tackle this issue and carve a possible solution. The final.
3. Integrated cross-departmental working	**Medium**	The cross-departmental Urban Commons Working Group created inside the city administration enabled the coordination and alignment of different municipal departments involved in the Co-City project to ensure an effective implementation of the pacts of collaboration. In particular, the working group evaluated the proposals of pacts of collaboration at each round of the call and chose the pacts that were granted admission to the co-design phase. During the co-design phase, municipal technicians from various departments participated in the collaborative dialogue and in the formal definition of the pacts. The municipal technicians, along with district-level officers and presidents, constituted a total of ninety public officers to be involved in the Co-City project, from 24 different City Departments, showing the large commitment of diverse sectors of the public administration. The coordination mechanism experimented through Co-City was very successful. The City decided to institutionalize it and make it even more powerful. The new discipline contained in the Regulation for the governance of the urban commons introduces a twofold structure: a "Technical table" for a preliminary evaluation of the pacts' proposals as well as a technical evaluation of the self-governance rules of urban communities involved in the projects and a "Permanent Committee for the commons" that is able to intervene and resolve conflicts that might emerge within the co-governance structure or functioning of the urban commons projects.

Challenge	Level	Observations
4. Adopting a participative approach	Medium	The participatory approach is at the core of the Co-City project. Starting from the acknowledgement that a major obstacle towards the implementation of a participatory approach in urban projects is often the lack of a proper legal framework, the project's experimentation addresses how to facilitate urban collective governance or co-governance (i.e. shared, collaborative, polycentric) of the urban commons through specific legal tools and rights that recognize or grant rights of use, management and ownership or stewardship ot the urban commons pursuant to a Regulation. The key legal tool introduced by the Regulation, the pact of collaboration, worked very well throughout the implementation of the project to facilitate city residents' engagement and to co-design a project of co-management of an urban public space or building. But the implementation phase showed that a more complex set of tools was necessary to ensure more independence and self-sustainability of the urban commons. Supported by the University and the UIA expert who designed and organized a nation-wide seminar with professors of administrative law, judges from the Council of State and the Court of Auditors[5], the City crafted a new set of tools to satisfy the city residents' needs in different degrees of collaboration with the City. Alongside the pact of collaboration, a larger set of other civic acts (i.e. legal tools for self-governance of urban commons by communities) is introduced: civic and collective urban uses; the civic collective management scheme; the foundation for the urban commons.
5. Monitoring and evaluation	Medium	The Steering Committee of the Co-City project established a framework of evaluation to measure the impacts and outputs of the process. Data has been collected over the course of the project. An internal evaluation expert has been appointed and followed closely the implementation of the project from September 2018. A report was issued in May 2020 with the support of the project manager. The evaluation is based on the Theory of Change, which describes the logical sequence that leads to the long-term changes brought by urban interventions. The objectives of the evaluation were to assess the compliance with UIA goals, to report the Co-City's achievements of specific objectives and to evaluate the strength as well as weaknesses of the project, in particular its sustainability. It concludes that the emergence and consolidation of new city makers and their networks is so far the biggest achievement of the project, unleashing the potential for the inclusion of a multiplicity of actors in urban social change. Finally, the Co-City Turin project used the project journals and Zoom-In as a way to generate knowledge around the project, in addition to using them as platforms to communicate the project's progresses to a wider audience. In the Co-City journals and Zoom-ins, it is possible to find data and assessments on the most challenging features of the project throughout the whole duration of the implementation phase.

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[5] The proceedings of the seminar are published in P. Chirulli. C. Iaione, *La Co-Città*, Jovene, Naples, 2018.

Challenge	Level	Observations
6. Financial Sustainability	**High**	The governance of the urban commons experimented in the Co-City project aims at establishing sustainable collective management schemes to address urban poverty issues and regenerate urban blighted areas or abandoned/underused public assets by creating new job opportunities through pooling social and economic resources at the neighborhood level. In this light, the City of Turin interpreted the UIA Co-City project also as a way to experiment solutions for a public investment program on self-entrepreneurship.
		One of the criteria for the admission to the co-design phase was the financial and economic feasibility and sustainability of the proposals, ensuring that the pacts of sustainability could co-design some sustainable schemes that would generate economic opportunities such as community-based employment. In that respect, the group of proponents of the most complex pacts (analysed in Zoom-in n°2) were provided with coaching activities on various topics including training for economic sustainability to increase civic self-entrepreneurship capacity. As a result of the coaching, each of those pacts developed tools for internal regulation (Cabina di Regia or "control room", Operational Staff, Disciplinare d'uso – Usage Regulation, Coordinated Budget) as a shared basis for the management of the commons, the development of the pact's activities and its economic sustainability.
		An open challenge for the communities involved in the pacts of collaboration is to balance the tension between sustainability, social function within a city-owned building or a public space. To achieve sustainability, the investment of City resources in the regeneration of the urban commons is not enough. A blended financing mechanism, where communities are allowed to raise funds in public programs (i.e. national or European grants) as well as raise private funding (i.e. sponsorship and social investments) and implement a real estate-based or service-based social business model is necessary. Although this is still an open challenge, the City faced this issue in several ways. First of all, it provided to the communities involved in Co-City capacity building processes on social innovative sustainable models design. Then, in the new version of the Regultaion it increased the viability of sponsorships for the urban commons, as well as fundraising activities. Finally, it promoted an integration of Co-City with the city program on social innovation "Turin Social Impact Platform". The program's long-term objective is to create in Turin an ecosystem for entrepreneurship and investments combining social impact, high technological level and economic value.

Challenge	Level	Observations
7. Communicating with target beneficiaries	**High**	A key step in the communication plan during the implementation phase of the Co-City project was the organization of the Co-City Camp (or Pacts of collaboration Fair) organized on November 30, 2019. It achieved great results in terms of dissemination with a large participation of local inhabitants. Several pacts of collaboration highlighted the role of this event to reach out to neighborhood beneficiaries and gaining exposure. Additionally, the network of Neighborhood Houses offered continued support during the implementation phase to communicate on the pacts' progresses and events. However, the First Life platform created by the University of Turin showed more mixed results. This tool was aimed at facilitating coordination and collaboration as well as serve as a social network providing information on the pacts and their activities to target beneficiaries. It has actually been mainly used internally by public authorities as a work tool. Local knowledge about the platform is quite limited even amongst the actors involved in the pacts of collaboration. This is also mostly due to the ambitious goals set for the platform and the complexity in the design, factors which might probably suggest to adopt only a longer-term perspective for the platform to deliver good results. Lastly, the final event of the Co-City project was very successful and gathered local as much as international attention. Pacts of collaboration were able to share their experience with participants and some site visits around the city gave greater visibility to the project. The event was immediately followed by the launch of ToNite, the new UIA project, thus ensuring a continuity in the communication with target beneficiaries.
8. Upscaling	**Medium**	Despite the intrinsically experimental nature of the Co-City project, the City of Turin has taken bold steps to upscale this approach. At the local level, the adoption of the new Regulation for the urban commons adapted from the learnings of the Co-City experience will enable new pacts of collaboration or other forms of co-governance/self-governance to take shape. It is of common knowledge that the new Regulation will be used to solve the long-standing problem caused by the state , At the EU level, the participation in the EU Urban Agenda Partnership on public procurement gave a broader audience and relevance to the project. The public-community and public-private-people approach embedded in the new Regulation is now the object of various policy conversations within the EU, including but not limited to the City Science Initiative and Cities Missions, as a possible approach to be applied to different policy domains. It is safe to say that the UIA Co-City project did contribute to this achievement by participating to the Urban Partnership on Innovative and Responsible Procurement as well as channeling the main results in these other initiatives and program via the work of the UIA Co-City expert.

3.2 Lessons learned from the Co-City project

This phase of the Co-City project enabled to draw key learnings for the implementation of urban commons projects. First, it revealed the need for large dissemination activities upstream of the implementation phase to explain in simple terms the purpose and features of the project, as well as to describe the tool of the pact of collaboration. In some ways, the Co-City project itself offered a communication platform for the Regulation for the urban commons in the City of Turin, as the numerous pacts of collaboration developed all over the city gave a great visibility to the urban commons and this form of collaboration. Moreover, the new regulation offers a streamlining of administrative procedures that enables the actors involved to have a clear and precise sense of their role and commitment, as well as reduces the administrative constraints. It ensures that communities and administrations choose the proper tool for co-governance or self-governance.

The Co-City project also shows that a proper assessment of needs must follow from this understanding of the stakes of the project. The co-design phase should enable to precisely define first what the space needs and the fitted means to enhance it, in particular what are the human and financial resources required. The actors involved must be well aware of the degree of commitment that will be required, in terms of time of energy, to prevent the discouragement that could follow an underestimation of the needs and to adapt ambitions accordingly. It is particularly important as the length of such collaborative processes can generate some frustration for the civic actors. In these cases, generating awareness about the fact that the community-based work carried out, despite its length, enables to start up the project on truly robust roots can galvanize the project. Urban actors involved must understand that experimentalism is cyclical, not a linear process, and a trial-and-error approach is highly beneficial despite the time it might take.

The pact of collaboration is a crucial legal tool for multi stakeholder collaboration, the Co-City project shows that it could be complemented by institutional tools such as urban co-laboratories, for example urban living labs or other spaces for experimentation and prototyping. Such laboratories can play a role of innovation brokers, enabling to build a better cooperation and unified vision between a variety of urban actors on different policy sectors. It allows to avoid some pitfalls such as the monopolization of the process by a politically or socially dominant stakeholder. This institutional tool removes some of the administrative complexities and facilitates the collaboration of widely different actors by offering a space and a methodology.

On top of the institutional and learning tool that is the co-laboratory, the Co-City project unveils the need to further progress on digital tools. Indeed, the analysis of pacts of collaboration carried out in other journals and Zoom-in revealed that the Tech justice design principle is weak in a majority of pacts. In general, the projects show willingness to improve their knowledge and involvement with digital issues, but they struggle to bring their idea to life in this realm because they feel like they lack technical skills. More guidance would be needed on how to best apply a digital approach starting from the use of First Life to provide the community the access and the know-how to properly use and manage these tools.

As previously mentioned, the main learnings from the implementation of the Co-City project were formalized within the new regulation for the urban commons, which draw on this experimentation to provide a better fitted framework for the collaborative governance of the commons. It defines more precisely the actors involved and the procedures to facilitate the process. This legal tool could be complemented by institutional and digital tools for a more efficient collaboration between public, private, social, community and knowledge actors.

4. NATIONAL AND TRANSNATIONAL LEARNING AND EXCHANGE ACTIVITIES

At the national level the Co-City project is offering an important contribution to the debate between cities and national institutions such as ANCI. In terms of the importance of conducting urban experimentations through innovative forms of partnership and public procurement, the project has brought about important analyses and ideas. At the international level, the City of Turin's participation to the Urban Agenda for the EU through the Urban Partnership on Innovative and Responsible Public Procurement, which includes urban authorities, a Member State (Italy), observers and associations (CEMR, EUROCITIES, URBACT) and the European Commission (DG REGIO and DG GROW) has produced a positive influence through the initiation of joint action. The result was the forging and adoption of the urban innovation partnership approach by the Action Plan of the Urban Partnership on Innovative and Responsible Procurement which today expressly contemplates the Co-City project legal and governance tool as one of the fundamental pillars of a possible EU policy and strategy to enabling inclusive and responsible tools through procurement rules of cities.

4.1 Co-City Camp | the Pacts of Collaboration fair

On the 30th of November 2019 at *Rinascimenti sociali*, the Pacts of Collaboration fair or Co-City Camp allowed citizens involved in the pacts to present their work in collaboration with the city administration to regenerate abandoned public spaces. The accomplished projects and those still in progress were officially presented to the community during these events.

The Co-City Camp was officially introduced by Turin's Deputy Mayor to Decentralization and Peripheries Marco Giusta, followed by the President of the 6th district Carlotta Salerno, representing all the districts' presidents. Then, Valter Cavallaro and Giovanni Ferrero from the City of Turin, along with Renato Bergamin from the Cascina Roccafranca foundation, presented the Co-City projects and the pacts of collaboration. It allowed citizens collaborating with the city administration to meet and share their stories and mutual knowledge.

After a toast, Turin's Mayor Chiara Appendino and the Deputy Mayor Marco Giusta explained the communication campaign on the urban commons that had just been launched in the entire city of Turin – photos and materials to make the Co-City project visible in the streets and public spaces. They announced that in the next months, other participants, stories and places of pacts of collaboration would be progressively presented to the organizations and the city residents.

The Pacts of Collaboration fair opened shortly after to the public to enable city inhabitants involved in the Co-City project to present their actions in their neighborhood to the community. They displayed some explanatory panel with images of the regenerated public space and explained the collaborative process in which they are involved.
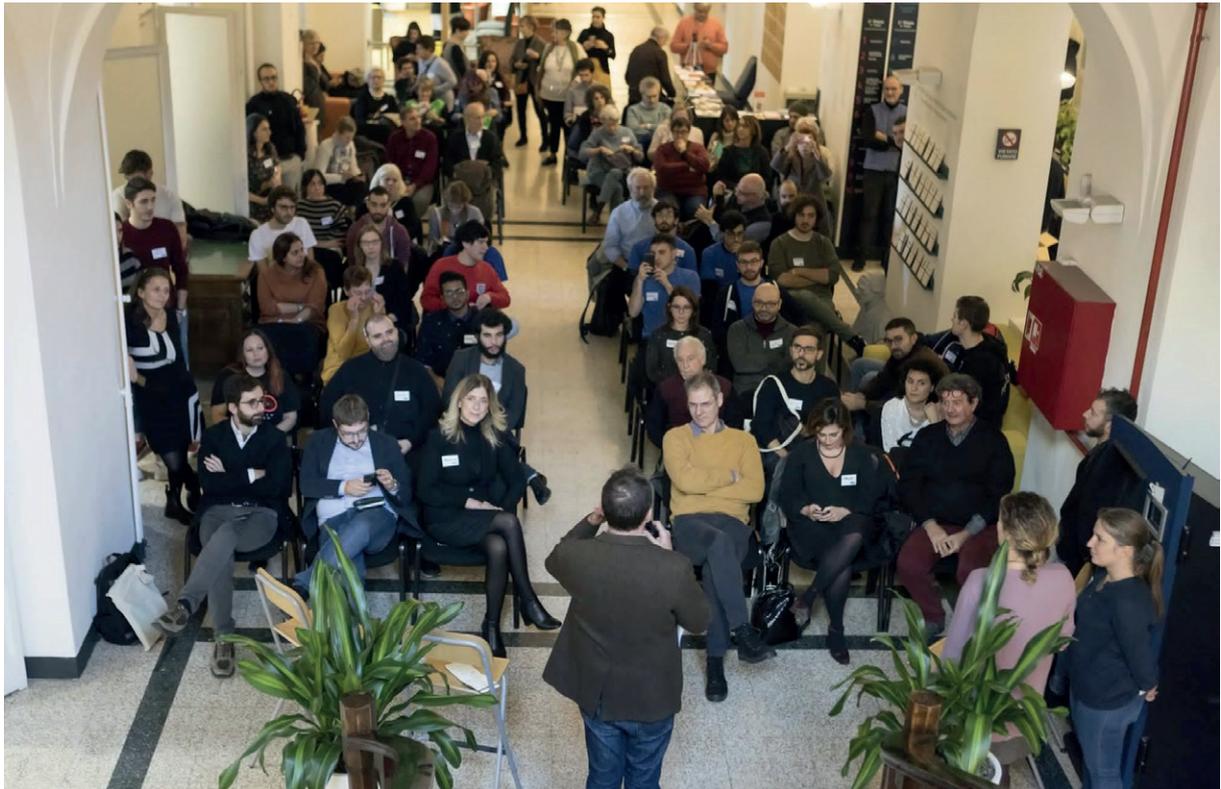
Co-City Camp. Source: Laura Cantarella for Co-City Torino

Pacts of collaboration fair. Source: Laura Cantarella for Co-City Torino

4.2 The final conference of the Co-City Turin project

The UIA Co-City project was completed with the Final conference taking place in Turin on the 14th of February 2020. The event was an opportunity to increase dissemination efforts and share the good practices that had emerged during the years of this project. Besides the important mobilization of city residents demonstrating the strong impact of Co-City on the local community, the conference was also able to host national and international actors of different collaborative urban projects.

After the institutional greetings with Turin's Mayor Chiara Appendino and representatives of the project's main partners, the Permanent Secretary of the Urban Innovative Actions Pier Paolo Saraceno spoke about the trends of urban innovation in Europe, stressing the striking example of the Co-city Turin experience in the framework of this European dynamic. Economist Mariana Mazzucato, director of the UCL Institute for Innovation and Public Purpose, followed by sharing her vision for innovation in the public administration. She argued that the Co-City project could help redefine public-private partnerships and rethink the welfare state as co-creator of value. According to Mazzucato, the pacts of collaboration experimented with through the Co-City project have contributed to revisiting EU instruments towards mission-oriented strategies, as well as in the redesign of public procurement and in the nurturing of bottom-up experimentation. Mariana Mazzucato explained in her speech that the stakeholders' governance, or co-governance, experimented with in the Co-City project is absolutely essential for a much-needed green and political transition.

Officials from the city of Turin, along with technicians and operators from the network of the Neighborhood Houses, the districts and the city who contributed to the implementation of the project, shared their insights on the Co-city project, both the challenges they encountered and their successes. The presidents of the districts involved also told the experiences made thanks to the UIA Co-City project. In particular, they highlighted how the pacts of collaboration participated in generating trust as well as increasing the sense of community and involvement of the citizens through the transformation of abandoned areas of their neighborhood into places for social aggregation and community building.

A panel moderated by UIA expert Christian Iaione on the topic of "Urban complexity and the collaborative paradigm in Europe" allowed the conference to learn about the results of an empirical analysis carried out by the UIA expert on a basket of 56 funded projects, twelve of which were interviewed, to see (i) if other UIA projects adopt similar approaches and/or (ii) what are the missing pieces that could increase the viability of this approach. This was also a way to introduce other UIA projects. Experts from projects in Barcelona, Athens, Birmingham and the ACTive NGOs transfer network inspired by Riga NGO House confronted their experiences of urban innovation and got to reflect on Turin's good practices. They then collectively discussed the possibility of upscaling these experiences and the influence on the UE framework in terms of knowledge sharing, financing and regulations.

In the afternoon, a second panel on the toolbox of Co-City with both speakers from the City of Turin and from the university was held. It presented an opportunity for all to reflect on the instruments, methods and practices developed and used during the project in Turin. With regards to the law, the participants and the speakers elaborated on how they were able to experiment with the already existing regulation of the urban commons and

adapt it. They also stressed the importance of digital tools, especially the First Life instrument, to create a network of knowledge, hubs of skills and increase access to services, in relation with the Blockchain initiative.

A final panel on the outlook of the governance of the commons in Italy gathered diverse Italian cities as well as the ANCI in an effort to confront the different experiences of urban projects in Turin, Milan, Verona and Reggio Emilia. They shared their common challenges and how they could find inspiration from each other, as well as the specificities of each of their respective cities. Finally, they discussed how their experiences in Italy could form the basis for a new mode of urban governance.

On Saturday 15th, site visits were organized to allow international experts along with local citizens to discover the realities of the pacts of collaborations in the spaces of the Co-City project. They were told the stories and actions of civic collaboration as they were guided by pacts members through different renewed public spaces, from sports grounds to schools and cultural centers.

Co-City Final conference, February 14, 2020.

5. CONCLUDING REMARKS

It is possible to draw two conclusions from the exploratory phase.

First, benchmarking in terms of existing policies, practices and projects at the EU, national and local level has proven that public procurement can be both an enabler and a factor hampering the process. We find that an intervention of public procurement would definitely contribute to bringing all cities to the same level and would allow most of the projects to overcome their main challenges.

One of the biggest challenges related to public procurement is that it may not stimulate the participation to urban innovative actions development and implementation of actors active in the policy domain addressed by the project. The role of Urban Laboratories (city labs, urban living labs and other spaces for experimentation and prototyping) in brokering contributions to define better solutions and by injecting collaboration in the development of the solutions might become increasingly relevant in future years entrusting upon institutions such as Neighborhood Houses this activity of outreach and engagement. It also ensures coordination both between partners and with external actors under the umbrella of a same and unified vision. The use of spaces for experimentation also brings the different cities to face a recurring obstacle in terms of public procurement. In these spaces and projects there is no real way to predict who will be involved, who is more suited to carry out such an innovative task, the appropriate amount of resources that will be needed and what are the specific needs of the beneficiaries. It also emerges that urban laboratories should be established at both small and larger scales. On more local levels, they should be used to create physical and technological environments coordinated by cities where urban actors can meet, discuss and engage in capacity building processes as well as work to find the appropriate resources and support to actively cooperate. At the larger scale, such forms of organizations should be utilized to develop concrete experimentations at the neighborhood level through which cities can mutually learn from one another.

A second, more conceptual (especially from an economic and legal standpoint) take home point is that public-community and public-private-community partnerships might become in the future the true distinctive feature of partnerships supporting urban innovative actions initiatives. The public-community and public-private-people approach embedded in the new Regulation is now the object of various policy conversations within the EU, including but not limited to the City Science Initiative and Cities Missions, as a possible approach to be applied to different policy domains. It is safe to say that the UIA Co-City project did contribute to this achievement by participating to the Urban Partnership on Innovative and Responsible Procurement as well as channeling the main results in these other initiatives and program via the work of the UIA Co-City expert. The project will serve as a basis for further developments in that respect. An empirical analysis has been carried out by the UIA expert on a basket of 56 projects, among which twelve were interviewed. It aims at assessing (i) if other UIA projects adopt similar public-community approaches and (ii) what are the missing pieces that could increase the viability of this approach. The forthcoming report unveils key institutional, financial, learning, and digital tools for the implementation of public-community partnerships, drawing on the evidence gathered from UIA projects.

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.

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